

School of Management and Business Studies

Ph.D Course Work (Management)

Each student, admitted to the Ph D programme shall be required to undertake course work for a period of one semester within a continuous period of two semesters. The course work shall be organized by the University Departments for students registered at the Departments. The Course (III) shall be prepared by the Supervising Teacher in consultation with the Doctoral Committee concerned. The Supervising Teacher shall submit a draft syllabus for course (III) within a week of the meeting of the Doctoral Committee. All courses shall be forwarded to the Vice Chancellor for approval through the Research Director who shall monitor the conduct of the coursework for quality assurance both at the University Departments and Research Centres. Candidates with M Phil shall be exempted from courses (I) and (II). The course work in their case shall be limited to the third course (course III) of 4 credits. The pattern of evaluation and grading in the Departments will be the same as the pattern of evaluation/grading followed for M Phil programmes under CSS. However, no student who has not acquired a minimum GPA (Grade Point Average) of 5 shall be qualified to continue research. A Ph D candidate in a University Department who fails to acquire the minimum GPA of 5 can avail of another chance to improve his/her GPA by repeating the end-semester exams for the courses to be held a year later. No further chance for improving the evaluation of the course work shall be given. Such candidates cannot continue Ph D research.

Scheme of the Course Work

No	Course Title	IA	ESA	Total	Credit	Type
I	Research Methodology	50	50	100	4	Core
II	QT/ Modern Trends in Management Studies	50	50	100	4	Core
III	Business Studies	50	50	100	4	Elective
	Total	150	150	300	12	

Detailed Syllabus

Course (1) - Research Methodology

Unit 1 – Foundations of Research:

A brief history of Social Research – logical positivism, Axiology, Ontology, Positive Epistemology – Logical Preliminaries – Indian and Western Constructivist Paradigm – Transformative Paradigm – Pragmatic paradigm- Merging Paradigms - Phenomenology

Unit 2 - Introduction to Research Methodology

- Meaning and importance of Research – Types of Research – Selection and formulation of Research Problem – Research Design – Ethical issues in Research
- Critical Analysis of Literature Review – Hypothesis : Different Types of Hypothesis
- Research Methods; Historical, Institutional, Legal, Philosophical, Comparative, Ethical, Survey, Case study, Content Analysis, experimental Method, Triangulation, Mixed Method Research.

Unit 3 - Data Collection

- Source of Data – Primary, Secondary and Tertiary Data
- Methods of Collecting Data : Observation, Questionnaire, Interview, Attitude Scales, Interest Inventories – Construction and Standardisation.
- Scaling Techniques – Different Types of Scales
- Sampling – Different Types – Sampling Errors – Type I and Type II errors.
- Different Types of Variables.

Unit 4 – Data Analysis & Interpretation

- Classification and Tabulation of Data – Graphical Representation
- Descriptive Analysis: Central Tendency and Dispersion, Coefficient of variation, correlation and Regression Analysis.
- Inferential Analysis: Parametric and Non-parametric tests, T-test, F-test, ANOVA, ANCOVA, Chi-square.

Unit 5 – Report Writing/Project proposal

- Organisation of Research Report – Types, Structure and Components – Contents, Bibliography, Appendices
- Style Manuals – APA style, MLA style, ASA style, The Chicago Manual of style etc.
- Evaluation of Research Report
- Preparing Research papers for journals, seminars and conferences.
- Preparation of project proposal – Title, Abstract, Introduction: Rationale, objectives, methodology – Time frame and work plan – Budget and justification – References

Unit 6 – Application of Results and Ethics

Environmental Impacts – Ethical issues – Ethical Committees – Commercialization – copy right, intellectual property rights – Reproduction of published material – accountability.

Unit 7 – Application of Computer in Research

- MS office and its application in Research – MS Word, MS Powerpoint and MS Excel
- Basic principles of Statistical Computation using SPSS
- Uses of Internet in Research – Websites, search Engines, E-journal and E-Library – INFLIBNET.

Suggested Readings :

1. Gaqrg, B.L., Karadia, R., Agarwal, F. and Agarwal, U.K. 2002. An introduction to Research Methodology, RBSA Publishers.
2. Kothari, C.R.(2008). Research Methodology: Methods and Techniques. Second Edition. New Age International Publishers, New Delhi.
3. Sinha, S.C. and Dhiman, A.K., 2002. Research Methodology, Ess Ess Publications. 2 volumes.
4. Bagchi, Kanak Kanti (2007) Research Methodology in Social sciences: A practical Guide, delhi, Abijeet Publications.
5. Wilcox.R.Rand, 2010, Fundamentals of modern statistical methods.
6. Gupta S.C (2009), Fundamentals of Statistics, Himalaya Publication House, Bombay
7. Henry C.Lucas, Jr.(2000) Information Technology for Management, Tata McGraw-Hill Publishing Company Ltd., 7b West Patel Nagar, New Delhi-110008
8. Sinha P.K.(1992), Computer Fundamentals, BPB Publications, New Delhi.
9. SPSS-Operating manual and handbook – latest version.

10. Chandera A. and Sexena T.P. (2000) Style Manual, New Delhi, Metropolitan Book Comp.Ltd.
11. Brymann, Alan and Carmer, D.(1995) Qualitative data analysis for Social Scientist, New York, Routledge publication.
12. Radhakrishnan S. and Charles Moore.A. (Ed.) (1989) A Source Book in Indian Philosophy.Princeton. Princeton University Press.
13. Tomberlin. James (ed.) Philosophical Perspectives 13. Epistemology, Black well Publishing. 1999.
14. Gopal, M.H (1970) An Introduction to Research procedures in Social Sciences, Bombay, Asia Publishing House.
15. Peter Winch (2007) Idea of a social science and its relation to philosophy. Routledge.London.

Course –II: Quantitative Techniques for Social Science Research

Unit: I Important Sampling Distribution, Central limit theorem, Sampling Theory, Sandler’s A-test, Concept of Standard Error, Estimation, Estimating population mean, proportion. Sample size and its determination, Determination of sample size Based on i) Precision Rate and Confidence level ii) Bayesian Statistics.

Unit: II Basic analysis of data, Descriptive statistics, Measures of central tendency, dispersion, skewness; Correlation and Regression Analysis, Multiple correlation and Regression, Partial Correlation, Spearman’s Rank correlation, Cross-sectional and Time series correlation analysis, Linear Regression Analysis; Introduction to Matrix Algebra; Fundamentals of probability theory, Index numbers.

Unit: III Testing of Hypothesis: Meaning, Basic concepts, Flow diagram, Power of a hypothesis test, Important parametric tests, Hypothesis Testing of Means, Differences between Means, Comparing Two related samples, Testing of Proportion, Difference between proportions, Comparing variance to hypothesized population variance, Equality of variances of two normal populations, hypothesis testing of Correlation coefficients,

Unit: IV Association of Attributes- Normal Distribution, Tests of Significance, Z test, ‘t’ test, F-Test, Chi-Square Test, Yule’s coefficient contingency, Pearson’s coefficient of mean- square contingency; ANOVA and ANACOVA Analysis of Non-parametric or distribution-free Tests : Sign Test, Fisher-Irwin Test, McNemer Test, Wilcoxon Matched pair Test (Signed Rank Test), Rank; Sum Tests : a) Wilcoxon-Mann-Whitney Test b)Kruskal-Wallis Test, One sample Runs Test, Kendall’s Coefficient of Concordance,

Unit V Multivariate Analysis Techniques: Characteristics, Application, Classification, Techniques, MANOVA, Factor Analysis, Discriminant Analysis, Cluster analysis, Dimensional analysis, Meta Analysis, Conjoint Analysis, Decomposition Analysis

Suggested Readings

1. K.B.Akhilesh & S. Balasubramanyam , *Mathematics and Statistics for Management* , Vikas Publishing House Pvt Ltd
2. Richard L.Levin and David S.Rubin, *Statistics for Management*, Prentice Hall of India, New Delhi.
3. Qazi Zameeruddin, Khanna, *Business Mathematics*, Vikas Publications, 2004.
4. Edward C.Willet, *MS Office*, Wiley Publishing Co, New Delhi
5. S.P. Gupta, *Statistical Methods*, Sultan Chand & Sons, New Delhi
6. Levine, Stephen, Krehbiel and Berenson , *Statistics for Managers*, Indian Edition PHI learning private ltd.
7. Martin Anthony and Normanbiggs , *Mathematics for Economics and finance* , Low price Edition – Cambridge University press.
8. Anderson, *Quantitative Methods for Business*, South Western Educational Publishing
9. N.D.Vora, *Quantitative Techniques in Management*, Tata McGraw Hill, New Delhi.
10. S.P. Gupta, *Statistical Methods*, Sultan Chand & Sons, New Delhi.
11. Martin Anthony and Normanbiggs , *Mathematics for Economics and finance*, Low price Edition – Cambridge University press.
12. BM. Aggarwal , *Business mathematics and statistics*, Ane books Pvt Ltd

Course – II: MODERN TRENDS IN MANAGEMENT STUDIES

Module-I

General Management & IT - Evolution of management and major schools of thought- Managerial Skills- Managerial functions; planning, organising, staffing, directing, controlling & coordinating - MBO, MBE & MBWA- Emerging Trends and Issues in Management- Business Ethics & Corporate Governance -Entrepreneurship Development- ERP - Data base Management- Planning and implementing IT Strategies - Business Intelligence - E-CRM - Management Information System- Data Mining & Warehousing

Module -II

Finance Management: Indian financial System - Time value of money and its relevance. Working Capital Management, Working Capital Finance in India –Money Market – Banks & Financial Institutions – Management of Long-term Capital - Methods of project appraisal - Cost of Capital and Capital Structure, theories of capital structure, M.M hypothesis on capital structure - Issues in Financial Management, Overview of dividend policy, contemporary issues in financial management, Dividend policy (Walter Gordon and MM approach)-

Emerging Trends and Issues in Marketing Financial Derivatives & Risk Management - Tax Management- Management of Financial Services

Module III

O.B & Human Resource Management: OB Models - Individual Behaviour; Personality, Perception, Attribution, Learning, Beliefs, Values and Attitudes, Motivation, Leadership-Group dynamics; Team building - Organisational Culture & Climate – Change Management – Stress – Conflict- Human Resource Management - Human Resource Planning; Demand and Supply Forecasting; Job Analysis- Job Description, Job Specification, Job evaluation - Recruitment and Selection, Placement and Induction – HRD; Training and Development – Performance Appraisal – Reward Management – Transfer & Punishment - HRIS – Human Resource Accounting – Human Resource Strategic Management- Industrial Relations; Collective Bargaining, Dispute Settlement Machinery - Participative Management

Module IV

Marketing Management: Marketing Philosophies- Marketing Management Process-Marketing Mix – Marketing Environment- Consumer Markets and Business Markets - Consumer and Organization (Business) Buyer Behavior, Buying Models – COPA- Strategic Marketing - Marketing Research - Market Segmentation, Targeting, Differentiation and Positioning- Service Marketing- Promotion Mix- Sales Management-Brand Management-Mega Marketing-Emerging Trends and Issues in Marketing

Module-V

Operations Management: Manufacturing and non manufacturing operations – Forecasting methods —Location selection – Types of manufacturing systems and lay out – Facility layouts – Layouts by products and process – Life balancing –Capacity planning models, estimation of capacity requirements – Application of CVP analysis – Time and Method study; work environment, industrial safety, value analysis- Managing purchases, process – Managing inventory –Stores and warehouse management – Classification of inventory – MRP I and MRP II-Types of maintenance – Concept of Quality; Quality circles, JIT, TQM, ISO system, Kanban & Kaizen - Six Sigma – Statistical Quality Control – Principles of Metrology-Logistic Management -Ergonomics

Suggested Readings:

I.General Management & IT

1. Principles of Management-George R. Terry and Stephen G. Franklin- All India Book Seller, New Delhi.
2. Principles of Management-P C Tripathi, P N Reddy- Tata Mc Graw Hill Education Private Limited, New Delhi, 2010.
3. Management : A global and entrepreneurial perspective, Heinz Wehrich, Mark Cannice, Harold Koontz, Tata McGraw Hill
4. Principles and Practice of Management – L.M.Prasad, Sultanchand & Sons
5. The Practice of Management, Peter Drucker Hillier Publications.
6. Essentials of Management: Joseph .L. Massie
7. Management and Organization : Louis Allen
8. Essentials of Management: Joseph .L. Massie
9. O’Brion James, Management Information Systems, Tata McGraw Hill Publisher
10. Novathe and Elmasri, Addison Wesley, *Fundamentals of Database Systems*, Tata McGraw Hill, New Delhi.
- 11.. Ullmann, Jeffry D,Galgotia , *Principles of Database Systems*, New Delhi 1990.
- 12.Gary P. Schneider, *Ecommerce-Strategy, Technology and Implementation*, Cengage Learning, India Edition. 89 .

13. Bharat Bhasker , *Electronic Commerce–Framework, Technologies and Applications*, 3rd . Edition. Tata McGraw, Hill,
14. Efraim Turban, Tae Lee, David King & H , Micheal Chung, *Electronic Commerce–A Managerial Perspective*, Pearson Education Asia.

II. Finance Management

1. Financial Management, IM Pandey, Vikas Publishing House, New Delhi
2. Financial Management: Theory and Practice, Chandra Prasanna, Tata McGraw 1, New Delhi.
3. Financial Management – Text and Problems, . Khan YM and Jain PK, Tata McGraw Hill Publishing Company Ltd, New Delhi.
4. Financial Management and Policy, Van Horn James C, Prentice Hall of India, New Delhi.

III. O.B & Human Resource Management

1. Stephen P. Robbins, Organisational Behaviour, PHI
2. Fred Luthans , Organisational Behaviour, Mc Graw Hill Co
3. Gary Desler ,Human Resource Management ,PHI
4. Gary Dessler & Biju Varkkey, "Human Resource Management", 12th Ed, Pearson, 2011.
5. V S P Rao, Human Resource Management, Excel Books
6. L M Prasad, Human Resource Management, Sultan Chand and sons 3

IV. Marketing Management

1. Kotler Philip & Keller Kevin, “Marketing Management”, 14th Edition, Pearson Education, 2012
2. Kotler Philip, Keller Kevin, Koshy Abraham & Jha Mithileshwar “Marketing Management – A South Asian Perspective”, 13th Edition, Pearson Education, 2007
3. Ramaswamy V.S & Namakumari. S “Marketing Management – Global Perspective, Indian Context”, 4th Edition, MacMillan, 2009
4. MCzinkota Micheal. R & Ronkainen Iikka. R “International Marketing”, 10th Edition, Cengage Learning, 2012
5. Marketing Management, Etzel, M., Walker, B., Stanton, W. and Pandit

V. Operations Management

1. Operations Management, Dilworth James B., McGraw Hill
2. Production and Operations Management, Adams Evertie E. & Ebert Ronald J., Prentice Hall of India
3. Modern Production/ Operations Management, Buffa Elwood S. and Saria Rakesh, John Wiley and Sons
