

# **Ph.D Entrance (Management) SYLLABUS**

**PT. RAVISHANKAR SHUKLA UNIVERSITY, RAIPUR**

## Section-I (for Objective Questions)

### MANAGEMENT CONCEPTS AND PROCESS

- Concepts, nature, scope, significance, functions and principles of management, historical evolutions of management thoughts, Management Process, System Approaches to Management
- Planning-concepts, components and steps involved in planning process, MBO, Individual and Group Decision Making.
- Organizing- principles, centralization, decentralizations, delegation, employees' empowerment, line & Staff Authority, Different types of organization structures, staffing.
- Directing and Coordinating Assumptions in directing, Principles of Directing.
- Controlling, nature, scope, functions, steps and control techniques.

### ORGANISATIONAL BEHAVIOUR

- Understanding Human Behavior, Individual Differences, Personality, Attitudes, Values, Emotional Intelligence.
- Intra-personal Processes: Sensation, Perception, learning, Motivation. Inter-personal Process, stress management.
- Leadership, Socialization, Counselling, Mentoring.
- Group Behavior-Intra-group and Inter-group processes and behaviour, Team Development and Team Functioning
- Conflict Management - Intra and Inter personal conflict.

### QUANTITATIVE METHODS

- Mathematical basis of Managerial Decision: Functions A.P. & G.P. and their Managerial Applications, Matrices
- Frequency Distributions and their Analysis - Measures of Central Tendency and Dispersion.
- Probability Theory and Probability Distributions – Binomial, Poisson, Normal
- Correlation and Regression Analysis (Linear)
- Index Numbers, Time Series Analysis

### MANAGERIAL ECONOMICS

- Nature and Scope of Managerial Economics, Fundamental Concepts in Managerial Economics, Role and Responsibilities of Managerial Economist.
- Law & Nature of Demand, Demand Determinants, Demand Forecasting, Demand Function, Elasticity of Demand, Consumer Surplus. Law of Returns and Production Functions.
- Price-output decisions under different market conditions - Perfect and Imperfect Competition, Monopoly, Monopolistic Competition, Oligopoly, Non-Price Competition, Price Discrimination.
- Balance of Payment, Concept and measurement of National Income, Gross Domestic Savings, Gross Domestic Capital Formation.
- Nature and Concept of Profit, Theories of Profit, Business Fluctuations and Trade Cycles, Impact of Trade Cycle on Society.

### ACCOUNTING FOR MANAGERS

- Financial Accounting – Concept, Importance and Scope, Generally Accepted Accounting Principles, Preparation of Financial Statements with special reference to analysis of a Balance Sheet and Measurement of Business Income
- Financial Statement Analysis - Ratio Analysis, Funds Flow Analysis, The Statement of Cash Flows
- Management Accounting – Concept, Need, Importance and Scope; Basic Concepts in Cost Accounting – Material, Labour, Overheads, Job and Process Costing.
- Budget and Budgetary Control, Types of Budget – Flexible Budget, Cash Budget.
- Costing for Decision-making, Standard Costing, Cost Volume Profit Analysis, Responsibility Accounting.

### Information Technology

- Introductions to Computers- Hardware, Software, System software, Application software and packages, Introduction to embedded software
- Fundamentals of Operating System, Windows, Introduction to DBMS Concepts, Emerging Communication Technologies
- Commonly used software Packages like Microsoft Word, Microsoft Excel, Microsoft Power Point, Tally etc.
- Types of Network- LAN, WAN and MAN, Introduction to Electronic Commerce and Electronic Business
- Introduction to World Wide Web- Internet Operations- Internet Browsers and Business Websites, Use of Search Engines and Google Applications

### ENVIRONMENT AND MANAGEMENT

- Business Environment: Nature, Scope and its relevance in Management Decision Making.
- State Participation in Business, Interaction between Government and Business, Socio-Cultural and Political Environment and its effect on Business.
- Government Control over price and distribution; Consumer Protection Act (CPA), New Industrial Policy of the Government, Monetary and Fiscal Policy.
- Industrial Ecology, Environmental Management System: EMS Standards, ISO 14000. Environmental Accounting and Auditing, Clearance/Permissions for establishing industry
- GATT/WTO Provisions, Patents, IPRS, Industrial Pollution – Air, Water, Land Pollution and its effects on Business, Environmental Ethics.
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### **BUSINESS LEGISLATIONS**

- The Indian Contract Act 1872, Essentials of a valid contract, Void agreements, Performance of Contracts & its remedies, Quasi-contracts. Agency, Bailment, Guarantee and Indemnity.
- An overview of The Negotiable Instruments Act 1881. Holder-in-Due Course, Arbitration.
- The Companies Act, 1956 : Nature and Types of Companies. Formation. Memorandum and Articles of Association, Prospectus Allotment of Shares, Winding Up. .
- Consumer Protection Act and IT Laws.
- An Overview of Labour Legislations in India like Industrial Dispute Act, Trade Union Act, Workmens' Compensation Act.

### **MANAGERIAL COMMUNICATION**

- Importance and Nature of Business Communication, Channels and Media of Communication, Communication Networks, Effectiveness of Communication ; Process of Communication
- Barriers to Communication; Writing Business Reports
- Oral Communication, Resume preparations, public speaking and negotiations skills; Legal aspects of Business Communication
- Listening Skills, Presentation Skills, Non Verbal Communication
- Feedback Skills, Interview skills, Counselling Skills, Communication on Disciplinary Matters, Group Discussion and Meetings.

### **MANAGEMENT SCIENCE**

- Management Science – Basic Concepts and its Role in Decision Making, Linear Programming: Formulation, Graphical Method, Simplex Method, Concepts of Duality, Post Optimality Analysis.
- Transportation and Assignment Models, Routing Problems
- Queuing Theory; Inventory Management Techniques
- PERT and CPM, Decision Theory.
- Game Theory; Simulation.

### **MARKETING MANAGEMENT**

- Marketing: Concept, Nature and scope. Marketing Environment Ps of Marketing
- Marketing Information & Research, Market Segmentation and Targeting, Buying Behaviour. Understanding Consumer & Industrial Markets
- Product Decisions- Types of Product, Product Life Cycle, New Product Development Stages, Branding and Pricing Methods, Factors Influencing Pricing Decisions
- Channel Management, Sales Management, Promotion Management .
- Marketing Control. Specific Marketing Issues : Rural Marketing, Retail Marketing, Marketing of E-Business, Consumerism, Globalisation, Green Marketing

### **PRODUCTION MANAGEMENT**

- Meaning, Nature, Significance and Scope / Role / Functions of Production Management, Relationship with other Management Functions, Different Production Systems : Continuous and Mass Production Intermittent Production, Batch / Job-Shop Production.
- Product Design , Plant Location, Plant Layout, .
- Capacity Planning, Planning, Scheduling and Sequencing in the Context of Continuous and Intermittent Systems. TQM & SQC.
- Materials Management -Value Analysis, Waste and Scrap Disposal, Classification and Codification, Standardisation, Variety Reduction, Material Handling, JIT.
- Work study, Methods Study, Work Measurement, Industrial Safety and Safety Management, Maintenance Management.

### **RESEARCH METHODOLOGY**

- Concepts of Research, Scientific Approach to Research, Types of Social Science Researches.. Research Process and Planning for Research, Formulation of Research Problem,
- Research Designs – Exploratory, Descriptive and Experimental Research Designs, Sampling Design, Sources and Methods of Data Collection, Observation Design, Interviewing for Research, Formulation of Questionnaire.
- Scaling Techniques, Techniques of Data Analysis (including Statistical Techniques) like ANOVA, Awareness of Software Packages relevant to Management Researches
- Interpretation of Data and Drawing Inferences, Research Report Writing, Research Publications.
- Applications in Marketing Research with special reference to Product Research, Service Research, Advertising Research and Sales Research.

### **BUSINESS ETHICS AND INDIAN ETHOS**

- Ethics: Nature, Scope , Purpose , Importance of Ethics and moral Standards. Religion and ethics, Source of Ethics, Values
- Business Ethics: Scope , Need, Importance, Factors influencing Business Ethics, Ethical Theories, Morality and ethics
- Management Ethics: Business Ethics and society, Society expectations from business, Values for Managers, Cultural Contradictions, Spirituality and leadership
- Ethics in Business Functions: Marketing, Finance, Human Resource and Production.
- Business Ethos: Interaction between ethos, morality and law, Characteristics, Principles and issues of Business Ethos

### **INTERNATIONAL BUSINESS**

- Basics of International trade, Balance of Payment Instruments of trade policy; tariffs, quotas.

- Institutional set-up for export promotion in India, salient features of the current EXIM policy . Export procedure documentation. Multinationals ( MNCs) in India: Role of Multinationals in the development of developing countries.
- Problems and Prospects of Indian Businesses in abroad, Anti – Dumping Duties, regulatory framework of International Trade.
- Foreign Investments in India: Foreign Direct Investment (FDI) and Foreign Institutional Investment(FII) .
- WTO: Origin of WTO, Main sections of WTO agreement; Implications of enforcement of WTO on Indian Business.

#### **MANAGEMENT INFORMATION SYSTEMS (MIS)**

- Management Information System. The System Approach and System View of Business, Introduction to the Process of M.I.S. Development.
- Management Information System Design - Defining the Problem, Set System Objectives, Determining information needs, sources, Development and selection of alternative design, Gross Design, Report.
- Implementation of MIS : Stages of Implementation ; Evaluating the system , maintenance of the system.
- Information system for Decision Making, Basic Information System Related to Finance, Production, Marketing and Human Resources.
- MIS and Decision Making - Phases of Decision making process- Intelligence, Design & choice. Programmed V/s Non-Programmed Decisions. Expert System and Decision Support System.

#### **SALES AND ADVERTISING MANAGEMENT**

- Sales Management- Meaning, Significance, Functions of Sales Manager, Recruitment, Selection, Training and Motivation of Sales Personnel.
- Sales Organization - Theory of Selling, Allocation of Sales Territory, Sales Forecasting , Sales budgeting.
- Role of Advertising in Marketing Process, Legal, Ethical and Social Aspect of advertising , advertising media, types, strategy,. media selection.
- Purchase Proposition, Unique Selling Proposition, Measuring Advertising Effectiveness, Advertising Agency and its role .
- Determination of target audience, building of advertising programme – Message, Headlines, Copy Logo, Illustration Appeal, Layout.Campaign Planning, Media Planning, Budgeting, Evaluation.

#### **INDUSTRIAL AND SERVICE MARKETING**

- Nature and Scope of Industrial Marketing; Differences between Industrial Marketing and Consumer Marketing; Nature of Demand in Industrial Markets; Industrial Buyer Behaviour, Industrial Purchasing; Market Information Systems; Segmentation & Positioning of Industrial Markets.
- Technology and the Industrial Markets; Industrial Product Decisions and Strategies, Industrial Services; Industrial Pricing; Distribution and Channel Relationships;
- Concepts, Nature, Emergence, Growth and Importance of Services, Marketing Challenges, Service Classification
- Marketing Framework for Service Business, Understandings Service Market, Services and Consumer Behaviour, Segmentation of Marketing of Services.
- Marketing Mix in Service Marketing, Advertising, Branding of Services, Relationship Marketing, Retail Marketing.

#### **STRATEGIC MANAGEMENT**

- Nature, Purpose, Importance and historical evolution of Business Policy, Concept and applications of Corporate Strategy, Strategic Management : Definition, model and process for Strategy Formulation :
- Strategic Intent – Vision, Mission, Purpose and Objectives,
- Environmental Analysis : External environment and organisational Appraisal; Environmental threat and opportunity profile; competitive advantage of a firm, Core competency, strategic advantage profile; SWOT Analysis.
- Strategic Alternatives-merger, acquisition, diversification, modernisation, integration, joint venture, turn around. Strategic Choice- objective and subjective considerations in strategic choice.
- Strategic Implementation, Activating Strategies, Structural Implementation, Functional Implementation, Leadership implementation, Behavioural Implementation, Strategy Evaluation, Strategic Control, Operational Control Techniques of Strategic Evaluation and Control.

## **Section –II (For Long Answer Subjective Question)**

#### **HUMAN RESOURCE MANAGEMENT**

- Concepts and Perspectives on Human Resource Management; Evolution and Philosophy of Human Resource Management, HR challenges in changing environment
- Human Resource Policy and Planning; Job Analysis. Methods of , Job Analysis, Description , Job specification.
- Recruiting and Selecting Human Resources ,Placement , and Induction,
- Manpower Training and Development, Performance Appraisal and Potential Evaluation; Job Evaluation, Wage Determination and Compensation management .
- Employees' Welfare; Industrial Relations & Trade Unionism; Grievance Management.

#### **ORGANISATIONAL EFFECTIVENESS AND CHANGE**

- An overview of Organisational structure, Behavioural implication of organizational structure, factors influence in designing organizational structure and job design. Organizational Effectiveness- Approaches, need and significance
- Organisational development- nature, goals, process , Diagnosis methods and intervention mechanisms
- Organizational change- need, factors, change agents, resistance and approaches to manage changes.

- Organisational conflicts – causes, nature measures to resolve organisational conflicts.
- Organisational culture and climate, organizational learning, power and politics in the organization, integration and control.

#### **MANAGEMENT OF INDUSTRIAL RELATIONS**

- Industrial Relations- concept, nature, scope, objectives. Industrial Relations system, Strategic choice theory of IR. Significance of IR in liberalization and globalisation of Indian economy.
- Trade Unionism, Problems of Indian Trade Unions. Future of Indian Trade Unionism and Related Issues, Unfair Labour Practices, Grievance - Handling Procedures.
- Industrial Disputes – Causes & Remedies. Industrial Relations Legislations-Industrial Disputes Act, Trade Unions Act, Standing Orders Act.
- Collective Bargaining stages, and Negotiation, Process, Collective, Bargaining in Indian Organisations. Disciplinary Inquiries and Actions.
- Workers' Participation in Management. Emerging Trends in Industrial Relations Management, Managing Union free organisations

#### **COMPENSATION MANAGEMENT**

- Wage Determination : Wage concepts; minimum fair and living wages. Process and Theories of Wage Determination, job Evaluation and Job Pricing. Machinery for wage fixation, Managerial Remuneration in India.
- Rewards, Incentives and Wage Differentials: Types of rewards and incentives; different incentive plans, Dearness Allowance and other Allowances, Fringe Benefits. Wage Differentials , Profits – Sharing , Co Partnership & Payment of Bonus with special reference to India.
- Wage and Productivity : Concept of Productivity, Productivity of Labour and payment of Wages , the level of living of Indian Workers wages and earnings of Indian worker. Problem of low productivity in the Indian workforce.
- Wage regulations in India : Salient provisions of : Minimum Wages Act, 1948 , Payment of Wages Act, 1936 ,Payment of Bonus Act, 1965, Equal Remuneration Act, 1976 And case laws with references to above Legislations.
- Wage Policies in India : Concept of wage policy: Objectives, Evolution and Development of wage policy and its constraints in Indian Organisations.

#### **LEGAL FRAMEWORK OF HUMAN RESOURCE MANAGEMENT**

- Emergence and Objectives of Labour Laws and their impact on Socio-Economic Environment.
- Social Security Laws- Workmen's Compensation Act, Employees' State Insurance Act.
- Provident Fund Act , Payment of Gratuity Act and Maternity Benefits Act.
- Wage Legislations and Bonus Act – The Law of Minimum Wages, Payment of Wages Act, Payment of Bonus Act.
- Laws Relating to Working Conditions in Factories Act, Contract Labour (R & A) Act.

#### **Human Resource Development**

- HRM Vs HRD, HRD Philosophy and Goals of HRD. HRD Sub-systems/Process Mechanisms , HRD Intervention Mechanism.
- Effectiveness of Training : Identifying Training Needs, Organising Training Programmes, Evaluation and Follow-up of Training, Recent Development in Training System
- Performance Appraisal & Management, Potential Appraisal & Development, Feedback and Performance Counselling,
- HRD Climate and Practices in organizations, HRD Culture, HRD Audit, HRD Culture and Climate in Indian Organisations.
- Career & succession Planning & Development, Introduction to concept and Processes of Quality Management and continuous improvement processes,

#### **FINANCIAL MANAGEMENT**

- Financial Management: An Overview, Acquisition of funds, allocation of funds and allocation of income, Nature and Scope, Profit Maximisation v/s Wealth Maximisation, Financial leverage, Operating leverage.
- Capital Budgeting : Concept and Significance, Derivative of Cash flow in a Capital Budgeting Situation, Techniques and methods of capital budgeting, conflicts between NPV and IPR, Cost of capital: assumption, determination of specific cost of capital and weighted average cost of capital.
- Working Capital Management: overview, Management of Cash, Accounts receivables and inventories, Financing current assets.
- Retained earnings and Dividend Policy, Types of Dividend, Dividend Theories, Dividend Practices in India.
- Sources of Long Term and Short-term Finance.

#### **INTERNATIONAL FINANCIAL MANAGEMENT**

- International Financial Management: Nature, Scope and Objectives, Domestic v/s International Financial Management, Theories of International Financial Management. International Financial System and institutions.
- Types of Foreign Exchange Markets and Transactions. Quoting Foreign Exchange Rates, Spread, Cross Rates, Forward Rates, Quoting Forward Rates; Organisation of the Foreign Exchange Markets; Foreign Exchange Risk.,
- Accounting and Transaction Exposures, Theory and Practice of Forecasting Exchange Rates. Forward Contracts; Future Contracts; Other Derivative Securities; Types of Traders; Futures Markets and the use of Futures in Hedging,
- Forward and Future Prices; Interest Rate Futures; Swaps; Options Markets; Properties of Stock Option Prices; Trading Strategies Involving Options; Options on Stock Indices; Currencies and Futures Contracts; General Approach to Pricing Derivatives Securities; Interest Rate Derivative Securities; Derivatives Market in India.
- International Receivables and Inventory Management, International Investment Strategy, International Cash Management, International Financial Strategies.

### **PROJECT PLANNING, ANALYSIS AND MANAGEMENT**

- Generation and Screening of Project Idea; Capital Expenditure; Importance and Difficulties; Market Demand and Situational Analysis; Technical Analysis; Financial Analysis; Analysis of Project Risk; Firm Risk and Market Risk; Social Cost Benefit Analysis.
- Multiple Projects and Constraints; Network Techniques for Project Management, Problem of Time and Cost Overrun in Public Sector Enterprises in India; Assessment of the Tax Burden; Environmental Appraisal of Projects.
- Project Finance : Project Financing in India, Infrastructure Finance Vs. Project Finance, Business and Major Players (Global and India).
- Role of FI and banks and shift in Portfolio of FI and banks, Skills required for Career in Infrastructure Finance.
- Infrastructure Projects Appraisal in a Financial Institution : Appraisal process.

### **SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT**

- Investment Return and Risk, Cost of Investing in Securities; Mechanics of Investing; Markets and Brokers; Investment Companies; Objectives of Security Analysis; Investment Alternatives; Valuation Theories of Fixed and Variable Income Securities.
- The Return to Risk and the Investment Decision; Derivative markets, Fundamental and Technical Analysis, Efficient Market Theory.
- Portfolio Management – An Optimum Portfolio Selection Problem, Markowitz Portfolio Theory, The Mean Variance Criterion (MVC) – The Nature of Investment Risk, MVC and Portfolio Selection, the Investment in Liquid Assets, Portfolios of Two Risky Securities, A Three Security Portfolio, The relationship between the Unleveraged and Leveraged Portfolio.
- Sharpe Single Index Model; Application of Market Model in Portfolio Construction; Capital Asset Pricing Model, Factor Models and Arbitrage Pricing Theory.
- Optimum Portfolios – Constructing the Optimum Portfolio, Portfolio Investment Process; Bond Portfolio Management Strategies; Investment Timing and Portfolio Performance Evaluation.

### **MANAGEMENT OF FINANCIAL SERVICES**

- Financial System and Markets; Concept, Nature and Scope of Financial Services; Regulatory Framework for Financial Services; Management of Risk in Financial Services; Stock Exchange Operations.
- Mutual Funds; Merchant Banking Services : Managing of Issue Shares and Bonds, Hire Purchase; Debt Securitization; Housing Finance; Credit Rating.
- Venture Capital, Factoring, Forfeiting and Bill Credit Discounting, Insurance. Evaluation of an Acquisition, Takeover and Merger, Leasing and Financial Evaluation of a Lease.
- Call Money Market, Foreign Investment : FDI, FIIs investment Strategies, New Market Instruments.

### **MARKETING RESEARCH AND CONSUMER BEHAVIOUR**

- Marketing Research – Concept, nature, scope, significance, advantages and limitations, steps involved in marketing research.
- Research design and its types, product pricing, promotion and advertising research, marketing research in India, data collection, sources of data, data analysis and interpretation , major techniques of marketing research and report writing.
- Consumer behaviour- nature , concept ,scope, significance of consumer behaviour Consumer vs customer and consumer decision making
- Internal factors influencing consumer behaviour - life style, motivation, attitude, learning, perception and personality.
- External factors influencing buying behaviour – family, groups, social class and cultural , cognitive dissonance, diffusion of innovation.

### **INTERNATIONAL MARKETING**

- Nature, Scope and Significance of International Marketing, Foreign Trade Concepts and Theories.
- Analysis of International Marketing Environment. Trends in India's Foreign Trade, Governmental Agencies in International Marketing, Export Houses.
- International Marketing Intelligence and Marketing Research, Organizational Structures in Foreign Market, Managing International Marketing Communication and its Sales Force.
- Planning for Overseas Market- Product Strategy, International Product Life Cycle, Pricing Decisions, Distribution Channel Decisions and Promoting Products for Exports including Fairs and Exhibitions.
- Export finance, Methods of Payment, Letter of Credit, ECGC, Brief study of International Economic Institutions – World Bank, GATT, UNCTAD, IMF etc.

### **RETAILING MANAGEMENT**

- Retailing: Nature, Scope and opportunities, Types of retailers: merchandise retailers, non-store retail formats, service retailing; types of ownership, functions of retailers; FDI and retailing in India.
- Customer Buying Behaviour: types of buying decisions, buying process, social factors influencing buying decisions in retailing.
- Retail Market Strategy: definitions, retail planning process, financial strategy, location strategy, human resource strategy, retail MIS.
- Retail Mix Strategies: buying merchandise, pricing, retail communication mix, multi channel retailing.
- Managing the store, store layout and design, space planning, merchandise presentation techniques, store ambience, customer service.