Entrance Test Syllabus for Integrated Ph.D. (For IMBA Students)

1. **Principles of Management:**

2. **Financial Accounting:**

3. **Managerial Economics:**

4. **Organizational Behaviour:**
   Concept, need and importance of Organizational Behavior; Nature and scope of organizational behavior; Framework for the study of OB; Organizational Behavior Models. Personality - Types - Factors influencing personality –Theories; Learning - Types of Learners - The Learning Process - Learning Theories; Organizational Behavior Modification; Attitudes - Characteristics - Components - formation - measurement. Perception -
Importance - Factors influencing perception - Interpersonal perception; Motivation - Importance - Types - Effects on work behavior. Organisation Structure – Formation; Groups in Organisations - Influence - Group Dynamics - Emergence of informal leaders and working norms - Group Decision Making Techniques - Interpersonal relations - Communication - Control. Meaning and Importance; Leadership styles and Theories; Leaders vs Managers; Sources of Power - Power Centers -Power and Politics. Organizational change - Importance - Stability vs change - Proactive vs Reactive change - The change process - Resistance to change - Managing change.

5. Managerial Costing:

6. Business Statistics:
Statistics: concept. Statistical data and statistical methods; Scope and functions of statistics; Collection of data – primary and secondary data. Data Processing- editing and classification; Tabular and Diagrammatic presentation of data. Measures of central tendency: concept and features; computation and implication of mean, median and mode. Measures of Dispersion: Significance and properties; computation and implication of range, quartile deviation, mean deviation and standard deviation; coefficient of variation. Skewness. Correlation: Meaning and uses; various methods of calculation of coefficient of correlation - Karlpearson’s correlation coefficient – Spearman’s Rank correlation and concurrent deviations-probable error. Regression analysis: Meaning and utility; comparison between correlation and Regression; Regression Equations-Interpretation of Regression Co-efficient. Time series analysis: concept and its application in business decision making; Components and methods of measurement; trend and Seasonal Variations. Index Number: Concept and its uses; Method of constructing index number. Probability-Basic concepts, Approaches to estimate probability.

7. Management Accounting:

8. Operations Research:
Significance, scope and applications of Operation Research in managerial decision-making; Decision-making under certainty, uncertainty and risk situations; EMV and value of perfect information; Uses of Decision tree, Game Theory: Concept of game; Two-person zero-sum game; Pure and Mixed Strategy Games; Saddle Point; Dominance Method and Graphical Method for solving Mixed Strategy Game. Mathematical formulations of LP Models for product-mix problems; graphical and simplex method of solving LP problems; Transportation problem: Various
method of finding Initial basic feasible solution and optimal solution; Assignment model: Hungarian Method and its applications. Queuing Theory: Characteristics of basic Queue model; Applications of Queue model for better service to the customers; Sequencing Problem: Johnsons Algorithm for n Jobs and Two machines, n Jobs and Three Machines, Two jobs and m Machines Problems; Replacement Problem: Replacement of assets that deteriorate with time, and that fail suddenly. Project Management: Rules for drawing the network diagram, Application of CPM and PERT techniques in project planning and control; Probability considerations in PERT networks; Crashing and resource levelling of operations; Basic concepts and applications of Simulation and Markova analysis; Basic understanding of Software Applications.

9. Corporate Governance and Ethics:
Nature and Significance of Business Ethics; Ethical Dilemmas, Personal Ethics, Morality, Religion, Etiquette, Law, Economics, Management, Professional Code; Moral and Non-moral Standards; Ethical Relativism; Moral Development and Moral Reasoning; Ethical Decision Making Model; Globalization and Business ethics- Eastern Values and western Business systems, Business Ethical Principles – Role and Types of Ethical Theories- Teleological, Deontological and Virtue; Egoism, Utilitarianism-classical, act and rule; Free Market and Utilitarianism; Kants Ethics, Rights and Duties, Justice and Fairness-Distributive, Egalitarian, Capitalistic, Socialist, Libertarian, Retributive and Compensatory Justice; Ethics of care; Virtue Ethics; Ethical Dimensions of Marketing, Human Resource, Production and Financial Decisions; Environmental Protection; Corporate Social Responsibility- Nature of Corporations; Corporation as Morally Responsible Agent; Nature and significance of Corporate Social Responsibility, Social Responsiveness and Social Performance; Corporate Philanthropy; Corporate Citizenship; Social Responsibility Model; Free Market Theory and Profit Maximization; Shareholders Theory, Stakeholders Theory, Social Contracts Theory; Corporate Governance: Nature and Significance; Property Rights and Social Institution Theory, Agency Theory; Corporate Governance Model; Corporate Governance Failure; Corporate Scam; Whistle Blowing; Indian Corporate Governance; Role of Board of Directors, Auditors, and Shareholders; Accounting and Regulatory frame work, committees in India and abroad, Corporate Ethics Programme; Social Audit; Corporate Performance-Balanced Score Card, Triple Bottom Line.

10. Financial Management:
Introduction to Finance: concept, principles that form the basics in financial management, nature and scope of financial management, role of finance function in an organization, goal of the firm; Time value of money- future value and present value computation; Cost of Capital- concept, significance, determining cost of specific sources of capital, weighted average cost of capital. Capital Investment Decisions: concept and types of capital expenditures, capital budgeting process, Estimation of Cash Flows for investment analysis, Capital budgeting decision criteria:- pay-back period and post pay-back method, present value and net present value method, internal rate of return. Capitalization-Meaning, Significance, theories of capitalization, over and under capitalization; Capital Structure and Leverage- concept, factors affecting capital structure; Relevance theories of capital structure –net income approach and traditional approach; Irrelevance theories of capital structure-net operating income approach and MM hypothesis; EBIT EPS analysis; Indifference point computation; Financial and Operating Leverage, Analysis and impact of leverage. Dividend Decision & Value of Firm:Purpose of dividend decision, objectives of dividend policy, different dividend policies, forms of dividends, Dividend irrelevance theories: Walters Model, Gordon’s Model; Dividend irrelevance- M M Hypothesis; Corporate dividend behavior and value of firm.

11. Human Resource Management:

12. Marketing Management:
Changing nature of Marketing, Marketing concept, Marketing environment: Internal and External; Marketing in global environment– Prospects and Challenges; Marketing Information System–nature, significance and components, Marketing research–nature, scope and process. Understanding industrial and individual buyer behaviour; influencing factors, Brief review of Buyer Behaviour Models; Selection of Target Market: Differentiated and Undifferentiated Marketing, Segmentation, targeting and positioning. Concept of a product; Classification of products; Major product decisions; Product line and product mix; Branding; Packaging and labeling; Product life cycle – strategic implications; New product development and consumer adoption process; Branding: nature and strategies; Nature and significance of pricing, Factors affecting price determination, Pricing policies and strategies.
Nature, functions, and types of distribution channels; Channel management decisions; Vertical Marketing System; Retailing and wholesaling. Communication Process; Promotion mix – advertising, personal selling, sales promotion, publicity and public relations; Determining advertising budget; Copy designing and testing; Media selection; Advertising effectiveness; Sales promotion – tools and techniques.

13. Organizational Effectiveness and Change:

14. Income Tax Law and Practice:
Introduction: Introduction to Income Tax Law; Scheme of Taxation; Important concepts necessary for understanding the frame work of the Income Tax Act,1961; Concept of Income; Exempted and partially exempted incomes. Scope of Total Income and Residential Status: Concept of Total Income; Meaning and Treatment of Agricultural Income; Incidence of Tax; Residential Status of an Individual, a Firm/Association of Persons and a Company; Deduction from Gross Total Income. Income from Salaries: Conditions for Chargeability of Salary; Basis of Charge; Meaning, Types and Taxability of Allowances; Meaning, Types and Taxability of Perquisites; Meaning, Types and Taxability of Provident Funds; Treatment of Retirement Benefits; Deduction from Salaries and Computation of Taxable Salary. Income from Capital Gains: Chargeability; Meaning and Types of Capital Assets; Concept of Transfer of Capital Asset; Cost of Acquisition; Computation of Capital Gain/Loss; Exemptions. Income from House Property: Chargeability; Determination of Annual Value; Treatment of Unrealized and Arrears of Rent; Computation of Income from Let Out and Self Occupied House Properties; Deductions from Income from House Property. Income under the Head Profits and Gains of Business and Profession: Chargeability; Treatment of Business Incomes: Deduction and Allowances for Expenses, Expenditures and Losses; Provisions for Depreciation on Assets; Computation of Taxable Business and Profession Income. Income from other Sources: Chargeability; Meaning, Types and Taxability of Specific and General Incomes; Computation of Income from Other Sources. Assessment of Individuals: Computation of Total Income and Tax Liability of an Individual; Assessment of Partnership Firms:
Computation of Total Income and Tax Liability of Partnership Firms. Provisions regarding Set-off and Carry Forward of Losses used while making Assessment of Individuals, and Partnership Firms.

15. Entrepreneurship Development:
Evolution and development of entrepreneurship; Challenges of entrepreneurship; Functions of an Entrepreneur; Classification of entrepreneurs; Characteristic of successful entrepreneurs; Entrepreneurial opportunities; Innovations and Entrepreneurship; Success factors for entrepreneurs. Entrepreneurial growth in India; sources of entrepreneurship in India; Entrepreneurial development programmes in India- concept, need and phases; Institutions conducting entrepreneurial development programmes in India; Problems in institutional framework; evaluating development programmes. Role of an entrepreneur in economic growth as an innovator; Generation of employment opportunities; Complementing and supplementing economic growth, bringing about social stability and balanced regional development of industries; Role in export promotion and Import Substitution; Forex earning and augmenting & meeting local demand. Nature and characteristic of small business; steps for starting a small industry; Forms of ownership-Sole proprietorship, partnership, company and cooperative society; Factors influencing the choice; Procedure and formalities for registration; incentives and subsidies –need and problems; Incentives for development of backward areas. Institutions assisting entrepreneurs.

16. Research Methodology:
The Hallmarks of scientific research – The Research Process for Applied and Basic Research – Concepts in Research- Constructs, Theory, Concepts, Variables, Model; Research Question; Research Problem; Hypothesis-concept, types and development; Research design, Exploratory, Descriptive, – Cross sectional and Longitudinal, Causal- Experimental Research Design. Secondary Data Sources - Types and Purpose; Primary Data; Data Types Nominal Ordinal Interval and Ratio, Measurement of Data – Sources of error in Measurement, Nature of measurement Scales; Validity, Reliability and Practicality of Measurement scales; Scale Development-Comparative and Non-Comparative Scales; Questionnaire Designing– Guidelines; Electronic Questionnaire Design; Surveys; Focus Groups, Interviewing, panels, Observational Study, Sample Design Process; Probabilistic and non-probabilistic sampling; Sample Size- Accuracy, Precision and Confidence issues; Hypothesis Testing- Parametric Tests- one sample and two sample z-test and t-test, F-test, ANOVA one way two way; Basic understanding of Factor Analysis, Cluster Analysis, Discriminant Analysis, Multidimensional Scaling, Structural Equation Modeling, Application of SPSS Package; Non-Parametric Tests- Chi-square test for independence of attributes and goodness of fit, Basic understanding of- Sign test for paired data, Rank sum test, Kolmogorov-Smirnov test for goodness of fit, comparing two populations, Mann–Whitney U test and Kruskal Wallis test, One sample run test; Application of SPSS Package; Report writing- purpose, Integral parts of a report.

17. Public Administration:
Public Administration- Evolution and significance; Wilson’s vision of Public Administration; Weber’s bureaucratic model and post-Weberian Developments; Participative Management (R. Likert, C. Argyris, D. McGregor); Riggssian models; Evolution of Indian Administration: Kautilya’s Arthashastra; Mughal administration; Legacy of British rule in politics and administration; Good Governance, Impact of liberalisation on administration in developing countries. Administrative Law, Delegated legislation; Administrative Tribunals; Right to Information; Development administration; ‘Antidevelopment thesis’; Bureaucracy, democracy and development; Models of policy-making; State theories and public policy formulation; Public borrowings and public debt; Budgets – types and forms; Budgetary process; Financial accountability; Parliamentary control of public expenditure; Role of Controller General of Accounts and Comptroller and Auditor General of India. Union Government and Administration (Indian): Executive, Parliament, Judiciary-Functions; Cabinet Secretariat; Prime Minister’s Office; Central Secretariat; Ministries and Departments; Boards; Planning Commission, National Development Council; Process of plan formulation at Union and State levels; Union-State administrative, legislative and financial relations; Finance
Commission; State administration and District Administration-structure; Civil Services; Administrative Reforms Important Committees and Commissions; Rural Development: Institutions, agencies and programmes; Panchayati Raj; 73rd Constitutional amendment; Urban Local Government: Municipal governance; 74th Constitutional Amendment; National Police Commission; Investigative agencies; Reforms in Police. National Human Rights Commission; Disaster management; Emerging issues and challenges to Indian administration.

18. Consumer Behavior:

19. Strategic Management:

20. International Business:

21. Customer Relationship Management:

22. Services Marketing:

23. Business Marketing:
Overview of business marketing: business market v/s consumer–goods market, Nature of demand for business markets; Nature and types of Business market customers; Organizational buying process; evaluating the competitive and technological business environment. Relationship management in business marketing; managing the product line for business markets-Core competencies, product quality, management of innovation, New product development process, Managing business marketing channels-channel selection, channel strategies, channel administration; concept of logistics interface. Business marketing communication-integrated communication programs, managing business to business advertising, managing sales force; communication budget; managing the industrial pricing function-industrial pricing process, pricing across product life cycle, price administration; concept of competitive bidding. Concept of business marketing strategy-elements of business strategy-mission, goal,
objective, target; Hierarchies of strategies and role of marketing at each level of hierarchy; implementation skills. Types of marketing control and associated tools; ethical aspects in business marketing.

24. **Management of Industrial Relations:**

25. **Organizational Theory and Development:**

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