

**School of Management Studies,
Punjabi University, Patiala**

**Syllabus for Ph.D. Executive Entrance Test
Session-2026-2027
SECTION-A
(Research Methodology)**

1. Business Statistics & Research Methodology

Process of Research; Research Designs, Sampling Design, Scaling Techniques, Measures of Central Tendency, Measures of Dispersion, Correlation Analysis, Regression Analysis, Probability Distributions, Testing of Hypothesis, Identifying the underlying conceptual elements of the research issue; Analyzing a Research Issue; The aims of research, Theoretical Approaches to Research, data collection; analysis and presentation of results in qualitative studies, Definition of research population, Sampling techniques, Sample size

**SECTION-B
(Subject)**

2. Management Practices and Organizational Behavior

Importance and Functions of Management, Evolution of Management Thoughts, Theories of Management, Managerial Processes, Concepts & Theories of Personality, Role of Perception in Managerial Decision Making, Concepts of Attitudes, Values and Beliefs, Theories of Learning.

3. Accounting for Management

Accounting concepts and their implications, Accounting records and systems, Understanding Financial Statements, Introduction to cost Accounting and Management Accounting and their interrelationship with Financial Accounting, Accounting for Planning and Control

4. Business Environment

Techniques for environment analysis, Elements of environment: internal and external, WTO and Intellectual Property Rights, Introduction to Financial Institutions, Types of Companies, Formation of Company, Memorandum of Association, Article of Association, Doctrines of Ultra Vires, Meetings, Contract Act, Sale of Goods Act.

5. Managerial Economics

Demand Theory and Analysis including Determinants of Demand. Demand Elasticities, Demand Forecasting, Cost Concepts and Determinants of Cost, Role of Macro Economics for managerial Decision Making.

6. Management Science

Concepts of Matrices, Concepts of Determinants, Concepts, Formulation of LP models, Transportation problems, Assignment problems, Sequencing, Game Theory.

7. Computer Fundamentals (MS Office)

Word basics, Page Formatting, Analyzing Data Using Pivot Tables, Performing What-If Analysis, Issuing Scenario Manager, Creating new Presentations Using Auto Content Wizard, Creating Slide Shows.

8. Management Information Systems & Decision Support Systems

MIS need and concepts, characteristics, Typology of MIS, Structure of MIS, Planning for MIS, System Development Methodologies, Conceptual and detailed designs of MIS, Characteristics and Objectives, Role of Decision Support Systems and its applications, Components of Decision support Systems

9. Financial Management

Goals and Functions of Finance, Capital Market and Money Market, Principles of Cash Flows, Discounted and Non-Discounted Cash Flow Techniques, Risk Analysis in Capital Budgeting, Capital Structure, Dividend Policy.

10. Management of Human Resources

Concept, scope, functions, importance of Personnel Management, Induction, Placement, Socializing, Promotion and Succession, Performance Appraisal and Potential Evaluation, Grievance Handling, Disciplining and Counseling of employees.

11. Marketing Management

Modern Concepts of Marketing, Marketing Environment and Environment Scanning, Market Segmentation, Targeting and Positioning, Product Mix, Product Life Cycle, Pricing Methods and Strategies. Promotion Mix Decisions, Channel Management.

12. Operations Management

Operations Management as an Inter-Functional imperative. Types and Characteristics of Manufacturing systems, Forecasting Demand, Introduction to Statistical Quality Control: Process Charts & Acceptance Sampling, Inventory concepts, Scope, Objectives & Functions of Inventory Control, Inventory Control Models.

13. Project Management

Characteristics of a project, Project Life Cycle Phases, Role of a Project Manager, The Planning Process, Project Appraisal, Network Techniques: PERT and CPM.

14. Strategic Management

Characteristics of Strategic Management Types and Hierarchy, Formulation of Strategy, Strategic Analysis and Choice, Porter's Five Forces Model of Competition, Mc Kinsey's 7s Framework, GE 9 Cell Model, Strategy implementation, Organization Structure – Matching structure and strategy, Behavioural issues – Leadership style, Role of organizational systems in evaluation