



Syllabus for PhD Entrance Test 2026

Subject: Management

Unit –I

Management: Concept, Process, Theories and Approaches; Management Roles and Skills; Functions: Planning, Organising, Staffing, Coordinating and Controlling.

Communication and Decision Making: 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 and Importance; Demand Analysis—Utility Analysis, Indifference Curve, Elasticity and Forecasting.

Market Structures and Macroeconomics: Market Classification and Price Determination; National Income Concept, Types and Measurement; Inflation Concept, Types and Measurement.

Contemporary Management Practices and Sustainability: Digital Transformation, AI in Management, Change Management, ESG, CSR, Sustainable Development and Value-Based Organizations.

Unit – II

Organisational Behaviour: Significance and Theories; Individual Behaviour—Personality, Perception, Values, Attitudes, Learning and Motivation.

Group Behaviour: Team Building, Leadership, Group Dynamics, Interpersonal Behaviour and Transactional Analysis.

Organisational Culture and Climate: Workforce Diversity, Cross-Cultural Organisational Behaviour, Emotions and Stress Management, Organisational Justice and Whistle Blowing.

Human Resource Management: Concept, Perspectives, Influences and Recent Trends.

Human Resource Functions: Human Resource Planning, Recruitment and Selection, Induction, Training and Development, Job Analysis, Job Evaluation and Compensation Management.

Contemporary Issues in Organisational Behaviour and HRM: AI in HRM, Future of Work, Employee Well-being, Talent Management, HR Analytics, Sustainable HRM and Ethical HR Practices.

Unit – III

Strategic Human Resource Management: Strategic Role of Human Resource Management, HR Strategies and Business Alignment.

Competency and Performance Management: Competency Mapping, Balanced Scorecard, Performance Management and Performance Appraisal Systems.

Career and Talent Management: Career Planning and Development, Talent Management, Skill Development and Succession Planning.

Organization Development and Change Management: Organizational Development, Change Management and OD Interventions.



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Employee Relations and Welfare: Employee Engagement, Work-Life Balance, Industrial Relations, Disputes and Grievance Management, Labour Welfare and Social Security.

Trade Unions and Collective Bargaining: Trade Union Movement, Collective Bargaining Process and Contemporary Industrial Relations Issues.

International and Sustainable HRM: International Human Resource Management, HR Challenges of International Business and Green Human Resource Management.

Digital HR and Future of Work: HR Analytics, Artificial Intelligence in HRM, E-HRM Systems, Remote and Hybrid Work, Employee Experience, Diversity, Equity and Inclusion (DEI), and Sustainable HRM Practices.

Unit– IV

Financial Accounting: Accounting Principles and Standards, Accounting Concepts and Conventions, Preparation and Interpretation of Financial Statements.

Financial Statement Analysis: Ratio Analysis, Funds Flow Analysis, Cash Flow Analysis and DuPont Analysis.

Cost Accounting: Preparation of Cost Sheets, Cost Classification and Cost Control Techniques.

Managerial Accounting: Marginal Costing, Cost–Volume–Profit Analysis, Standard Costing and Variance Analysis.

Financial Management: Concept, Scope and Functions of Financial Management, Time Value of Money and Financial Decision Making.

Capital Structure and Cost of Capital: Capital Structure Theories, Cost of Capital and Sources of Finance.

Budgeting and Financial Planning: Budgeting and Budgetary Control, Types of Budgets, Budget Preparation Process and Zero-Based Budgeting.

Leverage and Financing Decisions: Operating, Financial and Combined Leverages, EBIT–EPS Analysis, Financial Break-Even Point and Indifference Analysis.

Contemporary Issues in Accounting and Finance: Financial Technology (FinTech), Digital Payments, Financial Analytics, Sustainable Finance, ESG Reporting, Integrated Reporting and Emerging Trends in Corporate Finance.

Unit –V

Valuation, Risk and Return: Time Preference for Money, Valuation of Bonds and Shares, Risk–Return Relationship and Portfolio Risk Analysis.

Capital Budgeting Decisions: Nature of Investment Decisions, Capital Budgeting Techniques, Evaluation and Comparison of Methods, Risk and Uncertainty Analysis.

Dividend Policy and Corporate Financing: Dividend Theories, Dividend Determination and Corporate Payout Decisions.

Corporate Restructuring and Mergers & Acquisitions: Value Creation, Mergers, Acquisitions, Takeovers, Leveraged Buyouts and Merger Negotiations.

Portfolio Management: Portfolio Theory, Capital Asset Pricing Model (CAPM), Arbitrage Pricing Theory (APT) and Portfolio Performance Evaluation.

Derivatives and Risk Management: Options, Option Payoffs, Option Pricing Models, Forward Contracts, Futures Contracts and Hedging Strategies.

Working Capital Management: Determinants of Working Capital, Cash Management, Inventory Management, Receivables Management, Payables Management and Factoring.

International Financial Management: International Financial Environment, Foreign Exchange



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Market, Exchange Rate Determination and Foreign Exchange Risk Management.

Contemporary Issues in Financial Management: Financial Technology (FinTech), Digital Finance, Sustainable Finance, ESG Investing, Behavioral Finance, Financial Analytics and Emerging Trends in Global Financial Markets.

Unit - VI

Strategic Management: Concept, Process, Strategic Decision Making and Types of Strategies.

Strategic Analysis: External Analysis (PESTEL Analysis and Porter's Five Forces Model), Internal Analysis (Resource-Based View, Core Competencies and Value Chain Analysis).

Strategy Formulation: SWOT Analysis, Corporate Strategies—Growth, Stability, Retrenchment, Integration and Diversification.

Business Portfolio Analysis: BCG Matrix, GE Business Screen Matrix and Ansoff's Product-Market Growth Matrix.

Strategy Implementation and Change Management: Challenges of Change, Developing Programs and Policies, McKinsey 7S Framework and Strategic Leadership.

Marketing Management: Marketing Concept, Orientations, Trends and Functions, Customer Value and Customer Satisfaction.

Market Segmentation, Targeting and Positioning: Market Segmentation, Target Market Selection and Positioning Strategies.

Product and Pricing Decisions: Product Mix, Product Life Cycle, New Product Development, Pricing Methods and Pricing Strategies.

Distribution and Promotion Decisions: Marketing Channels, Value Networks, Vertical Marketing Systems (VMS), Integrated Marketing Communication (IMC), Advertising and Sales Promotion.

Digital Marketing and Contemporary Marketing Practices: Social Media Marketing, E-Commerce, Customer Analytics, Green Marketing, Artificial Intelligence in Marketing and Emerging Trends in Strategic Marketing.

Unit –VII

Consumer and Industrial Buying Behaviour: Consumer Behaviour Theories and Models, Industrial Buying Behaviour and Decision-Making Process.

Brand Management: Role of Brands, Brand Equity, Brand Equity Models, Branding Strategies, Brand Name Decisions, Brand Extensions and Brand Loyalty.

Logistics and Supply Chain Management: Supply Chain Drivers, Value Creation through Supply Chains, Supply Chain Design and Supply Chain Management Strategies.

Sales Management and Personal Selling: Designing and Managing Sales Force, Personal Selling Process and Sales Performance Management.

Service Marketing: Characteristics of Services, Service Quality Management, Service Branding and Marketing Strategies for Service Firms.

Customer Relationship Management: Relationship Building, CRM Strategies, Customer Value Creation and Relationship Management Process.

Retail Marketing: Retailing Concepts, Types of Retail Outlets, Organized and Unorganized Retailing, Recent Trends in Indian Retailing.



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Emerging Trends in Marketing: E-Marketing, Direct Marketing, Digital Marketing, Green Marketing and Sustainable Marketing Practices.

International Marketing: International Market Entry Modes, International Marketing Environment and Planning the Marketing Mix for International Markets.

Marketing Analytics and AI-Driven Marketing: Customer Analytics, Marketing Metrics, Artificial Intelligence in Marketing, Social Media Analytics, Omnichannel Marketing and Emerging Technologies in Marketing.

Unit –VIII

Business Statistics: Concept and Importance of Statistics, Measures of Central Tendency and Dispersion, Probability Distributions – Binomial, Poisson, Normal and Exponential.

Research Design and Sampling: Data Collection Methods, Questionnaire Design, Sampling Concepts, Sampling Process and Sampling Techniques.

Statistical Inference and Data Analysis: Hypothesis Testing Procedures, Z-test, t-test, F-test, Chi-square Test, Correlation and Regression Analysis.

Operations Management: Role, Scope and Functions of Operations Management, Productivity and Operations Strategy.

Facility Location and Layout Planning: Site Selection and Analysis, Facility Location Decisions, Layout Design and Process Layout Planning.

Enterprise Resource Planning (ERP): ERP Concepts, ERP Modules, ERP Implementation and Integration of Business Processes.

Production Planning and Control: Scheduling, Loading, Sequencing, Monitoring and Control of Operations.

Quality Management: Statistical Quality Control, Quality Circles, Total Quality Management (TQM), Kaizen, Benchmarking, Six Sigma and ISO 9000 Series Standards.

Operations Research: Transportation Models, Queuing Theory, Decision Theory, Network Analysis, PERT and CPM.

Business Analytics and Digital Operations: Business Analytics, Data Visualisation, Predictive Analytics, Industry 4.0, Artificial Intelligence in Operations, Supply Chain Analytics and Data-Driven Decision Making.

Unit –IX

International Business Environment: Managing Business in the Globalization Era, Global Business Environment and Contemporary Trends in International Business.

International Trade and Investment: Theories of International Trade, Balance of Payments, Foreign Direct Investment (FDI), Benefits and Costs of FDI.

Global Trade Regulation and EXIM Management: WTO and Multilateral Regulation of Trade and Investment, International Trade Procedures and Documentation, EXIM Policies and Practices.

International Financial Institutions: Role and Functions of the IMF, World Bank and Other Global Financial Institutions.

Information Technology in Management: Use of Computers in Business and Management Applications, Information Systems and Digital Business Environment.

Management Information Systems and Decision Support Systems: MIS, DSS and Their Role in Managerial Decision Making.

Artificial Intelligence and Big Data Analytics: Concepts of Artificial Intelligence, Machine Learning, Big Data and Their Applications in Business and Management.



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Knowledge Management and Business Intelligence: Data Warehousing, Data Mining, Knowledge Management Systems and Business Intelligence Tools.

Technology and Innovation Management: Managing Technological Change, Digital Transformation, Innovation Management and Technology Adoption in Organisations.

Emerging Technologies and Global Digital Business: Cloud Computing, Internet of Things (IoT), Blockchain, Cybersecurity, Industry 4.0 and their Implications for Global Business.

Unit – X

Entrepreneurship Development: Concept, Types, Theories and Process of Entrepreneurship, Entrepreneurial Competencies and Entrepreneurial Ecosystem.

Intrapreneurship and Inclusive Entrepreneurship: Concept and Process of Intrapreneurship, Women Entrepreneurship, Rural Entrepreneurship and Social Entrepreneurship.

Innovation and Opportunity Identification: Types of Innovation, Creativity and Innovation Management, Identification and Screening of Business Opportunities and Ideas.

Business Planning and Feasibility Analysis: Business Plan Preparation, Technical Feasibility Analysis, Market Feasibility Analysis and Financial Feasibility Analysis.

Micro, Small and Medium Enterprises (MSMEs): Role and Importance of MSMEs in India, Government Policies and Support Mechanisms for MSME Development.

Sickness and Rehabilitation of Small Industries: Causes of Industrial Sickness, Revival Strategies and Rehabilitation Programmes.

Entrepreneurial Finance: Institutional Finance for Small Industries, Role of Financial Institutions, Commercial Banks, Cooperative Banks and Microfinance Institutions.

Startup Management and Venture Creation: Startup Ecosystem, Business Incubation, Accelerators, Venture Capital and Angel Financing.

Digital Entrepreneurship and Emerging Business Models: E-Commerce, Digital Platforms, Technology-Based Startups, FinTech, Social Media Entrepreneurship and Innovation-Driven Enterprises.

Sustainable Entrepreneurship and Emerging Trends: Green Entrepreneurship, Sustainable Business Models, ESG-Oriented Ventures, Family Business Management and Future Trends in Entrepreneurship.