



Syllabus for Research Entrance Test for Admission to the Ph.D. Programme

Part I : SUBJECT

Unit 1

Concept and Foundations of Management, Management Process, Decision Making, Role of Manager, Managerial Skills, Entrepreneurship, Management of Innovation, Managing in a Global Environment, Evolution of Management Thoughts, Social responsibility and managerial ethics.

Unit 2

Conceptual model of organization behaviour, Organizational theory and design - organizational culture, Learning and reinforcement, Leadership Process and Styles, The Individual Process Personality, Perception, Motivation Conflict and Negotiation, Managing Cultural Diversity, Organisational Change and Development, Power and Politic, Work Stress and Stress Management.

Unit 3

Conceptual nature and scope of managerial economics, Theory of Demand and elasticity, forecasting and measurement of demand, production and cost function, theory of firm and types of competition, Macroeconomics aggregates and concepts- GNP, GDP. Capital formation and inflation, Determination of National Income. Employment, Balance of Payment, Fiscal impact and investment, Business fluctuation and trade cycle. Economic decisions of 21st century.

Unit 4

Capital budgeting, Financial and operating leverage, Management of cash, receivables, inventory and current liabilities, Cost of capital, Working Capital Management, Recent reforms in financial sector, Shareholder value creation, Design of capital structure: theories and practices, Regulation of capital market, Capital and money markets, Dividend policy, Financial derivatives: option, futures, swap, Leasing, hire purchase and venture capital, Management of corporate distress and restructuring strategy, Valuation of bonds and shares, Corporate Financial policies and Strategy.

Unit 5

The future challenges of HRM, Job Analysis, Human Resource Planning, Job Evaluation, Recruitment and Selection, Training, Promotion and Transfer, HR Challenges, Performance Management, Employee Morale and Productivity, Compensation Management and Benefits, Human Resources Accounting and Audit, International Human Resource Management, Human resource information system, Management of organizational climate and Industrial relations, HRM Function.

Unit 6

Positioning and Differentiating the Market offering, Pricing strategies, Segmenting and Targeting the Market, Market Research, Marketing strategy formulation and components of marketing plan, Building customer satisfaction, Designing and managing Marketing channels, Services and non-profit marketing, Industrial buyer behaviour, Analysing consumer markets, Value and retention, Analysing Product Strategy, Ethics in Marketing, Integrated Marketing Communications, Retail Management, Concept of Holistic Marketing, Internet marketing,

Unit 7

Concept, importance and scope, generally accepted accounting principles, preparation of financial statements with special reference to analysis of a balance sheet and measurement of business income,



financial statement analysis, ratio analysis and fund flow analysis, the; Management accounting, Cost accounting – records and processes, Breakeven point; profit analysis, responsibility accounting and centres. Overhead cost and control, Job and process costing, Budget and budgetary control, Performance budgeting, Zero-base budgeting, relevant costing and costing for decision-making, standard costing and variance analysis, marginal costing and absorption costing. Causes and disposition of variance, Inflation accounting; techniques,

Unit 8

Fundamentals of Operations Management, Materials Management, Capacity Planning, Aggregate Production Planning, Statistical Process Control, Inventory control, World class manufacturing, E-Governance, Line Balancing, Value analysis, Six Sigma, Quality management, Management of facilities, R&D management, Process planning, Material Requirement Planning, Production control, Make or buy decision, Waste Management, Project management concepts, Supply chain management, Flexibility and agility in manufacturing systems, Management of service operations, Equipment replacement and maintenance, Vendor evaluation and audit.

Unit 9

E-business Architecture, Information systems planning, Information resource management, DSS and RDBMS, Types of information system, Evaluation of information systems, Expert systems, Conceptual Foundations of Information Systems, Enterprise Resource Planning, Information theory, Systems development - Overview of systems and design, System development management life-cycle, User involvement, Trends in Information Technology, Flexibility in information systems, Designing for online and distributed environments.

Unit 10

Introduction to tourism, Rationale for tourism development, national and regional tourism planning and policies; tourism destination and environment-tourism metamorphosis-ecotourism, cultural, ethnic tourism. destination management, Event management, Destination Management, planning itinerary and types of journey, major online reservation packages, airline ticketing, and cargo handling; overview geographical regions of India, seasonal rhythms and tourism circuits, J&K TDC, Tourism policy of J&K; Management issues in tourism and hospitality industry. Hospitality and Housekeeping management, Customer Relationship Management.



Part II : RESEARCH METHODOLOGY

Unit 1.

Research- Basic concepts, Scientific method and social sciences, Objectives and types of Research, Characteristics of good research, Language of research-concept, construct, variable proposition, hypothesis,

Unit 2.

The Research Process, Research problem; selection and defining the Research problem. Research Designs, Types of Research Design.

Unit 3.

Measurements: Nature and types, Characteristics of a good measurement-Reliability and Validity, Rating scale and attitude measurement.

Unit 4.

Methods of Data collection; Primary and Secondary data. Primary data collection techniques; Questionnaire, schedules, interview and observation methods. Questionnaire Design and Development. Types of Questionnaire, Electronic Questionnaire Design and Surveys.

Unit 5.

Sampling Design; Basic concepts and steps in Sampling Design, Types of Sample Designs. Determination of Optimal sample size, Limitations of sampling. Sampling and non-sampling errors.

Unit 6.

Data analysis: Meaning and methods-Quantitative and Qualitative analysis. Statistics in Research; Mean, Standard Deviation, Measures of Central tendency, Dispersion, Skewness and Kurtosis.

Unit 7.

Theoretical distribution: Normal, Poisson and Binomial. Hypothesis Testing Procedure, Formulation of Hypothesis- criteria of a good hypothesis, Type I and II Error, Concept of significance and degree of freedom.

Unit 8.

Parametric tests t and z test, Chi-square and Analysis of Variance (ANOVA). Non parametric tests. Factor Analysis -Cluster Analysis

Unit 9.

Discriminant Analysis –Multiple Regression & Correlation -Canonical Correlation -Application of SPSS Package

Unit 10.

The Research report: Significance of report writing. Steps in writing report. Layout of the research report. Writing references and bibliography.