

## **Part B - Syllabus**

### **MANAGEMENT (MGT)**

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**Principles and Functions of Management:** Evolution of management thought: scientific management (Taylor), administrative management (Fayol's 14 principles), behavioural school (Hawthorne), systems approach, and contingency theory; management functions: planning, organising, staffing, directing, and controlling; managerial roles (Mintzberg); management by objectives (MBO) and management by exception (MBE); span of control; centralisation vs. decentralisation; corporate governance; ethics and corporate social responsibility; organisational culture and values.

**Organisational Behaviour:** Individual behaviour: perception, attitudes, personality (Big Five), and values; learning theories: classical and operant conditioning; motivation: Maslow's hierarchy, Herzberg's two-factor, McClelland's needs, Vroom's expectancy, Adams' equity, and goal-setting theories; group dynamics: formation, norms, cohesiveness, and group decision-making; leadership theories: trait, behavioural (Ohio State, Michigan), situational (Hersey-Blanchard), transformational and transactional; power and influence; conflict management; organisational communication; change management: Lewin's model; organisational development and OD interventions.

**Human Resource Management:** HRM strategic role; job analysis, job description, and job specification; HR planning; recruitment and selection: sources, methods, and selection tools; training and development: needs analysis, on-the-job and off-the-job methods, evaluation (Kirkpatrick's model); performance management: appraisal methods — MBO, 360-degree, BARS, and balanced scorecard; compensation: wage theories, job evaluation, pay structures, incentives, and benefits; employee relations: grievance handling, discipline, and collective bargaining; talent management; diversity and inclusion; HR analytics; legal compliance and labour laws.

**Marketing Management:** Marketing philosophy and mix (4Ps, 7Ps); consumer behaviour: decision process, influencing factors, and buying roles; STP: segmentation (demographic, psychographic, geographic, behavioural), targeting, and positioning; product management: PLC, branding, packaging, and NPD process; pricing strategies: cost-based, competition-based, value-based; channels of distribution: design and management; IMC: advertising, personal selling, sales promotion, public relations, and direct marketing; digital marketing: SEO, SEM, social media, content marketing; CRM; services marketing; B2B marketing; international marketing.

**Financial Management:** Time value of money; capital budgeting: NPV, IRR, payback period, PI; risk analysis in capital budgeting; cost of capital: WACC, CAPM; capital structure theories: MM propositions, trade-off, pecking order; leverage: operating, financial, combined; working capital management: cash conversion cycle, receivables management, inventory control; dividend policy: Walter, Gordon, and MM irrelevance theorem; financial statement analysis: ratio analysis, DuPont, and EVA; sources of finance; venture capital and private equity; derivatives for hedging; financial modelling.

**Operations Management:** Operations strategy; demand forecasting; facility location and layout planning: product, process, fixed-position, and cellular; capacity planning; aggregate production planning; scheduling: job shop, flow shop, and project scheduling; inventory management: EOQ, safety stock, ABC analysis, VED, JIT, and MRP/ERP; quality management: TQM, Six Sigma DMAIC, SQC, ISO 9001; supply chain management: design, coordination, and performance metrics; lean manufacturing: value stream mapping, 5S, Kaizen, and poka-yoke; project management: CPM, PERT, Gantt charts; service operations; queuing models.

## NRIU Ph.D. ENTRANCE EXAMINATION : 2026-26

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**Strategic Management:** Strategic management process; external analysis: PESTLE, Porter's Five Forces, and competitor analysis; internal analysis: value chain, VRIO, and core competencies; SWOT analysis; corporate strategy: diversification (related and unrelated), vertical integration, and portfolio analysis (BCG matrix, GE matrix); business-level strategy: Porter's generic strategies (cost leadership, differentiation, focus); strategy implementation: structure, systems, culture, and leadership; Blue Ocean Strategy; disruptive innovation; strategic alliances, mergers, and acquisitions; global strategy: internationalisation theories and entry modes; balanced scorecard and strategic control.

**Entrepreneurship and Innovation:** Entrepreneurship: concept, types, and entrepreneurial traits; entrepreneurial process: opportunity identification, feasibility analysis, and business planning; business model canvas; lean startup methodology; innovation: types (incremental, radical, disruptive), sources, and management; design thinking; startup ecosystem: incubators, accelerators, angel investors, venture capital, and crowdfunding; social entrepreneurship and impact investing; intellectual property: patents, trademarks, copyrights, and trade secrets; intrapreneurship; family business challenges; government schemes: Startup India, MUDRA, and Atal Innovation Mission.

**Management Information Systems:** MIS framework and components; types of information systems: TPS, MIS, DSS, EIS; DBMS concepts; ERP systems: SAP and Oracle modules; CRM and SCM software; e-commerce: B2B, B2C, C2C, and m-commerce; business intelligence: data warehousing, OLAP, data mining, and dashboards; cybersecurity: threats, firewalls, encryption, and information security management; AI and ML in business; cloud computing in enterprise; blockchain applications; digital transformation; change management for IT adoption.

**Business Laws and Ethics:** Indian Contract Act 1872: essentials, performance, discharge, and remedies; Sale of Goods Act 1930; Companies Act 2013: types, incorporation, directors, and governance; Consumer Protection Act 2019; Intellectual Property Rights legislation; GST framework; SEBI regulations: capital market compliance; Insolvency and Bankruptcy Code 2016; Competition Act 2002; new Labour Codes; business ethics: normative theories, codes of conduct; corporate social responsibility (CSR) under Companies Act; whistleblower protection; anti-corruption laws.

**International and Contemporary Issues in Management:** International business: theories of trade and investment; entry modes: exporting, licensing, franchising, joint ventures, and wholly-owned subsidiaries; cross-cultural management: Hofstede's and Trompenaars' frameworks; international HRM and expatriate management; forex risk and international financial management; WTO and regional trade agreements; sustainability and ESG reporting; diversity, equity, and inclusion (DEI); gig economy and platform business models; agile management and design thinking; data-driven decision-making; remote and hybrid work management; AI, automation, and workforce reskilling; crisis management and business continuity.