

PhD Entrance Syllabus
Sharda School of Business Studies
Sharda University Greater Noida

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
- Organization Structure and Design – Types, Authority, Responsibility,
- Centralization, Decentralization and Span of Control
- Managerial Economics – Concept & Importance
- Demand analysis – Utility Analysis, Indifference Curve, Elasticity & Forecasting
- Market Structures – Market Classification & Price Determination
- National Income – Concept, Types and Measurement
- Inflation – Concept, Types and Measurement
- Business Ethics & CSR
- Ethical Issues & Dilemma
- Corporate Governance
- Value Based Organization

Unit – II

- Organizational Behavior – Significance & Theories
- Individual Behavior – Personality, Perception, Values, Attitude, Learning and
- Motivation
- Group Behavior – Team Building, Leadership, Group Dynamics
- Interpersonal Behavior & Transactional Analysis
- Organizational Culture & Climate
- Work Force Diversity & Cross Culture Organizational Behavior
- Emotions and Stress Management
- Organizational Justice and Whistle Blowing
- Human Resource Management – Concept, Perspectives, Influences and
- Recent Trends
- Human Resource Planning, Recruitment and Selection, Induction, Training and Development
- Job Analysis, Job Evaluation and Compensation Management

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Unit – III

- Strategic Role of Human Resource Management
- Competency Mapping & Balanced Scoreboard
- Career Planning and Development
- Performance Management and Appraisal
- Organization Development, Change & OD Interventions
- Talent Management & Skill Development
- Employee Engagement & Work Life Balance
- Industrial Relations: Disputes & Grievance Management, Labour Welfare and Social Security.
- Trade Union & Collective Bargaining
- International Human Resource Management – HR Challenge of International Business.
- 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
- Mergers and Acquisition – Corporate Restructuring, Value Creation, Merger Negotiations, Leveraged Buyouts, Takeover
- 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.
- International Financial Management, Foreign exchange market

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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.
- Strategy Implementation – Challenges of Change, Developing Programs
- McKinney 7s Framework
- 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 Behavior
- 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
- International Marketing – Entry Mode Decisions, Planning Marketing Mix for International Markets

Unit –VIII

- Statistics for Management: Concept, Measures Of Central Tendency.
- Dispersion, Probability Distribution – Binominal, Poison, Normal and Exponential
- Data Collection & Questionnaire Design
- Sampling – Concept, Process and Techniques
- Hypothesis Testing – Procedure; T, Z, F, Chi-square tests
- Correlation and Regression Analysis
- Operations Management – Role and Scope

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- 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 Artificial Intelligence and Big Data.
- Data Warehousing, Data Mining and Knowledge Management – Concepts Managing Technological Change.

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
- Sickness in Small Industries – Reasons and Rehabilitation
- Institutional Finance to Small Industries – Financial Institutions, Commercial Banks, Cooperative Banks, Micro Finance.

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