



## **PhD- MANAGEMENT**

### **ENTRANCE EXAM**

#### **SYLLABUS**

#### **JAIN DEEMED-TO-BE UNIVERSITY**

#### **Ph.D. in Management Entrance Exam Syllabus**

#### **Unit I: Foundations of Management**

**Introduction to Management-** Importance of Management in Contemporary Business, Evolution of Management Thought, Contemporary Practices in Management, Sustainability and Ethical Leadership in Management.

**Management Functions-** Planning, Organizing, Staffing, Coordinating, and Controlling- Management Functions in the Global, Diverse, and Digital Business Environment-

**Organizational Design-** Significance of Organizational Design, Evolution of Organizational Design Concepts, Contemporary Organizational Design Ideas, Mintzberg's Organizational Configurations, Agile and Networked Organizations.

**Economics for Managers-** Concept of Scarcity and Opportunity Cost, Basic Economic Problems and Global Economic Challenges, Demand and Supply Analysis, Sustainability and Ethical Considerations in Economics.

**Business Ethics, Social Responsibility, and Governance-** Understanding Ethical Dilemmas in Business, Corporate Social Responsibility (CSR), Principles of Corporate Governance, Ethical Leadership in Business.

#### **Organizational Behavior and Management**

**Organizational Behavior,** Theories and Frameworks in Organizational Behavior, Individual Behavior Variables and Behavioral Economics, Organizational Behavior in a Global Context.

**Organizational Culture and Inclusion-** The Role of Organizational Culture, Inclusive Organizational Practices, Fostering Diversity and Inclusion.

**Human Resource Management-** Workforce Diversity and Inclusion, Recruitment and Selection, Talent Management and Development, Compensation and Benefits, Human Resource Management in a Global Context.

## **Financial Management and Information Systems**

**Financial Management-** Accounting Principles and Financial Statement Analysis, Cost Accounting and Management, Risk Management and Financial Decision-Making, Leveraging Financial Resources.

**Communication and Information Systems-** Cross-Cultural Communication, Digital Transformation and Impact on Business, Big Data, Analytics, and Decision Support Systems, Cybersecurity, Privacy, and Data Governance.

## **Unit II: Organizational Behavior and Culture**

**Organizational Behavior Foundations and Group Dynamics-** Introduction to Organizational Behavior (OB) and Its Significance, Theories in Organizational Behavior, Individual Behavior Variables (Personality, Perception, Values, Attitude, Learning, and Motivation), Understanding Emotions in the Workplace and the Concept of Emotional Intelligence, Introduction to Groups and Their Role in Organizations, Stages of Group Formation and Group Process, Analyzing Work Group Behavior and Its Implications for Organizational Performance

**Conflict Management and Organizational Culture-** Exploring the Meaning and Importance of Conflict in Organizational Contexts, Comparing the Traditional and Interactional Views of Conflict, Recognizing Functional and Dysfunctional Aspects of Conflict, Understanding the Conflict Process and Various Conflict Handling Styles, Managing Functional and Dysfunctional Conflicts Effectively, The Significance of Organizational Culture and Climate, Defining Organizational Culture and Its Role in Shaping Organizational Values, Embracing Workforce Diversity and Cross-Cultural Organizational Behavior, The Role of Emotions and Stress Management in the Workplace, Promoting Organizational Justice and Handling Whistleblowing Cases.

## **Unit III: Foundations of Human Resource Management**

**Introduction to Human Resource Management** -Evolution of HRM, Importance of HRM and Functions, Forces Changing HRM

**Human Resource Planning (HRP)-** Meaning and Significance- Process of HRP, HRP Models, Human Resource Forecasting Methods, Challenges in HRP and Relationship with Other Human Resource Functions

**Job Analysis, Job Description, and Job Evaluation-** Purpose and Methods and Features of Competitive Business Environment, Globalization, Technology, E-commerce, Demographic Changes, Diversity, Global Human Resource Planning Quality of Work Life

**Recruitment, Selection, and Employee Development- Recruitment and Selection-**Recruitment Strategies, Selection Methods and Techniques, Induction and Onboarding, **Training and**

**Development-** Importance of Training, Training Needs Analysis, Training Methods and Techniques, Employee Development Programs.

**Compensation Management-** Wage and Salary Administration, Incentives and Benefits, Compensation Structures and Pay for Performance

**Strategic Human Resource Management and Industrial Relations- Strategic Role of Human Resource Management-** Linking HRM with Organizational Strategy, Competency Mapping, Balanced Scorecard in HRM and Career Development.

**Performance Management and Appraisal -** Performance Appraisal Methods, Feedback and Improvement, Employee Engagement

**Industrial Relations and Labor Welfare-** Disputes and Grievance Management, Labor Welfare and Social Security, Trade Unions and Collective Bargaining, Legal Framework in Employment Relations

**International Human Resource Management-** Challenges of International Business, Cross-Cultural Management, Global Talent Management

## **Unit IV: Financial Accounting and Analysis**

**Accounting Principles and Standards-** Introduction to Accounting, Generally Accepted, Accounting Principles (GAAP), Accounting Standards

**Accounting Process and Financial Statements-**Books of Accounts, Journal, Cash Book, Bank Reconciliation Statement, Preparation of Trial Balance

**Ratio Analysis-** Introduction to Ratios, Types of Ratios (Liquidity, Solvency, Activity, Profitability, and Market Ratios), Calculation and Interpretation of Ratios, Practical Problems and Analysis

**Financial Statement Analysis -**Analysis of Income Statement (Profit and Loss Statement), Analysis of Balance Sheet, Common Size, Trend, and Comparative Statements, Use of Ratios in Financial Statement Analysis

### **Management Accounting and Costing**

**Funds Flow and Cash Flow Analysis-** Funds Flow Statement, Cash Flow Statement, DuPont Analysis

**Cost Accounting and Management-** Preparation of Cost Sheet, Marginal Costing, Cost-Volume-Profit (CVP) Analysis, Standard Costing and Variance Analysis

**Budgeting and Budgetary Control-** Concept of Budgeting, Types of Budgets (Operating, Financial, and Master Budget), Budgetary Control Process, Zero-Based Budgeting

## **Financial Management**

**Financial Management: Concepts and Functions-** Scope and Objectives of Financial Management, Financial Decision-Making Process, Role of Financial Manager

**Capital Structure and Cost of Capital-** Theories of Capital Structure, Weighted Average Cost of Capital (WACC), Sources of Finance, Cost of Capital Estimation

**Financial Leverages and Analysis-** Operating Leverage, Financial Leverage, Combined Leverage, EBIT-EPS Analysis, Financial Breakeven Point and Indifference Level

## **Unit V: Communication in Business**

**Introduction to Communication-** The Importance of Communication, Process of Communication, Types of Communication, Principles of Effective Communication

**Oral Communication and Presentation Skills-** Public Speaking and Effective, presentation Techniques, Non-Verbal Communication, Emotional Intelligence in Communication, Communication Etiquette.

**Technology and Business Communication-** The Impact of Technology on Communication- Modern Tools and Platforms for Business Communication, Communication in a Digital World, Cross-Cultural Communication in Business.

## **Information Systems in Business**

**Introduction to Information Systems (IS)-** The Role and Importance of Information Systems, Components and Subsystems of Information Systems, Digital Divide and Information Access.

**Functional Business Systems-** Human Resource Information Systems (HRIS), Financial Information Systems, Production Information Systems, Marketing Information Systems, Integration of Functional Systems.

**Spreadsheet Software and Data Analysis-** Basics of Microsoft Excel, Data Entry, Formulas, and Functions, Charts and Data Visualization, Advanced Functions (IF, Logical Functions, Conditional Formatting), Data Sorting, Filtering, and Data Validation, What-If Analysis and Goal Seek, Pivot Tables for Data Analysis

## **Business Information Management**

**Management Information Systems (MIS)-** Overview of MIS, Decision Support Systems (DSS), Executive Information Systems (EIS), Business Intelligence (BI).

**Enterprise Resource Planning (ERP) Systems-** Introduction to ERP, Benefits and Challenges of ERP Implementation, Integrating Business Functions with ERP

**Data Security and Privacy-** Data Security in Information Systems, Privacy Concerns and Regulations, Ethical Use of Business Information

## **Unit VI: Fundamentals of Strategic Management**

**Concept of Strategy and Strategic Management-** Definition and Importance of Strategy, Mission, Goals, and Objectives, The Strategic-Making Process, SWOT Analysis (Strengths, Weaknesses, Opportunities, Threats), Intended and Emergent Strategies, The Role of Strategic Leadership in Decision Making

**Strategic Leadership and Decision Making-** Characteristics of a Strategic Leader, Cognitive Biases in Strategic Decision Making, Decision-Making Models in Strategic Management.

### **Environmental and Industry Analysis**

**Macro Environment Analysis-** PESTEL Analysis (Political, Economic, Sociocultural, Technological, Environmental, Legal), Industry, Sector, and Segment Analysis, Identifying Opportunities and Threats in the Macro Environment.

**Industry and Competitive Analysis-** Industry Dynamics and Evolution, Disruptive Innovation and Its Impact, Porter's Five Forces Model, Strategic Group Analysis, McKinsey's 7S Analysis, Industry Life Cycle

### **Competitive Advantage and Business Strategy**

**Business Strategy-** Blue Ocean Strategy, Assessing Strengths and Weaknesses, Distinctive Competencies, Resources and Capabilities, VRIO Framework for Resource Evaluation, Creating Competitive Advantage, Nature and Sources of Competitive Advantage, Sustainability of Competitive Advantage

**Business Models-** Understanding Business Models, Types of Business Models (e.g., Subscription, Freemium, E-commerce), Business Model Canvas, Innovations in Business Models

## **Unit VII: Fundamentals of Marketing**

**Defining Marketing-** The Evolving Definition of Marketing, Challenges, Trends, and Issues in Modern Marketing, New Formats, Concepts, and Paradigms in Marketing

**Holistic Marketing and Environmental Impact-** Business Orientation: From Production to Holistic Marketing, Core Concepts of Marketing, A Conceptual Framework of Marketing, Major Environmental Developments Impacting Business

**Competition and Competitive Advantage-** Competition in Industry: Concept vs. Market Concept, responding to Competition, Building Competitive Advantage, Sustainable Competitive Strategies.

### **Marketing Strategy and Decision-Making**

**Customer Value and Market Segmentation-** Customer Value and Satisfaction, Market Segmentation, Positioning and Targeting Strategies, Segmentation, Targeting, and Positioning (STP).

**Product and Pricing Decisions-** Product Mix and Product Life Cycle, New Product Development, Pricing: Types and Strategies, Setting Effective Pricing Strategies

**Place and Promotion Decisions-** Marketing Channels and Value Networks, Vertical Marketing Systems (VMS), Integrated Marketing Communications (IMC), Advertising and Sales Promotion.

### **Consumer Behavior and Marketing Specializations**

**Consumer Behavior-** Definition and Meaning of Consumer Behavior, The Difference between a Consumer and a Customer, The Consumer Decision-Making Process: Obtaining, Consuming, and Disposing, The Need for Understanding Consumer Behavior

**Customer Relationship Marketing and Brand Management-** Relationship Building with Customers, Brand Management: Role of Brands and Brand Equity, Developing a Branding Strategy, Brand Name Decisions, Brand Extensions, and Brand Loyalty.

**Specialization in Marketing-** Service Marketing: Managing Service Quality and Brands, Marketing Strategies of Service Firms, Retail Marketing: Recent Trends in India and Types of Retail Outlets, Emerging Trends and Specializations in Marketing

## **Unit VIII: Quantitative Methods for Management**

**Statistics for Management-** Concept of Statistics, Measures of Central Tendency and Dispersion, Probability Distributions: Binomial, Poisson, Normal, and Exponential.

**Data Collection and Analysis-** Data Collection Methods: Primary and Secondary Data, Qualitative Methods of Data Collection, Hypothesis Testing, One-sample and two-sample tests for means and proportions of large samples (z-test), One-sample and two-sample tests for means of small samples (t-test), F-test for two-sample standard deviations, Analysis of Variance (ANOVA): One-way and two-way.

**Statistical Tests and Analysis-** Chi-square Test for Single Sample Standard Deviation, Chi-square Tests for Independence of Attributes and Goodness of Fit, Correlation Analysis and Estimation of Regression Line, Time Series Analysis: Variations in Time Series, Trend Analysis.

### **Operations and Quality Management**

**Operations Management: Role and Scope-** Factors Affecting Facility Planning, Facility Location Decisions and Models, Facility Layout Planning for Different Operations, Types of Facility Layouts.

**Quality Management and Control-** Statistical Quality Control, Quality Circles, Total Quality Management (TQM), KAIZEN, Benchmarking, Six Sigma, ISO 9000 Series Standards.

### **Operation Research and Decision-Making**

**Operation Research-** Transportation Problem, Queuing Theory, Decision Theory, PERT (Program Evaluation and Review Technique) and CPM (Critical Path Method).

## **Unit IX: Fundamentals of International Business**

**Introduction to International Business-** Importance, Nature, and Scope of International Business, Modes of Entry into International Business, Globalization and Its Impact on Business, Technology Transfer, Pricing, and Regulatory Considerations

**International Business Environment-** Political Environment in International Business, Economic Environment in Global Markets, Demographic Factors Impacting International Trade, Social, Cultural, and Technological Aspects of Global Business, Regulatory, Environment in International Trade

**Theories of International Trade-** Comparative Advantage Theory, Absolute Advantage Theory, Theory of Factor Proportions, Leontief Paradox, New Trade Theories (e.g., Porter's Diamond Model).

### **Globalization and Regional Integration**

**Globalization-** Meaning and Features of Globalization, Stages of Internationalization, Advantages and Disadvantages of Globalization, Impact of Globalization on Business Strategies.

**Regional Integration and Trade Blocks-** Economic Integration and Its Importance, Regional Integration Schemes, e.g., European Union, Integration Efforts in Developing Countries: ASEAN, SAARC, SAPTA, International Economic Institutions, International Monetary Fund (IMF), World Bank, Asian, Development Bank.

### **Global Trade Institutions**

**Global Trade Institutions-** World Trade Organization (WTO) and Its Role in International Trade, International Labour Organization (ILO), Trade-Related Aspects of Intellectual Property Rights (TRIPS), Trade Facilitation Agreements, Dispute Settlement Mechanism

## **Unit X: Foundations of Entrepreneurship**

**Evolution of Entrepreneurship-** Historical Evolution of Entrepreneurship, Emergence of Modern Entrepreneurship, Changing Landscape of Entrepreneurship in the Digital Age

**Entrepreneurial Characteristics and Roles-** Characteristics of an Entrepreneur, Distinction Between Entrepreneur and Manager, The Appeal of Entrepreneurship, The Functions of an Entrepreneur, Different Types of Entrepreneurs, Intrapreneurs and Corporate Entrepreneurship

**Theories of Entrepreneurship and Entrepreneurial Process-** Theoretical Frameworks in Entrepreneurship, The Entrepreneurial Personality, The Role of Entrepreneurship in Economic Development, Stages in the Entrepreneurial Process, Barriers to Entrepreneurship.

**Women Entrepreneurship and Rural Entrepreneurship-** Women as Entrepreneurs, Challenges and Opportunities for Women Entrepreneurs, Promoting Rural Entrepreneurship, Rural Entrepreneurship Development Programs.

**Innovation in Business-** Types of Innovations: Product, Process, Business Model, and Technological Innovations, Identifying and Creating Innovative Opportunities, Screening Business Ideas for Viability, Lean Startup Methodologies.

### **Business Planning and Small-Scale Industries**

**Business Plan and Feasibility Analysis-** Developing a Business Plan, Feasibility Analysis: Technical, Market, and Financial Aspects, Risk Assessment and Mitigation Strategies

**Micro and Small-Scale Industries (MSMEs) in India-** Overview of Micro, Small, and Medium Enterprises, Role of Government in Promoting MSMEs, Challenges and Opportunities for MSMEs, Addressing Sickness in Small Industries.

## **References-Text Book**

### **Unit I: Foundations of Management**

- Daft, R. L. (2018). Management. Cengage Learning.
- Hill, C. W. L., Hult, G. T. M., & Wickramasekera, R. (2017). Global Business Today. McGraw-Hill Education.

### **Unit II: Organizational Behavior and Culture**

- Robbins, S. P., Judge, T. A., & Judge, T. (2018). Organizational behavior. Pearson.
- Schein, E. H. (2017). Organizational culture and leadership. John Wiley & Sons.

### **Unit III: Foundations of Human Resource Management**

- Noe, R. A., Hollenbeck, J. R., Gerhart, B., & Wright, P. M. (2019). Human Resource Management: Gaining a Competitive Advantage. McGraw-Hill Education.

- Dessler, G. (2017). Human Resource Management. Pearson.

#### **Unit IV: Financial Accounting and Analysis**

- Weygandt, J. J., Kimmel, P. D., & Kieso, D. E. (2017). Accounting principles. John Wiley & Sons.
- Brealey, R. A., Myers, S. C., & Marcus, A. J. (2018). Fundamentals of corporate finance. McGraw-Hill Education.

#### **Unit V: Communication in Business**

- Guffey, M. E., & Loewy, D. (2019). Essentials of Business Communication. Cengage Learning.
- O'Rourke, J. S. (2019). Management Communication. Pearson.

#### **Unit VI: Fundamentals of Strategic Management**

- Thompson, A. A., Peteraf, M. A., Gamble, J. E., & Strickland, A. J. (2018). Crafting & Executing Strategy: The Quest for Competitive Advantage: Concepts and Cases. McGraw-Hill Education.
- Barney, J. B., & Hesterly, W. S. (2017). Strategic Management and Competitive Advantage: Concepts and Cases. Pearson.

#### **Unit VII: Fundamentals of Marketing**

- Kotler, P., Keller, K. L., Brady, M., Goodman, M., & Hansen, T. (2019). Marketing Management. Pearson.
- Armstrong, G., & Cunningham, M. (2018). Principles of Marketing. Pearson.

#### **Unit VIII: Quantitative Methods for Management**

- Levine, D. M., Stephan, D. F., Krehbiel, T. C., & Berenson, M. L. (2017). Statistics for Managers Using Microsoft Excel. Pearson.
- Heizer, J., & Render, B. (2016). Operations Management: Sustainability and Supply Chain Management. Pearson.

#### **Unit IX: Fundamentals of International Business**

- Peng, M. W. (2019). Global Business. Cengage Learning.
- Hill, C. W. L., Hult, G. T. M., & Wickramasekera, R. (2018). International Business. McGraw-Hill Education.

## **Unit X: Foundations of Entrepreneurship**

- Hisrich, R. D., Peters, M. P., & Shepherd, D. A. (2019). Entrepreneurship. McGraw-Hill Education.
- Kuratko, D. F. (2016). Entrepreneurship: Theory, Process, and Practice. Cengage Learning.

## **Unit XI: Strategic Innovation and Technology Management**

**Innovation Strategies-** Introduction to Innovation Management, Types of Innovation, Innovation as a Competitive Advantage, Developing an Innovation Strategy.

**Managing Technological Change-** Understanding Technological Change, The Role of Leadership in Managing Change, Managing Resistance to Technological Change, Implementing Technological Change

**Open Innovation and Collaboration-** Open Innovation Concepts and Models, Open Innovation Strategies, Benefits and Challenges of Collaboration.

## **Unit XIII: Sustainable Business Practices and Environmental Management**

**Sustainable Business Models and CSR-** Introduction to Sustainable Business Practices, The Business Case for Sustainability, Sustainable Business Models, Corporate Social Responsibility (CSR) Principles, CSR Implementation and Reporting.

**Environmental Management and Green Supply Chain-** Environmental Management Systems (EMS), ISO 14001 and Environmental Standards, Implementing EMS in Organizations, Green Supply Chain Management Principles, Sustainable Procurement and Supplier Relationships, Measuring and Reporting Environmental Performance.

**Unit III: Sustainable Development Goals (SDGs) and Future Trends-** Understanding the UN Sustainable Development Goals (SDGs), Integrating SDGs into Business Strategies, Sustainability Reporting and SDGs, Innovation for Sustainability, Emerging Trends in Sustainable Business, Student Presentations on Sustainable Business Projects, Final Exam and Course Wrap-up.

### **References-Text Book**

## **Unit XI: Strategic Innovation and Technology Management**

1. Tidd, J., Bessant, J., & Pavitt, K. (2013). Managing Innovation: Integrating Technological, Market and Organizational Change (5th ed.). John Wiley & Sons.
2. Christensen, C. M. (2013). The Innovator's Dilemma: When New Technologies Cause Great Firms to Fail. Harvard Business Review Press.