



**KRISTU JAYANTI**  
(DEEMED TO BE UNIVERSITY)  
Under Section 3 of UGC Act 1956  
A CMI INSTITUTION | BENGALURU | INDIA

**Centre for Research and Development**  
Office of Doctoral Studies

Syllabus for the Part B of  
**Kristu Jayanti University Entrance Test (KJUET)**

**Ph. D. Programme in Management**

**Unit 1: Statistics for Management**

Statistics: Importance, types of statistics; Data: types, methods of data collection, data representation; sampling: size, methods; Univariate Analysis: central tendency, dispersion, skewness. probability theory; Probability Distributions: binomial, poisson, and normal distributions; statistical estimation and testing: point and interval estimation of population mean, proportion, and variance; large and small sampling tests- Z, t and F tests. Non-Parametric Tests: chi- square tests; sign tests; Wilcoxon Signed-Rank tests; Kruskal-Wallis test; correlation and regression analysis; index numbers; time series analysis; trend Analysis.

**Unit 2: Marketing Management**

Marketing; marketing environment; marketing information system; marketing research; consumer and industrial markets; market segmentation; targeting and positioning; Product decisions; pricing methods and strategies; Promotion decisions; Channel management; ethics in marketing; New trends in marketing: globalization, consumerism, green marketing, direct marketing, network marketing, event marketing; Brand management: role of brands, brand equity, equity models, developing a branding strategy; brand name decisions, brand extensions and loyalty; models of consumer behaviour; consumer decision-making process in buying; theories of personality; consumer perception; consumer attitudes; consumer satisfaction and dissatisfaction; consumerism in India; consumer protection Act 1986.

**Unit 3: Human Resource Management**

Human resource planning; career and succession planning; job analysis; Methods of manpower search: attracting, selecting and retaining human resources; induction and socialization; manpower training and development; performance appraisal and potential evaluation; job evaluation and compensation; employee welfare; industrial relations & trade unions; dispute resolution & grievance management; employee empowerment; green human resource management; concepts of strategic organisational behaviour; job satisfaction; motivation theories; leadership types and theories; organisational culture and structure; organisational change in Indian businesses.

**Unit 4: Financial Management**

Financial Management: concept & functions; time value of money; Cost of capital: equity, preference share, debt and WACC; Capital structure theories; Capital budgeting: payback period, NPV, IRR, PI,

ARR; Leverages: operating, financial and combined leverages; EBIT & EPS Analysis; financial breakeven point & indifference level; Working Capital Management: determinants, cash, inventory, receivables and payables Management; dividend theories; Financial Statement Analysis: ratio analysis, comparative & common size analysis, funds flow and cash flow Analysis; marginal costing; Budget and budgetary control: cash budget, flexible budget and master budget; Cost Volume Profit Analysis; Standard costing & variance Analysis.

### **Unit 5: Entrepreneurship**

Entrepreneurship: concept and process, women entrepreneurship and rural entrepreneurship; Entrepreneurship development: concept, types, theories and process; developing entrepreneurial competencies; 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; Venture and start-up management: Schemes, central government initiative for start-up.

### **Unit 6: Strategic Management**

Concepts, process, decision & types in strategic management; analyzing the business environment: external environment, Porter's Industry Analysis, Five forces model; internal analysis of the firm, value chain analysis; Strategic Analysis: BCG-Growth Share Matrix- SWOT Analysis, Profit Impact of Market Strategies (PIMS), Product Market Matrix of Ansoff; Formulating Long-Term Strategies: Concentration, Market Development, Product Development, Horizontal Integration, Vertical Integration, Diversification, Liquidation, Sell-off; Generic Competitive Advantages: Cost Leadership, Differentiation & Focus; Competitive strategies in different types of industries; Strategies for competing in globalizing markets and internet; managing strategic change; developing Programs McKinsey 7s framework; establishing strategic controls; Management tools in strategy: Benchmarking practices; strategic evaluation and control process.

### **Unit 7: International Business**

International Business; theories of international trade; mode of entering international business; approaches of international business; MNCs; managing business in the globalization era; 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; cross-cultural management & international HRM; international marketing.