

Syllabus for Ph.D. Entrance Examination in **The Business School - 2026**

Note: Ph.D. Entrance examination shall be of 100 marks comprising two sections of 50 marks each. The examination shall be of 3 hours duration.

(a) Section A shall consist of 50 Multiple Choice Questions (MCQ). Each question shall carry 01 mark. The candidate is required to attempt all the questions.

(b) Section B shall consist of Research Aptitude Questions and will be descriptive in nature, comprising 08 questions, out of which the candidate will be required to attempt any five. Each question shall carry 10 marks and the candidate must answer each question in 300-400 words.

To qualify the entrance test, the candidate is required to secure atleast 50% marks in each section separately.

Section A **Academic Component (MCQ)**

Unit I: Management Perspectives

Concept of Management, Management: Art and Science, Management Vs Administration, Levels of Management, Functions of management, Management as a Profession, Management skills, Qualities and characteristics of managers.

Evolution of Management thought: Early contributions: Taylor and Scientific Management, Fayol's Administrative Management, Bureaucracy, Human Relations, and Modern Approach, Social responsibility of managers, Managerial Ethics.

Planning and Organizing. Concept of planning, Significance of planning, Classification of planning: Strategic plan, Tactical plan and Operational plan, Process of planning, Barriers to effective planning. MBO, Management by Exception.

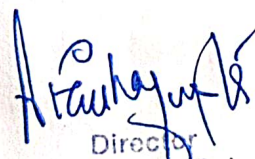
Decision Making: Strategies of decision making, steps in rational decision making process, Factors influencing decision making process, Psychological bias and decision support system.

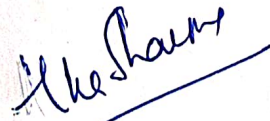
Organizing: Defining organizing, Principles of organizing, Process of organizing, Types of organizational structure, Span of control, Centralization vs. Decentralization of authority. Informal organization. Staffing, Directing and Motivation Staffing: Concept, Objective of staffing, System approach to staffing, Manpower planning. Directing: Concept, Techniques of directing and supervision, Types of supervision, Essential characteristics of supervisor.

Motivation: Concept, Forms of employee motivation, Need for motivation. Theories of motivation. Leadership and Control Leadership Vs Management, Process of Leadership, Importance of leadership, Characteristics of an effective leader. Controlling: Concept, Importance of controlling, Types of control, Steps in control process.

Unit II: Financial Management

Accounting concepts and conventions; Depreciation accounting and policy, Preparation of final accounts, Cost-accounting, Cost concepts and Classifications; Preparation of Cost-Sheet. Management Accounting; Management Accounting vs. Financial accounting; Financial analysis, Ratio analysis, Funds-Flow Statement, Cash-flow Statement Budgeting: Types of budgets and their preparation, Performance budgeting and Zero-base budgeting. Marginal costing: Break-even analysis, Standard costing and variance analysis.


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Introduction to financial management; Time value of money, sources of finance, Investment decisions: Capital budgeting, Cost of capital; Capital Structure decisions; Theories of capital structure, Capitalization; Leverage; Dividend Decisions Dividends, Major theories of Dividend decision, Management of working capital.

Financial Services, Financial Derivatives, Financial Markets in India, Corporate restructuring services, Risk Management, Insurance, Banking in India, Portfolio theory, risk and risk aversion, Efficient Market Hypotheses, Industry analysis and Company Analysis, Capital Assets Pricing Model (CAPM), Portfolio Management, Evaluating of Portfolio Performance, International monetary Institutions and organizations, Theories of International Trade, Foreign Direct Investment.

Unit III: Human Resource Management

Understanding Human Behaviour in Organizations, Historical Development of Organizational Behaviour, Individual differences and work behaviour, Personality, perception, attitudes and learning, Individual and Group Behaviour, Group conflict and resolution strategies, Organizational Culture, Organizational Change, Power and Politics, Work Motivation: Contemporary Theories and Approaches. Leadership: Approaches and Styles.

Human Resource Management (HRM), Functions of HRM. Strategic HRM, Human Resource Development: concept and process, Job Design and Job Analysis. Recruitment and Selection, Induction and Placement, Promotions and Transfers. Exit Management, Coaching, Mentoring, Work stress and Counselling, Training and Development: Methods of Training, Career Development. Performance Appraisal. Compensation Management, Job Enrichment and Job Enlargement, Work-Life Balance. Quality of Work Life. Talent Management. Employee Engagement, Human Resource Information System (HRIS). Human Resource Audit.

Change Management: Change Management Challenges, Models of Organizational Change, Resistance to Change, Management Development vs Organization Development, OD interventions, Human Resource Systems (HRS), Human Resource Development (HRD), Balance Score Card. Cross-Cultural Management. Frameworks in Cross-Cultural Management.

Industrial Relations (IR), Determinants; Dimensions of IR, Approaches to the study of IR, Industrial Conflicts, Industrial Dispute Act 1947, Trade Unions: Objectives, Structure and Strategies, Problems and Prospects of Trade Unions, Trade Union Act 1926 (Amendment, Act, 2001). Collective Bargaining: Meaning, objective, approaches, strategies and process, unfair labour practices, code of discipline in industry, Child Labour Prohibition and Regulation Act, 1986.

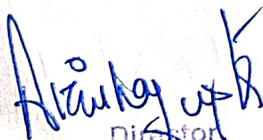
Unit IV: Marketing Management

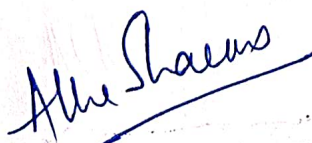
Importance and Scope of Marketing; Core Marketing Concepts: need, wants, demand (forecasting and measurement), Marketing Mix, extended marketing mix, Marketing Management Philosophies; Marketing and Customer Value, customer relationship management, Marketing Intelligence System & Marketing Environment; Marketing Research Process.

Understanding Consumer Behaviour: Consumer Decision Making Process, Factors influencing Consumer Buying Decisions – cultural, social, personal, psychological. Business Markets: Types of Business Customers, Business Buying Process.

Market Segmentation: levels & bases of Segmentation of Consumer Markets and Business Markets; Market targeting: segmenting criterion, evaluating & selecting segment; Selecting Target Markets; developing & communicating positioning strategy; Competitor Analysis: Competitive Strategies for Market Leaders, Challengers and Followers.

Product Characteristics and Classifications, Product Hierarchy, product differentiation, Product Line Analysis; Product Mix Decisions; Role of Packaging and Labelling; New Product development Process. Difference between product and brand, Role of Brands in Marketing, Brand Strategy, Brand Extension-Concepts, Rules & Risks of Brand Extension, Product Life Cycle & Marketing Strategies.


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Pricing - Concept and Importance; pricing Objectives; Demand Determinants and Price; Cost Determinants of Price; Pricing Methods; Adapting the Price - Promotional Pricing, Differentiated Pricing, Price Discounts and Allowances.

Role of Integrated Marketing Communication; Developing Effective Marketing Communications; Marketing Communication Mix; Factors affecting Marketing Communication Mix; Managing Mass Communication - Advertising, Sales Promotion, Public Relations, Events and Experiences; Managing Personal Communication - Personal Selling, Direct and Interactive Marketing, Word of Mouth.

Marketing Channels: importance, channel development, hybrid channels, channel flows & levels, Channel Design Decisions, Channel Participants: Wholesalers, Retailers and Facilitating agencies; E-Commerce and Online Retail. Current Trends in marketing.

Unit V: IT, MIS & OR

Introduction to Information Technology: Database Management System, Networking, Systems & Application Software, Use of Computers in Management Applications; MIS, DSS, Artificial Intelligence and Big Data, Data Warehousing, Data Mining and Knowledge Management – Concepts of Managing Technological Change.

Introduction to MIS: Systems, data and information and knowledge. Importance of MIS in the competitive business environment.

Decision Making & Types of information systems: Management information systems, transactions processing systems, decisions support systems, expert systems, office automation systems and knowledge-based systems, Structured decision making, unstructured decision making and semi structured decision making.

Information Systems Analysis & Design: Stages of SDLC, Feasibility study, systems study and systems design, Resource utilization, implementation, audit, operation, maintenance and modification.

Functional Information Systems: Marketing, Finance, HR, Production/Operations information systems.

Enterprise Resource Planning: Process Mapping, Implementation Management, ERP System, Cloud Computing, Information Systems Value and Effectiveness.

Operation Research: Linear Programming, Transportation, Assignment, Game theory, Decision theory, PERT / CPM, Simulation.

Section B

Research Aptitude (Descriptive Type)

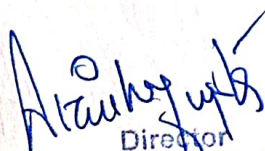
Measures of Central Tendency: Arithmetic Mean, Median, and Mode; Measures of Dispersion: Standard Deviation, Coefficient of Variation, Correlation: Karl Pearson Coefficient of Correlation; Spearman's Rank Correlation Method, Probable Error.

Regression Analysis: Simple Linear Regression Model, Regression Coefficients, Regression Equations, Standard Error of Estimate, Coefficient of Determination.

Probability: Concepts of Probability; Binomial Distribution and Poisson Distribution; Continuous Probability Distribution, Normal Distribution.

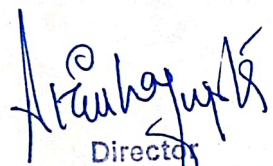
Hypothesis – Introduction, Format and Types, Procedure of Hypothesis Testing, Errors in Hypothesis, Two-tail and One-tail Test of Hypothesis.

Tests of Significance for Attributes, Tests of Significance for Variables; Tests of Significance for Small Samples: t-distribution and its application. Non-parametric tests; Chi-Square Distribution; Chi-Square Distribution Statistic; Goodness of Fit; Analysis of Variance (ANOVA), One Way and Two Way, Index numbers, Time Series Analysis.


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Concept, Meaning and Nature of Business Research, Significance of Research, Types of Research - Exploratory Research, Descriptive Research, Casual Research, Research Process. Identify and Developing Business Research Problems, Formulation of Research Questions and Hypothesis, Choosing Sample from Population, Questionnaire Design and Testing, Measurement and Scaling, Scaling Techniques, Qualitative and Quantitative Research Methods.


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