

## **Course Work for Ph.D. in Management**

The Ph.D. Course work for Management shall consist of Two papers, with one compulsory paper and one optional paper. The optional paper will be selected by the candidates out of four papers. The list of the papers for the course work is as under:

### **Compulsory papers: -**

1. Research Methodology in Management

### **Optional papers: -**

- 1) Contemporary issues in Marketing Management
- 2) Contemporary issues in Finance and Financial Markets
- 3) Contemporary issues in Human Resource Management
- 4) Contemporary Issues in Global Business Environment
- 5) Management Thought and Contemporary Management Theory

Each paper will be of 100 marks consisting of 70 marks for theory paper and 30 marks for Internal Assessment. The qualifying marks will be 35 in theory and 15 marks in Internal Assessment.

Note: The completion of Ph.D. course work shall be essential for synopsis submission.

### **Instructions to Paper Setter:**

1. Time allowed for attempting the question paper will be 3 hours.
2. There shall be 10 questions in all with 2 questions from each of the 5 UNITS.
3. All questions will carry 14 marks each.
4. Students are required to attempt 5 questions with One question from each UNIT.

## Ph.D. Course Work

# Research Methodology in Management

### Course OBJECTIVES

To understand the concept and process of Business research in business environment, to know the use of tools and techniques for exploratory, conclusive and causal research, to understand the concept of measurement in empirical systems and its validity and reliability, to use statistical techniques for analysis of research data and to realize the applications of Business research. The course will also introduce students to the safeguards against errors in both data collection and data analysis and reporting.

### UNIT I

**Introduction to Business Research:** The Nature of Research; **identifying** the underlying conceptual elements of the research issue; Theoretical Approaches to Research. **Planning And Designing A Research Study:** Choosing A Research Topic, Review of Literature , , Types of Reviews, Sources of Research Literature, Writing of Review.

### UNIT II

**Problem Formulation:** Problem Definition, Hypothesis Formulation, Causal Research. Problem solving techniques: logical approach, creative approach. Group problem solving techniques for idea generation- brain storming and delphi method. Objectivity in research.

### UNIT III

**Research Design:** Different type of Research design; Rationale behind choosing an appropriate Research Design for different types of Research Study. Sampling design, Probability and Non-Probability sampling, Sampling and Non-Sampling errors.

### UNIT IV

**Data Collection:** Types and methods of data collection. Questionnaire: Nature, Importance and Uses; Issues Involved In Designing of Questionnaire, Web-Based Questionnaires; Testing Validity and Reliability of Questionnaires. Attitude Measurement Scales , Data Preparation and Preliminary Analysis.

## UNIT V

**Data Analysis and Interpretation: Parametric Test:** z test, T test and F test and ANOVA, **Non-Parametric Tests:** Chi-Square Test, Mann Whitney Test. Multimedia Analysis: Discriminant Analysis, Factor Analysis and Cluster Analysis, Application of Computer Software/Ms. Excel in data analysis. Report Writing: Bibliography & Citation, Structure and Components of Research Report.

### **Recommended Books: -**

1. Zikmund William, "Business Research Methodology," Thomson.
2. Panner Selvam R, "Research Methodology," PHI
3. Copper & Schinder, "Business Research Methodology," THM.
4. Murthy S. N & Bhojanna. U, "Business Research Methodology," Excel Books.
5. Bhattacharya Deepak Kumar, "Research Methodology," Excel Books.
6. Kothari CR, "Research Methodology," Vishwas Prakshan.

# **Management Thought and Contemporary Management Theory**

## **UNIT I**

Early Writing in Management, Classical theories: Scientific Management, Administrative management, Bureaucratic Management.

Neo - Classical Theories: Behavioural Approach, Management Science Approach, System theory and Contingency Approach.

## **UNIT II**

National Cultures and Management Practices – Comparative Analysis of Chinese, American, Japanese and Indian Management.

## **UNIT III**

Management of Business Environment, Corporate Social Responsibility, Ethics and Values System in Indian Business.

## **UNIT IV**

MBO and TQM, Creativity and Innovation in Management, Change Management, Organizational Transformation, Technology Management, Knowledge management and Learning Organizations.

## **UNIT V**

Contemporary Management Viewpoints, Macknisey 7s Framework , 21st Century Approaches to Management - Theory Z Approach. Micheal Potter's Industry and Competitive Analysis. Contribution of C K Prahalad, Hamel, Peter Ducker, Henry Mintzberg and Harward Simen.

### **Recommended Books: -**

1. Dr. R N Singh, "Management Thought and Thinkers", Sultan Chand & Sons, New-Delhi.
2. Dr. Prabhudutta Sharma, "management Thought & Thinkers", Vishwabharti, Publication, New-Delhi.
3. Navin Mathur, "Management Thought", National Publishing House, Choura Rasta, jaipur-302003.
4. Edward De Bono, "Lateral Thinking for Management", McGraw-hill, Book Company, UK.
5. N K Sharma & Kapil Sharma, "Recent Management Theory", RBSA Publishers, SMS Highway, Jaipur.

# Contemporary Issues in Marketing Management

## OBJECTIVE

The course aims to develop understanding of the Modern day marketing functions in the corporate enterprises and various research and policy implications. To develop knowledge and understanding of Ph.D. students on the various aspects of modern marketing management. To enable students to identify research issues in the specialization area. To develop insight of students as to the area and topic in the area that they may work up to develop their Ph.D. proposals.

## UNIT I

### **Orientation of Modern Marketing and Analyzing Market Opportunities:**

Marketing Tasks and Approaches to Modern Marketing, Marketing Environment and Environment Scanning, Analyzing Market Environment.

**Role of Marketing in Corporate sector in Recent era:** 4Ps & beyond, Marketing Challenges, Marketing information system and Marketing Research, Strategic Planning in Marketing Management.

## UNIT II

**Service Marketing :** Concepts, Characteristics and Classification. Marketing Mix for Services. Problems in marketing of Services. Marketing Strategies for Service Firms. A brief study of Specific Services.: Tourism, Hospitality, Banking and Insurance Services.

**Customer Evaluation of Service Quality:** Gaps Model for improving the Quality of Service - knowledge gap, standards gap, delivery gap, communications gap. Service Recovery.

## UNIT III

**Measurement Process in Marketing Research:** Measurement in Marketing, Difficulties in Measurement, Concepts of Validity and Reliability; Attitude Measurement: Importance of Attitude in Marketing, Nature of Attitudes and their Measurement, Attitude Scaling Procedures, Thurston Scale, Likert Scale, Paired Comparison Scale, Semantic Differential Scale and Multi-Dimensional Scale (MDS) and Their Applications.

**Applied Marketing Research:** Demand Measurement and Forecasting, Product Research, Advertising Research, Distribution Research, Sales Control Research, Pricing Research, Motivation Research. Use of Statistical Package for Social Sciences (SPSS) in Marketing Research.

## UNIT IV

**Supply Chain Management:** Components of SCM, Physical Distribution System; Distribution Channels, Types & Functions, Selection, Cooperation and Conflict Management.

**Retail Marketing:** Retailing in India, Significance of retail industry, Marketing retail equations, new role of retailers, Indian retail scenario and its future prospects, Retail Formats and Theories, Theories of retail development, Concept of retail life cycle, Classification of retail stores, the role of franchising in retail. FDI in retail.

**Understanding the Retail Consumers:** The factors influencing retail shopper, Consumer decision making process, changes in the Indian consumer, the use of market research as a tool for understanding markets and consumers, Store Locations.

## UNIT V

**Emerging Issues in Marketing:** Green Marketing, Holistic Marketing, Network Marketing, Event Marketing, Nucleus Marketing; **Mergers and Acquisitions:** Regulatory Framework, Marketing Issues and Relevance in 21st century business Enterprises

**Competing through E-Marketing** – Components of e-marketing, Impact of e-Marketing on marketing Strategy.

### **Recommended Books: -**

1. Kotler Philip & Armstrong, G., Principles of Marketing, Prentice-Hall of India, , 2008.
2. Kotler Philip, Marketing Management, Prentice-Hall of India, 2007.
3. Kotler Philip & Keller, Principles of Marketing, Prentice-Hall of India, 2007.
4. Saxena Rajan, Marketing Management, Tata McGraw-Hill Publishing Co. Ltd., 3<sup>rd</sup> Edition.

# Contemporary Issues in Finance and Financial Markets

## OBJECTIVE:

The OBJECTIVE of the course is to familiarize the students with the advanced knowledge in the discipline of financial management. The course has been designed to provide the research students with knowledge of emerging issues and trends in financial markets and new innovations in the financial sector. The emphasis in the course will be on the practical knowledge along with the conceptual understanding of the subject. The course also aims at providing an international perspective in the field to the students.

## UNIT – I

### Financial Management and Policy

**Financial Strategy:** Concept, OBJECTIVES and components of Strategic planning process. Linkage between corporate strategy and financial strategy; implications of capital budgeting, capital structure and dividend policy on corporate strategy; Shareholders value creation.

Security Valuation Principals and Models: Bonds, Equities, Preference shares.

## UNIT-II

**Stock Market and Regulation in India:** Stock Exchanges in India: Listing of Scrips, On-Line Trading, Depositories, Trading, Settlement, Risk Management, Investor Grievances, Basics of Pricing Mechanism, Inside trading, Circular trading, Price rigging. Regulation of Indian Capital Market: SEBI, Stock Exchange Board.

Stock Indices, Role of FIIS, MFs, and Investment Bankers in the Stock market.

## UNIT-III

**Issues in Corporate Restructuring:** Need, Methods of restructuring, Mergers and Acquisitions, Divesture, Contracting out, Outright sale, Disinvestment, leveraged buyout.

**Mergers and Acquisitions:** Motives, considerations in M&A decisions, Synergy Value, Due Diligence Process, Business Valuation Methods, Evaluation of Mergers and Acquisitions and regulations.

**Behavioral Finance,** Conceptual and Research Issues, Micro Financing in India, Financial inclusion and role of Banks.

## UNIT IV

**Multinational Financial Management:** Its organization, Opportunities and challenges of Multinational Corporations; Foreign Exchange Markets: Spot market, Forward market. Mechanism of foreign exchange management, Derivatives: forwards, futures, options, swaps.

## UNIT-V

**Banking System in India:** Organisation, Structure, Emerging scenario of Banking in India, Entry of Private and foreign Banks. Financial Innovation and Opportunities for Banks: Universal Banking, Banc assurance, Factoring and Securitization.

Regulation of Banking Sector: Role of RBI: Prudential Norms and performance measurement, CRR, SLR, CRAR, NPA, Income recognition, Asset qualification and Provisioning norms, Basel accord. Risk Management in Banks, Asset liability Management Using traditional GAP and modern techniques.

### **Recommended Books: -**

1. Kapil Sheeba, " Financial Management" Pearson.
2. Jonathan Berk, Peter, "Financial Management" Pearson.
3. Sharan Vyuptakesh, " Fundamentals of Financial Management" Pearson.
4. James C Van harne, " Financial Management & Policy" Pearson
5. Vij madhu, " International Financial Management" Excel Book.
6. Bhalla VK & S Shiva ramu, " International Business Environment & Management" Anmol publication.
7. Mike. W. Peng, " International Business" Cengoye Learning.
8. J. Fred. Weston, Mark L. michell, J. Harold Mulherin, " Take Overs, Restructing & Corporate Governance" Pearson Education Inc.
9. M. Y. Khan " Indian Financial System" Tata McGraw-HiLL Publishing Company Ltd., New Delhi.



# Contemporary Issues in Human Resource Management

## OBJECTIVE:

The student should be able to critically analyze organizational situations, prescribe courses of action necessary for problem solving, and integrating the steps necessary for effective implementation. Upon completion, the Ph.D. student should be able to indicate and explain various research issues in HR interventions that may be required when dealing with the work environment, people and problems.

## UNIT-I

**An overview of Human Resource Management:** Framework of HRM in the present day corporate sector; environmental scanning, HRM in the Global Context. Challenges of HRM. Strategic HRM.

**Manpower Search:** Employee Acquisition Strategies and Selection Process in Corporate Sector, **Career & Competence Development,** Training and Retraining, Measuring Training Effectiveness. Job Involvement, Employee Engagement. Performance Appraisal and Potential Evaluation, Employee Empowerment, Compensation, Incentives and Fringe benefits.

**Retention Strategies:** Counseling & Mentoring, Managing Separations and Rightsizing.

## UNIT-II

**Organizational Change & Development:** Measurement and Coping strategies for frustration, Stress & Burn out. Quality of Work Life, Work Life Balance, Motivation, Leadership Styles, Job Satisfaction, Organization Culture, Organizational Effectiveness

## UNIT-III

**Industrial Relations:** Causes of Industrial Unrest and Remedial Measures, Industrial disputes in India, Employment Security and Management of Redundancies. Trade Unionism in India. Social Security, Health & Welfare Measure in India.

## UNIT-IV

**Ethical Issues in Human Resource Management:** Need and Implications of Ethics for Human Resource Management. Corporate Social Responsibility. Indian Ethos, Values, Human Values in HRM.

**HRD:** HRD Practices, HRD Audit, HRD Culture & Climate, Strategic HRD

## UNIT-V

**International Human Resource Management:** Dynamics of HRM in Multinational Corporations, Cross Cultural HRM. Human Relations Challenges of the Future.

### **Recommended Books: -**

1. Garry Desseler, Human Resource Management, Prentice-Hall India Pvt. Ltd., New Delhi, 10<sup>th</sup> Edition.
2. Edwin B. Flippo, Personnel Management, McGraw-Hill Book Company, 6<sup>th</sup> Edition.
3. Raymond Noe, Wright, Gerhart & Hollenbeck, Human Resource Management - Gaining A Competitive Advantage, Tata McGraw - Hill Publishing Company Ltd., New Delhi, 5<sup>th</sup> Edition.
4. Snell Scott & Bohlander George: Human Resource Management , Cenage Learning India Pvt. Ltd., New Delhi.
5. Werener J M & Desimone RL: Human Resource Development, Cenage Learning India Pvt. Ltd., New Delhi.
6. Regis Richard; Strategic HRM & Development, Excel Books, New Delhi.
7. Pareek U; Understanding Organizational Behaviour, Oxford University Press.
8. Kaushal SL; Business Ethics, Deep & Deep Publications, New Delhi.
9. Sen Ratna; Industrial Relations in India, Mac Millan, New Delhi.
10. Rao TV; HRD Audit, Response Books, New Delhi.
11. Kandula SR; Strategic Human Resource Development, PHI, Pvt. Ltd., New Delhi.
12. Hodgetts RM & Hegar KW' Modern Human Relations at Work, Thomson South Western.

# CONTEMPORARY ISSUES IN GLOBAL BUSINESS ENVIRONMENT

## OBJECTIVES

The broad focus of this course will be to understand the important linkages between domestic economy and its external sector, to gain the conceptual clarity of the theoretical aspects of international trade and finance, to examine the broad pattern of changes in the international economic policy, to examine the business implications of international economic environment, to identify the basic macroeconomic relationships as they affect the behavior of firm and to incorporate international issues in designing corporate strategies in a fast changing environment.

## UNIT I

**Global Business Environment:** Concept, Importance, Rationale; Globalization and its Phases. **Traditional Schools of International Political Economy:** Mercantilism; Liberalism; and Marxism.

## UNIT II

**Regional Integration and Economic Blocks:** Levels of Regional Economic Integration; **Leading Economic Blocks:** European Union (EU); North America Free Trade Agreement (NAFTA); South Asian Association of Regional Cooperation (SAARC); Association of South East Asian Nations (ASEAN) ; Brazil Russia India China South Africa Group(BRICS).

## UNIT III

**International Finance:** Importance, Types of International Transactions, Risks in International Transactions. **Foreign Investments:** Portfolios Vs Foreign Direct Investments (FDI); Role and Impact on Developing Countries. **Development in International Monetary Systems:** Bretton Woods System; Contemporary International Monetary Arrangements; Foreign Exchange Mechanism and its Determinants; Brief Overview of the European Monetary System, Balance of Payments: Concepts and Components with Special Reference to India.

## UNIT IV

**International Financial Flows,** Emergence of International Financial Intermediation, Recent Changes in the International finance, Resource flows to Developing Countries, Emerging Market Analysis, and Country Risk Analysis. **Foreign Investment Analysis:** Direct and Portfolio, Currency Convertibility, Current Account and Capital Account, South Asian Currency Crisis.

## UNIT V

**International Trade:** Developments in International Trade Theory, Trade Policy Instruments and Liberalization, World Trade Organization, Legal Dimension in International Business.

### **Recommended Books: -**

1. Sumati Varma " International Business" Pearson, New Delhi.
2. P. Subba Rao, " International Business text and Cases", Himalaya Publishing House, Delhi.
3. Bhalla, V K and S. Shivaramu, " International Business Environment and Business" New Delhi, Anmol,1995.
4. Bhalla, V. K. " International Economy : Liberalization process" New Delhi, Anmol, 1993.
5. Daniel, John D and Radebanh, Lee H, " International Business. 5th ed.," New York, Addison Wesley, 1989.
6. Eiteman, D K and Stonehill, Al., "Multinational Business Finance." New York, Addison Wesley, 1986.
7. Johnston, R B, "The Economics of the Euromarket: History, Theory and Practice." New York, Macmillan, 1985.
8. parks, Yoon and Zwick, jack, " International Banking in Theory and Practice." New York, Addison-Wesley,1985.