


Kuvempu University

Institute of Management Studies and Research

Jnana Sahyadri, Shankaraghatta 577 451 (Shivamogga District, Karnataka)
e-mail: mbamhr123@gmail.com

Prof. H. N. Ramesh

Chairman, IMSR

SCHEDULE OF PH.D ENTRANCE TEST

Particulars	Date	Time
Entrance Test	03-08-2023	10.00 am to 1.00 pm
Announcement of Results	04-08-2023	
Viva-voce examination for eligible candidates and Allotment of Research Supervisor	05-08-2023	

Instructions to the Candidates:

1. The entrance examination will be held in the Department of MBA, Kuvempu University, Jnanasahyadri campus, Shankaraghatta.
2. The candidates should report to the department at 9.00 am
3. The Hall Tickets will be issued at the Office of the Department on the day of examination; the candidates are required to bring two recent passport size photographs.
4. Eligibility Marks for qualifying in the entrance test shall be 50% of the total marks for which the test is conducted [a relaxation of 5% is extended to SC/ST/OBC (non-creamy layer)/differently abled category candidates]
5. The Candidates who have not enclosed the P.G Degree Marks cards/JRF/NET/SLET/Caste certificates (SC, ST, Cat-I, IIA, IIB, IIIA, IIIB,) along with their application, and whose Caste or Income Certificate had expired at the

time of applying should bring valid certificates on the day of the entrance examination.

6. Candidates who had failed to submit their Valid Caste Certificates at the time of application, such candidates candidature would be treated as GM Candidates
7. Mobile phone/Calculator/any other material will not be allowed in the examination hall.
8. The Candidates are required to produce valid photo identity proof (Voter ID/Pass Port/Nationalized Bank Pass Book/Aadhar Card/Driving License/ Ration Card) in the examination hall.
9. Your candidature is subject to the fulfillment of eligibility norms and verification of documents. If any information furnished is found incorrect, such candidature is liable for rejection.
10. Entrance test would be conducted for 80 Marks. This consists of 20 Objective type questions of 1 Marks each; 7 short answers questions of 6 Marks each, out of which 5 Questions should be answered; and 6 essay questions of 10 Marks each out of which 4 questions should be answered. 60% of the questions would comprise of Research Methodology, and rest 40% of the questions would comprise of Cognate Subject (Management) for which the enclosed syllabus may be referred.
11. Viva-Voce examination for 10 Marks would be conducted for those candidates who qualify in the entrance test.

For any Further Information the Candidates/Applications may Contact the following;

1. Dr. Sumathi K - 9353072702
2. Miss. Rina Khanum - 8296424539


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**Consolidated Provisional Approved List for Entrance Test for Ph.D.
Programme in Management, 2022-23**

Sl No	Name	Category	PG Degree	Max Marks	Marks Obtained	%	Eligibility	Full Time/ Part Time	Remarks
1	Akshatha	IIA	MBA	2100	1301	61.95	K-SET, Mphil	Part Time	
2	Alban Zeo	GM	MHM	1500	921	61.4		Part Time	
3	Anand P G	IIIB	MBA	4200	2373	56.5		Part Time	
4	Anil Kumar A	IIA	MBA	3100	1928	62.19	NET/SLET	Part Time	
5	Anitha R	SC	MBA	3450	2312	67.01		Part Time	
6	Arpitha R S	IIIA	MBA	3900	2402	61.58	KSET	Full Time	
7	Arun N Mugadur	SC	MBA	2100	1387	66.05		Part Time	
8	Dayanada B C	IIIA	MBA	3750	2775	74		Part Time	
9	Deepika S	IIA	MBA	4350	2863	65.81		Part Time	
10	Ghanishyam G	SC	MBA	6.74		67.4		Full Time	
11	Guruprasad B	GM	MBA	2100	1266	60.28	KSET	Part Time	
12	Karthik R	IIIA	MBA	7.76		77.6		Part Time	
13	Madhuri H J	IIA	MBA	3450	2500	72.46	K SET	Part Time	
14	Mahanthesh S	IIIB	MBA	3250	2086	64.18		Part Time	
15	Mamatha S	Cat-1	MBA	3250	2129	65.5		Part Time	
16	Mohammed Khaleel	IIB	MBA	3900	2466	63.23		Full Time	
17	Murugesha M K	IIIB	MBA	2700	1533	56.77		Part Time	
18	Nagashree M R	IIA	MBA-HRM	2300	1569	68.1		Part Time	
19	Nataraja T C	IIA	MTA	2650	1818	68.6	NET	Part Time	
20	Needubin B	IIIB	MBA	3750	2278	60.74		Part Time	
21	Pallavi K R	IIA	MBA	3900	2399	61.51		Part Time	
22	Pramod Kumar	SC	MCOM	2600	1545	59.42		Part Time	
23	Punith D Ladar	Cat-1	MBA	2950	1783	60.44		Part Time	
24	Revana	IIIB	MBA	3100	1951	62.93	K-SET	Part Time	

	Siddeshwara Hanji								
25	Rubina J	GM	MBA	2800	1823	65.11		Part Time	
26	Sanath Gowshik	SC	MBA TTM	6.99		69.9		Part Time	
27	Sanjith Kumar	SC	MBA	6		60		Part Time	4th Semester marks card not submitted
28	Sankranthi S.D	GM	MBA	2250	1439	63.9		Part Time	
29	Sathesha V	SC	MBA	4350	2772	63.72	NET	Part Time	
30	Seema Maria J	IIIB	MBA	2600	1889	72.65	K-SET	Part Time	
31	Shushma H L	SC	MBA	5.99		59.9		Full Time	
32	Srikanth K S	IIIA	MTA	2650	1853	69.92	NET/SLET	Part Time	
33	Vandana	IIA	MCOM	6.474		64.74		Part Time	Category Certificate Not attached
34	Venkatesh M Gajare	SC	MBA	2500	1292	51.68		Part Time	
35	Vidya M N	IIIB	MBA	2100	1387	66.04		Full Time	Category Certificate Not attached
36	Vinay D M	Cat-1	MBA	3900	2578	66.1	NET	Part Time	
37	Vinay H B	IIIB	MBA	2250	1297	57.64		Part Time	
38	Vinay Prasad B	IIIB	MBA	3450	2044	59.24		Part Time	

Sd/-
Chairman

Syllabus for PhD Entrance Examination

Part-I Research Methodology

Module – I: Introduction to Research

Unit 1: Definition of Research, Managerial Decision and Research, sources of information, scientific tenets of research, induction and deduction.

Unit 2: Types of Research Designs – Exploratory Research, Conclusive Research, Modeling Research, Research Process.

Unit 3: Research concepts – constructs, propositions and hypotheses, Features of a good Research Study, and Ethical issues in research.

Module – II: Research problems and process of identifying problem

Unit 1: Literature Review, Sources of Literature, Process of conducting Literature Review

Unit 2: Identification and Selection of Research Problem, formulation of the Problem, Evaluation of the Problem, Criteria and sources for identifying the problem, process of defining the problem.

Unit 3: Research proposal, Meaning, Need, types and contents.

Module – III: Research tools and process of designing research tools

Unit 1: Sampling design , Methods, sampling plan and Sample size determination

Unit 2: Measurement and Scaling, Types of data, Primary data collection (Methods of Data Collection), Secondary data (Sources of Data). Measurement of qualitative data, attitude measurement.

Unit 3: Questionnaire Designing; Types of Questionnaire; Questionnaire Design Procedure, Pilot test, validity and reliability of Questionnaire, Cronbachs alpha, interview schedule

Module – IV: Tools for Statistical Analysis

Unit 1: Basic statistical measures- mean, median, mode, standard deviation, co-efficient of variation, Frequency distribution, Cumulative frequency distribution, Charts.

Unit 2: Point and Interval Estimates of Means and Proportions; Types of Hypotheses, Types of error, Statistical experiment and its design.

Unit 3: Testing of Hypothesis – One sample and Two Samples Z & t tests for means and variances, Chi-Square Test- for testing independence of categorized data; goodness of fitness test, Time series analysis.

Unit 4: Non-parametric tests – one sample sign test, Kolmogorov-Smirnov test, run test, two sample sign test, two sample median test, Mann-Whitney U test

Unit 5: Multivariate analysis- Correlation coefficient for ungrouped data; grouped data, rank correlation, auto-correlation, Multiple regression. ANOVA – Completely Randomized Design, Randomized Complete Block Design, Latin Square Design, Factorial Design. Introduction to Discriminate Analysis, Cluster Analysis, Factor Analysis and Conjoint Analysis.

Module – V: Report Writing

Types of report- technical report, survey based report, Guidelines for reviewing draft, Report format – Typing instructions, oral presentation, Introduction to SPSS.

Part-II Cognate Subject

Module -1

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, Organization Structure and Design – Types, Authority, Responsibility, Centralization, Decentralization and Span of Control,

Module-2

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,

Module-3

Business Ethics & CSR, Ethical Issues & Dilemma, Corporate Governance, Value Based Organization

Module-4

Organizational Behavior – Significance & Theories, Individual Behavior – Personality, Perception, Values, Attitude, Learning and Motivation, Group Behavior – Team Building, Leadership, Group Dynamics Interpersonal Behavior & Transactional Analysis Organizational Culture & Climate, Work Force Diversity & Cross Culture Organizational Behavior Emotions and Stress Management Organizational Justice and Whistle Blowing

Module-5

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 Industrial Relations: Disputes & Grievance Management, Labor Welfare and Social Security, Trade Union & Collective Bargaining, International Human Resource Management – HR Challenge of International Business, Green HRM, 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 Balancing

Module-6

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.

Module-7

Financial Management, Objectives, Scope, Financial Decision Areas, Time value of Money, Cost of Capital, 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, 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.

Module-8

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

Module-9

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, Consumer and Industrial Buying Behavior: Theories and Models of Consumer Behavior, 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. 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

Module-10

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

Module-11

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

Module -12

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