

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

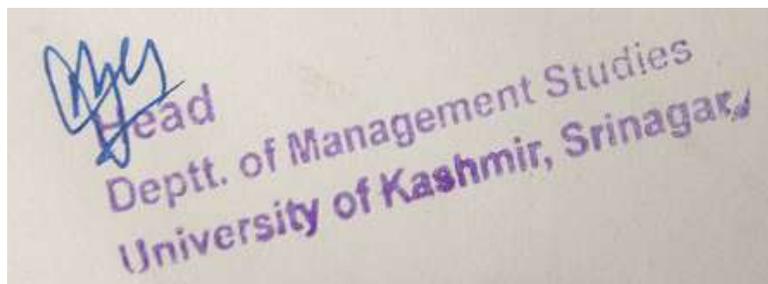
Objectives; Techniques of appraisal system; New trends in appraisal system. Development of Personnel-Objectives; Determining Needs; Methods of Training & Development programs; Evaluation. Career Planning and Development-Concept of career; Career planning and development methods. Compensation and Benefits-Job 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.



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Tourism Management

Unit I

Tourist/Visitor/Traveler/Excursionist-definition and differentiation. Tourism recreation and leisure inter relationship(s). Tourism components. Elements and infrastructure. Types and typologies of Tourism. Emerging Concepts: Eco/rural/agri./farm/green/wilderness/country side/special interest tourism. Tourism Trends: Growth and development over the years and factors responsible therein. Changing market destination patterns, Traffic Flows/receipt trends. Travel motivator and deterrents. Pull and Push forces in tourism. Linkages and Channels of Distribution in Tourism. Tourism organization/institutions: Origin, Organisation and functions of WTO, PATA, IATA, ICAO, FHRAI, TAAI, IATO and UFTAA. Concepts of Resource, Attraction and product in tourism, Tourism products: typology and unique features. Natural Tourism resources in India: Existing use patterns vis a vis potential with relation to varied landforms (mountains, deserts, beaches, coastal areas and islands). Water bodies and biotic wealth (flora-fauna). Popular tourist destination for land based (soft/hard trekking, ice skiing, mountaineering, desert safaris, car rallies etc), water based (rafting, kayaking, canoeing, surfing, water skiing, scuba / snuba diving) and air based (para sailing, para gliding, ballooning and gliding and microlighting etc) tourist activities. Wild life tourism and conservation related issues- Occurrence and distribution of popular wildlife species in India. Tourism and Nature conservation-Conflicts, symbiosis and Synergy.

Unit II

Accommodation: Concept, Types and Typologies, Linkages and Significance with relation to tourism. Emerging dimensions of accommodation industry-Heritage hotels, Motels and resort properties, time share establishments. Hotel and Hoteliering: Origin, growth and diversification. Classification, registration and gradation of hotels. Organisational structure, Functions and responsibilities of the various departments of a standard hotel/other catering outlets, viz., bars, restaurants, fast food centres. Inflight catering. Leading multinational hotel chains operating in India. Public sector in hoteliering business-Role, Contribution and Performance. Transportation: Dynamically changing needs and means. Landmarks in the development of transport sector and the consequent socio economic, Cultural and environmental implications. Tourism transport system. Airlines Transportation: The Airlines Industry-Origin and Growth, Organisation of Air Transport Industry in International context. Scheduled and non-scheduled Airlines Services; Air taxis, Multinational Air Transport Regulations-Nature, significance and Limitations. Role of IATA, ICAO and other agencies. Bermuda convention. Significance of Road Transport in Tourism: Growth and Development of road transport system in India; State off existing infrastructure. Public and Private Sector Involvement; Role of Regional Transport Authority. Approved Travel Agencies, Tour/Transport Operators, car hire/Rental Companies. State and inter-state bus and coach network, Insurance provision road taxes and fitness certificate.

Unit III

Travel Agency and Tour operations Business: Origin, Growth and development: Definition, Differentiation and linkages, organization and functions-Travel information counseling, itinerary preparation, Reservation, Tour costing/pricing, Marketing of tour packages, Income sources. Airlines Ticketing: Operational Perspectives of ticketing-ABC codes, Flight schedules, Flying time and MPM/TPM calculation. TIM (Travel Information Manual) consultation. Routine and itinerary preparation, types of fare, fare calculation and rounding up. Currency Conversion and payment modes. Issuance of ticket. Tourism Planning: Origin, concept and approaches. Levels and types of tourism planning-Sectoral, spatial, integrated, complex, centralized and decentralized, Product life cycle theories and their applicability in tourism planning, Urban and rural tourism planning. Tourism planning and policy perspectives; planning at national, state and regional levels. India's tourism policy. Tourism planning process: objective setting, background analysis, detailed research and analysis, synthesis, goal setting and Plan formulation, Evaluation of tourism project-Project feasibility study; Plan implementation. Development and monitoring,

Tourism master plan. Tourism Impacts and need for sustainable tourism planning: Socio cultural, Economic and physical , tourism carrying capacity and environmental impact analysis (EIA).

Unit IV

Tourism Management: Concept, Nature, Process and functions, Managerial levels, skills and roles. Social responsibilities and ethics. Planning: nature, Types and process. Management by Objectives, Decision making- Process, tools, techniques and models. Concept of organizing and organization, Line and Staff, authority and responsibility, Span of Control, Delegation, Decentralisation, Organisational structure and design, management of Change and development. Directing: Communication-Process, types, Barriers and principles of effective communication. Motivation-Theories and practices, Leadership-Concept, theories and styles. Controlling: Process, Methods and techniques. Tourism Marketing: Core Concepts in marketing;. Marketing management philosophies-. Tourism marketing: Service Characteristics of Tourism, Unique features of tourist demand and tourism product. Tourism marketing mix. Analysis and Selection of market: Measuring and forecasting tourism demand: Forecasting methods, managing capacity and demand. Market segmentation and positioning. Developing marketing environment, competitive differentiation and competitive marketing strategies, New product development, product life cycle. Planning marketing programmes: Product and Product Strategies; pricing considerations, Approaches and strategies, Distribution channels and strategies. Marketing of Tourism Services: Marketing of Airlines, Hotel, resort, Travel Agencies and other tourism related services-challenges and strategies.

Unit V

Finance: Meaning, Goals, Functions, Importance, and typologies of Finance-Role of Financial management. Financial Decision, Instant decision, Dividend Decision, Accounting: Preparation of Business Income Statement, Balance Sheet, cash Flow Statement and Fund Flow Statement. Hotel Accounting. Research methodology: Meaning and procedural guidelines. Research Design. Field Procedure for Data Collection and Analysis Techniques: Nature, sources of data, techniques of data collection. Frequency Distribution: Meanings; Problems and considerations in construction numerical frequency distributions. Correlation and regression analysis. Probability and Probability Distribution, Sampling and Sample designs: reasons for sampling; Theoretical basis of sampling; Sampling concepts and types of sampling (Random and non-random sampling). Statistical Testing: Formulation and general procedure of hypothesis testing, One tail and two tail tests, Comparison of two population means; Comparison of two population proportions; and comparison of two population means and standard deviations, F test and Student's t distribution and Chi Square test.

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