



SANJIVANI UNIVERSITY

(Estt. under Government of Maharashtra Act No. XX of 2024)

At: Kopergaon, Dist: Ahilyanagar, Maharashtra, India – 423601

Email id: sanjivaniuniversity@sanjivani.edu.in, Phone no: 9137700700

<https://sanjivani.edu.in/>

Syllabus for Ph.D. Entrance Exam

Paper 2: Programme Specific (Commerce and Management)

Unit-I: Managerial Economics

Demand Analysis, Production Function and Production Theory, Cost-Output Relations, Market Structures, Pricing Techniques, Demand – Cost – Profit – Forecasting, Macro-Economics, National Income Concepts, Economic policy – Export import Policy, Business Environment

Unit-II: Principles and Practices of Management and Organizational Behaviour

Functions of Management, Concept and significance of organizational behaviour, Theories of organizational behaviour. Organizational Structure.

Individual behaviour - Personality-Perception-Values-Attitudes; Group Behaviour-Group dynamics, Teamwork.

Motivation- Types and Theories of Motivation. Leadership – Types and Theories. Learning – Types and Barriers. Conflict Management – Types. Change Management. Communication - Types and

Barriers.

Organizational Development – Theories, Intervention and Models.

Unit-III : Human Resource Management

Concepts and Perspectives in HRM- Human Resource Planning- Objectives, Process and Techniques.

Job analysis-Job Description- Job Evaluation. Recruitment and Selection and Exit Policy.

Training and Development- Types, Training Need Analysis and methods. Performance Appraisal and Evaluation Types and Methods. Compensation Management and Wage Determination.

Industrial Relations and Trade Unions. Dispute Resolution and Grievance Management. Labour Welfare

Unit-IV : Financial Management

Financial Management-Nature and Scope. Long Term and Short-Term financing instruments. Time Value of Money and cost of Capital. Capital Structure. Capital Budgeting and Risk analysis.

Working Capital Management. Dividend policy, determinants. Financial analysis, Ratio analysis and Cash flow statements.

Unit-V: Marketing Management

Marketing Orientation, Core Concepts in Marketing-Value, Satisfaction, Marketing Mix. Marketing Environment and Environment Scanning; Marketing Information Systems and Marketing Research; Understanding Consumer and Industrial Markets; Demand Measurement and Forecasting; Market Segmentation-Targeting and Positioning; Product Decisions, Product mix.

Product Life Cycle; New Product Development; Branding and Packaging; Pricing Methods and Strategies.



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Promotion Decisions-Promotion mix; Advertising; Personal Selling; Channel Management; Vertical Marketing Systems; Evaluation and Control of Marketing Effort; Marketing of Services; Customer Relation Management

Digital Marketing, e-commerce-B2B, B2C.

Unit-VI: Production Operations Management

Role and Scope of Production Management; Faculty Location; Layout Planning and Analysis; Production Planning and Control-Production Process Analysis; Demand Forecasting for Operations; Determinants of Product mix; Production Scheduling; Work measurement; Time and Motion Study; Statistical Quality Control.

Role and Scope of Operations Research; Linear Programming; Transportation Model; Inventory Control; PERT/CPM.

Concept of Supply Chains, Responsive and Efficient Supply Chains, Retail Supply Chain, Industrial Supply Chain and Digital Supply Chain Management, Services Supply Chain.

Unit-VII: IT in Management

Use of Computers in Managerial applications; Technology issues and Data processing in organizations; Information systems; MIS and Decision making; System analysis and design; Internet and Internet-based applications;

Unit-VIII: Corporate Strategy and Business Ethics

Concept of Corporate Strategy; Components of Strategy Formulation; Ansoffs Growth Vector; BCG Model; Porter's Generic Strategies; Competitor Analysis; Strategic Dimensions and Group Mapping; Industry Analysis; Strategies in Industry Evolution, Fragmentation, Maturity, and decline. Competitive strategy and Corporate Strategy; Managing Cultural Diversity; Global Entry Strategies; Globalization of Financial System and Services.

Ethical issues in Management; Corporate Social Responsibility; Corporate governance and ethics.

Unit-IX: Innovation and Entrepreneurship

Concepts-Types, Characteristics; Motivation; Competencies and its development; Innovation and Entrepreneurship; Small business-Concepts Government policy for promotion of small and tiny enterprises; Process of Business Opportunity Identification Detailed business plan preparation; Managing small enterprises; Planning for growth; Sickness in Small Enterprises; Rehabilitation of Sick Enterprises; Entrepreneurship (Organizational Entrepreneurship) Start-up Ventures

1. Reference Books:

1. Samuelson, P. A., & Nordhaus, W. D. (2010). *Economics* (19th ed.). McGraw-Hill Education.
2. Robbins, S. P., & Judge, T. A. (2019). *Organizational Behavior* (18th ed.). Pearson.
3. Noe, R. A., Hollenbeck, J. R., Gerhart, B., & Wright, P. M. (2017). *Fundamentals of Human Resource Management* (7th ed.). McGraw-Hill Education..
4. Brigham, E. F., & Ehrhardt, M. C. (2019). *Financial Management: Theory & Practice* (15th ed.). Cengage Learning.



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5. Armstrong, G., & Kotler, P. (2017). *Marketing: An Introduction* (13th ed.). Pearson.
6. Stevenson, W. J. (2020). *Operations Management* (14th ed.). McGraw-Hill Education.
7. Laudon, K. C., & Laudon, J. P. (2020). *Management Information Systems: Managing the Digital Firm* (16th ed.). Pearson.
8. Crane, A., & Matten, D. (2016). *Business Ethics: Managing Corporate Citizenship and Sustainability in the Age of Globalization* (4th ed.). Oxford University Press.
9. Hisrich, R. D., Peters, M. P., & Shepherd, D. A. (2019). *Entrepreneurship* (11th ed.). McGraw-Hill Education.