



Faculty of Commerce & Management
Department of Commerce and Business Management

Syllabus for PhD Entrance Exam

Unit I : Business Environment

The concept of Business Environment - Its significance and nature. The process of environmental scanning. Basic philosophies of capitalism and socialism with their variants, The rise of consumerism in India, Economic environment, Socio-cultural environment, Politico-legal environment. Technological Environment, Indian Financial Markets and their regulating body. SEBI, Institutional financing bodies and role of RBI in regulating money and economy, Indian planning and sectoral development, National Income - Concepts & Measurement, Industrial policy, Fiscal & Monetary Policy, Economic Reforms since 1991, EXIM Policy EPZ, export houses and trading houses, etc, Inflationary trends- impacts and analysis, concept of WPI, CPI, Global Economy: Size, Growth, Inflation, Developed, NISS and underdeveloped countries and their growth Prospects, International Trade: World Trade. Pattern, Composition, Significant shifts, Volume, Trade in services, India's position in World Trade.

Unit – II: Organisational Behaviour

The concept and significance of Organisational Behaviour - Skills and Roles in an organisation - Classical, Neo-Classical and Modern Theories of Organisational Structure Organisational Design - Understanding and Managing individual behaviour personality Perception - Values - Attitudes - Learning - Motivation. Understanding and Managing Group Behaviour, Processes - Inter - personal and group dynamics - Communication - Leadership - Managing change - Managing conflicts, Organisational Development.

Unit – III : Human Resource Management

Concepts and perspectives in HRM: HRM in changing environment, Human Resource Planning - Objectives, Process and Techniques, Job analysis - Job Description, Selecting Human Resources. Induction, Training and Development Exit policy and Implications. Performance Appraisal and Evaluation, Potential Assessment, Job Evaluation, Wage Determination. Industrial Relations and Trade Unions Dispute Resolution and Grievance Management, Labour Welfare and Social Security Measures

Unit – IV: Financial Management

Nature and Scope, Valuation Concepts and Valuation of Securities, Capital Budgeting Decisions - Risk Analysis, Capital Structure and Cost of Capital, Dividend Policy - Determinants, Long - Term and Short - Term Financing Instruments, Mergers and Acquisitions.

Unit – V: Marketing Management

Marketing Environment and Environment Scanning Marketing Information Systems and Marketing Research: Understanding Consumer and Industrial Markets; Demand Measurement and Forecasting: Market Segmentation - Targeting and Positioning: Product Decisions, Product mix, Product Life Cycle: New Product Development; Branding and Packaging: Pricing Methods and Strategies. Promotion Decisions - Promotion mix; Advertising: Personal Selling: Channel Management Vertical Marketing Systems Evaluation and Control of Marketing Effort: Marketing of Services: Customer Relation Management: Uses of Internet as a Marketing Medium - Other related issues like branding, market development, Internet based Advertising and Retailing. New issues in Marketing.

Unit - VI : Production Management

Role and Scope of Production Management; Facility Location; Layout Planning and Analysis; Production Planning and Control - Production Process Analysis; Demand Forecasting for Operations; Determinants of Product mix; Production Scheduling; Work measurement: Time and Motion Study. Statistical Quality Control. Role and Scope of Operations Research; Linear Programming: Sensitivity Analysis; Duality. Transportation Model: Inventory Control: Queuing Theory, Decision Theory; Markov Analysis; PERT/ CPM. Basic Concept of Total Quality Management, Principles of total quality management, Objectives. Models and Process. Quality Management Philosophies, Tools for Management Process, Strategic Planning and Sustaining Total Quality Benchmarking, Six Sigma and Business Process Re-engineering,

Unit – VII : Quantitative methods & Techniques

Overview of Statistics, Classifying Data to convey meaning, Measures of Central Tendency Mean, Median & Mode, Measures of Variation - Range, Average Deviation, Standard Deviation, Probability Theory; Probability distributions - Binomial, Poisson, Normal and Exponential; Correlation and Regression analysis; Sampling theory, Sampling distributions, Tests of Hypothesis: Large and small samples; T, Z, F, Chi-square tests. Use of Computers in Managerial applications; Technology issues and Data processing in organizations, Information Systems, MIS and Decision making: System Analysis and Design, Trends in Information Technology: Internet and Internet-based applications.

Unit - VIII : Strategic Management

Concept of Corporate Strategy; Components of Strategy Formulation, Ansoffs Growth Vector; BCG Model; Porter's Generic Strategies; Competitor Analysis; Strategic Dimensions and Group Mapping: Industry Analysis; Strategies in Industry Evolution, Fragmentation, Maturity, and decline. Competitive strategy and Corporate Strategy: Trans nationalization of World Economy, Managing Cultural Diversity; Global Entry Strategies; Globalisation of Financial System and Services; Managing International Business; Competitive Advantage of Nations; RTP and WTO, Corporate Governance, Theories of Corporate Governance, Composition of Board, Procedures and Principles of Good Governance, Governance Reforms in India.

Unit -IX : Entrepreneurship

Importance of Entrepreneur. Qualities of Entrepreneur, Entrepreneurial Decision Process, Types of start up, Definition of Micro, Small and Medium Enterprises, Institutional Support and Legality Directorate of Industries, District Industries Centre Agro Power Scientific Institutions and software Technology. Formulating a Business Plan, Marketing plan, Financial Plan, Managing Innovation and Change. Preparation of Project Report, Women Entrepreneurs, labour legislation for SSL. Detailed Business Plan Preparation Managing Small Enterprises; Planning for growth; Sickness in Small Enterprises: Rehabilitation of Sick Enterprises: Intrapreneurship (Organisational Entrepreneurship).

Unit - X : Ethical Perspective

Ethics and Management System: Ethical issues and analysis in Management: Value Based Organisations: Personal framework for Ethical choices; Ethical pressure on individual in organisations Gender issues; Ecological consciousness; Environmental ethics: Social responsibilities of Business, Corporate Governance and Ethics.