

PUNYASHLOK AHILYADEVI HOLKAR SOLAPUR UNIVERSITY,

SOLAPUR



PH.D. ENTRANCE TEST (PET)

SYLLABUS

for

PAPER II

**SUBJECT: MANAGEMENT**

## Unit – I

- 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
- Organisation Structure and Design – Types, Authority, Responsibility, Centralisation, Decentralisation and Span of Control
- Business Ethics & CSR
- Ethical Issue & Dilemma
- Corporate Governance
- Value Based Organisation

## Unit – II

- Organisational Behaviour – Significance & Theories
- Individual Behaviour – Personality, Perception, Values, Attitude, Learning and Motivation
- Group Behaviour – Team Building, Leadership, Group Dynamics Interpersonal Behaviour & Transactional Analysis
- Organizational Culture & Climate
- Work Force Diversity & Cross Culture Organisational Behaviour Emotions and Stress Management
- Job Analysis, Job Evaluation and Compensation Management

## Unit – III

- Strategic Role of Human Resource Management
- Competency Mapping & Balanced Scoreboard
- Performance Management and Appraisal
- Organization Development, Change & OD Interventions
- Trade Union & Collective Bargaining
- Green HRM

## Unit– IV

- Accounting Principles and Standards, Preparation of Financial Statements
- Financial Statement Analysis – Ratio Analysis, Funds Flow and Cash Flow Analysis, DuPont Analysis
- Preparation of Cost Sheet, Marginal Costing, Cost Volume Profit Analysis Standard Costing & Variance Analysis
- Financial Management, Concept & Functions
- Capital Structure – Theories, Cost of Capital, Sources and Finance Budgeting and Budgetary Control, Types and Process, Zero base Budgeting
- Leverages – Operating, Financial and Combined Leverages, EBIT–EPS Analysis, Financial Breakeven Point & Indifference Level.

## Unit –V

- Value & Returns – Time Preference for Money, Valuation of Bonds and Shares, Risk and Returns;
- Capital Budgeting – Nature of Investment, Evaluation, Comparison of Methods; Risk and Uncertainly Analysis
- Dividend – Theories and Determination
- Portfolio Management – CAPM, APT
- Derivatives – Options, Option Payoffs, Option Pricing, Forward Contracts & Future Contracts
- Working Capital Management – Determinants, Cash, Inventory, Receivables and Payables Management, Factoring

## Unit – VI

- 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, Corporate Strategy – Growth, Stability, Retrenchment, Integration and Diversification, Business Portfolio Analysis - BCG, GE Business Model, Ansoff’s Product Market Growth Matrix
- Marketing – Concept, Orientation, Trends and Tasks, Customer Value and Satisfaction
- Market Segmentation, Positioning and Targeting
- Product and Pricing Decision – Product Mix, Product Life Cycle, New Product development, Pricing – Types and Strategies
- Place and promotion decision – Marketing channels and value networks, VMS, IMC, Advertising and Sales promotion

## Unit –VII

- Consumer and Industrial Buying Behaviour: Theories and Models of Consumer Behaviour
- Brand Management – Role of Brands, Brand Equity, Equity Models, Developing a Branding Strategy; Brand Name Decisions, Brand Extensions and Loyalty
- Logistics and Supply Chain Management, Drivers, Value creation, Supply Chain Design, Designing and Managing Sales Force, Personal Selling
- Service Marketing – Managing Service Quality and Brands, Marketing Strategies of Service Firms
- Customer Relationship Marketing – Relationship Building, Strategies, Values and Process
- Retail Marketing – Recent Trends in India, Types of Retail Outlets.
- Emerging Trends in Marketing – Concept of e-Marketing, Direct Marketing, Digital Marketing and Green Marketing

## Unit –VIII

- Operations Management – Role and Scope
- Facility Location and Layout – Site Selection and Analysis, Layout – Design and Process
- Enterprise Resource Planning – ERP Modules, ERP implementation Scheduling; Loading, Sequencing and Monitoring
- Quality Management and Statistical Quality Control, Quality Circles, Total Quality Management – KAIZEN, Benchmarking, Six Sigma; ISO 9000 Series Standards
- Operation Research – Transportation, Queuing Decision Theory, PERT / CPM

## Unit –IX

- International Business – Managing Business in Globalization Era; Theories of International Trade; Balance of payment
- Foreign Direct Investment – Benefits and Costs
- Multilateral regulation of Trade and Investment under WTO International Trade Procedures and Documentation; EXIM Policies Role of International Financial Institutions – IMF and World Bank
- Information Technology – Use of Computers in Management Applications; MIS, DSS

## Unit – X

- Entrepreneurship Development – Concept, Types, Theories and Process, Developing Entrepreneurial Competencies
- Intrapreneurship – Concept and Process
- Women Entrepreneurship and Rural Entrepreneurship
- Innovations in Business – Types of Innovations, Creating and Identifying Opportunities, Screening of Business Ideas
- Business Plan and Feasibility Analysis – Concept and Process of Technical, Market and Financial Analysis
- Micro and Small Scale Industries in India; Role of Government in Promoting SSI
- Institutional Finance to Small Industries – Financial Institutions, Commercial Banks, Cooperative Banks, Micro Finance.