



Dayananda Sagar University

Faculty of Commerce & Management

Ph. D Entrance Test- 2025

GENERAL MANAGEMENT

Module 1: Management overview , Evolution of Management; Principles of Management Social and Ethical environment in business organizations ; Value Based Management: Creating Shareholder Value.

Module2: Planning, The meaning and purpose of planning, Steps in Planning; Policies, procedures and methods – nature and types of policies – Decision Making-

Module 3: Organizing - Meaning and structure; Authority and span of control ; Delegation and decentralization; Line and Staff relationship

Module 4: Staffing- Sources of recruitment; Selection Process

Module 5: Direction- Motivation- Communication and Leadership- Concepts and Theories Controlling- Process and Techniques

Module 6: Current business trends sourced largely from business news papers, journals and magazines.

REFERENCES

1. Heinz Weihrich, Mark.V.Cannice& Harold Koontz Management: A global and Entrepreneurial Perspective Tata McGrawHill.
2. Allen, L.A., Management and organization, McGraw Hill publishing co.,ltd.
3. Linstead Management & Organization Palgrave Macmillan.
4. P C Tripathi P N Reddy Principles of Management Tata McGrawHill.
5. V.S.P Rao V.Hari Krishna Management : Text and Cases ExcelBooks.



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MARKETING MANAGEMENT

Module 1; marketing Fundamentals: marketing principles and society, the marketing Environment, consumer buying behaviour, marketing research.

Module 2: Principles of marketing Management: marketing strategy, market segmentation positioning, International market development.

Module 3: The marketing Mix principle: Developing products and brands, Price decisions, an introduction to marketing communications, Marketing communications tools and media, Managing marketing communications strategy, Planning and implementation, Channel management and retailing.

Module 4: principles of Relational Marketing: Services Marketing, Business-to-Business marketing, Relationship Marketing, Not-for-profit marketing.

Module5: Contemporary Marketing Practice: Digital Marketing, Postmodern marketing, Marketing, sustainability and Ethics.

Recommended Readings:

1. Paul Baines, Chris Fill., Kelly Page Marketing: Asian Edition , Oxford Higher Education
2. Philip Kotler on Marketing, The Free Press, 1999Edn.
3. Adrian Palmer, Principles ofMarketing
4. Philip Kotler, Marketing Management: A South Asian Perspective Paperback – 2012



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FINANCIAL MANAGEMENT

Module 1: Nature and scope of Financial Management Valuation Concepts-Risk and Return; Valuation of securities; Pricing theories-Capital asset pricing model and Arbitrage pricing theory

Module 2: Understanding financial statements and analysis there of Capital budgeting decisions; Risk analysis in capital budgeting .and Long-term sources of finance.

Module 3: Capital structure-Theories and Factors; Cost of capital

Module 4: Dividend Policies-Theories and Determinants

Module 5: Working Capital Management-Determinants and Financing: Cash management; Inventory management; Receivables management.

Module 6: Mergers and Acquisitions, International Financial Management

Recommended Readings:

1. Financial Management –I.M.Pandey
2. Financial Management – Khan &Jain
3. Financial Management –S.M.Inamdar
4. Financial Management –N.M.Wechlekar
5. Financial Management –S.C.Kuchal
6. Financial Management & Policy –R.M.Shrivastava
7. Financial Management – PrasannaChandra
8. Financial Management- P.V.Kulkarni



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HUMAN RESOURCE MANAGEMENT

UNIT I

Human Resource Management - Definition - Objectives - Functions - Scope - Importance - HRM in India - Evolution of HRM - Computer Application in Human Resource Management; Significance; Objectives; Functions; External and Internal environment;

UNIT II

Recruitment and Selection-Sources of recruits; Recruiting methods; Selection procedure; Selection tests; Placement and Follow-up. Performance Appraisal System-Importance and Objectives; Techniques of appraisal system; New trends in appraisal system; Development of Personnel-Objectives.

UNIT III

Determining Needs: Methods of Training & Development programmes; Evaluation. Career Planning and Development-Concept of career; Career planning and development methods. Compensation and Benefits-Job evaluation techniques: Wage and salary administration.

UNIT IV

Employee Discipline-importance; causes and forms; Disciplinary action; Domestic enquiry . Grievance Management-Importance: Process and Practices; Employee Welfare and Social Security Measures. Industrial Relations-Importance; Industrial conflicts; Causes; Dispute settlement machinery.

UNIT V

Trade Unions-Importance of Unionism; Union leadership; National Trade Union Movement. Collective Bargaining-Concept; Process; Pre-requisites; New trends in collective bargaining. Industrial Democracy and Employee Participation-Need for industrial democracy;

Recommended Readings:

- Human Resource Management - Dr. C.B. Gupta - Sultan and Sons.
- Personnel & Human Resource Management - P. Subba Rao - Himalaya Publishing House.
- Human Resource and Personnel Management - K. Aswathappa - Tata McGraw Hill Publishing Co.Ltd.
- Personnel Management & Human Resources - C.S. VenkataRathnam&B.K. Srivastava.TMPL.
- Dynamics of Industrial Relations - Dr. C.B. Memoria, Dr. Satish Memoria&S.V. Gankar - Himalaya PublishingHouse.
- Performance Appraisal, Theory and Practice - AIMA - Vikas management Series, New Delhi -1986.