

# MALAVIYA NATIONAL INSTITUTE OF TECHNOLOGY JAIPUR

## DEPARTMENT OF MANAGEMENT STUDIES

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### SYLLABUS FOR PHD (MANAGEMENT) ENTRANCE TEST

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#### **General Management & Strategy:**

Concept, Process, Theories and Approaches, Management Roles and Skills Functions – Planning, Organizing, Staffing, Coordinating and Controlling; 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

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

#### **Human Resources & Organisational Behaviour:**

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

Significance & Theories of 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

Strategic Role of Human Resource Management, 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

#### **Accounting & Finance:**

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

### **Marketing & Consumer Behaviour:**

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; 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

### **Research Methods and Statistics for Management**

Introduction to business research methods; Principles of scientific enquiry; Measurement (qualitative and quantitative); Scaling; Reliability and Validity; Sampling – Probabilistic & Non-probabilistic techniques; Sample size determinations; Primary and Secondary data – Sources and Collection tools; Data collection design issues

Role of statistics and analytics in business decision making and gaining competitive advantages; Defining and understanding data; Summarizing data; describing data and identifying patterns; probability distributions; sampling and central limit theorem; making statistical inferences samples; data; hypothesis testing and confidence intervals; linear regression analysis and forecasting; Understanding and modelling time series data; Reporting statistical analyses.

### **Applications of Information Technology/ Information Systems:**

Information systems – Core concepts and classification; Organizational strategy and Information systems; information systems and managerial decision making; information system governance; Infrastructure requirements for developing information systems, Planning & developing information systems; Information systems as strategic enablers; Issues in managing Information and system security.

Introduction to challenges and opportunities in new digital world; Changing nature of technology; Changing strategic levers in digital age; Crafting digital vision of organization; Reimagining in digital age – business scope & models, value chains, customer behaviour & relationships, human capital; Digital transformation – Framework, enablers and implementation