

Ph.D. Entrance Test Syllabus for Ph.D. in Management

The PET (Ph.D. Entrance Test) for Ph.D. in Business Administration consists of two parts:

- Part I: Research Methodology & Aptitude (50 marks) and
- Part II: Management (50 marks)

Total Marks for Ph.D. Entrance Test: 100 Marks

SYLLABUS

Part I: Research Methodology & Aptitude (50 marks)

Unit-1: Research Aptitude

Research: Meaning, Types, and Characteristics, Positivism and Post-positivistic approach to research. Methods of Research: Experimental, Descriptive, Historical, Qualitative and Quantitative methods. Steps of Research.

Thesis and Article writing: Format and styles of referencing. Application of ICT in Research. Research Ethics.

Unit -2: Mathematical Reasoning and Aptitude

Types of Reasoning.

Number series, Letter series, Codes and Relationships.

Mathematical Aptitude (Fraction, Time & Distance, Ratio, Proportion and Percentage, Profit and Loss, Interest and Discounting, Averages etc.).

Unit-3: Logical Reasoning

Understanding the structure of arguments: Argument forms, Structure of categorical propositions, Mood and figure, Formal and informal fallacies, Uses of language, Connotations and denotations of terms, Classical square of opposition.

Evaluating and distinguishing deductive and inductive reasoning.

Analogies.

Venn Diagram: Simple and multiple use for establishing validity of arguments.

Unit-4: Data Interpretation

Sources, acquisition, and classification of Data.

Quantitative and Qualitative Data.

Graphical representation (Bar-chart, Histograms, Pie-chart, Table-chart, and Line-chart) and mapping of Data. Data Interpretation.

Data and Governance.

Unit-5: 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

Review of Literature, 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-6: Sampling and Data Collection:

Sampling: Concepts of Statistical Population, Sample, Sampling Frame, Sampling Error, Sample Size, and 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 the size of the sample - Practical considerations in sampling and sample size

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.

Reference Books:

1. Aggarwal, R. S. (2008). *Quantitative Aptitude*. S. Chand.
2. Verma, R. (2018). *Fast Track Objective Arithmetic*. Arihant Publications India limited.
3. Tyra, G. (2015). *Pursuing Moral Faithfulness: Ethics and Christian Discipleship*. InterVarsity Press.
4. Aggarwal, J. C. (2010). *Theory & principles of education*. Vikas Publishing House.
5. Sharma, A. (2013). *How to prepare for data interpretation for Cat*. Tata McGraw-Hill Education.
6. Cooper, D. R., & Schindler, P. (2014). *Business research methods*. McGraw-hill. Business Research
7. Bell, E., & Thorpe, R. (2013). *A very short, fairly interesting and reasonably cheap book about management research*. Sage.
8. Fundamentals of Statistics – S. C. Gupta, 7th edition, Himalaya Publishing House.

Part II: Management (50 marks)

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
Organization Structure and Design – Types, Authority, Responsibility, Centralization, Decentralization 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 Organization

Unit – II

Organizational Behavior – Significance & Theories
Individual Behavior – Personality, Perception, Values, Attitude, Learning and Motivation Group Behavior
– Team Building, Leadership, Group Dynamics Interpersonal Behavior & Transactional Analysis
Organizational Culture & Climate
Workforce Diversity & Cross Culture Organizational Behavior
Emotions and Stress Management
Organizational 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, Labor 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 Uncertainty 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 McKinney 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 Behavior: Theories and Models of Consumer Behavior
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: Concept, Measures of Central Tendency and Dispersion, Probability Distribution –
Binomial, Poisson, Normal and Exponential
Data Collection & Questionnaire Design Sampling – Concept, Process and Techniques
Hypothesis Testing – Procedure; T, Z, F, Chi-square tests
Correlation and Regression Analysis
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

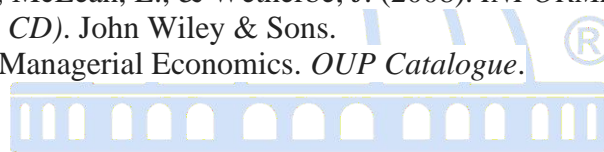
Innovations in Business – Types of Innovations, Creating and Identifying Opportunities, Screening of Business Ideas

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, MicroFinance.

Reference Books:

1. Durai, P. (2015). *Principles of management*. Pearson Education India.
2. Robbins, S. P. (2009). *Organisational behaviour in Southern Africa*. Pearson South Africa.
3. Prasanna, C. (2001). *Financial Management Theory and Practice*. Tata McGraw.
4. Dessler, G., & Varrkey, B. (2005). *Human Resource Management, 15e*. Pearson Education India.
5. Kotler, P. (2009). *Marketing management*. Pearson Education India.
6. Levin, J., Rubin, D. S., Rastogi, S., & Siddiqui, M. H. (1992). *Statistics*.
7. Mahadevan, B. (2015). *Operations management: Theory and practice*. Pearson Education India.
8. Turban, E., Leidner, D., McLean, E., & Wetherbe, J. (2008). *INFORMATION TECHNOLOGY FOR MANAGEMENT, (With CD)*. John Wiley & Sons.
9. Damodaran, S. (2010). *Managerial Economics*. OUP Catalogue.



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