

Syllabus for the Ph.D. Entrance Examination

Commerce (Discipline-Specific Paper)

Course Description

This paper aims to evaluate candidates' conceptual clarity, analytical ability, and research orientation in the core areas of Commerce. It covers key domains including Accounting, Business Environment, Financial Management, Marketing, Human Resource Management, and Research Methodology. The objective is to assess the candidate's preparedness for doctoral-level research and teaching in Commerce and related disciplines.

Learning Outcomes

After completion, candidates will be able to:

- Demonstrate a comprehensive understanding of major concepts and theories in Commerce.
 - Analyze organizational, economic, and financial systems for effective decision-making.
 - Apply accounting and financial principles to evaluate business performance.
 - Examine marketing and human resource management practices from a strategic perspective.
 - Utilize research tools and statistical methods for empirical investigation and scholarly writing.
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Detailed Syllabus

Unit I: Business Environment and Management Principles

1. Nature and scope of Commerce and Management
 2. Evolution and approaches to management thought
 3. Business environment – internal and external factors
 4. Planning, organization, coordination, and control functions
 5. Decision-making techniques and leadership styles
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Unit II: Accounting and Financial Management

1. Accounting principles, concepts, and conventions
 2. Preparation and analysis of financial statements
 3. Cost accounting, marginal costing, and budgetary control
 4. Financial management – scope, objectives, and functions
 5. Capital budgeting, working capital management, and sources of finance
 6. Ratio analysis and interpretation of financial results
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Unit III: Business Economics and Marketing Management

1. Micro and macroeconomic concepts relevant to business
 2. Demand and supply analysis; elasticity and pricing decisions
 3. Market structures and equilibrium
 4. Marketing concepts, functions, and environment
 5. Market segmentation, targeting, and positioning (STP)
 6. Consumer behavior, product life cycle, and marketing mix decisions
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Unit IV: Human Resource Management and Organizational Behavior

1. Human resource planning, recruitment, selection, and training
 2. Motivation, leadership, and performance appraisal
 3. Industrial relations and collective bargaining
 4. Organizational culture, conflict, and change management
 5. Compensation and wage administration
 6. Ethics and social responsibility in HR practices
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Unit V: Research Methodology and Contemporary Issues in Commerce

1. Meaning, scope, and objectives of research in commerce
 2. Research design, sampling techniques, and hypothesis formulation
 3. Data collection, processing, analysis, and interpretation
 4. Use of statistical tools and software for research
 5. Report writing, referencing, and plagiarism awareness
 6. Contemporary issues – Corporate Governance, CSR, Sustainable Business, Digital Commerce, and Entrepreneurship
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Suggested Reading

- P.C. Tulsian – *Commerce and Management*
- I.M. Pandey – *Financial Management*
- R.L. Gupta & Radhaswamy – *Advanced Accountancy*
- Philip Kotler – *Marketing Management*
- C.R. Kothari – *Research Methodology: Methods and Techniques*
- L.M. Prasad – *Principles and Practice of Management*