

Vanita Vishram Women's University
School of Commerce and Business Management
Department of Business Management
Programme Name: Ph.D. in Management
Ph.D. Entrance Examination Syllabus
w.e.f. from 2022-23

Course Content:

Module	Content
1	<p>General Management & Economics</p> <ul style="list-style-type: none"> • Management – Concept, Process, Theories and Approaches, Management Roles and Skills • Functions – Planning, Organizing, Staffing, Coordinating and Controlling. Management vs. Administration • Communication – Types, Process and Barriers. • Decision Making – Concept, Process, Techniques and Tools • Organisation Structure and Design – Types, Authority, Responsibility, Centralisation, Decentralisation 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 Organisation
2	<p>Organizational Behavior</p> <ul style="list-style-type: none"> • Organisational Behaviour – Significance & Theories • Individual Behaviour – Personality, Perception, Values, Attitude, Learning and Motivation • Group Behaviour – Team Building, Leadership, Group Dynamics • Interpersonal Behaviour & Transactional Analysis • Organizational Culture & Climate • Work Force Diversity & Cross Culture Organisational Behaviour • Emotions and Stress Management • Organisational Justice and Whistle Blowing
3	<p>Human Resource Management</p> <ul style="list-style-type: none"> • 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 • Strategic Role of Human Resource Management

	<ul style="list-style-type: none"> • 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, Labour Welfare and Social Security • Trade Union & Collective Bargaining • International Human Resource Management – HR Challenge of International Business • Green HRM
4	<p>Financial Accounting and Financial Management</p> <ul style="list-style-type: none"> • 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 • 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 Uncertainly 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
5	<p>Production and Operations Management</p> <ul style="list-style-type: none"> • 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

6	<p>Strategic Management</p> <ul style="list-style-type: none"> • 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 Mckinsey 7s Framework
7	<p>Marketing Management</p> <ul style="list-style-type: none"> • 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 Role and Relevance of Market Segmentation: Targeting and Positioning • Consumer and Industrial Buying Behaviour: Theories and Models of Consumer Behaviour • 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
8	<p>Statistics</p> <ul style="list-style-type: none"> • Statistics for Management: Concept, Measures Of Central Tendency and Dispersion, Probability Distribution – Binominal, Poison, 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
9	<p>International Business</p> <ul style="list-style-type: none"> • 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

	<ul style="list-style-type: none"> • 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
10	<p>Entrepreneurship</p> <ul style="list-style-type: none"> • 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, Micro Finance.