



## **SYLLABUS FOR PHD ENTRANCE TEST IN MANAGEMENT & COMMERCE**

**GENERAL 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; Authority, Responsibility, Centralisation, Decentralisation and Span of Control.

**RESEARCH METHODOLOGY**- Nature and Scope of Research Methodology; Problem Formulation and Statement of Research Objectives; Research Process; Research Designs - Exploratory, Descriptive and Experimental; Methods of Data Collection — Observational and Survey Methods; Questionnaire and Interviews; Attitude Measurement Techniques.

**MANAGERIAL ECONOMICS** –Demand analysis –Indifference Curve; Elasticity & Forecasting; National Income – Concept, Types and Measurement; Inflation – Concept, Types and Measurement; Monetary policy, Fiscal Policy; Short-run and long-run production functions; Cost curves and economics of scale; Price and output determination under perfect competition, monopoly, monopolistic, competition, and oligopoly.

**ORGANIZATIONAL BEHAVIOR & HUMAN RESOURCE MANAGEMENT**— Significance & Theories of Organisational Behaviour; Individual Behaviour – Personality, Perception, Values, Attitude, Learning and Motivation; Group Behaviour – Team Building, Leadership, Group Dynamics; Organizational Culture & Climate; Work Force Diversity, Human Resource Planning, Recruitment and Selection, Induction, Training and Development; Job Analysis, Job Evaluation and Compensation Management; Manpower training and development; Performance appraisal; Employee empowerment.

**ACCOUNTING & FINANCIAL MANAGEMENT**- Shares & debentures, Preparation of Financial Statements; Financial Statement Analysis – Ratio Analysis, Funds Flow and Cash Flow Analysis; Preparation of Cost Sheet, Marginal Costing, Cost Volume Profit Analysis; Capital Structure – Theories, Cost of Capital, Sources and Finance, Budgeting and Budgetary Control, Types and Process, Zero base Budgeting, EBIT–EPS Analysis, Financial Breakeven Point & Indifference Level.

**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, Business Portfolio Analysis – BCG, GE Business Model, Ansoff’s Product Market Growth Matrix, McKinsey 7s Framework.

**MARKETING MANAGEMENT-** Marketing Orientation, Core Concepts in Marketing- Value, Satisfaction, Marketing Mix. Marketing Environment and Environment Scanning; 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, Digital Marketing, e-commerce-B2B, B2C., Globalization, Consumerism, Green Marketing, Direct Marketing, Network Marketing, Event Marketing.

**INTERNATIONAL BUSINESS**–Theories of International Trade; Balance of Payment Foreign Direct Investment –WTO, EXIM Policies: Role of International Financial Institutions – IMF and World Bank, Free Trade and Protective trade policies, Bilateral and Multilateral Trade Agreements, GATT & UNCTAD, WTO. India’s Balance of Trade and Balance of Payments.

**PRODUCTION AND OPERATION MANAGEMENT-** Types of Layout Continuous Improvement (Kaizen), ISO (9000 & 14000 Series); Quality Awards, Statistical Quality Control, Process Control; Total Quality Management; Japanese 5 S Concept, Material Requirement Planning, Scheduling, Just in time production.

## **SUGGESTED READINGS**

### **General Management:**

Koontz Harold and Cyril O’Donnell, Essentials of Management, Tata McGraw Hill, 2000  
Stephen Robbins, Coulter, Mary, Principles of Management, Pearson Education, 2008

### **Human Resource Management:**

Ashwathappa K., Human Resource Management – Text and cases, Tata McGraw Hill Company, 2007

De Cenzo, D.A., Robbins, S.P., Fundamentals of Human Resource Management, Wiley India Edition, 2007

### **Accounting & financial management:**

Bhattacharya S.K., Accounting for Management: Text and Cases, Vikas Publishing, 2009,  
Harsolekar Dinesh, Financial Accounting for Management: Text and Cases, Edu-Tech Publishing Co, 2013

### **Marketing Management:**

Schiffman, L., Kanuk, L., & Kumar, R. Consumer Behaviour (10thed.). New Delhi: Pearson.2013

Kotler, P., Keller, K, Koshy, A., & Jha, M. Marketing Management: A South Asian Perspective (14thed). New Delhi: Pearson Education. 2013

### **International Trade:**

Varshney R.L. – India’s Foreign Trade

Bhagwati J. Srinivasan – Foreign Trade regimes and Economics development

### **Research Methodology:**

Kothari: Research Methodology.

Panneerselvam, R., Research Methodology, Prentice Hall of India, New Delhi, 2004

### **Economics:**

Samuelson, W. F., & Marks, S. G. Managerial economics. John Wiley & Sons.

Hirschey, M. Managerial Economics. Thomson South-Western. Salvatore, D. Managerial Economics in a Global Economy. McGraw-Hill.

**Strategic management:**

Srinivasan, R. Strategic management; The Indian Context, PHI Learning

**Production and Operations management:**

Bedi, K. Production and Operations Management. Oxford University Press, New Delhi.

Mahadevan B. Operations Management: Theory and Practice, Pearson Education