



Common Entrance Test – Ph.D Admission 2026

Syllabus

Paper – I (Research Methodology)

Unit – I: Introduction to Research

Meaning, nature and objectives of research-Characteristics of good research-Types of research-Research process-Identification of research problem-Review of literature

Unit – II: Research Design

Meaning and importance of research design-Types of research design-Formulation of hypothesis-Variables (Independent & Dependent)-Research gap identification

Unit – III: Sampling Techniques

Census vs Sample-Sampling design-Probability sampling -Non-probability sampling-Sample size determination

Unit – IV: Data Collection & Measurement

Sources of data-Methods of data collection-Measurement & Scaling techniques-Reliability and Validity

Unit – V: Data Processing & Statistical Analysis

Editing, Coding, Classification, Tabulation-Descriptive statistics:



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Reference

Kothari, C. R., & Garg, G. (2019). *Research methodology: Methods and techniques* (4th ed.). New Age International Publishers.

Kothari, C. R. (2004). *Research methodology: Methods and techniques* (2nd ed.). New Age International Publishers.



SCHOOL OF MANAGEMENT

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Syllabus

Paper – II (Core)

Management (Subject-Specific Paper)

Unit – I: Principles of Management

Management concepts and functions-Planning, Organizing, Staffing, Directing, Controlling-Decision making-Leadership theories-Motivation theories-Communication process

Unit – II: Organizational Behaviour

Individual behaviour-Perception and learning-Attitude and personality-Group dynamics-Team building-Organizational culture-Organizational change and development

Unit – III: Human Resource Management

HR planning-Recruitment and selection-Training and development-Performance management-Compensation management-Industrial relations-Talent management-Strategic HRM

Unit – IV: Marketing Management

Marketing concepts and environment-Consumer behaviour-Market segmentation-Product and pricing strategies-Promotion and distribution-Branding-Digital marketing basics



Unit – V: Financial Management

Financial statement analysis-Time value of money-Capital budgeting-Cost of capital-Working capital management-Capital structure theories-Dividend policies

Unit – VI: Accounting & Costing

Financial accounting basics-Ratio analysis-Marginal costing-Standard costing-Budgetary control

Unit – VII: Operations & Supply Chain Management

Production planning-Inventory management-Quality management (TQM)-Supply chain management-Logistics management

Unit – VIII: Strategic Management

Vision and mission-Environmental analysis (SWOT, PESTLE)-Competitive strategies-Corporate strategy-Strategy implementation and control

Unit – IX: Entrepreneurship & Innovation

Entrepreneurship theories-MSMEs-Business plan preparation-Innovation management-Start-up ecosystem

References:

1. Organizational Behavior, Fred Luthans, McGraw Hill, 2017
2. Human Behaviour at Work, Keith Davis, Tata McGraw Hill, 2009
3. Management and Organizational behaviour, Pierce Gordner, Cengage, 2009
3. S. P. Jain and K. L. Narang – Corporate Accounting, Kalyani Publishers.
4. Pandey, I.M., Financial Management, Vikas Publishing House, New Delhi



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5. Marketing Management, Phillip Kotler, 14/e, Pearson, 2011
6. Operations Management: Creating Value Along the Supply Chain by Roberta S. Russell and Bernard W. Taylor (III); Pearson Education, 2010 edition
7. Dessler Gary, Human Resource Management, 10th Edition, Pearson/Prentice Hall of India 2020
8. Strategic Management and Business Policy by Azhar Kazmi, 5th edition Tata Mcgraw Hill
9. Vasanth Desai, The Dynamics of Entrepreneurial Development and Management–Himalaya Publishing House,2019