



Dayananda Sagar University

Faculty of Commerce & Management

Ph. D Entrance Test- 2026

GENERAL **MANAGEMENT**

Module 1: Foundations of Management

Introduction to Management and Business Environment: Nature, Scope, and Importance of Management, Functions, Roles, and Skills of Managers, Evolution of Management Thought, Classical, Behavioural, Quantitative, and Contemporary Approaches, Organizational Environment and Natural Environment, Social Responsibility and Business Ethics, Value-Based Management and Shareholder Value Creation, Globalization and Management, Organizational Culture and Multiculturalism.

Module 2: Planning and Strategic Management

Planning, Decision-Making, and Strategy: Meaning, Nature, and Importance of Planning, Types and Steps in Planning, Policies, Procedures, Rules, and Methods, Decision-Making Process and Techniques, Strategic Management Process, Strategy Formulation and Implementation, Innovation and Reinventing Organizations, Quality Management and Organizational Effectiveness.

Module 3: Organizing and Staffing

Organizational Structure and Human Resource Management: Organizing: Meaning and Importance, Organizational Design and Organizational Structure, Authority, Responsibility, and Span of Control, Delegation and Decentralization, Line and Staff Relationships, Human Resource Management, Recruitment: Sources and Methods, Selection Process and Employee Placement, Managing Organizational Change.

Module 4: Directing and Controlling

Leadership, Communication, and Organizational Control: Directing: Meaning and Importance, Motivation: Concepts and Theories, Leadership: Concepts, Styles, and Theories, Communication Process and Barriers, Teams and Teamwork, Conflict Management and Negotiation, Controlling: Meaning, Process, and Techniques, Operations Management and Productivity.



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Module 5: Contemporary Developments in Management

Emerging Trends and Digital Transformation: Information Systems and Digital Organizations, Artificial Intelligence and Data-Driven Management, Sustainability and ESG Practices, Knowledge Management and Learning Organizations, Entrepreneurship and Innovation Management, Hybrid Work Culture and Future of Work, Business Analytics and Managerial Decision Support, Current Business Trends through Business Newspapers, Journals, and Magazines, Contemporary Challenges in Global Business Management.

Recommended Readings:

1. George, J. M., & Jones, G. R. (2022). *Contemporary management* (12th ed.). McGraw-Hill Education.
2. Robbins, S. P., Coulter, M., & DeCenzo, D. A. (2022). *Fundamentals of management* (11th ed.). Pearson Education.
3. Wehrich, H., Cannice, M. V., & Koontz, H. (2023). *Management: A global and entrepreneurial perspective* (16th ed.). McGraw-Hill Education.
4. Rao, V. S. P., & Krishna, V. H. (2022). *Management: Text and cases* (6th ed.). Excel Books.
5. Tripathi, P. C., & Reddy, P. N. (2021). *Principles of management* (6th ed.). McGraw-Hill Education.
6. Daft, R. L. (2022). *Management* (15th ed.). Cengage Learning.
7. Bateman, T. S., & Snell, S. A. (2023). *Management: Leading and collaborating in a competitive world* (15th ed.). McGraw-Hill Education.
8. Griffin, R. W. (2022). *Management* (14th ed.). Cengage Learning.
9. Schermerhorn, J. R. (2022). *Management* (15th ed.). Wiley India.
10. Lussier, R. N. (2021). *Management fundamentals: Concepts, applications, and skill development* (8th ed.). Sage Publications.
11. Kinicki, A., Soignet, D. B., & Hartnell, C. A. (2024). *Management: A practical introduction* (2024 Release ed.). McGraw Hill Education.
12. Laudon, K. C., & Laudon, J. P. (2022). *Management information systems: Managing the digital firm* (17th ed.). Pearson Education.



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MARKETING MANAGEMENT

Module 1: Marketing Fundamentals

Marketing Fundamentals and Market Understanding: Meaning, Scope, and Evolution of Marketing, Marketing Concepts and Societal Marketing, Marketing Environment: Micro and Macro Environment, Consumer Buying Behavior and Decision-Making Process, Business Buying Behavior, Marketing Information Systems and Marketing Research, Contemporary Marketing Challenges and Opportunities.

Module 2: Principles of Marketing Management

Marketing Strategy and Market Development: Strategic Marketing Planning Process, Marketing Planning and Control, Market Segmentation, Targeting, and Positioning (STP), Customer Value Proposition and Competitive Advantage, Customer Relationship Management, International and Global Marketing Strategies, Growth Strategies in Competitive Markets.

Module 3: Marketing Mix Principles

Product, Pricing, Communication, and Distribution: Product Decisions and Product Life Cycle, New Product Development and Innovation, Branding and Brand Equity Management, Pricing Decisions and Sales Promotion Strategies, Integrated Marketing Communications (IMC), Advertising, Digital Media, Personal Selling, and Direct Marketing, Distribution Channel Design and Management, Retailing and Omni-channel Marketing.

Module 4: Principles of Relationship Marketing

Relationship-Oriented Marketing Approaches: Services Marketing and Service Quality, Business-to-Business (B2B) Marketing, Relationship Marketing and Customer Loyalty, Customer Experience Management, Not-for-Profit and Social Marketing, Ethical Marketing Practices and Customer Trust.

Module 5: Contemporary Marketing Practices

Digital, Sustainable, and Emerging Marketing Trends: Digital Marketing and Social Media Marketing, Integrated Digital Campaign Planning, Postmodern Marketing and Experiential Marketing, Artificial Intelligence and Data-Driven Marketing, Sustainability, Green Marketing, and ESG Issues, Marketing Ethics and Responsible Marketing, Future Trends in Marketing.



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Recommended Readings:

1. Kotler, P., Keller, K. L., Cerven, A., Sheth, J. N., & Shainesh, G. (2025). *Marketing Management* (17th ed.). Pearson Education.
2. Armstrong, G., Kotler, P., & Balasubramanian, S. (2024). *Principles of marketing* (19th global ed.). Pearson Education Limited.
3. Baines, P., Fill, C., Rosengren, S., & Antonetti, P. (2022). *Marketing* (6th ed.). Oxford University Press.
4. Chaffey, D., & Ellis-Chadwick, F. (2022). *Digital marketing* (8th ed.). Pearson Education.
5. Hollensen, S., & Bogdanovic, A. (2025). *Global marketing* (9th ed.). Pearson Education Limited.
6. Keller, K. L., & Swaminathan, V. (2020). *Strategic brand management: Building, measuring, and managing brand equity* (5th global ed.). Pearson Education.
7. Lovelock, C., Wirtz, J., & Chatterjee, J. (2022). *Services marketing: People, technology, strategy* (9th ed.). Pearson India.
8. Palmer, A. (2021). *Principles of marketing* (9th ed.). Oxford University Press.
9. Ryan, D. (2021). *Understanding digital marketing: Marketing strategies for engaging the digital generation* (5th ed.). Kogan Page.
10. Solomon, M. R. (2023). *Consumer behavior: Buying, having, and being* (14th global ed.). Pearson Education.
11. Kotler, P. (2017). *Kotler on marketing: How to create, win, and dominate markets*. Free Press.
12. Kotler, P., Kartajaya, H., & Setiawan, I. (2024). *Marketing 6.0: The future is immersive*. John Wiley & Sons.
13. Venkatesan, R., & Lecinski, J. (2025). *The AI marketing canvas: A five-step AI plan for marketers* (2nd ed.). Stanford Business Books.
14. Seda, C., & Halasz, J. (2025). *AI-powered content marketing and SEO: Impact, risks, and strategies for brands*. Addison-Wesley Professional.
15. Stephan, M. (2024). *Marketing with AI for dummies*. John Wiley & Sons.



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FINANCIAL MANAGEMENT

Module 1: Foundations of Corporate Finance and Financial Markets

Financial Management: Objectives, Scope and Functions, Time Value of Money, Risk and Return Analysis, Portfolio Theory and Diversification, Valuation of Securities (Bonds, Preference Shares and Equity Shares), Pricing Theories: Capital Asset Pricing Model (CAPM), Arbitrage Pricing Theory (APT), Behavioral Finance and Investor Psychology, Sustainable Finance and ESG Concepts.

Module 2: Financial Statement Analysis and Capital Investment Decisions

Understanding and Analysis of Financial Statements, Ratio Analysis, Cash Flow Analysis and Funds Flow Analysis, Capital Budgeting Decisions, Risk Analysis in Capital Budgeting, Real Options Approach in Capital Budgeting, Long-Term Sources of Finance, Corporate Governance and Financial Performance Assessment.

Module 3: Capital Structure and Financing Decisions

Cost of Capital, Capital Structure Theories and Determinants, Leverage Analysis, Dividend Policy: Theories and Determinants, Financing Decisions and Hybrid Financing Instruments, Venture Capital, Private Equity and Start-up Financing, Financial Distress and Corporate Restructuring.

Module 4: Working Capital and Treasury Management

Working Capital Management: Concepts and Determinants, Financing of Working Capital, Cash Management and Treasury Management, Inventory Management, Receivables Management, Liquidity Management, Banking Relationships and Short-Term Financing Decisions.

Module 5: Financial Markets, Risk Management and FinTech

Indian Financial System and Financial Markets, Financial Institutions and Regulatory Framework, Derivatives: Futures, Options and Swaps, Risk Management using Derivatives, FinTech and Digital Financial Services, Blockchain, Cryptocurrency and Central Bank Digital Currency (CBDC), Artificial Intelligence and Machine Learning Applications in Finance, Financial Inclusion and Digital Payments.



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Module 6: Corporate Restructuring and International Financial Management

Mergers, Acquisitions and Corporate Restructuring, Business Valuation Techniques, International Financial Management, Foreign Exchange Risk Management, International Capital Budgeting, International Working Capital Management, International Financing and Investment Decisions, Global Financial Markets and Financial Crises.

Recommended Readings:

1. Financial Management – I.M. Pandey.
2. Financial Management: Theory and Practice – Prasanna Chandra.
3. Fundamentals of Financial Management – Brigham & Houston.
4. Principles of Corporate Finance – Brealey, Myers & Allen.
5. Financial Management – Khan & Jain.
6. Investment Analysis and Portfolio Management – Reilly & Brown.
7. Options, Futures and Other Derivatives – John C. Hull.
8. Risk Management and Financial Institutions – John C. Hull.
9. International Financial Management – Eun & Resnick.
10. Multinational Business Finance – Eiteman, Stonehill & Moffett.
11. The Fintech Book – Chishti & Barberis.



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HUMAN RESOURCE MANAGEMENT

Module 1

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; HRM and VUCA world, artificial intelligence is transforming talent acquisition, employee engagement, and workforce analytics in modern HR practices.

Module 2

Recruitment and Selection - Sources of recruitment; 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

Module 3

Training & Development: Methods of Training & Development programmes, Training Evaluation. Career Planning and Development - Concept of career; Career planning and development methods. Compensation and Benefits - Job evaluation techniques: Wage and salary administration. Kirkpatrick model of evaluating effectiveness, talent development and retention, L&D role evolution

Module 4

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. Grievances Management in Indian Industry

Module 5

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



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Recommended Readings:

1. Human Resources Management: A South Asian Perspective, Denski/Griffin/Sarkar- Cengage Learning, 2012.
2. Human Resource Management – Rao V. S. P, Excel BOOKS, 2010.
3. Human Resource Management - Lawrence S. Kleeman, Biztantra, 2012.
4. Human Resource Management – Dr. T.P RenukaMurthy HPH.
5. Human Resource Management - John M. Ivancevich, 10/e, McGraw Hill.
6. Human Resource Management in practice - Srinivas R. Kandula, PHI, 2009.
7. Managing Human Resources - Luis R Gomez-Mejia, David B. Balkin, Robert L. Cardy,6/e, PHI, 2010.
8. Human Resource Management & Industrial relations, P.Subba Rao, Himalaya Publishing House, Mumbai.



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ARTIFICIAL INTELLIGENCE IN MANAGEMENT

Module 1: Introduction to Artificial Intelligence

Definition and evolution of Artificial Intelligence, Machine Learning, Deep Learning, and Generative AI, AI applications in business and management, Opportunities and challenges of AI adoption.

Module 2: AI and Managerial Decision Making

Data-driven decision making, Predictive analytics and forecasting, AI-assisted strategic planning, Human-AI collaboration in managerial decision making

Module 3: AI in Functional Areas of Management

Marketing: AI-driven customer analytics, Personalization and recommendation systems, Digital marketing and marketing automation, Consumer behavior analytics

Human Resource Management: AI in recruitment and selection, Employee engagement and performance analytics, Workforce planning and talent management, AI and the future of work.

Finance: AI in financial forecasting, Fraud detection and risk management, Algorithmic trading and fintech innovations, Credit scoring and financial analytics.

Operations and Supply Chain: Process automation, Demand forecasting, Inventory optimization, Smart supply chains.

Module 4: Generative AI and Knowledge Work

Large Language Models (LLMs), Generative AI applications in business, AI-assisted creativity and innovation, AI augmentation of managerial roles.

Module 5: Ethical, Legal, and Social Implications of AI

Responsible AI, Bias, fairness, and transparency, Data privacy and governance, AI regulation and corporate responsibility

Module 6: AI and the Future of Organizations

AI-enabled business models, Digital transformation, AI leadership competencies, Emerging trends in AI and management.



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Recommended Readings:

1. Russell, S. & Norvig, P. Artificial Intelligence: A Modern Approach.
2. Mollick, E. Co-Intelligence: Living and Working with AI.
3. Davenport, T. & Miller, S. Working with AI.
4. Brynjolfsson, E. & McAfee, A. The Second Machine Age.
5. Kaplan, J. Artificial Intelligence: What Everyone Needs to Know.
6. Harvard Business Review: How Generative AI Will Transform Knowledge Work.
7. MIT Sloan Management Review: How Generative AI Affects Highly Skilled Workers.
8. MIT Sloan Management Review: Want AI-Driven Productivity? Redesign Work.