Syllabus for M.Phil/ Ph.D Entrance in Management Studies

Management Process and Organizational Behavior

Evolution of management thought: Systems and contingency approach for understanding Organizations; Managerial processes, functions, skills and roles in an organization; Understanding and Managing individual behavior; Personality; Perceptions; Attitudes; Learning; Understanding and managing group processes- interpersonal and group dynamics; Applications of Emotional Intelligence in organizations. Leadership, Work Motivation, Work stress, Organizational Change and development; Conflict Management; Stress Management.

Managerial Economics

Nature and scope of Managerial Economics. Marginal analysis; Objective of a firm, Demand function, Elasticity of demand and its significance in Managerial decision-making; Consumer equilibrium-utility and indifference curve approach; Price, income and substitution effects; Cost curves and economics of scale; Market structures; National Income— alternative concepts aid measurement of National income; Inflation—types, measurement and control; Balance of Payments; Monetary and Fiscal Policies.

Business Communication

Importance and nature of business communication, Effective communication skills; Process of communication Oral and Non-Verbal communication, Barriers and gateways in communication and Do’s and Don’ts of business writing, Commercial letters; Writing business and academic reports; Public speaking, listening and Negotiations; conducting and attending interview and meetings.

Accounting for Managers

Financial Accounting - Meaning, scope and importance; Accounting concepts and conventions; Formation and importance of accounting Standards; Accounting process.

Cost-accounting: nature and scope of costing; Cost concepts and Classifications; Usefulness of Costing to Managers

Management Accounting : Nature, scope and tools of Management Accounting; Management Accounting vs. Financial accounting; Financial analysis, Ratio analysis, Funds-Flow Statement, Cash-flow Statement

Marketing Management

Nature, scope and concept of marketing, Corporate orientations towards the marketplace; The Marketing environment and Environment scanning; Marketing information system and Marketing research; Understanding consumer and Industrial markets; Market segmentation, Targeting and positioning; Product decisions —product mix, product life cycle, new product development, branding and packaging decisions; Pricing methods and strategies; Promotion decisions— promotion mix, Channel management - Types and functions, Selection, Cooperation and conflict management, vertical marketing implementation and systems services marketing /
product marketing management, SERVQUAL Model, service gaps, customer relationship management.

**Human Resource Management**

Concepts and Perspectives on Human Resource Management; Human Resources Management in a changing environment; Corporate objectives and Human Resource Planning, job analysis; Methods of manpower search; Attracting, Selecting and retaining human resources; Induction and socialization; Manpower training and development; Performance appraisal and potential evaluation; Job evaluation and compensation; Employee welfare; Industrial relations & trade unions; Dispute resolution & grievance management, Employee empowerment.

**Financial Management**

Introduction to financial management Objectives of financial management; Time value of money, sources of finance, Investment decisions: Importance, Difficulties determining cash flows, methods of capital budgeting Risk analysis : Cost of capital; Concept and importance, Capital Structure decisions; Theories of capital structure, Factors determining capital structure. Optimum capital structure; Management of working capital - Cash, Receivables and Inventory

**Business Research Methodology**

Nature and Scope of Research Methodology, Problem Formulation and Statement of Research Objectives; Value and Cost of Information Research Process; Types of Research - Exploratory, Descriptive and Experimental; Methods of Data Collection — Observational and Survey Methods; Questionnaire and Interviews. Sampling techniques, probability and non probability techniques, type I & type II errors Sample Design; Selecting an Appropriate Statistical Technique. Field Work and Tabulation of Data; Analysis of Data; Advanced Techniques for Data Analysis — Conjoin: Analysis and Clustering Methods.

**Production and Operations Management**

Nature and Scope of Production and Operations Management; Facility Location; Types of Manufacturing Systems and Layouts; Layout Planning and Analysis, Line Balancing; Production Planning and Control in Mass Production, in Batch and Job Order manufacturing; Product Planning and Selection, Process Planning, Aggregate Planning and Master Production Scheduling; An Overview of Material Management, Material Requirement Planning and Inventory Control; JIT; Purchase Management; Stores Management; Quality Assurance : Acceptance Sampling, Statistical Quality Control, Total Quality Management; ISO-9000.

**Business Policy and Strategic Management**

Nature, Objective and importance of business policy; an overview of strategic management; Strategic decision making; Process of strategic decision making. Types of planning systems - corporate planning, strategic planning and long range planning; Strategy Formulation, Company’s mission, purpose and objectives; Corporate strategy - concept, significance and objectives; types of strategies , Strategy implementation - Designing organizational structure and activating strategies; Matching structure and activating strategy, Structural, Behavioral and Functional implementation. Concept of synergy. Strategy Evaluation - Strategic evaluation and Control, Strategic and Operational Control; techniques of evaluation and control.