

**BHARATI VIDYAPEETH**  
(DEEMED TO BE UNIVERSITY), PUNE, INDIA  
PhD Entrance Test – 2026

**SECTION-II: MANAGEMENT PRACTICES - 35 Marks**

Unit	Detailed Syllabus
1	<b>General Management :</b> Evolution of Management Thought and Approaches to Management, Corporate Governance and Corporate Social Responsibility (CSR)
2	<b>Economics:</b> Scarcity related science, Distinction between Macro and Micro Economics, External and Internal Forces and its impact on Decision Making. Analysis of Firm, Applications of Managerial Economics, Monopoly market, Demand Forecasting and its implications on economic planning of firm, Finance Budget – Fiscal Deficit and Budgetary Deficit , Types of markets and equilibrium  <b>International Business</b> Definition of International Business, Nature and Scope of International Business, Exporting,
3	<b>Human Resource Management :</b> HRM Environment, functions, Leadership styles, Recruitment to Placement – major sources, steps and procedures, Performance Appraisal – Techniques and system development , Motivation, Developing Teams, Compensation and Benefits, Human Resource Information and Audit System – Elements and functions, HR Accounting and Audit
4	<b>Marketing:</b> Marketing Mix for goods and services (7Ps) , Pricing Methods (Cost Plus Pricing, Skimming, Penetration), Market Segmentation, Product Life Cycle – Four stages, New Product Launch, Concept of Consumer Behaviour; Product and Brand Positioning.  <b>Production Management :</b> Evolution, scope and place in operations management; Production Planning and Control – Significance and process; Plant Location and Facilities Layout, Guiding Principles, Six Sigma, TQM- Kaizen, JIT, 5 S.
5	<b>Financial Management :</b> Financial Management : Scope and objectives, integrated relationship with other managerial functions and departments. Working Capital Management - Components and its management, Risk and Return, CAPM theory, Financial Statement Analysis – Ratio, Fund Flow and Cash Flow. Capital Budgeting – Techniques of Appraisal, Capital Structure Planning – Leverage Analysis, International Finance and Risk Management, Derivatives
6	<b>Information Technology</b>  Introduction to types of Computer systems, Basic Computer operations, connecting devices, Use of IT in management.  Networks: Networking hardware, types of network, Internet, Intranet and Extranet Applications

**Suggested Books:**

1	Weihrich, Heing and Harold Koontz	<i>Management: A Global Perspective</i> , Mc-Graw Hill, New-Delhi.
2	Koontz & O'Donnel	Principles Principles and Practice of Management of Management (McGraw Hill) -
3	Hornngren, Charles T.,	<i>Introduction to Management Accounting</i> , Prentice Hall of India Private Ltd., New Delhi
4	Robbins, Timothy Judge, Seema Sanghi	Organizational Behaviour - Stephen Pearson Prentice Hall, 12 edition
5	Ramesh Behl	“Information technology for Management”, Tata McGraw Hill Publication, 2nd edition
6	Philip Kotler and Gary	Principles of Marketing 12th Edition -

	Armstrong	
7	Rajan Saxena	Marketing Management –, Tata McGraw Hill Publications
8	Prasanna Chandra	Financial Management – Theory and Practice
9	I.M. Pandey	Financial Management
10	Gary Dessler, Biju Varkey -	Human Resource Management, Pearson Publication, 12 <sup>th</sup> Edition
11	Seema Sanghi,	Human Resource Management, Macmilan Publication, 2011
12	P.Subba Rao	International Business,
13	Francis Cherunilam	International Business Environment,
14	L.C.Jhamb	Production and Operations Management-
15	Chunawala & Patel	Production & Operation Management-