

Department of Commerce & Business Management
KAKATIYA UNIVERSITY, WARANGAL, TELANGANA
 Syllabus for Ph.D Entrance Examination

Part - I: Methodology

(50 Questions and 50 Marks)

Research Methodology and Quantitative Techniques for Business Research	
Unit - I :	Research: -Definition-Types of Research- Scientific Investigation: The Building Blocks of Science in Research. The Language of Research: Concepts, Constructs, Definitions, Variables, Propositions and Hypotheses, Theory and Models. The Research Process -Problem Identification: Literature Survey Problem Definition-Theoretical Framework- Components of Theoretical Framework. The Research Design: Types of Research Designs: Exploratory. Descriptive, Experimental Designs. Concept of Measurement -Nominal and Ordinal Scales- Rating Scales- Ranking Scales Reliability and Validity- Content Validity, Criterion Related Validity and Construct Validity.
Unit - II :	Collection of Data -Sources of Data-Primary Sources of Data-Secondary Sources of Data, Data Collection Methods- Interviews: -Face to face and Telephone Interviews Observational Surveys- Questionnaire Construction: Organizing Questions-Structured and Unstructured Questionnaires - Guidelines for Construction of Questionnaires. Data Analysis: An overview of Descriptive, Associational and Inferential Statistical Measures. Research Report -Research Reports-Components--Table of Contents-The Executive Summary-The Introductory Section-The Body of the Report-The Final Part of the Report-Guidelines for Preparing a Good Research Report.
Unit - III :	Statistics Meaning: Overview of Descriptive, Associational and Inferential statistics – Nature and Scope, Features and Functions and Distrust of Statistics — Measures of Central Tendency and Dispersion – Skewness - Correlation and Regression analysis with two variables. Theory of Probability and Probability Distributions: Probability Meaning of Probability - Approaches - Axioms Additive and Multiplicative Theorems - Conditional Probability Theorem; Bayes theorem: Meaning and its application; Theoretical Frequency Distributions: Binomial - Poisson Normal Distributions (Theory and Simple Problems).
Unit - IV :	Sampling and Testing of Hypothesis: Sampling- Random and Non-random Sampling Sample Size Determinations -Characteristics of Good Sampling. Hypothesis: Meaning Testing of Hypothesis - Type I and Type II Errors - Standard Error - Point and Interval Estimates; Testing of Hypothesis: Meaning - Statement of Hypothesis, Procedure for testing of Hypothesis - Sampling of Attributes - Sampling of Variables - Parametric Tests - Large Sample Tests: Difference between Means and Standard Deviation Small Samples Tests t-distribution. Non-Parametric Tests: Difference between Parametric and Non-parametric Tests - Types of Non-parametric Tests: One Sample Sign Test - The Mann Whitney U-test-Chi-square Test - Analysis of Variance: Meaning-One-way Classification - Two-way classification (Theory and Simple Problems).

① Aditya ② KMM ③ J. S. ④ S. S. ⑤ S. S.
 19/15/2022 19/15/22

Department of Commerce & Business Management
KAKATIYA UNIVERSITY, WARANGAL, TELANGANA
 Syllabus for Ph.D Entrance Examination

Part - II: Content of the Core Subject
 (Five Subjects 10 questions from each subject)

Subject - I: Business Environment & Managerial Economics	
Unit - I :	Business Environment - Internal and External Environment Micro and Macro Environmental Analysis Stages Approaches Techniques of Environmental Analysis Economic Environment Economic System - Capitalism - Communism and Mixed Economy - Economic Reforms- Economic Policies Economic Development and Role of Government - Technological Environment - Features - Impact Technology transfer.
Unit - II:	Political Legal Environment Political Institutions Legislative Executive and judiciary Constitution of India - Fundamental Rights - Directive Principles of State Policy Business Responsibilities to Government Responsibilities to Business-Socio-Cultural Environment - Business and Society - Objectives of Business Social Responsibilities of Business - Business and Culture - Business Ethics-Nature Sources-Managing Ethics - Corporate Governance - Nature and Mechanism.
Unit - III:	Introduction to Managerial Economics -Nature -Scope -Applications of Micro Economics and Macro Economics - Theory of firm-. Demand and Supply Analysis - Determinants of Demand - Law of Demand- Elasticity of Demand - Price, Income and Cross Elasticity of Demand- Supply Function- Law of Supply - Exceptions to the Law of Supply
Unit - IV:	Production and Cost Functions - Cobb Douglas Production Function- Isoquants – Isocosts - Production Equilibrium - Returns to Scale - Cost function - Behavior of Costs in Short Run and Long Run - Economies and Diseconomies of Scale - Structure of Competition -Price and Output Decisions in Perfect Competition - Monopoly Monopolistic Competition- Oligopoly.

① Aditya ② Kumar ③
 Jagan
 19/5/2022

④ ⑤
 19/5/22

Department of Commerce & Business Management
KAKATIYA UNIVERSITY, WARANGAL, TELANGANA
Syllabus for Ph.D Entrance Examination

Subject - II: Management & Organization Theory	
Unit - I :	Introduction to Organization and Behavior: Management- Definition- Functions of Management- Principles of Management- Managerial Roles Overview of Classical, Human Relations and Systems Approaches. Organization -Principles of Organization. Organization Process - Elements of Organization Structure: Types of Organizational Designs -Authority and Power Delegation and Decentralization. Span of Management, Factors Influencing Span, Organisation Structure, Line and Staff Concepts.
Unit - II :	Planning and Decision Making- Types of Plan – MBO-Decision Making: Decision Making Process, Type of Decisions-Decision Making Models: Classical, Administrative and Political – Group Decision Making Techniques: Brain Storming, Delphi, Nominal Group Techniques, Lotus Blossom techniques.
Unit - III :	Leadership and Controlling – Direction: Elements – Motivation: Nature of Motivation, Motivators, financial and non-financial –Leadership: Nature Trait and Charismatic approach, leadership styles, Ohio and Michigan Studies, Managerial Grid-Communication: Process, types and barriers-Coordination: Nature, methods and techniques – Controlling: Control process, types – problems, Requisites of Good Control System.
Unit - IV :	Organizational Behavior: Meaning Factors influencing Organizational Behavior -Contributing Disciplines Emerging Challenges to Organizational Behavior. Individual Behavior: Personality - Personality Traits Influencing Organizational Behavior Models of Human Personality: Perception: Process, Factors influencing Perception, Distortions in Perception - Attitudes: Definitions and Formation of Attitudes Learning: Definitions, Learning Process, Theories of Learning-Classical Conditioning. Operant Conditioning, Social Learning Theories. Group: Groups Formation Types of groups Group Development- Group Dynamics- Group Cohesiveness, Conflicts: Process, Drives for Conflicts, Conflict resolution.

① *AK* ② *KNN* ③ *Jeeva*
19/5/2022 ④ *AK* ⑤ *AK*
19/5/22

Department of Commerce & Business Management
KAKATIYA UNIVERSITY, WARANGAL, TELANGANA
Syllabus for Ph.D Entrance Examination

Subject - III: Human Resource Management	
Unit - I :	Human Resource Management - Meaning - nature, scope and significance of human resource management (HRM) - HRM and related concepts, HRM Model - Functions of human resource management, Qualities of HR Manager, Role and Responsibility of HR Managers, HRM environment in India - Changing role of HRM - e-HRM. Human Capital Management, Knowledge Management, Talent Management, Balanced Scorecard, Employer's Brand, HR Outsourcing, Call Centers, Attrition.
Unit - II :	Human Resource Planning: Nature and Process, Forecasting Demand and Supply of HR - Job Analysis: Nature, Importance, Tools for Analysis - Job Description: Job Specification, Role Analysis - Job Design: Factors and Approaches - Job Enrichment: Nature, Process and Problems. Recruitment: Factors influencing, Process and Sources, e Recruitment and Job Portals - Selection: Nature and Process - Testing: Objectives, Administration, Advantages and Problems of Selection Tests - Types of Selection Tests, Physical Skills and Psychological Testing - Pseudo Scientific Methods of selection - e-selection.
Unit - III :	Socialization and Performance Appraisal -Induction: Placement - Induction Programmes - Training: Nature and Process - Techniques: On the Job and Off the Job Training, Evaluation - Development - Management Development-Executive Development - Career Planning and Development - Performance Appraisal: Nature, Uses and Process Appraisal - Techniques: Traditional and Modern Methods - Limitations - Effective Performance Appraisal Criteria.
Unit - IV :	Employer Employee Relations - Industrial Relations - Concept - Importance - Evaluation of Industrial Relations system - Industrial disputes - Machinery for Settlement of disputes - Trade Union - Strengths and Weakness of trade unions in India - Workers participation in management- Employee Grievance handling and Discipline

① *Adler* ② *KNN* ③ *Planned*
 19/5/2022

④ *W* ⑤ *W*
 19/5/22

Department of Commerce & Business Management
KAKATIYA UNIVERSITY, WARANGAL, TELANGANA
Syllabus for Ph.D Entrance Examination

Subject - IV: Marketing Management	
Unit - I :	Marketing Management - Definition - Core Concepts-Evolution of Marketing Concept Nature, Scope and Importance of marketing -Role of Marketing in Economic Development Marketing Mix - Recent trends in Marketing, Marketing Environment Macro and Micro Components Competitive Marketing Strategies- Market Leader, Challenger, Follower and Nicher - STP Marketing - Market Segmentation - Bases and process Target Market Selection - Positioning - Concept and Process Consumer Behavior Concept - Factors influencing Consumer Behavior-Consumer Buying Decision Process.
Unit - II :	Product Concept of Product - Classification - Levels -Product Line Decisions New Product Development - Product Life Cycle and its Implications - Branding and Packaging Decisions. Price-Concept-Objectives - Factors influencing Pricing Decisions - Methods of Pricing: Cost Based, Demand Based and Competition Based Pricing Strategies Initiating and Responding to Price Changes.
Unit - III :	Place Decisions - Channels of Distribution - Concept - Levels-Functions and Types of Distribution Channels - Channel Management Decisions - Channel Conflict – Channel Cooperation - Retailing and Wholesaling. Physical Distribution Decisions - Concept - Components of Physical Distribution (Market Logistics) - Market Logistics Decisions. Direct Marketing-Major Channels of Direct Marketing – E-Marketing.
Unit - IV :	Promotion Decisions - Promotion mix - Integrated Marketing Communication - Concept, Process - Nature and Importance of Advertising - Advertising Copy- Media Selection Advertising Budget - Measurement of Advertisement Effectiveness - Personal Selling - Nature and Importance Process - Sales Force Management Recruitment, Selection, Training, Compensation and Control of Sales Force - Sales Promotion - Objectives Techniques.

Department of Commerce & Business Management
KAKATIYA UNIVERSITY, WARANGAL, TELANGANA
Syllabus for Ph.D Entrance Examination

Subject - V: Accounting for Management and Financial Management	
Unit - I :	Accounting Concepts -Conventions-Accounting Cycle-Preparation of Financial Statements-Income Statement-Balance Sheet- Accounting for Inventories- Pricing of Material Issues-Accounting for Fixed assets-Methods of Depreciation-Accounting for Price Level Changes- Cost-Volume-Profit Analysis-Break-even point and Decisions Involving Alternative Choices with Contribution Techniques (Theory and Simple Problems)
Unit - II :	Analysis and Interpretation of Financial statements Comparative and Common Size statements-Accounting Ratios-Liquidity, Solvency, Profitability and Turnover – Fund Flow Statement- Cash flow Statements-Accounting for Control- Standard Costing Budgetary Control- Functional Budgets-Flexible Budgeting – Concept of Zero based Budgeting (Theory and Simple Problems)
Unit - III :	Finance: Meaning, Nature and Scope, Goals and Functions of Finance. Time Value of Money - Present Values, Future Values and their Computation. Capital Structure Decision - Theories of Capital Structure. - Capital Structure and Firm's Value Net Income Approach, Net Operating Income Approach, Traditional Position, Modigliani and Miller Position, Cost of Capital - Definition, Concepts of Cost, and Measurement of Specific Costs of Capital and Weighted Average Cost of Capital. Leverage Analysis: Concepts of Operating, Financial and Combined Leverages and EBIT-EPS Analysis (Theory and Simple Problems).
Unit - IV :	Investment Decision: Capital Budgeting Decision --Payback Period, Adjusted Payback Period, Accounting Rate of Return, Net Present Value, Internal Rate of Return and Modified Internal Rate of Return. Dividend Policy and Firm's Value -Factors influencing for Dividend Policy -Walter and Gordon's Models, Miller and Modigliani Model. Working Capital Decision - Concept Components- Operating Cycle- Cash Cycle, Determination of Working Capital Requirements and Estimation of Working Capital - Cash Management – Inventory Management - Receivables Management (Theory and Simple Problems).

① Akhila ② KNN ③
 J. Kumar
 19/5/2022

④ ⑤
 19/5/22

Kakatiya University, Warangal – Telangana State
Ph.D Entrance Examination – 2022
Subject: Commerce and Business Management

Time: 2 Hours]

[Marks: 100

Guiding Note for Paper Setting

The entrance examination is conducted for a maximum mark of 100 consisting of 100 multiple choice questions. Further, 50 questions should be set from Part – I i.e. Methodology (Research Methodology and Quantitative Techniques) and the remaining 50 questions should be set from the Core subjects at 10 questions from each of the five subjects. In each subject, the questions must be equally distributed among four Units.

Answer All Questions. Each question carries ONE Mark

Part – I:

Methodology (Research Methodology and Quantitative Techniques)
(50 Questions carry 50 marks – (Questions from 1 to 50))

1. Which of the following research types focuses on ameliorating the prevailing situations?
 1. Fundamental Research
 2. Applied Research
 3. Action Research
 4. Experiential Research

2. In finalizing a thesis writing format which of the following would form part of supplementary?
 1. List of tables and figures
 2. Table of Contents
 3. Conclusions of the Study
 4. Bibliography and appendices

3. A discrete classification of data, in which data are neither measured nor ordered but subjects are merely allocated to distinct categories.
 1. Nominal Scale
 2. Interval Scale
 3. Ordinal Scale
 4. Ratio Scale

4. Rejecting a null hypothesis when it is true to committing.
 1. Type – II Error
 2. Type – I Error
 3. Standard Error
 4. Arithmetic Error

Part – II:

***Core Subjects – Ten questions from each Subject
(50 Questions carry 50 marks (Questions from 51 to 100))***

5. Business Risk is measured by
 1. Financial Leverage
 2. Operating Leverage
 3. Combined Leverage
 4. Working Capital Leverage

6. Rs. 5,000 (Five Thousand) deposited in a Bank for 6 years @6 years @ an interest rate of 12 percent per annum and compounded 4 times in a year yields a maturity value of
 1. Rs 10,100
 2. Rs. 10,461
 3. Rs. 10,164
 4. Rs. 10,641

7. A measure used in economics to show the responsiveness or elasticity, of the quantity demand of a good or services to a change in the price of other good or services.
 1. Price Elasticity of Demand
 2. Income Elasticity of Demand
 3. Cross Elasticity of Demand
 4. Point Elasticity of Demand

8. Who characterized management as three sets of ten roles, each of which exhibits critical managerial skill sets useful for business leaders in a Variety of contexts?
 1. Henry Fayol
 2. Henry Mintzberg
 3. Victor H Vroom
 4. F W Taylor