



FACULTY OF COMMERCE AND MANAGEMENT (FCM)
Syllabus for Ph.D. Entrance Examination in Commerce and Management
(based on the PG curriculum)

- **Management Theory and Organisational Behaviour:** Business Management Principles of Management Planning-Objectives, Strategies, Planning Process, Decision-making. Organising, Organisational Structure, Formal and Informal Organizations. Organisational culture. Staffing Leading: Motivation, Leadership, Committees, Communication Controlling a broad sweep of organisational behaviour.
- **Managerial Economics:** Nature and Uses of Managerial Economics; Demand Analysis and Elasticity of Demand; Cost and Production Analysis; Laws of variable proportions and law of returns; Price determination in different market situations - perfect competition, monopoly, monopolistic and oligopoly; pricing strategies; concept of profit, profit planning and forecasting.
- **Financial Management:** Capital Structure; Financial and Operating leverage; Cost of Capital; Capital Budgeting; Working Capital Management; Dividend Policy. Contemporary issues in Finance.
- **Marketing Management:** The evolution of Marketing; Concept of Marketing; Marketing Mix; Marketing environment; Consumer Behaviour, Market segmentation; Product decisions; Pricing decisions; Distribution decisions; Promotion decisions; Marketing planning; Organising and Control.
- **Human Resources Management:** Concepts; Role and Functions of Human Resource Management; Human Resource Planning; Recruitment and Selection; Training and Development; Succession Planning; Compensation: Wage and Salary Administration; Incentive and Fringe Benefits; Morale and Productivity Performance Appraisal Industrial Relations in India; Health; Safety; Welfare and Social Security; Workers; Participation in Management a broad sweep of HRM.
- **Financial & Management Accounting:** Basic Accounting Concepts; Capital and Revenue; Financial Statements; Cost and Management Accounting; Ratio Analysis; Funds Flow Analysis; Cash Flow Analysis; Marginal Costing and Break-even analysis; Standard Costing; Budgetary Control; Costing for Decision-making; Responsibility Accounting.
- **Research Methodology:** A theoretical framework; concept of business research; importance of research in business decisions; business research process; business research design; organization of business research; data collection; data processing and analysis; report writing.
- **International Business:** Theoretical foundations of international business; Balance of Payments. International liquidity; International Economic Institutions-IMF; World Bank; IFC; IDA; ADB World Trade Organisation- Its functions and policies Structure of India's Foreign Trade; Composition and direction; EXIM Bank; EXIM Policy of India; Regulation and promotion of Foreign Trade, Latest developments in international business
- **Financial Services:** Money and Capital Market; Working of Stock Exchanges in India; NSE; OTCEI; NASDAQ; Derivatives and options Regulatory Authorities; SEBI; Rating Agencies; New Instruments; GDRs; ADRs; Venture Capital Funds; Mergers; Mutual Funds; Lease Financing; Factoring; Measurement of risk and returns securities and portfolios; Computer Application in Accounting and Finance; Contemporary issues in financial services.
- **Strategic Management:** Concept of Strategy and environment analysis approaches to strategic decision making; mission and purpose; objectives and goals; strategic business unit; functional level strategies; concept of environment and its components environmental scanning and appraisal; organizational appraisal; strategic advantage analysis and diagnosis; SWOT analysis; strategy formulation and choice of alternatives; strategies modernization; diversification; integration; merger; takeover and joint strategies; turnaround divestment and liquidation strategies; strategy evaluation; A broad sweep of strategic management.