



**SYMBIOSIS**

INTERNATIONAL UNIVERSITY

Ph.D. Entrance Test 2017

## Faculty of Management

Syllabus & Questions for Entrance Test

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### Syllabus

#### ❖ Strategy and General Management

- Managerial Economics – Demand Analysis
- Production Function
- Cost – Output Relations
- Market Structures
- Pricing Theories
- Advertising
- Macro – Economics
- National Income Concepts
- Infrastructure – Management and Policy
- Business Environment
- Capital Budgeting
- Concept of Corporate Strategy; Components of Strategy Formulation; Ansoffs 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; Trans nationalization of World Economy; Managing Cultural Diversity; Global Entry Strategies; Globalization of Financial System and Services; Managing International Business; Competitive Advantage of Nations; RTP and WTO.
- Concepts – Types, Characteristics; Motivation; Competencies and its development; Innovation and Entrepreneurship; Small business – Concepts Government policy for promotion of small and tiny enterprises; Process of Business Opportunity Identification;
- Detailed business plan preparation; managing small enterprises; Planning for growth; Sickness in Small Enterprises; Rehabilitation of Sick Enterprises; Intrapreneurship (Organizational Entrepreneurship).
- Ethics and Management System; Ethical issues and Analysis in Management; Value based organizations; Personal framework for ethical choices;
- Ethical pressure on individual in organizations; Gender issues; Ecological consciousness; Environmental ethics; Social responsibilities of business; corporate governance and ethics.
- India's Foreign Trade and Policy; Export promotion policies; Trade agreements with other countries; Policy and performance of Export zones and Export – oriented units; Export incentives.



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- International marketing logistics; International logistical structures; Export Documentation framework; Organization of shipping services; Chartering practices; Marine cargo insurance.
- International financial environment; Foreign exchange markets; Determination of exchange rates; Exchange risk measurement; International investment; International capital markets; International Credit Rating Agencies and Implications of their ratings.
- WTO and Multilateral trade agreements pertaining to trade in goods; trade in services and TRIPS; Multilateral Environmental Agreements (MEAs); International Trade Blocks – NAFTA, ASEAN, SAARC, EU, WTO and Dispute Settlement Mechanism.
- Technology monitoring; Emerging Opportunities for Global Business.

### ❖ **Organizational Behavior**

- The concept and significance of organizational behavior – Skills and Roles in an organization – Classical, Neo – Classical and Modern Theories of Organizational Structure – Organizational Design – Understanding and Managing individual behavior personality – Perception – Values – Attitudes – Learning – Motivation.
- Understanding and Managing Group Behavior, Processes – Inter – personal and group dynamics – Communication – Leadership – Managing change – Managing conflicts.
- Organizational Development.

### ❖ **Human Resource Management**

- Concepts and perspectives in HRM; HRM in changing environment.
- Human Resource Planning – Objectives, Process and Techniques.
- Job analysis – Job Description.
- Selecting Human Resources.
- Induction, Training and Development.
- Exit policy and Implications.
- Performance Appraisal and Evaluation.
- Potential Assessment.
- Job Evaluation.
- Wage Determination.
- Industrial Relations and Trade Unions.
- Dispute Resolution and Grievance Management.
- Labour Welfare and Social Security Measures.
- Human Resource Management ( HRM ) – Significance; Objectives; Functions; A diagnostic model; External and Internal environment;
- Forces and Influences; Organizing HRM function.



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- 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.
- Employee Discipline – importance; causes and forms; Disciplinary action; Domestic enquiry.
- Grievance Management – Importance; Process and Practices; Employee Welfare and Social Security Measures.
- Industrial Relations – Importance; Industrial conflicts; Causes; Dispute settlement machinery.
- Trade Unions – Importance of Unionism; Union leadership; National Trade Union Movement.
- Collective Bargaining – Concept; Process; Pre-requisites; New trends in collective bargaining.
- Industrial Democracy and Employee Participation – Need for industrial democracy; Pre – requisites for industrial democracy; Employee Participation – Objectives; Forms of Employee Participation.
- Future of Human Resource Management.

### ❖ **Financial Management**

- Financial Management – Nature and Scope.
- Valuation Concepts and Valuation of Securities.
- Capital Budgeting Decisions – Risk Analysis.
- Capital Structure and Cost of Capital.
- Dividend Policy – Determinants.
- Long – Term and Short – Term Financing Instruments.
- Mergers and Acquisitions.
- Nature and Scope of Financial Management.
- Valuation Concepts – Risk and Return; Valuation of Securities; Pricing Theories – Capital asset pricing model and Arbitrage pricing theory – Understanding financial statements and analysis thereof.
- Capital budgeting decisions; Risk analysis in capital budgeting and Long – Term sources of finance.



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- Capital Structure – Theories and Factors; Cost of capital.
- Dividend Policies – Theories and Determinants.
- Working Capital Management – Determinants and Financing; Cash management; Inventory management; Receivables management.
- Elements of Derivatives.
- Corporate risk management.
- Mergers and Acquisitions.
- International Financial Management.

### ❖ **Marketing**

- Marketing Environment and Environment Scanning; Marketing Information Systems and Marketing Research; Understanding Consumer and Industrial Markets; Demand Measurement and Forecasting; Market Segmentation – Targeting and Positioning; Product Decisions, Product mix, Product Life Cycle; New Product Development; Branding and Packaging; Pricing Methods and Strategies.
- Promotion Decisions – Promotion mix; Advertising; Personal Selling; Channel Management; Vertical Marketing Systems; Evaluation and Control of Marketing Effort; Marketing of Services; Customer Relation Management;
- Uses of Internet as a Marketing Medium – Other related issues like branding, market development, Advertising and retailing on the net.
- New issues in Marketing.
- Marketing – Concept; Nature and Scope; Marketing myopia; Marketing mix; Different environments and their influences on marketing; Understanding the customer and competition.
- Role and Relevance of Segmentation and Positioning; Static and Dynamic understanding of BCG Matrix and 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 Developments
- Test Marketing Concepts.
- Promotion mix – Role and Relevance of advertising Sales promotion – media planning and management.
- Advertising – Planning, execution and evaluation.
- Different tools used in sales promotion and their specific advantages and limitations.
- Public Relations – Concept and Relevance.
- Distribution channel hierarchy; Role of each member in the channel; Analysis of business potential and evaluation of performance of the channel members.
- Wholesaling and Retailing – Different types and the strengths of each one; Emerging issues in different kinds of retailing in India.



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- Marketing Research – Sources of Information; Data Collection; Basic Tools used in Data Analysis; Structuring a Research Report.
  - Marketing to Organisations – Segmentation Models; Buyer behaviour models; Organisational, buying process.
  - Consumer Behaviour theories and models and their specific relevance to marketing managers.
  - Sales Function – Role of technology in automation of sales function 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.
  - Structuring and managing marketing organisations.
  - Export Marketing – Indian and global context.

### ❖ Production and Operations

- **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; Sensitivity Analysis; Duality; Transportation Model; Inventory Control; Queueing Theory; Decision Theory; Markov Analysis; PERT / CPM.**
- **Probability Theory; Probability distributions – Binomial, Poisson, Normal and Exponential; Correlation and Regression analysis; Sampling theory; Sampling distributions; Tests of Hypothesis; Large and small samples; t z, F, Chi – square tests.**
- **Use of Computers in Managerial applications; Technology issues and Data processing in organizations; Information systems; MIS and Decision making; System analysis and design; Trends in Information Technology; Internet and Internet – based applications.**
- ***Production Management:* Integrated Production Management, System Productivity, Capital Productivity, Labour Productivity, Personnel Productivity, Training**
- ***Operations Management:* Introduction, Operations Management and Strategy, Tools for Implementation of Operations, Industry Best Practices**
- ***Operations Strategy:* Operations Strategy, Competitive Capabilities and Core Competencies, Operations Strategy as a Competitive Weapon, Linkage Between Corporate, Business, and Operations Strategy, Developing Operations Strategy, Elements or Components of Operations Strategy, Competitive Priorities, Manufacturing Strategies, Service Strategies, Global Strategies and Role of Operations Strategy, Case-lets**
- ***Forecasting:* Introduction, The Strategic Importance of Forecasting, Benefits, Cost implications and Decision making using forecasting, Classification of Forecasting**



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Process, Methods of Forecasting, Forecasting and Product Life Cycle, Selection of the Forecasting Method, Qualitative Methods of Forecasting, Quantitative Methods, Associative Models of Forecasting, Accuracy of Forecasting

- *Location Strategies*: Introduction, Location Planning Process
- *Facility or Layout Planning and Analysis*: Introduction, Objectives of Layout, Classification of Facilities, Basis for Types of Layouts, Why Layout decisions are important, Nature of layout problems, Redesigning of a layout, Manufacturing facility layouts, Types of Layouts, Layout Planning, Evaluating Plant Layouts, Assembly Line Balancing, Material handling
- *Total Quality Management*: Introduction, Meaning and Dimensions of Quality, Quality Control Techniques, Quality Based Strategy, Total Quality Management (TQM), Towards TQM – ISO 9000 as a Platform – Working with Intranet, Total Productive Maintenance (TPM)
- *Business Process Modelling*: Introduction, Importance of Business Process Modelling, Business Process Modelling, Data Driven Approach to Process Definition. Logical vs. Physical Database Modelling, Business Process, the Way Forward
- *Project Management – Planning Process*: Introduction, need, Project Management Principles, Essentials of Project Management Philosophy, Project Planning, Project Process Flows,
- *Project Implementation-Control and Closure*: Introduction, Project Management Life Cycle, Project Monitoring and Control, Change Control, Risk Management, Project Closure
- *Aggregate Planning*: Introduction, Requirement of Aggregate Plan, Steps in Developing an Aggregate Plan, Advantages of Aggregate Plan, Aggregate Planning Strategies, Planning Options. Selecting the Method in Aggregate Planning, Aggregate Planning in Services
- *Supply Chain Management* : Introduction, Domain Applications, SCM– The Breakthrough Article, Supply Chain Management, Views on Supply Chain, Bullwhip Effect in SCM, Collaborative Supply Chain, Inventory Management in Supply Chain, Financial Supply Chain – A New Revolution within the SCM Fold
- *Operations Scheduling*: Introduction, Purpose of Operations Scheduling, Factors Considered while Scheduling, Scheduling Activity under PPC, Scheduling Strategies, Scheduling Guidelines, Approaches to Scheduling, Scheduling Methodology [Quantitative], Scheduling in Services
- *Value Engineering*: Introduction, Value Engineering/Value Analysis, Relevance of VE in Modern Manufacturing, Process of Value Analysis, VE – Approaches and Aim, Providing Value to the Customers, Benefits
- *Just-In-Time* : Introduction, Characteristics of JIT, Key Processes to Eliminate Waste, Implementation of JIT, Pre-requisites for implementation, JIT Inventory and Supply Chains





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### Sample Questions

#### ❖ General Management

1. If the EOQ for an item of inventory in a firm is 1000 units, the estimated demand for the term next year gets doubled, what shall be the revised EOQ next year, all other relevant costs remaining unchanged ?

- (A) 1000
- (B) 1414
- (C) 2000
- (D) None of the above

2. Which of the following facts are not correct in the context of India's relations with the WTO?

- i. India has been the founder member of the GATT.
- ii. India has agreed to abide by the arrangement on the intellectual property rights.
- iii. Under the trade-related investment measures, India has already notified its stand.
- iv. India has agreed to allow entry to Foreign Service providers.
- v. The Indian government has amended the Civil Procedure Code for the benefit of Foreign Service providers.

Codes:

- (A) i and ii
- (B) ii and iii
- (C) iv only
- (D) v only

3. \_\_\_\_\_ means identifying and imitating the best in the world at specific tasks.

- (A) Quality circle
- (B) Bench marking
- (C) Strategy
- (D) Outsourcing



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### ❖ **OB and HR**

1. According to Organizational Culture Inventory (OCI), an organization in which members are encouraged to work together in ways that meet higher order human Needs is classified as having a \_\_\_\_\_ culture.

- (A) Constructive
- (B) Motivational
- (C) passive
- (D) High achievement

2. A formal explanation of the knowledge, skills, abilities, traits and other characteristics necessary for effective job performance is known as

- (A) Job Description
- (B) Job Analysis
- (C) Job Specification
- (D) Job Enrichment

### ❖ **Marketing**

1. Pricing decisions are most complex at which stage of the product life cycle?

- (A) Decline stage
- (B) Growth
- (C) Introduction
- (D) Maturity

2. Branding seeks

- (A) To differentiate the product
- (B) To charge differential price
- (C) To sell the product in different countries
- (D) To give attractive name to a product

### ❖ **Finance**

1. Which one is not the item to be necessarily included in the report on Corporate Governance in the Annual Report of listed companies?

- (A) Board of Directors
- (B) Audit Committee
- (C) Shareholders' Committee
- (D) All of the above





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2. Which of the following is not one of the three fundamental methods of firm valuation?

- (A) Discounted Cash flow
- (B) Income or earnings - where the firm is valued on some multiple of accounting income or earnings.
- (C) Balance sheet - where the firm is valued in terms of its assets.
- (D) Market Share

### ❖ **Productions and Operations**

1. Which of the following is not included in the Five-p model of transformation organization used in the Production and Operations Management?

- (A) People
- (B) Plant
- (C) Production
- (D) Programmes

2. Production function is not based on the assumption of the

- (A) Substitutability of inputs
- (B) Complementarity of inputs
- (C) Marketability of products
- (D) Specificity of inputs