



Program	Ph.D.		
Syllabus	Entrance Exam Syllabus for Management		
Examination Pattern			

Section – 1 - Weightage – 50%	
Sr. No.	Topics
1	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.
2	Organisational Behaviour – Theories and Significance. Individual Behaviour – Personality, Perception, Values, Attitude, Learning and Motivation. Group Behaviour – Team Building, Leadership, Group Dynamics. Interpersonal Behaviour & Transactional Analysis. Organizational Culture & Climate. Workforce Diversity & Cross-Cultural OB. Emotions and Stress Management. Organisational Justice and Whistle Blowing. HRM – Concept, Perspectives, Trends. HR Planning, Recruitment, Selection, Induction, Training. Job Analysis, Evaluation, Compensation.
3	Strategic HRM – Role, Competency Mapping, Balanced Scorecard. Career Planning, Performance Management. OD and Change Interventions. Talent Management. Employee Engagement & Work-life Balance. Industrial Relations – Disputes, Grievances, Labour Welfare. Trade Union & Collective Bargaining. International HRM, Green HRM.
4	Accounting & Finance – Principles, Statements, Ratio, Fund Flow, Cash Flow, DuPont. Cost Sheet, Marginal Costing, CVP Analysis, Standard Costing, Variance. Financial Management – Concepts, Capital Structure, Cost of Capital. Budgeting, Leverages, EBIT–EPS, Break-even.
5	Investment & Portfolio – Time Value, Valuation, Capital Budgeting, Risk Analysis. Dividend Theories. M&A, Restructuring. Portfolio Management – CAPM, APT. Derivatives – Options, Futures. Working Capital. International Finance, Forex.
6	Strategic Management & Marketing – Process, Analysis (PEST, Porter), Strategy Formulation (SWOT, BCG, GE, Ansoff), Implementation (7s). Marketing – Concepts, Segmentation, Targeting, Product & Pricing, Promotion, Channels.
7	Advanced Marketing – Consumer/Industrial Behavior, Branding, Supply Chain, Sales, Service Marketing, CRM, Retail. Trends – e-Marketing, Direct, Digital, Green, International.
8	Quantitative Methods & OM – Statistics, Probability, Sampling, Hypothesis, Correlation, Regression. OM – Facility Layout, ERP, Scheduling, Quality (TQM, Six Sigma), OR – PERT/CPM, Queuing.
9	International Business & IT – Globalization, Trade Theories, BOP, FDI, WTO, Trade Docs, EXIM Policy. IMF, World Bank. IT – MIS, DSS, AI, Big Data, Data Mining, Tech Change.



10	Entrepreneurship – Theories, Types, Women/Rural. Innovation, Business Planning, SSI in India, Sickness, Finance (Banks, MFIs).
Section – 2 - Weightage – 50%	
Sr. No.	Topics
1	Research Aptitude - Research: Meaning, characteristics and types; Steps of research, Methods of research; Research Ethics; Paper, article, workshop, seminar, conference and symposium.
2	Reasoning (Including Mathematical) - Number series; letter series; codes; Relationships; classification.
3	Logical Reasoning - Understanding the structure of arguments; Evaluating and distinguishing deductive and inductive reasoning; Verbal analogies: Word Analogy-Applied analogy; Reasoning Logical Diagrams: Simple diagrammatic relationship, multi-diagrammatic relationship; Venn diagram; Analytical Reasoning
4	Data Interpretation - Sources, acquisition and interpretation of data; Quantitative and qualitative data; Graphical representation and mapping of data.