

**Department of Management Studies**  
**Syllabus for M.Phil/PhD/3Year Integrated PhD Entrance Test 2018**  
**Management (MBA/IMBA/ MBAFM)**

**Unit-I**

Managerial Economics-Demand Analysis, Production Function, Cost-Output Relations, Market Structures, Pricing Theories; National Income concepts; Business environment. Role and Scope of Production Management; Facility Location; Layout Planning and Analysis; Production Planning and Control-Production Process Analysis; Demand Forecasting for Operations; Determinants of Product mix; Production Scheduling; Work measurement; Time and Motion Study; Statistical Quality Control. Role and Scope of Operations Research; Linear Programming; Transportation Model; Inventory Control; Queueing Theory; Decision Theory; PERT/CPM. Probability Theory; Probability distributions-Binomial, Poisson and Normal; Correlation and Regression analysis; Research process; Research Design; Sampling theory; Sampling distributions; Data Sources, Tests of Hypothesis; Large and small samples; t z, F, Chi-square tests.

**Unit-II**

Concept of Corporate Strategy; Components of Strategy Formulation; Ansoff's Growth Vector; BCG Model; Porter's Generic Strategies; Competitor Analysis; Strategic Dimensions and Group Mapping; Industry Analysis; Strategies in Industry Evolution, Fragmentation, Maturity, and decline. Competitive strategy and Corporate Strategy. Concept and significance of organisational behaviour-Skills and Roles in an organisation-Classical, Neo-Classical and Modern Theories of Organisational Structure-Organisational Design-Understanding and Managing individual behaviour personality-Perception-Values-Attitudes-Learning-Motivation. Understanding and Managing Group Behaviour, Processes-Inter-personal and group dynamics-Communication-Leadership-Managing change-Managing conflicts. Organisational Development; Ethical issues and analysis in Management; Value based organisations; Environmental ethics; Social responsibilities of business; Corporate governance; Entrepreneurial characteristics; Motivation and competencies; Innovation and Entrepreneurship; Business Opportunity Identification; Detailed business plan preparation; Intrapreneurship.

**Unit-III**

Marketing-Concept; Nature and Scope; Marketing mix; Different environments and their influences on marketing; Understanding the customer and competition. Segmentation, Targeting and Positioning; Product Life Cycle; Brands-Meaning and Role; Brand building strategies; Share increasing strategies. Pricing objectives; Pricing concepts; Pricing methods. Product-Basic and Augmented stages in New Product Development; Promotion mix-Role and Relevance of advertising. Advertising-Planning, execution and evaluation. Distribution channel hierarchy; Role of each member in the channel; Analysis of business potential and evaluation of performance of the channel members. Marketing to Organisations-Segmentation Models; Organisational buying process. Marketing control. Customer relationship management including the concept of 'Relationship Marketing' Use of internet as a medium of marketing; Managerial issues in reaching consumers/organisation through internet.

**Unit IV**

Human Resource Management (HRM) -Significance; Objectives; Functions; A diagnostic model; External and Internal environment Forces and Influences; Organizing HRM function. Recruitment and Selection-Sources of recruits; Recruiting methods; Selection procedure; Selection tests; Placement and Follow-up: Performance Appraisal System-Importance and

Objectives; Techniques of appraisal system; New trends in appraisal system. Development of Personnel-Objectives; Determining Needs; Methods of Training & Development programs; Evaluation. Career Planning and Development-Concept of career; Career planning and development methods. Compensation and Benefits-Job evaluation techniques; Wage and salary administration; Fringe Benefits; Human resource records and audit. Industrial Relations-Importance; Industrial conflicts; Causes; Dispute settlement machinery. Collective Bargaining-Concept; Process; Pre-requisites; New trends in collective bargaining.

#### **Unit-V**

Fundamentals of Accounting; Preparation of Financial Statements, Income Statement and Balance Sheet; Financial Statement Analysis — Objectives and Techniques of Analysis. Ratio Analysis, Fund Flow Analysis and Cash Flow Analysis. Marginal Costing — Concept and Managerial Applications, Cost Volume Profit Analysis and Break Even Analysis. Standard Costing — Concept and Application, Variance analysis and reporting. Emerging issues in Accounting --- Responsibility Accounting, Human Resource Accounting and Inflation Accounting. Nature, Scope, objectives and Functions of Financial Management; Principles of Financial Management, Valuation of Securities; Pricing Theories, Capital asset pricing model and arbitrage pricing theory. Risk and return analysis. Cost of capital – concept and computation. Capitalization, over and under capitalization, theories of capitalization, Causes and remedies of over and under capitalization. Capital structure – Concept, relevance and irrelevance of capital structure, Net Income approach, Net operating income approach, traditional approach, MM Hypothesis; EBIT EPS Analysis; Leverage- Concept and significance of leverage analysis, operating, financial and combined leverages; Dividend Decision - Relevance and irrelevance of dividends, Gordon's Model, Walter's model, MM Hypothesis; Market value added and economic value added. Working Capital Management — determinants and financing. Cash Management, Inventory Management and Receivable Management.

#### **Note:**

Syllabi comprises for both part-II (basic conventional questions) and part-III (Advanced higher value questions) of the entrance test.



Handwritten signature: *Arif*  
Head  
Deptt. of Management Studies  
University of Kashmir, Srinagar