

Ph.D. Entrance Test Syllabus – 2022
Business Management
Part – I Research Methodology (50 %)

Unit - I

Foundations of Research: Meaning, Objectives, Motivation, Utility - Concept of theory, empiricism, deductive and inductive theory - Characteristics of scientific method - Understanding the language of research - Concept, Construct, Definition, Variable - Research Process

Unit - II

Problem Identification & Formulation – Management Question – Research Question – Investigation Question – Measurement Issues - Hypothesis - Qualities of a good Hypothesis –Null Hypothesis & Alternative Hypothesis. Hypothesis Testing - Logic & Importance

Unit - III

Research Design: Concept and Importance in Research - Features of a good research design – Exploratory Research Design – concept, types and uses, Descriptive Research Designs - concept, types and uses. Experimental Design: Causal relationships, Concept of Independent & Dependent variables, concomitant variable, extraneous variable, Treatment, Control group

Unit - IV

Qualitative and quantitative research: Qualitative research - Quantitative research – Concept of measurement, causality, generalization, replication. Merging the two approaches

Unit - V

Measurement: Concept of measurement– what is measured? Problems in measurement in management research - Validity and Reliability. Levels of measurement - Nominal, Ordinal, Interval, Ratio

Unit - VI

Attitude Scaling Techniques: Concept of Scale – Rating Scales viz. Likert Scales, Semantic Differential Scales, Constant Sum Scales, Graphic Rating Scales – Ranking Scales – Paired Comparison & Forced Ranking

Unit - VII

Types of Data: Secondary Data - Definition, Sources, Characteristics. Primary Data - Definition, Advantages and disadvantages over secondary data, Observation method, Questionnaire Construction, Personal Interviews, Telephonic Interview, Mail Survey, Email/Internet survey

Unit - VIII

Sampling: Concepts of Statistical Population, Sample, Sampling Frame, Sampling Error, Sample Size, Non-Response - Characteristics of a good sample - Probability Sample – Simple Random Sample, Systematic Sample, Stratified Random Sample & Multi-stage sampling. Non-Probability Sample – Judgment, Convenience, Quota & Snowballing methods. Determining size of the sample - Practical considerations in sampling and sample size

Unit - IX

Data Analysis: Data Preparation – Univariate analysis (frequency tables, bar charts, pie charts, percentages), Bivariate analysis – Cross tabulations - Hypothesis formulation, level of significance, degree of freedom, t-test, F-test, Chi-square test, ANOVA, Z-test

Unit - X

Interpretation of Data and Report Writing - Layout of a Research Report

Part – II (Core Subjects) (50 %) (UGC NET Paper II Syllabus)

Unit – I

- Management – Concept, Process, Theories and Approaches, Management Roles and Skills
- Functions – Planning, Organizing, Staffing, Coordinating and Controlling. Communication – Types, Process and Barriers.
- Decision Making – Concept, Process, Techniques and Tools
- Organisation Structure and Design – Types, Authority, Responsibility, Centralisation, Decentralisation and Span of Control
- Managerial Economics – Concept & Importance
- Demand analysis – Utility Analysis, Indifference Curve, Elasticity & Forecasting Market Structures – Market Classification & Price Determination
- National Income – Concept, Types and Measurement
- Inflation – Concept, Types and Measurement Business
- Ethics & CSR
- Ethical Issues & Dilemma Corporate Governance Value Based Organisation

Unit – II

- Organisational Behaviour – Significance & Theories
- Individual Behaviour – Personality, Perception, Values, Attitude, Learning and Motivation
- Group Behaviour – Team Building, Leadership, Group Dynamics Interpersonal Behaviour & Transactional Analysis
- Organizational Culture & Climate
- Work Force Diversity & Cross Culture Organisational Behaviour Emotions and Stress Management
- Organisational Justice and Whistle Blowing
- Human Resource Management – Concept, Perspectives, Influences and Recent Trends
- Human Resource Planning, Recruitment and Selection, Induction, Training and Development
- Job Analysis, Job Evaluation and Compensation Management

Unit – III

- Strategic Role of Human Resource Management Competency Mapping & Balanced Scoreboard Career Planning and Development
- Performance Management and Appraisal
- Organization Development, Change & OD Interventions Talent Management & Skill Development
- Employee Engagement & Work Life Balance
- Industrial Relations: Disputes & Grievance Management, Labour Welfare and Social Security
- Trade Union & Collective Bargaining
- International Human Resource Management – HR Challenge of International Business
- Green HRM

Unit– IV

- Accounting Principles and Standards, Preparation of Financial Statements
- Financial Statement Analysis – Ratio Analysis, Funds Flow and Cash Flow Analysis, DuPont

Analysis

- Preparation of Cost Sheet, Marginal Costing, Cost Volume Profit Analysis Standard Costing & Variance Analysis
- Financial Management, Concept & Functions
- Capital Structure – Theories, Cost of Capital, Sources and Finance Budgeting and Budgetary Control, Types and Process, Zero base Budgeting
- Leverages – Operating, Financial and Combined Leverages, EBIT–EPS Analysis, Financial Breakeven Point & Indifference Level.

Unit –V

- Value & Returns – Time Preference for Money, Valuation of Bonds and Shares, Risk and Returns;
- Capital Budgeting – Nature of Investment, Evaluation, Comparison of Methods; Risk and Uncertainly Analysis
- Dividend – Theories and Determination
- Mergers and Acquisition – Corporate Restructuring, Value Creation, Merger Negotiations, Leveraged Buyouts, Takeover
- Portfolio Management – CAPM, APT
- Derivatives – Options, Option Payoffs, Option Pricing, Forward Contracts & Future Contracts
- Working Capital Management – Determinants, Cash, Inventory, Receivables and Payables Management, Factoring
- International Financial Management, Foreign exchange market

Unit - VI

- Strategic Management – Concept, Process, Decision & Types
- Strategic Analysis – External Analysis, PEST, Porter’s Approach to industry analysis, Internal Analysis – Resource Based Approach, Value Chain Analysis
- Strategy Formulation – SWOT Analysis, Corporate Strategy – Growth, Stability, Retrenchment, Integration and Diversification, Business Portfolio Analysis - BCG, GE Business Model, Ansoff’s Product Market Growth Matrix
- Strategy Implementation – Challenges of Change, Developing Programs Mckinsey 7s Framework
- Marketing – Concept, Orientation, Trends and Tasks, Customer Value and Satisfaction
- Market Segmentation, Positioning and Targeting
- Product and Pricing Decision – Product Mix, Product Life Cycle, New Product development, Pricing – Types and Strategies
- Place and promotion decision – Marketing channels and value networks, VMS, IMC, Advertising and Sales promotion

Unit –VII

- Consumer and Industrial Buying Behaviour: Theories and Models of Consumer Behaviour
- Brand Management – Role of Brands, Brand Equity, Equity Models, Developing a Branding Strategy; Brand Name Decisions, Brand Extensions and Loyalty
- Logistics and Supply Chain Management, Drivers, Value creation, Supply Chain Design, Designing and Managing Sales Force, Personal Selling
- Service Marketing – Managing Service Quality and Brands, Marketing Strategies of Service Firms
- Customer Relationship Marketing – Relationship Building, Strategies, Values and Process
- Retail Marketing – Recent Trends in India, Types of Retail Outlets.
- Emerging Trends in Marketing – Concept of e-Marketing, Direct Marketing, Digital Marketing

and Green Marketing

- International Marketing – Entry Mode Decisions, Planning Marketing Mix for International Markets

Unit –VIII

- Statistics for Management: Probability Distribution – Binominal, Poison, Normal and Exponential
- Operations Management – Role and Scope
- Facility Location and Layout – Site Selection and Analysis, Layout – Design and Process
- Enterprise Resource Planning – ERP Modules, ERP implementation Scheduling; Loading, Sequencing and Monitoring
- Quality Management and Statistical Quality Control, Quality Circles, Total Quality Management – KAIZEN, Benchmarking, Six Sigma; ISO 9000 Series Standards
- Operation Research – Transportation, Queuing Decision Theory, PERT / CPM

Unit –IX

- International Business – Managing Business in Globalization Era; Theories of International Trade; Balance of payment
- Foreign Direct Investment – Benefits and Costs
- Multilateral regulation of Trade and Investment under WTO International Trade Procedures and Documentation; EXIM Policies Role of International Financial Institutions – IMF and World Bank
- Information Technology – Use of Computers in Management Applications; MIS, DSS
- Artificial Intelligence and Big Data
- Data Warehousing, Data Mining and Knowledge Management – Concepts Managing Technological Change

Unit – X

- Entrepreneurship Development – Concept, Types, Theories and Process, Developing Entrepreneurial Competencies
- Intrapreneurship – Concept and Process
- Women Entrepreneurship and Rural Entrepreneurship
- Innovations in Business – Types of Innovations, Creating and Identifying Opportunities, Screening of Business Ideas
- Business Plan and Feasibility Analysis – Concept and Process of Technical, Market and Financial Analysis
- Micro and Small-Scale Industries in India; Role of Government in Promoting SSI Sickness in Small Industries – Reasons and Rehabilitation
- Institutional Finance to Small Industries – Financial Institutions, Commercial Banks, Cooperative Banks, Micro Finance.