

Faculty of Management Sciences, CASE

Admission Test Fall-2017 Semester

PhD Engineering Management & PhD Management Programmes

Dear Candidate,

This is to inform you that the Admission test for PhD Engineering Management & PhD Management for Spring 2017 session will be held on **Monday 21st August 2017 at 3:00 pm in Room F-01 (upstairs) at CASE.**

Admission Test Pattern for PhD Engineering Management

- The admission test will cover the following areas:
 1. Management
 2. Human Resource Management
 3. Project Management
 4. Financial Management

(Contents are mentioned below)

The 4 questions will be from each of the above courses of 10 marks each. Each question may have multiple parts and student should be able to attempt one part

Passing marks: 70%

Admission Test Pattern for PhD Management

- The admission test will cover the following areas:
 1. Marketing
 2. Management
 3. Human Resource Management
 4. Financial Management

(Contents are mentioned below)

The 4 questions will be from each of the above courses of 10 marks each. Each question may have multiple parts and student should be able to attempt one part

Passing marks: 70%

Interviews

The candidates, who qualify the admission test will be called for interviews, which is scheduled on Thursday 24th August 2017 at 5:00pm in Conference Room (upstairs).

INSTRUCTIONS:

1. You shall report at the campus **30 minutes before** the starting time of your admission test. You are required to bring **Admission Slip** along with your original **CNIC**.
2. Candidates failing to produce the Admission Slip would not be allowed to enter the Examination Hall.
3. Mobile phones and any other electronic device is strictly prohibited. **If found, then it will be confiscated and your paper will immediately be cancelled.**

For more details, please visit www.case.edu.pk

Regards,

Nasir Shafique
Program Manager,
Faculty of Management Sciences, CASE,
051-8432273, Ext 256.

Contents for PhD Engineering Management & PhD Management Admission Test

Financial Management

Course Contents Detailed Distribution

1 COURSE INTRODUCTION / INTRODUCTION TO FINANCIAL ACCOUNTING
<input type="checkbox"/> Course Objectives
<input type="checkbox"/> Introduction to Accounts
<input type="checkbox"/> Basics of Accounting
<input type="checkbox"/> Accounting Cycle
2 ACCOUNTING CYCLE & GENERAL ENTERIES
<input type="checkbox"/> General Entries
<input type="checkbox"/> Ledgers
<input type="checkbox"/> Trial Balance
3 FINANCIAL STATEMENTS/ PAKISTANI BUSINESS ENVIRONMENT
<input type="checkbox"/> Income Statement
<input type="checkbox"/> Balance Sheet
<input type="checkbox"/> Cash Flow Statement
4 RATIO ANALYSIS/ BUSINESS ENVIRONMENT OF PAKISTAN
<input type="checkbox"/> Capitalization, Depreciation, Amortization & Impairment / P&L in statement form
<input type="checkbox"/> Ratios Analysis
5 CORPORATE LAWS AND STATUES
<input type="checkbox"/> Introduction to Applicable Financial Laws, Ordinances and Other Statues in Pakistan
<input type="checkbox"/> Types of Companies/Businesses in Pakistan
6 COST ACCOUNTING & BUDGETING
<input type="checkbox"/> Introduction to Cost Accounting
<input type="checkbox"/> Manufacturing Accounts – Cost of Goods Sold Statement
<input type="checkbox"/> Marginal Costing & Absorption Costing
<input type="checkbox"/> Introduction to Budgets/ Budgeting Methodology
<input type="checkbox"/> Master Budget
7 COST PLANNING AND CONTROL
<input type="checkbox"/> Cost Volume Profit Relationships

<input type="checkbox"/> Standard Costing
<input type="checkbox"/> Variances
<input type="checkbox"/> Activity Based Costing
<input type="checkbox"/> Relevant Costs for Decision Making
<input type="checkbox"/> Make or Buy Decision
8 SOURCES OF FUNDS & FINANCIAL STATEMENTS ANALYSIS
<input type="checkbox"/> Sources of Capital for Business
<input type="checkbox"/> Cost of Capital , Cost of Debt
<input type="checkbox"/> WACC
<input type="checkbox"/> Financial Statement Analysis
9 FUNDAMENTALS OF FINANCIAL MANAGEMENT
<input type="checkbox"/> Introduction to Financial Management
<input type="checkbox"/> Nature of Financial Decisions
<input type="checkbox"/> Financial Decision Objective – Shareholders Wealth
<input type="checkbox"/> The Time Dimension
<input type="checkbox"/> Risk & Return
<input type="checkbox"/> Equity & Debt Financing Mixture
<input type="checkbox"/> Introduction to Treasury Function & Management of Funds/Cash Management
10 INVESTMENT APPRAISAL TECHNIQUES
<input type="checkbox"/> Payback Period
<input type="checkbox"/> Return on Capital Employed
<input type="checkbox"/> Discounted Cash flow Approach
<input type="checkbox"/> Net Present Value
<input type="checkbox"/> Internal Rate of Return
11 COST OF CAPITAL AND VALUATIONS
<input type="checkbox"/> Annuity, Cost of Capital, Cost of Debt, WACC
<input type="checkbox"/> Long term Forecasting Techniques
<input type="checkbox"/> Investment Appraisal on DCF
<input type="checkbox"/> Valuation of Companies
12 PORTFOLIO THEORY
<input type="checkbox"/> Expected Risk and Return
<input type="checkbox"/> Correlations, Covariance & Standard Deviation
<input type="checkbox"/> Beta

<input type="checkbox"/> CAPM
13 COST ESTIMATION AND FORECASTING
<input type="checkbox"/> Long Term Forecasting
<input type="checkbox"/> Annual Forecasting
<input type="checkbox"/> Project Forecasting & Financial Modeling

Text Book(s)

- *Financial Accounting by M.Hanif and A Mukkargee*
- *Financial Accounting by Gupta*
- *Financial Management by Eugen F. Brigham and Michael C. Ehrherdt*
- *Essentials of Financial Management by George E. Pinches*
- *Foundation of Finance by Keown, Petty, Scott and Martin*
- *Students are free to choose any other book which addresses the topics and course outlines*

Human Resource Management

Course Contents Detailed Distribution

Sr No	Concepts
1	<ul style="list-style-type: none"> ● Changing Nature of Human Resource Management
2	<ul style="list-style-type: none"> ● Strategic Human Resource Management
3	<ul style="list-style-type: none"> ● Individual Performance and Retention
4	<ul style="list-style-type: none"> ● Legal Framework for Equal Employment ● Managing Diversity and Equal Employment
5	<ul style="list-style-type: none"> ● Jobs
6	<ul style="list-style-type: none"> ● Recruiting in Labor Markets ● Selecting and Placing Human Resources (Part 1)
7	<ul style="list-style-type: none"> ● Selecting and Placing Human Resources (Part 2) ● Training Human Resources
8	<ul style="list-style-type: none"> ● Careers and HR Development
9	<ul style="list-style-type: none"> ● Performance Management and Appraisal
10	<ul style="list-style-type: none"> ● Compensation Strategies and Practices

11	<ul style="list-style-type: none"> • Variable Pay and Executive Compensation
12	<ul style="list-style-type: none"> • Managing Employee Benefits • Health, Safety, and Security
13	<ul style="list-style-type: none"> • Employee Rights and Discipline
14	<ul style="list-style-type: none"> • Union-Management Relations • Globalization of HR Management

Text Book(s):

Human Resource Management

Robert L. Mathis, John H. Jackson

Handbook of Human Resource Management Practice

By Michael Armstrong

Management

Course Contents Detailed Distribution

Introduction to Management

- Why management?
- What is management?
- Challenges of management
- Levels of management
- Professionalism / non-professionalism
- Functions of a manager
- Social responsibility and ethics in management
- Business systems

Evolution of Management Thoughts

Management in ancient era

- Civilization of Solomon
- Sumerians
- Management in early Egypt
- Chinese contributions
- Greece
- Roman

Modern Management

- Classical view Point
Scientific Management
Administrative Management
Bureaucratic management
- Human Relationist
Various Approaches to management

Japanese Style-Management (JSM)

- Employment Practice
- Manufacturing Practices
Cultural Practices

Planning Function

- Nature of planning
- Importance of planning
- Types of plan
- Planning Process
Planning Techniques

Objectives

- Characteristics of Objectives
- MBO
- Strategies and Policies and Premising
Decision Making

Organizing Function / Basic Departmentalization

- Meaning
- Types of organizations
- Organizational Structure
- Departmentalization
- Line and Staff / Decentralization of Authority
Committee Organization

Leading Function / Motivation

- Leadership
Motivation

Controlling Function

Meaning of Control

Types of Control

Control process

Controlling Tools

Conflict solving / Information System for managers

Reading Material

Recommended

Bartol, K. M., & Martin, D. C. (latest edition). *Management*, International edition. McGraw-Hill, Inc.

Donnelly. (latest edition). *Fundamentals of Management*, McGraw-Hill, Inc.

Hellriegel, D., Jackson, S. E., & Slocum, J. W. (latest edition). *Management - A Competency Based Approach*, South Western College Publishing.

Haimann, T., Scott, W. G., & Connor, P. E. (latest edition). *Managing the Modern Organization*.

Jones, G. R., George, J. M., & Hill, C. W. L. (latest edition). *Contemporary Management*. McGraw-Hill, Inc.

Robbins, S. P., & DeCenzo, D. A. (latest edition). *Fundamentals of Management*. Prentice Hall International.

Additional Readings

Certo, S. C. (latest edition). *Modern Management*, 7th ed. Prentice Hall International.

Koontz, H., O'Donnell, C., & Wehrich, H. (latest edition). *Management*. McGraw-Hill, Inc.

Kreitner, R. (latest edition). *Management*. Boston: Houghton Mifflin Company.

Misshauk, M. J. (latest edition). *Management: Theory and Practice*. Boston: Little, Brown and Company.

Mondy, R. W., & Premeaux, S. R. (latest edition). *Management*, 7th ed. Prentice Hall International.

Project Management

Course Contents Detailed Distribution

Sr No	Concepts
1	<ul style="list-style-type: none">• Introduction to Project Management
2	<ul style="list-style-type: none">• Project Management Process
3	<ul style="list-style-type: none">• Project Quality Management
4	<ul style="list-style-type: none">• Qualitative and Quantitative Project Risk Management
5	<ul style="list-style-type: none">• Project Communication Management
6	<ul style="list-style-type: none">• Leadership of Project Team/ Managing Human Resources Team Building
7	<ul style="list-style-type: none">• Introduction to Networking Techniques
8	<ul style="list-style-type: none">• Project Management – Arrow Diagrams
9	<ul style="list-style-type: none">• Project Management – Precedence Diagrams
10	<ul style="list-style-type: none">• Program Evaluation and Review Technique
11	<ul style="list-style-type: none">• Networking & Scheduling Computations
12	<ul style="list-style-type: none">• Crashing a Project and Resource leveling
13	<ul style="list-style-type: none">• Earned Value Analysis

Text Book(s)

- Project Management, A Managerial Approach, Fourth Edition, By Jack R. Meredith and Samuel J. Mantel.Jr
- Project Management, By Maylor, 2nd Edition
- The Wiley Guide to Managing Projects, By Peter W. G. Morris & Jeffrey K.Pinto.
- Practical Project Management by Ghattas R.G, Mckee,F.L, Pearson Education Asia
- A Guide to the Project Management Body of Knowledge (PMBOK Guide), 2013, 5th, Edition, Project Management Institute, Newton Square, Pennsylvania, USA

Marketing

Course Contents Detailed Distribution

Sr No	Concepts
1	<ul style="list-style-type: none">Marketing Channels in the Larger Field of Marketing
2	<ul style="list-style-type: none">The Consumer's Psychology
3	<ul style="list-style-type: none">Marketing Research and Its Importance
4	<ul style="list-style-type: none">Brand Management
5	<ul style="list-style-type: none">Creating Something out of Nothing – The Product
6	<ul style="list-style-type: none">Analyzing the Most Critical P – PriceReaching the Right Consumer at the Right Time - Promotion
7	<ul style="list-style-type: none">Determining Marketing Vehicles
8	<ul style="list-style-type: none">Marketing the "Intangible"
9	<ul style="list-style-type: none">When Businesses Become the Consumer/Marketing Channels and Channel Conflicts.
10	<ul style="list-style-type: none">E-commerce and Marketing – A futuristic Pair
11	<ul style="list-style-type: none">Global Competitive Strategies
12	<ul style="list-style-type: none">Corporate Social Responsibility – A marketer's Must Have
13	<ul style="list-style-type: none">Segmentation – The New Knowledge
14	<ul style="list-style-type: none">Marketing of Technology and technology forecasting

Text Book(s)

- Marketing Management by Philip Kotler, 11th edition, Prentice Hall