

## 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

		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. <b>Macro-Economics :</b> National Income, Savings and Investment, Monetary policy, Fiscal Policy, Industrial Policy, Infrastructure Development, Banking trends <b>Operations Management:</b> Nature and Scope of Production and Operations Management, Facility Location, Facility Layout, Production Planning and Control, Lean Systems <b>Corporate Strategy:</b> Strategy Formulation, Ansoff’s Growth vector, BCG Model, Porter’s Generic strategies, Competitor Analysis, Strategy Implementation <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> 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> 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> 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

4	IV	<b>Finance Specialization:</b> 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> 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> 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> 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	10
	V	<b>Human Resource Management Specialization:</b> Employee performance management- meaning, process, importance, Performance appraisal methods, designing effective PMS, compensation and benefits, current issues in HRM	10
	V	<b>Marketing Specialization:</b> 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.	10
		<b>Total</b>	<b>50</b>

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