



NATIONAL INSTITUTE OF TECHNICAL TEACHERS'
TRAINING AND RESEARCH (NITTTR), BHOPAL
Deemed to be University under Distinct Category
Ministry of Education, Government of India

Syllabus for Ph.D. Entrance Test for Category-2 Candidates for admission in Ph.D. (July-2025)

Subject – Management Education

Section-B (50 Marks)

Unit – I

Management – Concept, Process, Theories and Approaches, Management Roles and Skills

Functions – Planning, Organizing, Staffing, Coordinating and Controlling.

Communication – Types, Process and Barriers.

Decision Making – Concept, Process, Techniques and Tools

Organisation Structure and Design – Types, Authority, Responsibility, Centralisation,

Decentralisation and Span of Control

Managerial Economics – Concept & Importance

Demand analysis – Utility Analysis, Indifference Curve, Elasticity & Forecasting Market Structures

– Market Classification & Price Determination

National Income – Concept, Types and Measurement Inflation – Concept, Types and Measurement

Business Ethics & CSR

Ethical Issues & Dilemma Corporate Governance Value Based Organisation

Unit – II

Organisational Behaviour – Significance & Theories

Individual Behaviour – Personality, Perception, Values, Attitude, Learning and Motivation Group

Behaviour – Team Building, Leadership, Group Dynamics

Interpersonal Behaviour & Transactional Analysis Organizational Culture & Climate

Work Force Diversity & Cross Culture Organisational Behaviour Emotions and Stress Management

Organisational Justice and Whistle Blowing

Human Resource Management – Concept, Perspectives, Influences and Recent Trends Human

Resource Planning, Recruitment and Selection, Induction, Training and Development Job Analysis,

Job Evaluation and Compensation Management



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Unit – III

Strategic Role of Human Resource Management Competency Mapping & Balanced Scoreboard

Career Planning and Development Performance Management and Appraisal

Organization Development, Change & OD Interventions Talent Management & Skill Development

Employee Engagement & Work Life Balance

Industrial Relations: Disputes & Grievance Management, Labour Welfare and Social Security Trade

Union & Collective Bargaining

International Human Resource Management – HR Challenge of International Business Green HRM

Unit– IV

Accounting Principles and Standards, Preparation of Financial Statements

Financial Statement Analysis – Ratio Analysis, Funds Flow and Cash Flow Analysis, DuPont Analysis

Preparation of Cost Sheet, Marginal Costing, Cost Volume Profit Analysis

Standard Costing & Variance Analysis Financial Management, Concept & Functions

Capital Structure – Theories, Cost of Capital, Sources and Finance Budgeting and Budgetary Control, Types and Process, Zero base Budgeting

Leverages – Operating, Financial and Combined Leverages, EBIT–EPS Analysis, Financial Breakeven Point & Indifference Level.

Unit –V

Value & Returns – Time Preference for Money, Valuation of Bonds and Shares, Risk and Returns;

Capital Budgeting – Nature of Investment, Evaluation, Comparison of Methods; Risk and Uncertainly Analysis

Dividend – Theories and Determination

Mergers and Acquisition – Corporate Restructuring, Value Creation, Merger Negotiations, Leveraged Buyouts, Takeover

Portfolio Management – CAPM, APT



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Derivatives – Options, Option Payoffs, Option Pricing, Forward Contracts & Future Contracts

Working Capital Management – Determinants, Cash, Inventory, Receivables and Payables Management, Factoring

International Financial Management, Foreign exchange market

Unit – VI

Strategic Management – Concept, Process, Decision & Types

Strategic Analysis – External Analysis, PEST, Porter's Approach to industry analysis, Internal Analysis

– Resource Based Approach, Value Chain Analysis

Strategy Formulation – SWOT Analysis, Corporate Strategy – Growth, Stability, Retrenchment, Integration and Diversification, Business Portfolio Analysis - BCG, GE Business Model, Ansoff's Product Market Growth Matrix

Strategy Implementation – Challenges of Change, Developing Programs McKinsey 7s Framework Marketing – Concept, Orientation, Trends and Tasks, Customer Value and Satisfaction

Market Segmentation, Positioning and Targeting

Product and Pricing Decision – Product Mix, Product Life Cycle, New Product development, Pricing – Types and Strategies

Place and promotion decision – Marketing channels and value networks, VMS, IMC, Advertising and Sales promotion

Unit – VII

Consumer and Industrial Buying Behaviour: Theories and Models of Consumer Behaviour

Brand Management – Role of Brands, Brand Equity, Equity Models, Developing a Branding Strategy; Brand Name Decisions, Brand Extensions and Loyalty Logistics and Supply Chain Management, Drivers,

Value creation, Supply Chain Design, Designing and Managing Sales Force, Personal Selling

Service Marketing – Managing Service Quality and Brands, Marketing Strategies of Service Firms

Customer Relationship Marketing – Relationship Building, Strategies, Values and Process

Retail Marketing – Recent Trends in India, Types of Retail Outlets.



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Emerging Trends in Marketing – Concept of e-Marketing, Direct Marketing, Digital Marketing and Green Marketing

International Marketing – Entry Mode Decisions, Planning Marketing Mix for International Markets

Unit –VIII

Statistics for Management: Concept, Measures Of Central Tendency and Dispersion, Probability Distribution – Binominal, Poison, Normal and Exponential

Data Collection & Questionnaire Design Sampling – Concept, Process and Techniques

Hypothesis Testing – Procedure; T, Z, F, Chi-square tests

Correlation and Regression Analysis

Operations Management – Role and Scope

Facility Location and Layout – Site Selection and Analysis, Layout – Design and

Process Enterprise Resource Planning – ERP Modules, ERP implementation

Scheduling; Loading, Sequencing and Monitoring

Quality Management and Statistical Quality Control, Quality Circles, Total Quality Management – KAIZEN, Benchmarking, Six Sigma; ISO 9000 Series Standards

Operation Research – Transportation, Queuing Decision Theory, PERT / CPM

Unit –IX

International Business – Managing Business in Globalization Era; Theories of International Trade; Balance of payment

Foreign Direct Investment – Benefits and Costs

Multilateral regulation of Trade and Investment under WTO International Trade Procedures and Documentation; EXIM Policies

Role of International Financial Institutions – IMF and World Bank

Information Technology – Use of Computers in Management Applications; MIS, DSS Artificial

Intelligence and Big Data

Data Warehousing, Data Mining and Knowledge Management – Concepts Managing Technological Change



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Unit – X

Entrepreneurship Development – Concept, Types, Theories and Process, Developing Entrepreneurial Competencies

Intrapreneurship – Concept and Process

Women Entrepreneurship and Rural Entrepreneurship

Innovations in Business – Types of Innovations, Creating and Identifying Opportunities, Screening of Business Ideas

Business Plan and Feasibility Analysis – Concept and Process of Technical, Market and Financial Analysis

Micro and Small Scale Industries in India; Role of Government in Promoting SSI Sickness in Small Industries – Reasons and Rehabilitation

Institutional Finance to Small Industries – Financial Institutions, Commercial Banks, Cooperative Banks, Micro Finance.