

**Syllabus for Ph.D. (Management) Entrance Exam Paper -II**

<b>UNIT-1</b>	<b>Marketing Management</b>
<p>Marketing Orientation, Core Concepts in Marketing-Value, Satisfaction, Marketing Mix. Marketing Environment and Environment Scanning; Marketing Information Systems and Marketing Research; Understanding Consumer and Industrial Markets; Demand Measurement and Forecasting; Market Segmentation-Targeting and Positioning; Product Decisions, Product mix. Product Life Cycle; New Product Development; Branding and Packaging; Pricing Methods and Strategies. Promotion Decisions-Promotion mix; Advertising; Personal Selling; Channel Management; Vertical Marketing Systems; Evaluation and Control of Marketing Effort; Marketing of Services; Customer Relation Management Digital Marketing, e-commerce-B2B, B2C.</p>	
<b>UNIT-2</b>	<b>Financial Management &amp; Economics</b>
<p>Financial Management-Nature and Scope. Long Term and Short Term financing instruments. Time Value of Money and cost of Capital. Capital Structure. Capital Budgeting and Risk analysis. Working Capital Management. Dividend policy, determinants. Financial analysis, Ratio analysis and Cash flow statements. <b>Managerial</b> Demand Analysis, Production Function and Production Theory, Cost-Output Relations, Market Structures, Pricing Techniques, Demand – Cost – Profit – Forecasting, Macro-Economics, National Income Concepts, Economic policy – Export import Policy, Business Environment</p>	
<b>UNIT-3</b>	<b>Human Resource Management and Organizational Behavior</b>
<p>Concepts and Perspectives in HRM- Human Resource Planning- Objectives, Process and Techniques. Job analysis-Job Description- Job Evaluation. Recruitment and Selection and Exit Policy. Training and Development- Types, Training Need Analysis and methods. Performance Appraisal and Evaluation Types and Methods. Compensation Management and Wage Determination. Industrial Relations and Trade Unions. Dispute Resolution and Grievance Management. Labour Welfare, Functions of Management, Concept and significance of organizational behavior, Theories of organizational behavior. Organizational Structure. Individual behavior - Personality-Perception-Values-Attitudes; Group Behavior-Group dynamics, Teamwork. Motivation- Types and Theories of Motivation. Leadership – Types and Theories. Learning – Types and Barriers. Conflict Management – Types. Change Management. Communication - Types and Barriers. Organizational Development – Theories, Intervention and Models.</p>	

<b>UNIT-4</b>	<b>Operations &amp; IT Management</b>
<p>Role and Scope of Production Management; Faculty Location; Layout Planning and Analysis; Production Planning and Control-Production Process Analysis; Demand Forecasting for Operations; Determinants of Product mix; Production Scheduling; Work measurement; Time and Motion Study; Statistical Quality Control. Role and Scope of Operations Research; Linear Programming; Transportation Model; Inventory Control; PERT/CPM. Concept of Supply Chains, Responsive and Efficient Supply Chains, Retail Supply Chain, Industrial Supply Chain and Digital Supply Chain Management, Services Supply Chain. Use of Computers in Managerial applications; Technology issues and Data processing in organizations; Information systems; MIS and Decision making; System analysis and design; Internet and Internet-based applications</p>	
<b>UNIT-5</b>	<b>Business Ethics, Entrepreneurship, Innovation &amp; Management Strategy</b>
<p>Concept of Corporate Strategy; Components of Strategy Formulation; Ansoffs Growth Vector; BCG Model; Porter's Generic Strategies; Competitor Analysis; Strategic Dimensions and Group Mapping; Industry Analysis; Strategies in Industry Evolution, Fragmentation, Maturity, and decline. Competitive strategy and Corporate Strategy; Managing Cultural Diversity; Global Entry Strategies; Globalization of Financial System and Services. Ethical issues in Management; Corporate Social Responsibility; Corporate governance and ethics. Innovation and Entrepreneurship; Small business-Concepts Government policy for promotion of small and tiny enterprises; Process of Business Opportunity Identification Detailed business plan preparation; Managing small enterprises; Planning for growth; Sickness in Small Enterprises; Rehabilitation of Sick Enterprises; Entrepreneurship (Organizational Entrepreneurship) Start-up Ventures.</p>	
<p><b>References:</b></p> <p>Marketing Management. 12th ed. by Kotler, Philip, and Kevin Lane  The Dartnell Marketing Manager's Handbook by Levy, Sidney J., George R. Frerichs, and Howard L. Gordon  Handbook of Marketing by Weitz, Barton A., and Robin Wensley  Advanced Financial Management: Kohok, M. A., Everest Publishing House  Cases &amp; Problems On Financial Management: Rao, A. P., Everest Publishing House  Cases In Financial Management: Pandey, I/ Bhat, R. TMH  Financial Management: Inamdar, S. M. Everest  A Concise Handbook of the Indian Economy in the 21st Century (2nd edn)  <a href="https://doi.org/10.1093/oso/9780199496464.001.0001">https://doi.org/10.1093/oso/9780199496464.001.0001</a> Online ISBN: 9780199098330  Rao T V, Pereira D F, Recent Experiences In Human Resources Development  Pareek Udai, Rao, Designing And Managing Human Resource Systems  Spencer Lyte M, Calculating Human Resource Costs And Benefits  Cascio Wayne F, Costing Human Resources: The Financial Impact of Behavior  Essentials of Organizational Behavior Book by Stephen Robbins, Stephen P. Robbins, Timothy A. Judge  Pearson, Edition: 2019.  Organisational Behavior Book by K. Aswathappa, Himalaya Publishing House, <b>Edition:</b> 2018.  Operations Management by William J. Stevenson.</p>	

Operations Management (11th Edition) 11th Edition by Jay Heizer (Author), Barry Render (Author)  
Management Information Systems: Managing the Digital Firm, by Kenneth C. Laudon and Jane P. Laudon  
ISBN13: 978-0134639710, 15th Edition.  
Information Systems for Business and Beyond, by David T. Bourgeois - Saylor Foundation , 2014.  
Business Ethics Text Book Prof Dr C Karthikeyan 2019, Ijmra  
Entrepreneurship & Innovation Management by R. Gopal (Author), Pradip Manjrekar (Author)  
Strategic Management: Concepts and Cases by Fred R. David, ISBN13: 978-0134167848  
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