

## **Syllabus for Ph.D Entrance in Commerce**

### **Unit I**

Introduction to Organizational Behavior, evolution, contributing disciplines, and major challenges. Perception and key perceptual errors; personality determinants and the Big Five model. Attitudes and job satisfaction—main determinants and consequences. Motivation—major theories: Maslow, Herzberg, McClelland, Equity, and Expectancy. Learning—basic theories and reinforcement principles. Essential concepts of group dynamics and stages of team development. Stress—sources, effects, and basic management techniques. Conflict—types and major conflict-handling styles. Leadership—core behavioral, contingency, and transformational theories. Organizational structure—key elements and major designs. Power and political behavior—basic sources and forms. Organizational change—forces and overcoming resistance. Organizational culture—main elements and Hofstede's dimensions.

### **Unit II**

Origin and development of HRM; key HRM models; HRM vs Personnel Management; core HR functions and Strategic HRM. Job analysis—primary methods, job description and job specification. Human Resource Planning—essential forecasting methods; major sources of recruitment and key selection tools. Training—need assessment, programme design and evaluation. Performance management—major appraisal methods and common biases. Career development—key challenges and approaches. Compensation management—basic compensation design, major compensation tools, and essential pay-for-performance systems. Industrial relations—nature, importance, causes of poor IR in India, and improvement measures; trade unions—their roles, functions, and future. Discipline and grievance management—types, causes, essentials of a good system, and key grievance procedures. Collective bargaining—meaning, types, benefits, stages, and conditions for success; workers' participation in management. Industrial disputes—causes, types, and main methods of prevention and settlement; key IR institutions and mechanisms.

### **Unit III**

Capital Budgeting: Meaning, significance, process, and classification of projects; estimation of cash flows; key evaluation techniques—Net Present Value (NPV), Internal Rate of Return (IRR), and Payback Period; capital budgeting under risk and uncertainty with basic risk analysis techniques (sensitivity and scenario analysis). Leverage & Capital Structure: Operating and financial leverage, degrees and uses of leverage; capital structure theories, factors affecting capital structure, and major capital structure decisions. Dividend Decisions & Share Valuation: Meaning and types of dividends; key valuation models—Walter's Model, Gordon's Model, and M&M approach; factors affecting dividend policy. Mergers & Acquisitions: Forms, types, and main reasons; basic financial analysis and legal procedures; anti-takeover strategies and joint ventures.

## **Unit IV**

Introduction to investments and key investment alternatives, basics of mutual funds, and core concepts of risk and return including systematic and unsystematic risk, beta, and standard deviation. Fundamental analysis covering economy, industry, and company analysis, along with valuation approaches such as dividend discount models and price-earnings valuation. Overview of Efficient Market Hypothesis. Essential elements of technical analysis including major charting tools, key indicators (moving averages, oscillators), and major technical theories. Basics of portfolio management covering portfolio formulation, security selection, performance evaluation, and major portfolio theories including Markowitz's portfolio theory, Sharpe's single-index model, and the Capital Asset Pricing Model (CAPM).

## **Unit V**

Overview of marketing concepts, evolution, and environmental influences; fundamentals of consumer behaviour and the decision-making process; key elements of segmentation, targeting, and positioning; essentials of marketing information systems and marketing research; major product and pricing decisions including branding, NPD, PLC, and pricing strategies; core distribution channel decisions and basic promotional mix and communication strategies. Concept and characteristics of services; growth of the service sector in India; Services Marketing Triangle and employee role. Customer expectations, perceptions, service quality, satisfaction, loyalty, and the GAP Model. Core services marketing mix—service offer, pricing, promotion, distribution, people, process, physical evidence, and demand–capacity management. Basics of relationship marketing, retention strategies, E-CRM, service failure and recovery, complaint behaviour, and service guarantees.

## **Unit VI**

Managerial decision-making and key accounting types; basics of cost management with focus on Activity-Based Costing; marginal costing and CVP analysis for decisions; differential costing and major managerial applications; fundamentals of inflation accounting; introduction to learning curve analysis; and essential concepts of value analysis, human resource accounting, and intangible asset valuation. Balanced Scorecard for strategic planning and performance measurement; key financial performance tools (ratios, cash flow, EVA). Core budgeting methods for tactical control, including flexible, performance and zero-base budgeting. Decentralisation and responsibility accounting with divisional performance measures (ROI, RI, EVA) and basic transfer pricing. Standard costing, variance analysis, and the role of internal, operational and management audits in organisational control.

## **Unit VII**

Corporate tax planning—concept, scope, and key methods; tax planning for major financial management decisions, including lease vs. buy, replacement decisions, capital structure, and dividend policy. Minimum Alternative Tax (MAT)—concept, zero-tax companies, computation of book profit and MAT liability, and MAT tax credit. International taxation essentials—transfer pricing, arm's length price, documentation requirements, specified domestic transactions, and Advance Pricing Agreements (APAs). Advance tax—pay-as-you-earn system and basic computation of advance tax for companies. Filing and assessment—types of returns, e-filing basics, PAN requirements, and core assessment procedures (self-assessment, summary assessment, best-judgment assessment, and reassessment). Overview of GST—definition, benefits, framework, taxes subsumed, and administration. Levy and rates of GST for inter-state and intra-state supply. Key concepts: taxable supply, place of supply, time of supply, and valuation of taxable supply, including related/distinct persons, supply through agents, and cost-based methods.

## **Unit VIII**

Indian financial system—structure, functions, major institutions, financial sector reforms, and the role of SEBI. Key financial instruments including shares, debentures, ADRs/GDRs, ECBs, and basic derivatives (futures and options). Overview of the money market and its main segments such as call money, treasury bills, repo market, certificates of deposit, and commercial paper, along with key institutions like RBI, CCIL and FIMMDA. Capital market fundamentals—primary and secondary markets, major issue processes, role of merchant bankers and stock exchanges, and listing requirements. Core financial institutions—functions of commercial banks, the role of RBI, and the structure, types and functioning of mutual funds in India. Introduction to Risk Management: Risk and Uncertainty, Financial Risk Management Concept, Objectives, Major Financial Risks, Market Risk, Credit Risk, Liquidity Risk, Solvency Risk, Operational Risk, Interest Rate Risk, the banking book, the trading book and off-balance sheet exposures: types and associated risks

## **Unit IX**

Introduction to international business: evolution, scope, and importance; major factors influencing international business; tariff and non-tariff barriers; globalization—drivers, stages, and effects. Key theories of international trade: Mercantilism, Absolute and Comparative Advantage, Heckscher-Ohlin, Product Life Cycle, Global Strategic Rivalry, and Porter's Diamond Model. Global trade structure—merchandise and services trade; India's foreign trade: composition, direction, and overview of the current Foreign Trade Policy (FTP). Foreign Direct Investment (FDI)—concept, types, costs and benefits, determinants of FDI, and FDI trends and sectoral caps in India. International institutions—IMF and World Bank: roles and functions; WTO: principles, agreements, dispute settlement, and impact on developing countries. Basics of Intellectual Property Rights (IPRs). Foreign exchange fundamentals—exchange rate systems, determinants of exchange rates, economic/transaction/translation exposures, rupee convertibility, ADRs and GDRs. Regional economic integration—forms of integration and key blocs: SAARC, ASEAN, NAFTA, and the European Union.

## **Unit X**

Research concepts—variables, hypotheses, theory, models, types of research, and key steps in the research process. Basics of causal research design and questionnaire design, scale measurement types, and validity. Core probability concepts—probability rules, independence and dependence, Bayes' theorem, random variables, expected value, and major probability distributions (binomial, Poisson, normal). Essential sampling concepts—sampling methods, sampling distribution, standard error, confidence intervals, and the central limit theorem. Fundamentals of hypothesis testing—significance level, Type I and Type II errors, one-tailed and two-tailed tests, tests of means, and basics of ANOVA (one-factor and two-factor).