

# Syllabus for Ph. D. Entrance Test in Management Studies (Yr: 2026)

## Section A – ACADEMIC COMPONENT SYLLABUS

### Unit I – Management Concepts & Perspectives

Concept, functions, nature and scope of Management; Management as art and science, Management vs. Administration; Roles and skills of managers; Evolution of management thought from classical to modern approaches; Strategic management and corporate governance.

### Unit II – Financial Management & Accounting

Accounting concepts and conventions; Analysis of financial statements; Ratio analysis; Funds-flow and Cash-flow; Cost accounting; Budgeting types and performance budgeting; Working capital management; Capital budgeting decisions; Cost of capital and capital structure; Financial services & markets; Risk and portfolio theory.

### Unit III – Human Resource Management & Organizational Behaviour

Organizational behaviour fundamentals; Individual differences, personality, attitudes; Motivation theories; Leadership styles; Group dynamics; Organizational culture & change; HRM functions; HR planning; Recruitment, training & development; Performance appraisal; Compensation management; Industrial relations and welfare.

### Unit IV – Marketing Management

Marketing environment; Consumer behaviour; Market segmentation, targeting & positioning; Product and brand management; Pricing strategies; Promotion and communication mix; Retail and services marketing; Digital marketing; International marketing considerations.

### Unit V – Information Systems, Analytics & Operations

Management Information Systems; Decision support systems; Big data and analytics; Forecasting techniques; Inventory models; Quality management systems; Supply chain fundamentals; Project management techniques.

## Section B – RESEARCH APTITUDE & METHODOLOGY

The Research aptitude section will include descriptive questions covering the following:

Nature and objectives of research; basic, applied and action research; quantitative, qualitative and mixed approaches; characteristics of scientific inquiry; inductive and deductive reasoning; theory building and theory testing; scientific method and stages of the research process; formulation of research questions; variables and constructs; operational definitions; conceptual framework development; review of literature using databases and digital repositories; citation tracking; identifying research gaps; research problem identification and justification; hypothesis formulation and testing; null and alternative hypotheses; types of hypotheses; research design including exploratory, descriptive, diagnostic, experimental, quasi-experimental, causal-comparative and mixed-method designs; cross-sectional and longitudinal studies; sampling techniques including probability and non-probability sampling; sampling frame; sampling errors; determination of sample size using statistical and practical considerations; data collection methods such as surveys, interviews, observation, focus group discussions, case studies and secondary data analysis; questionnaire design and pilot testing; measurement and scaling techniques including nominal, ordinal, interval and ratio scales; Likert, semantic differential and Guttman scales; reliability and validity including content, construct and criterion validity; internal and external validity; descriptive statistics including measures of central tendency, dispersion and shape; data visualization techniques; inferential statistics including correlation, regression, hypothesis testing using z, t, F, ANOVA and Chi-square tests; non-parametric tests such as Mann-Whitney U, Wilcoxon signed-rank, Kruskal-Wallis and Spearman's rank correlation; introduction to multivariate techniques such as multiple regression, factor analysis, cluster analysis, discriminant analysis and principal component analysis;

