

Ph.D (Management)
Admission Test

SYLLABUS

INSTITUTE OF MANAGEMENT
PT. RAVISHANKAR SHUKLA UNIVERSITY, RAIPUR

Section-I

(for Objective and Short Answer Subjective 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.

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
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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: Specialization wise)

(A) HR Specialization

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,

(B) Finance Specialization

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.

(C) Marketing specialization

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, Organisational 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.