Ph.D ADMISSION TEST (MR-PAT)

Ph.D. in Management

Module 1: Human Resource Management & Organization Behavior

1.1 Individual Behaviour – Personality, Perception, Values, Attitude, Learning and Motivation
1.2 Group Behaviour – Team Building, Leadership, Group Dynamics
1.3 Organizational Culture & Climate
1.4 Human Resource Management – Concept, Perspectives, Influences and Recent Trends
1.5 Human Resource Planning, Recruitment and Selection, Induction, Training and Development
1.6 Job Analysis, Job Evaluation and Compensation Management
1.7 Competency Mapping & Balanced Scoreboard
1.8 Performance Management and Appraisal
1.9 Talent Management & Skill Development
1.10 Employee Engagement & Work Life Balance
1.11 Industrial Relations: Disputes & Grievance Management, Labour Welfare and Social Security
1.12 Trade Union & Collective Bargaining
1.13 International Human Resource Management – HR Challenge of International Business Green HRM

Module 2: Strategic Management

2.1 Strategic Management – Concept, Process, Decision & Types
2.2 Strategic Analysis – External Analysis, PEST, Porter's Approach to industry analysis, Internal Analysis – Resource Based Approach, Value Chain Analysis
2.3 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
2.4 Strategy Implementation – Challenges of Change, Developing Programs Mckinsey 7s Framework

Module 3: Marketing Management

3.1 Fundamentals of Marketing, Core concepts of marketing, Marketing environment and marketing mix
3.2 Market segmentation, targeting, and positioning (STP)
3.3 Product lifecycle and new product development,
3.4 Distribution and channel management
3.5 Branding and Customer Relationship Management (CRM)
3.6 Green marketing and ethical marketing

Module 4: Entrepreneurship Development

4.1 Fundamentals of Entrepreneurship, Concept and evolution of entrepreneurship, Types of entrepreneurs and entrepreneurial characteristics, Entrepreneurship ecosystem in India and global perspective
4.2 Entrepreneurial Process and Innovation, Business model canvas and value proposition design
4.3 Business Planning and Venture Creation, Business plan development, Project identification and project report preparation, Feasibility study, Start-up financing and funding sources – bootstrapping, angel investors, venture capital, crowd funding

4.4 Government Policies and Institutional Support, Start-up India, Stand-Up India, and   related initiatives, Role of MSME, SIDBI, NSIC, NABARD, and other support institutions, Social entrepreneurship and women entrepreneurship

Module 5: Financial Management

5.1. Financial statement analysis and relevance of financial ratios in assessing firm's   financial performance, valuation of firm.

5.2. Concept of risk & return- its valuation and concept of time value of money- computation including annuity & perpetuity and its application

5.3. Capital budgeting decisions- estimation of cash flows and analysis techniques.

5.4. Capital structure- calculating cost of capital & WACC

5.5. Working Capital Management- Inventory & Cash management, Dividend decisions-computation (Walter & Gordon model & dividend policy)

Module 6: Business Analytics

6.1 Statistics- descriptive, inferential, predictive, experimental; Applied probability and decision-making under uncertainty, Data capture and pre-processing issues

6.2 Universe, Population & Sampling- sample unit, frame, size & techniques, Causal   Inference and analysis Interpretation of raw data

6.3 Cross sectional & longitudinal data, time series analysis-based decision-making

6.4 Forecasting Business forecasting principles and issues- AI & ML in decision making, Clustering Role of unsupervised learning in decision-making

6.5 Simulation, decision analysis, Neural Networks and Deep Learning Artificial neural network and deep learning in decision-making

Suggested Readings:

1.Dessler, G., & Varrkey, B. (2005). Human Resource Management,
2. Human Resource Management: Text and Cases | 10th Edition by K Aswathappa and Sadhna Dash
3. Organizational Behaviour by Stephen P. Robbins
4. Strategic Management by Kennedy B. Reed, Virginia Tech
5. Innovation and Entrepreneurship – Peter F. Drucker
6. Entrepreneurship Development– S.S. Khanka
7. Principles of Marketing – Philip Kotler, Gary Armstrong
8. Marketing Management – Philip Kotler & Kevin Lane Keller
9. M.Y. Khan and P.K. Jain,Financial Management, Tata McGraw Hill.
10. I.M. Pandey, Financial Management, Vikas Publishing House.