

**Ph. D Admission Test-2022**  
**Management**  
**Syllabus**

**Part A**

Research: Meaning, Characteristics and Types; Steps of Research, Methods of Research, Research Design, Ethics and Plagiarism, Awareness of Research Paper, Articles, Workshop, Seminar, Conference and Symposium, Report Writing: Its characteristics and format, Understanding the Structure of Argument, Evaluating and distinguishing Deductive and Inductive Reasoning, Analytical Reasoning, Verbal Analogies; Word Analogy – Applied Analogy, Verbal Classification. (20 MCQs)

Basic statistics: Sources and type of data: quantitative and qualitative data; diagrammatic and graphical representation of data. Mean, median, mode, geometric mean, harmonic mean and other measures of central tendency, measure of dispersion, mean deviation, quartile deviation, standard deviation, variance, coefficient of variation, skewness, kurtosis, moments, correlation and regression, elementary probability theory, Baye's theorem, random variables (one dimensional), Poisson, Normal and Binomial distributions. Random sampling, testing of hypothesis. (20 MCQs )

Meaning and Elements of Business Environment. Economic environment, Economic Policies, Economic Planning. Legal environment of Business in India, Competition policy, Consumer protection, Environment protection. Policy Environment: Liberalization Privatisation and globalisation, Second generation reforms, Industrial policy and implementation. Industrial growth and structural changes, People and Environment, Sources of Pollution, Exploitation of Natural and Energy Resources, Structure of the Institutions for Higher Learning and Research in India; Professional / Technical and General Education; Value Education; Governance, Polity and Administration. (25 MCQs )

**Part B**

**Accounting and Finance**

Basic Accounting Concepts, Financial Statement Analysis, Fund Flow and Cash Flow Analysis Capital and Revenue; Ratio Analysis; Standard Costing; Basic Concepts of Direct and Indirect Tax, Residential Status and Tax Incidence, Tax Planning: Concepts, Tax Evasion and Tax Avoidance, Nature and scope of Financial Management, Capital budgeting decisions, Valuation Concepts – Risk and Return; Valuation of Securities; Capital Structure and Cost of Capital, Capital Asset Pricing Theory; Dividend Policy-Determinants, Capital Market and Regulation, Mutual Funds, Money Market and Instruments; Mergers and Acquisitions; Investment and Portfolio Management; Investment Risk and Returns; Foreign Exchange Markets.; Elements of Options, Futures and Swaps; International Financial Management; Corporate Risk Management, Working Capital Management.

**Marketing**

Marketing for the 21st century, Marketing Opportunities and Customer Value, Marketing Strategies, Marketing Mix Decisions, Marketing Environment, Forecasting Demand, Conducting Marketing Research, Customer Relationships, Consumer Markets, Business Markets, Segmentation, Targeting and Positioning, Branding and Brand equity, Consumer Behaviour, Product strategy, Buying Motives, Factors Influencing Consumer Behaviour, Product Strategy, Services Marketing, Pricing Strategies,

Marketing channels, Retailing, Wholesaling and Logistics, Integrated Marketing Communications, New Market offerings, The Holistic Marketing Organisation.

### **Operations Management**

Role and Scope of Operations Management, Facility Location, Layout Planning and Analysis, Production Planning and Control, Operations Process Analysis, Demand Forecasting for Operations, Determinants of Product mix, Production Scheduling, Work measurement, Time and Motion Study, Concepts in Logistics and Supply Chain Management, Total Quality Management and Service Operations Management, Role and Scope of Operations Research, Linear Programming; Sensitivity Analysis, Duality, Transportation Model; Inventory Management, Queueing Theory, Decision Theory, Markov Analysis, PERT / CPM.

### **Human Resource Management & Organizational Behavior**

Organizing and Staffing; Recruitment, Selection, Placement and Induction processes, Performance Appraisal and Performance Management processes Human Resource Development- Training and Development Processes, Human Resource Information System; Human Resource Accounting and Auditing, Management of Industrial Relations: Trade Unions and Employers Associations; Discipline and Grievance Management; Participative Management, ILO and Industrial Relations. Organizational Behaviour- Personality; Individual and Group Decision making; Group Dynamics; Work motivation; Power and Politics; Organizational Culture; Conflict Management.

### **Economics and International Business**

Analysis of firm applications of managerial economics, demand forecasting and its implication on economic planning of firms, analysis of market structures, pricing strategies, monetary and fiscal policies and their Impact on business, issues in unemployment and inflation, GDP and economic growth, contemporary issues in competition policy and consumer protection. Balance of payments, role of multilateral institutions impacting international business, issues in foreign exchange market, EXIM policy, importance and types of international trade documents, issues in trade facilitation, implications of socio-cultural and politico-legal dimensions for firms doing business internationally, analysis of functional dimensions of international business.

### **Information Systems and Strategy**

Impact of information systems on business, using information systems to achieve competitive advantage, the internet's impact on competitive advantage, the value web, managing global systems, technology issues and opportunities for global value chains, the role of ERP systems in business processes, business intelligence tools, OLAP functions, data mining, BI benefits: data integration, contemporary security challenges and vulnerabilities, ethical and social issues in information systems, management support system modeling and analysis. Identification and analysis of natural, societal and task environment, analytical models-porters model of competitor analysis, value chain analysis, EFAS, IFAS and forecasting, SWOT analysis and SFAS matrix, analysis of strategic alternatives using TOWS matrix, formulating corporate and functional strategies; directional & growth, analysis and implementation of blue ocean and red ocean strategies.