

SBM NMIMS Ph.D. Admission Entrance Test 2025

Section 1: GMAT style objective MCQ test including quantitative aptitude, logical reasoning, reading comprehension and English language

Section 2: Specialization wise objective MCQ test

Syllabus and Reference books for Specialization wise test

Specialization:

1) Business Policy and General Management

2) Entrepreneurship and Family Managed Business

Topics:

- External Analysis & Internal Analysis
- Business Level Strategy & Corporate Level Strategy
- Strategy Implementation & Control

Reference Book: Grant, R. M., Jose, P. D., Yayavaram, S., & George, R. (2021). Contemporary Strategy Analysis, 10e. (Indian Adaptation). Wiley.

Topic: ESG & Sustainability

Reference Book: Ferrell, O. C., Fraedrich, J., & Ferrell, L. (2017). Business Ethics: Ethical Decision Making & Cases, 12e. Cengage

Specialization: Economics

Topics/Chapter no:

1. The Market
2. Budget Constraint
3. Preferences
4. Utility
5. Choice
6. Demand
7. Consumer Surplus
8. Market Demand
9. Equilibrium
10. Technology
11. Profit Maximization
12. Cost Minimization
13. Cost Curves
14. Firm Supply
15. Industry Supply
16. Monopoly
17. Oligopoly
18. Game Theory
19. Behavioural Economics
20. Public Goods

Reference Book: Hal R. Varian Intermediate Microeconomics A Modern Approach, 8th Edition W. W. Norton & Co.

Topics/Chapter no

1. National Income and Accounting
2. Growth and Accumulation
3. Growth and Policy
4. Aggregate Supply and Demand
5. Aggregate Supply and the Phillips Curve
6. Unemployment
7. Inflation
8. Income and Spending
9. Money, Interest, and Income
10. Monetary and Fiscal Policy
11. International Linkages
12. Consumption and Saving
13. Investment Spending
14. The Demand for Money
15. The Fed, Money, and Credit
16. Policy
17. Financial Markets and Asset Prices
18. The National Debt
19. Recession and Depression
20. Inflation and Hyperinflation

Reference Book: Rudiger Dornbusch, Stanley Fischer and Richard Startz Macroeconomics, 13th edition

Specialization: Finance**Topics:**

- a. Balance Sheet
- b. Profit and Loss Statement
- c. Statement of Cash Flows
- d. Analysis Annual Report
- e. Ratio Analysis
- f. Trend Analysis
- g. Common Size Statement

Reference Book: Ramachandran, N. and Kakani R. K. (2020) Financial Accounting for Management, 5th Edition, McGraw Hill.

Topics:

- a. Understanding of Cost and Managerial Accounting
- b. Cost-Volume-Profit Analysis
- c. Marginal Costing and Relevant Costing
- d. Budgeting and Variance Analysis

Reference Book: Datar, S.M., and Rajan, M. (2017). Horngren's Cost Accounting: A Managerial Emphasis. 16th ed. Pearson.

- a. Time Value of Money
- b. Investment Decision
- c. Financing Decision
- d. Working Capital Decision
- e. Dividend Decision

Reference Book: Brealey, R.A., Myers, S. C., Allen F., Mohanty, P. (2018). Principles of Corporate Finance. 12th Edition. McGraw Hill Education India

- a. Overview of Financial Markets and Institutions
- b. Money Market Instruments
- c. Bond Markets: Types, Pricing, and Trading
- d. Equity Markets: Stock Exchanges, Indices,

Reference Book and Websites: Mishkin, F. S. and Eakins, S. (2017) Financial Markets and Institutions, 8th Edition. Pearson Education. BSE and NSE websites.

Specialization: Human Resources and Behavioral Sciences

Topics: Diversity and Inclusion in Organizations

- Attitudes
- Emotions
- Personality, Learning, and Values
- Perception
- Motivation
- Group Behavior
- Leadership
- Power and Politics
- Conflict and Negotiation
- Organization Structure
- Organizational Culture
- Organizational Change
- Stress Management

Reference Book: Robbins, S. P., Judge, T. A., & Vohra, N. (2019). Organizational Behavior, Pearson Publication, Eighteenth Edition.

Topics:

- Job Analysis
- Workforce Planning and Recruiting
- Employee Testing, Selection and Interviewing
- Training and Developing Employees
- Performance Management
- Talent Management
- Managing Careers and Retention
- Employee Compensation
- Employee Relations

Reference Book: Dessler, Gary and Varkkey, Biju (2023) Human Resource Management, Pearson Publication, 17th edition.

Specialization: Marketing

Topics:

- Fundamentals of marketing
- Segmentation, targeting, positioning
- Marketing mix
- Branding
- Advertising

- Consumer behavior
- Customer value, satisfaction, loyalty
- B2 B and B2C Market
- 5Cs, 6M, PESTEL, PORTER etc. Frameworks
- Value proposition
- Market research etc.

Reference Book: Marketing management: *A south Asian perspective*. Pearson Education India by Phillip Kotler Keller, Chernev, Sheth and G. Shainesh (15th edition).

Specialization: Operations and Data Sciences:

Topics: Central Tendency, Sampling and Sampling Distribution, Normal Distribution, Hypothesis Testing, Regression Analysis

Reference Book: Anderson, Sweeney, Williams, Camm, Cochran (2023). Statistics for Business & Economics, 14th ed., Cengage Learning.

Topics: Product & Services Continuum, Productivity Measures, Process Selection for better Productivity, Capacity Planning, Facility Layout, Inventory Management, Project Management

Reference Book: Stevenson, W. J. (2020). Operations management (14th Edition). McGraw Hill.