

APPENDIX I

Board of Studies in Management (Faculty of Management Studies)

Vikram University, Ujjain

**Syllabus for Doctoral Entrance Test (DET) / Ph.D. Admission Test
in Business Management (Faculty of Management Studies)**

(सत्र 2024)

[Under the Provisions of Ordinance No. 11: Doctor of Philosophy]

[Refer Clause 9(a) of the Ordinance)]

The Doctoral Entrance Test (DET) / Ph.D. Admission Test in Business Management (Faculty of Management Studies) will have the question paper in two parts. Part A (Total 50 Marks) shall consist of 50 objective type compulsory questions of 1 mark each based on research methodology. Part B (Total 50 Marks) shall also consist of 50 objective type compulsory questions of 1 mark each based on subjects of Business Management. For details, all concerned are expected to refer provisions as laid down in Section 9(a) of the Ordinance No. 11: Doctor of Philosophy which has been enforced with effect from academic session 2018-19.

**Syllabus for Doctoral Entrance Test (DET) / Ph.D. Admission Test
in Business Management (Faculty of Management Studies)**

Part A (50 Marks)

Research Methodology

- Concepts of Research. Scientific Approach to Research.
- Research Process and Planning for Research.
- Types of Social Science Research. Research Designs.
- Review of Literature. Defining Research Problem.
- Sources / Methods of Collecting Primary and Secondary Data, Schedules & Questionnaires, Interview, Observation, Scaling Techniques etc.
- Sampling Design.
- Nature and Types of Hypotheses. Formulation of Hypothesis. Testing of Hypothesis.
- Methods of Data Analysis: Application of Mean, Mode, Median, Geometric Mean, Harmonic Mean, Weighted Average.
- Correlation Analysis, Regression Analysis.
- Elementary Idea about Statistical Software Packages such as SPSS.
- Elementary Idea about use of various Data-base concerning research in Social Science including Business Management such as 'JSTOR'.
- Elementary Idea about Research Journals research in Social Science including Business Management.
- Elementary Idea about computer application such as MS Office.
- Research Report Writing.
- Ethical Issues in Research

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Part B (50 marks)

Business Management

Unit I: Human Resource Management

- Functions of Human Resource Management. Objectives of HRM Functions.
- Human Resource Planning.
- Job Analysis.
- Process of Recruiting and Selecting Human Resources.
- Induction.
- Socialization and Mentoring.
- Career Planning & Development.
- Management of Training and Development of the Employees.
- Job Evaluation.
- Wage & Salary Administration: Minimum Wage, Living Wage, and Fair Wage. Wage Determination.
- Fringe Benefits. Financial and Non-financial Incentives.
- Payment of Bonus System in India.
- Performance Appraisal of the Employees. Performance Feedback and counseling. Performance Improvement Measures.
- Management of Industrial Disputes: Meaning, Nature, Types, Causes and Effects.
- Machinery and Mechanisms for Prevention and Settlement of Industrial Disputes in India.

- Workers' Participation in Management.
- Grievance Handling Management.
- Management of Discipline.
- Trade Unionism: Meaning, Nature, Types, and Functions.
- The Trade Unions Act, 1926 of India.
- Rights and Duties of Registered Trade Unions in India.
- Trade Unions in India, Their Activities and Their Problems.
- Employees' Welfare and Quality of Work Life.
- The Factories Act 1948 of India.
- Social Security of the Employees and Social Security Legislations in India.

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Unit II: Organizational Behaviour

- Understanding Human Behaviour, Individual Differences, Personality, Attitudes, Values, Emotional Intelligence.
- Job related Attitudes: Job Satisfaction, Job Involvement, and Organizational Commitment.
- Intrapersonal Processes: Sensation and Perception. Socialization.
- Learning. Motivation: Basic Concepts & Theories.
- Inter-personal Process & Analysis of Inter-personal Relationship.
- Transaction Analysis, Basic Interpersonal Communication.
- Conflict Management - Intra and Inter-Personal Conflict.
- Leadership: Basic Concepts and Theories.
- Group Dynamics: Group Formation & Development. Group Cohesiveness. Problem of Group Think and Social Loafing. Team Building.
- Organizational Change: Meaning, Kinds, Resistance to Change, Overcoming Resistance to Change.
- Management of Change: Process of Change, Force Field Analysis.
- Organization Development (OD): Meaning and Process. Action Research.
- OD Interventions.

Unit III: Financial Management

- Financial Management: Nature, Scope and Objectives, Finance Functions.
- Profit Maximization v/s Wealth Maximization.
- Capital Budgeting.
- Leverages: Operating and Financial Leverage.
- Investment and Capital Structure Decisions.
- Sources of Finance. Long-term and short-term Financing Instruments.
- Cost of Capital.
- Understanding Financial Statements and Analysis Thereof.

- Dividend Policies. Determinants of Dividend Policies. Dividend Payment Practices in India.
- Management of Working Capital: Nature, Determinants and Financing. Cash Management. Inventory Management. Receivables Management.
- Risk Analysis. Risk-return Trade-off.
- Valuation Concepts. Valuation of Securities.
- Nature and Scope of Financial Services. Regulatory Framework for Financial Services.
- Domestic v/s International Financial Management.
- International Financial System and Institutions.
- Merchant Banking Services.
- Management of Mutual Funds.
- Understanding Foreign Exchange Markets.

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Unit IV: Marketing Management

- Marketing: Concept, Nature and Scope.
 - Marketing Environment: Environment Scanning. Different Environments and Their Influence on Marketing.
 - Marketing Information System.
 - Marketing Intelligence System.
 - Process of Marketing Research.
 - Understanding Consumers and Customers.
 - Understanding Market Competition at Domestic and Global Level. SWOT Analysis.
 - Understanding Multilateral Agreements, WTO Agreements and Provisions of TRIPS.
 - Role and Relevance of Market Segmentation: Targeting and Positioning.
 - Product Life-cycle.
 - Product-mix. Product Decisions.
 - New Product Development.
 - Branding. Brand Positioning and Product Positioning.
 - Brand Building Strategies.
 - Pricing Concepts, Pricing Objectives. Pricing Methods. Pricing Decisions.
 - Promotion Decisions. Promotion Mix.
 - Personal Selling.
 - Advertising: Basic Issues.
 - Sales Promotion.
 - Media Planning & Management.
 - Strategies for Increasing Market Share.
 - Marketing of Services.
 - Customer Relationship Management. Attracting and Retaining Customers.
 - Public Relations Management.
 - Distribution-Channels Management.
 - Marketing Evaluation.
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- Marketing Control.
 - Consumer Behaviour: Defining Customer Value and Satisfaction.
 - Delivering Customer Value and Satisfaction.
 - Influencing Buyer Behaviour: Cultural, Social, Personal, and Psychological Factors.
 - Buying Decision Process.
 - Business Buying Behaviour: Meaning, System and Participants.

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Unit V: Production and Materials Management

- Nature, Significance and Scope of Production Management. Role / Functions of Production Management.
- Production Planning & Control.
- Plant Location. Plant Layout.
- Product Design & Development.
- Process Design, Capacity Planning Process & Decisions.
- Materials Management: Nature, Scope and Principles.
- Scheduling and Sequencing.
- Inventory Control: Objectives and Techniques. JIT Approach.
- Time and Motion Study.
- Work Measurement Techniques – Work Study and Method Study.
- Maintenance Management. TPM.
- Concept of Quality. Concept of Core Competence. Quality Circles.
- ISO 9000 Standards. Procedure for Obtaining ISO 9000 Certification.

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P. S. S.

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