

## Syllabus for Paper II for PhD Entrance Exam in Management

**Total Marks: 50 [20 Marks for General Management + 30 Marks for respective specialization area]**

**Structure:**

| Module       | Focus Area                               | Weightage (Marks) |
|--------------|------------------------------------------|-------------------|
| I            | General Management                       | 10                |
| II           | General Management                       | 10                |
| III          | Finance Specialization                   | 10                |
|              | Human Resource Management Specialization | 10                |
|              | Marketing Specialization                 | 10                |
| IV           | Finance Specialization                   | 10                |
|              | Human Resource Management Specialization | 10                |
|              | Marketing Specialization                 | 10                |
| V            | Finance Specialization                   | 10                |
|              | Human Resource Management Specialization | 10                |
|              | Marketing Specialization                 | 10                |
| <b>Total</b> |                                          | <b>50</b>         |

\*Student will opt for one specialisation area while writing the paper.

**Detailed Contents:**

|   | Module | Sub-Topics                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Weightage (Marks) |
|---|--------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|
| 1 | I      | <p><b>Management</b> - definition and scope, Management functions and process, Management Roles and Skills, Managing -systems and contingency perspective, Historical background of management, Managing Internal (Organizational Culture) and External Environment, Social responsibility and Managerial Ethics, Managerial Decision making- Process, Types of problems and decisions, Decision making conditions &amp; styles</p> <p><b>Planning</b>-meaning, process, purpose, establishing goals, developing plans issues in planning, Strategic management –process, formulating and implementing strategies, types of strategies. <b>Organizing</b>- definition,</p> | 10                |

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|---|-----|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----|
|   |     | Organizational Structure and design options and decisions, Staffing, Managing change and innovation. <b>Leading-</b> Foundations of behavior, understanding groups and teams, Motivating employees- motivation theories, current issues, Leadership- Theories, issues, styles. <b>Controlling –</b> Definition ,importance, process, types, contingency factors, contemporary issues, Effective control system, Operations and value chain management                                                                                                                                                                                                                                                                                                                                                                                                                        |    |
| 2 | II  | <b>Micro-Economics:</b> Market forces of supply and demand, Demand Function, Demand Forecasting, Elasticity and its application, Production analysis, Cost Analysis, Market Structure and Pricing Practices.<br><b>Macro-Economics :</b> National Income, Savings and Investment, Monetary policy, Fiscal Policy, Industrial Policy, Infrastructure Development, Banking trends<br><b>Operations Management:</b> Nature and Scope of Production and Operations Management, Facility Location, Facility Layout, Production Planning and Control, Lean Systems<br><b>Corporate Strategy:</b> Strategy Formulation, Ansoff’s Growth vector, BCG Model, Porter’s Generic strategies, Competitor Analysis, Strategy Implementation<br><b>Ethics and Management System:</b> Ethical issues and analysis in management, Social responsibilities of Businesses, Corporate Governance | 10 |
| 3 | III | <b>Finance Specialization:</b><br>Accounting Process leading to preparation of Trial Balance and Financial Statements – Analysis of Financial Statements – Fund Flow Statements – Cash Flow Statements – Cost Accounting – Methods and Techniques of Costing                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 10 |
|   | III | <b>Human Resource Management Specialization:</b><br>HRM- Definition, importance, process, Human resources planning, HR demand supply forecast. Job analysis and job design. Recruitment, Selection, Placement, Orientation of employees                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 10 |
|   | III | <b>Marketing Specialization:</b><br>Consumer Markets and Buying Behavior; Business Markets and Buying Behavior, Market Segmentation, Targeting and Positioning; Concept of Marketing Mix; Marketing Research and Market Information ; Setting Product Strategy; Designing and Managing Services; New-Product Development and Product Life-Cycle Strategies; Pricing Considerations and Strategies; Designing and Managing Integrated Marketing Channels, Managing Retailing, Wholesaling, and Logistics; Multi-channel Retailing; Designing and Managing Integrated Marketing Communications                                                                                                                                                                                                                                                                                 | 10 |

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| 4 | IV | <b>Finance Specialization:</b><br>Cost of Capital – Weighted Average and Marginal Concept – Application in Capital Budgeting decisions – Capital Expenditure decisions – Working Capital Management – Working Capital requirements – Financing Working Capital requirements – Management of receivables and inventory – Capital Structure Theories and Decisions – Dividend policy.                                                                                                                                                                                    | 10        |
|   | IV | <b>Human Resource Management Specialization:</b><br>Employee Training- Meaning, scope, importance, process, methods. Skill training, Management development, training evaluation, HRD policies and implementation, Career Development and counseling                                                                                                                                                                                                                                                                                                                   | 10        |
|   | IV | <b>Marketing Specialization:</b><br>Branding & Brand Management; Developing and measuring Brand Equity; Use of Internet and Social Media in marketing; Role of service sector in the economy & its contribution to GDP; Distinctions between Services and Goods & its marketing implications; Expanded Services Marketing Mix; Measuring Service Quality; Capacity & Demand Patterns and strategies in services.                                                                                                                                                       | 10        |
| 5 | V  | <b>Finance Specialization</b><br>Indian Financial System – Financial Markets – Financial Institutions – Financial Instruments – Financial Services – Fundamental and Technical Analysis in Security Analysis and Portfolio Management - Mergers and Acquisitions – Business Alliances – Valuation of Bonds – Valuation of Equity – Valuation of the firm – Valuing Intangibles – International Finance including Foreign Exchange Markets – Quantitative Models in Finance                                                                                             | 10        |
|   | V  | <b>Human Resource Management Specialization:</b><br>Employee performance management- meaning, process, importance, Performance appraisal methods, designing effective PMS, compensation and benefits, current issues in HRM - Quantitative Models in HR                                                                                                                                                                                                                                                                                                                | 10        |
|   | V  | <b>Marketing Specialization:</b><br>Nature and scope of sales management; Sales Force Management; Designing Sales Territories and sales quotas; Need and scope of distribution management; marketing channels strategy, levels of channels, Retailing wholesaling, designing channel systems, Channel management; Logistics and supply chain management; Consumer Behaviour: Consumer Motivation , Personality, Perception, Attitude, Learning and its impact on Consumer Behaviour; Socio-Cultural settings and Consumer Behaviour - Quantitative Models in Marketing | 10        |
|   |    | <b>Total</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | <b>50</b> |

## **References**

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