

Syllabi for 3 years Integrated Ph.D. Programme in Commerce, 2018.

There shall be single Entrance Test paper and the question paper shall have 100 MCQ's of 1 mark each with the following break up:-

Part-I	General Aptitude with emphasis on logical reasoning, graphical analysis, analytical and numerical ability, quantitative comparisons, puzzles etc.	20 marks.
Part-II	Basic (conventional) questions on core papers	30 marks
Part-III	Advanced (higher value) questions on core papers	50 marks

1. Accounting for Managerial Decision Making

Cost management systems: treatment of overheads under Traditional vs. Activity Based Costing (ABC) systems. Implementation of the ABC System. Marginal Costing and Management Decisions, Cost-volume - Profit- Relationship, Break-even Analysis, Methods and Applications. Differential Costing and Management Decisions: Learning Curve Model: Concept, Factors Affecting Learning & Experience Curve. Application of Learning Curve Model in Decision Making. Theory of Constraints: Concept & Uses in Decision Making.

2. Accounting for Managerial Control

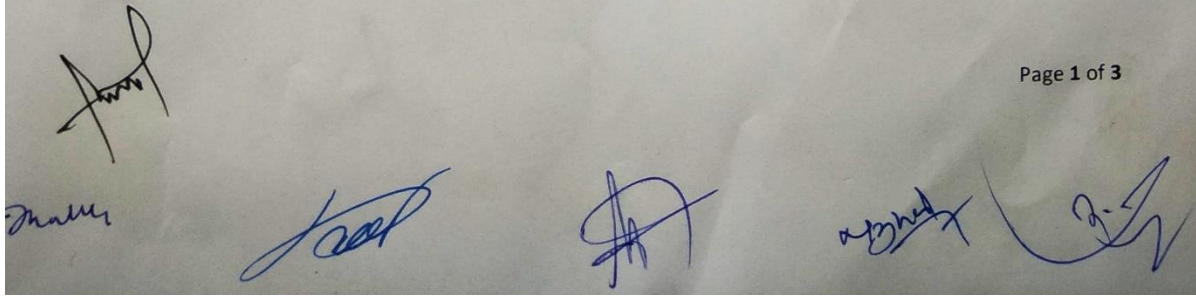
Balanced Scorecard (BSC) as an instrument of Strategic planning and Control- Customer perspective, Internal Business Process perspective, Learning & Growth perspective and financial perspective as measures of Strategic performance of Business. Implementation of BSC. Budgetary Control: system and process; Preparation of Sales, Production, Material, Labour, Overheads, Cash and Master Budgets. Performance Budgeting and Zero-base Budgeting. Reporting under responsibility Accounting. Controlling Performance in a Divisionalised Company-Total profit, ROI, RI, and EVA as Control measurements. Standard Setting for various Components of Cost as well as Sales. Computation, Analysis, Investigation, Control and Disposition of Variances.

3. Financial Management

Financial Management, Agency Relationship Conflict, Economic Value added Concept, Risk and Return, Portfolio Risk, Valuation of Securities: Bonds and Common Stocks, Cost of Capital, Calculation of Cost of debt, Preferred Stock, Common Stock and Retained earnings, Working Capital Concepts, Estimation of working Capital, Inventory Management, Techniques of Inventory Control; Selective Inventory Control Techniques, Receivables Management, Credit Granting Decision process, Methods of Accelerating and Decelerating Cash flows. Capital Budgeting Decision, Project Evaluation Techniques, Risk Analysis Techniques, Operating Leverage and Financial Leverage. Theories of Capital Structure, Dividend, Dividend Decision and Share Valuation, Dividend Policies, Different Dividend Polices, Stock Split, Buy Back of Shares and Bonus Shares, Types and Reasons for Mergers and Acquisitions, Anti-takeover Strategies, Leveraged Buyouts, Corporate Restructuring.

4. Organizational Behaviour

Introduction to Organizational Behaviour, Perception, Learning, Personality, Motivation, Job Stress, Leadership, Group Behaviour, Organizational Conflict, Organizational Power & Politics, Organizational Culture, Organizational Change & Development.



5. Human Resource Management

Origin & Development of HRM, Financial Impact of HR activities, Trends enhancing the importance of HRM, Global HR Practices, Human Resources Planning, Recruitment & Selection, Employee Training & Development, Performance Management, and Career & Compensation Management.

6. Strategic Management

Nature & Significance of SM, Phases of SM, Strategy v/s Tactics and Policy, Role of a Strategic Manager, Strategic Decision Making, Henry Mintzberg's modes of strategic decisions, Strategic Fit and Misfit model, Environmental Scanning- Micro & Macro Business Environment, Michael Porter's 5-Forces of Competition Model, BCG- Growth-Share Matrix, its Strategic implications, GE- Multi-factor Portfolio Matrix, Types of Strategies- Corporate, Business, Functional & Global.

7. Quantitative Techniques and Business Statistics

Reasons for Sampling, Sampling Distributions, Sampling from normal and non-normal populations, Central Limit Theorem, Questionnaire Design, Nature and Properties of Scale Measurements, Types of Scales, Baye's Theorem, Probability Distributions – Binomial, Position, Normal Two and one tail test of Hypothesis, Hypothesis test of means when the population standard deviation is known. Two person-zero sum game, when no saddle point exists. Linear Programming Problems- Maximization and Minimization cases, Graphic and Simplex methods, Transportation problems, NWCR method, Modified, Distribution method, Unbalanced problems, Degeneracy, Assignment problems- Hungarian method, Minimization and Maximization cases, PERT and CPM networks, Determination of various times, time- Cost trade off, Monte Carlo simulation of Inventory and queuing systems, Decision theory – Decision making under uncertainty and risk, Expected pay-off of the perfect information, Utility as a basis of Decision making.

8. Business Economics

Consumer's Behaviour: Utility Analysis-Cardinal Approach: Law Of Diminishing Marginal Utility, Law of Equi-Marginal Utility and Consumer's Equilibrium. Ordinal Approach: Indifference Curve, Budget Line and Consumer's equilibrium. Demand Analysis- Law of Demand, Elasticity of Demand, Measurement & application of elasticity of Demand. Market Structure: short-run and long-run price output determination under perfect competition, Monopoly, Monopolistic Competition.

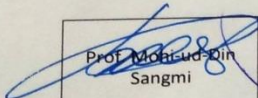
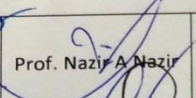
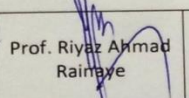
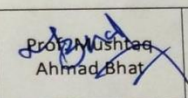
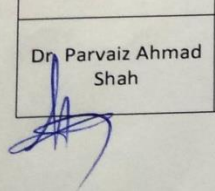
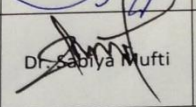
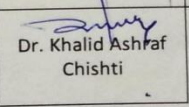
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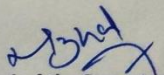
9. Marketing Management

Marketing Evolution; Marketing Environment; Consumer Behaviour; Market targeting, Market Segmentation and Market Positioning; Marketing Information System; Marketing Information Verses Marketing Research; Marketing Research Process. Major Product Decisions; Pricing Decisions; Marketing Channels;

10. Security Analysis & Portfolio Management

Mutual funds: Organisation of Mutual Funds, Functioning and regulatory aspects, Types of Mutual Fund Schemes, Measuring performance of mutual funds, UTI and Private Sector mutual funds. Approaches to security (equity) Analysis: Fundamental Analysis: Stages of Fundamental Analysis- key variables. Industry Analysis: Life cycle of Industry; Structure and characteristics of an Industry. Theories of Technical Analysis: Dow Theory; Elliot Wave Theory; Fibonacci puzzle Theory, Efficient Market Hypothesis (EMH). Portfolio Management: Portfolio Management process: - Formulation, Selection, Execution, performance & Evaluation of Portfolio. Portfolio theories - Markowitz Approach and Sharpe's single index model and CAPM model.

 Prof. Mohi-ud-Din Sangmi	 Prof. Nazir A. Nazir	 Prof. Riyaz Ahmad Rainaye	 Prof. Mushaq Ahmad Bhat	Prof. S. M. Shafi
 Dr. Parvaiz Ahmad Shah	 Dr. Sabiya Mufti	 Dr. Khalid Ashraf Chishti		


Head of the Department

