

Central University of Rajasthan

Bandarsindri, NH-8, Kishangarh (Ajmer)
Website: www.curaj.ac.in



SYLLABUS

PH.D. PROGRAMME 2012

DEPARTMENT OF MANAGEMENT

Ph.D. in Management

PREAMBLE

Globalization and liberalization of Indian economy along with integration of world markets have opened up horizons of prosperity and growth for business. The fast pace of changes has brought out the need for quality teaching, research, extension and consultancy. To address these needs, Central University of Rajasthan offers a full time Ph.D. program in Management.

PROGRAMME OBJECTIVES

- To empower researchers as leaders who can create innovative techniques in academics and research.
- To provide researchers with the required tools for decision-making and data analysis
- To sharpen researchers' R&D skills through the use of advanced interventions.
- To develop insights to undertake research projects in various streams of management.
- To develop each researchers' analytical thinking.

SCHEME

The details of the courses with code, title and the credits assigned are as given below.

Note:

50% (internal assessment) will consist of:

1. Classroom participation
2. Group discussion
3. Class test performance
4. Surprise test performance
5. Class participation
6. Submission of assignment (inclusive of timely submission and quality)
7. Attendance etc.

Above has been recommended with a view to develop the required skills in the students and to encourage them for active participation in the class room teaching.

Credit worth to be taken from format

L: Lecture

T: Tutorial

P: Practical

IA: Internal Assessment

EoS: End of Semester

STs: Seminar Tutorials

PC: Paper Compulsory

PE: Paper Elective

Ph.D. Program in Management
Course Structure
One Semester Course-Work

Note: Total number of credits is 12; 8 credits for compulsory papers and 4 credits for elective papers offered by the Department.

Sr	Subject Code	Course Title	Course Category	Credit	Contact Hours			EoS Exam. Duration (Hrs.)		Relative Weights %	
					L	T	P	Theory	Practical	IA	EoS
1.	PHDM 101	Research Methodology (L-3) Practical (P-1)	PC	4	3	-	1	3	1	50	50*
2.	PHDM 102	Fundamentals of Management	PC	4	4	-	-	4	0	50	50
3.	PHDM 103	Marketing Management	PE	4	4	-	-	4	0	50	50
4.	PHDM 104	Financial Management	PE	4	4	-	-	4	0	50	50
5.	PHDM 105	Human Resource Management	PE	4	4	-	-	4	0	50	50

*** There will be 25 marks practical examination based on the syllabus to be conducted by the external & internal examiners.**

PHDM 101: Research Methodology

UNIT 1 : Introduction to Research

Introduction of research methodology, defining research problem and formulation of hypothesis, research design, sampling design, measuring and scaling techniques, methods of data collection. Parametric v/s. Non-parametric tests.

UNIT 2: Statistical Analysis I

Basic Statistics. Correlation and regression. Testing hypothesis: sampling of attributes, sampling of large and small variables with business applications. Theoretical distributions: normal, poisson and binomial distributions with business applications.

UNIT 3: Statistical Analysis II

Chi-square test, analysis of variance, design of experiments, statistical quality control (including six –sigma), factor analysis, cluster analysis and discriminate analysis.

UNIT 4: Operations Research & Managerial Econometrics

Basic Techniques of Operations Research and their managerial applications, Fundamentals of Stochastic Modelling, Applications of econometrics in functional areas of management.

UNIT 5: Presentation, Intrepretation And Report Writing

Computer applications in research- Software-SPSS, E-Views, Ms-excel etc.

Types, characteristics and contents of Report, Precautions in writing research reports.

Research Papers based on the above syllabus to be discussed in the class.

Suggested Readings:

1. Kothari, C.R., Research methodology, New Age International (P) Ltd., Publishers, New Delhi.
2. Panneerselvam, R., Research methodology, PHI Learning Pvt. Ltd., New Delhi.
3. Velde, Mandy van der, Jansen, Paul and Anderson, Neil, Guide to management research methods, Blackwell Publishing Ltd.
4. Bhattacharyya, Dipak Kumar, Research methodology, Excel Books, New Delhi.
5. Vijayalakshmi, G. and Sivapragasam, C., Research methods Tips and techniques, M.J.P. Publishers, Chennai.
6. Donald R. Cooper and Pamela S. Schindler, Business Research Methods, Tata Mc Graw Hill, New Delhi

7. Naresh K. Malhotra and Satyabhushan Dash, Marketing Research: An Applied Orientation, Pearson, New Delhi.
8. Richard I. Levin and David S. Rubin, Statistics for Management, PHI, New Delhi.
9. S.P. Gupta, Statistical Methods, S Chand & Company
10. Gujarati & Sangetha, Basic Econometrics, Tata McGraw Hill

PHDM 102: FUNDAMENTALS OF MANAGEMENT

UNIT I: MANAGEMENT CONCEPTS AND ORGANISATIONAL BEHAVIOUR

Management principles and functions, skills and roles in an organization; Leadership and influence process; Work Motivation. Organizational design and structure, Organizational Change and development; Conflict Management

UNIT II: HUMAN RESOURCE MANAGEMENT

Concepts and Perspectives on Human Resource Management; Strategic human resource management, Career and succession planning; Manpower training and development; Performance management system; Compensation Management; Employee engagement. Talent Management, Stress Management, Knowledge management-its implications in knowledge economy, Management of Diversity, Work Life Balance.

UNIT III: FINANCIAL MANAGEMENT

Accounting concepts and conventions; Accounting Standards; Cost-accounting: Cost concepts and Classifications; Usefulness of Costing to Managers; Preparation of Cost-Sheet. Accounting for Managers: Financial analysis, Ratio analysis, Funds-Flow Statement, Cash-flow Statement Budgeting: Performance budgeting and Zero-base budgeting. Activity Based Costing, Marginal costing: Break—even analysis (Linear and Non-Linear approaches). Standard Costing, Emerging short-term and long term financial instruments. Financial Decisions, Cost of Capital, Capital Structure, Capital Budgeting, Working capital management, Dividend Distribution

UNIT IV: MARKETING MANAGEMENT

Nature, scope and concepts of marketing, The Marketing environment; Marketing information system and Marketing research; Understanding consumer and Industrial markets; Market segmentation, Targeting and positioning; Product & Branding decisions; Pricing policies and strategies; Integrated Marketing Communication, Supply Chain management, Ethical issues in Marketing, Emerging trends in marketing.

UNIT V: ENTREPRENEURSHIP DEVELOPMENT

Significance of Entrepreneurship in Economic Development; Characteristics, qualities and pre – requisites of entrepreneur. Business opportunities identification-- Generation of Ideas; screening of Ideas and Selection; Identifying new Projects; Preparing Project Profiles, Feasibility Study of project. Steps involved in preparations for a New Venture Concept of SME's, Govt. support to new enterprise; Source of Finance; Entrepreneurship Development Programmes (EDP); Emerging trends in Entrepreneurship: Technopreneurship, netpreneurs, agripreneurs, Women entrepreneurship, Portfolio entrepreneurship, Franchising

Research Papers based on the above syllabus to be discussed in the class.

Suggested Readings:

1. Peter F. Drucker, Principles and Practice of Management Practice Hall Ltd., New Delhi.
2. Wehrich Heinz and Koontz Harold, A Global and Entrepreneurial Perspective, 12th Edition, Mcgraw Hill
3. Maheshwari, S.N. (2001). Management Accounting and Financial Control. Sultan Chand and Sons, New Delhi.
4. Kotler, Philip, Keller, Kevin Lane, Koshy, Abraham and Jha, Mithileshwar, Marketing Management A South Asian perspective, Dorling Kindersley (India) Pvt. Ltd., New Delhi, 2009, 13th ed.
5. Gupta, C.B., Human resource management, Sultan Chand & Sons, New Delhi, 2005, 6th ed.
6. I. M. Pandey, Financial Management, Vikas Publishing House, New Delhi
7. Maheshwari, S.N: Advanced Accountancy -Vol.II, Vikas Publishing House, New Delhi.
8. Zimmerer, T. H., Scarborough, N. M., Wilson D., Essentials of Entrepreneurship and Small Business Management, PHI Learning Private Limited, New Delhi, 2009, 5th ed.
9. Charantimath, P. M., Entrepreneurship Development and Small Business Management, Pearson Education
10. Desai Vasant, Fundamentals of Entrepreneurship and Small Business Management, Himalaya Publishing House

PHDM 103- Marketing Management

Unit-1: Consumer Behaviour

Introduction to Consumer Behavior; Scope & applications of Consumer Research. Demographics, Psychographics & Lifestyle; Influence of Society, Culture, Subculture and social class; Cross-Cultural Consumer Behavior; Consumer Perception; Consumer Learning; Consumer Attitudes & Beliefs: Models of Consumer Behavior.

Unit 2: Marketing of Services

Growth of Service Economy; Characteristics of Services; Services Classification. Service Management Trinity: Internal, External and Interactive Marketing. Service Product Development, Service Quality, Consumer Behavior in Services.

Unit 3: Sales and Distribution Management

Nature, Scope and objectives of Sales Management; Determination of size of sales force, Conducting sales training programs; Designing and Administering Compensation Plan; Distribution Channels: Role of Marketing Channels, Factors affecting choice of Distribution; Channel Structure; Channel Conflict and Co-ordination.

Unit 4: Integrated Marketing Communications

The Role of IMC in Marketing, Reasons for Growing Importance of IMC, Direct Marketing; Sales and Trade Promotion; The Internet and Interactive Media; Personal Selling; Evaluating the Ethical Aspects of IMC.

Unit 5: Product and Brand Management

Product Management: Product Concepts and Classification; Product Mix and Line Decisions; Product Development Process; New Product Launches, Concept and importance of Branding; Basic branding concepts: brand awareness, brand personality, brand image, brand identity, brand loyalty, brand equity; Major Branding Decisions: Brand Positioning and Re-launch: Brand building and communication. Brand Equity

Unit 6: Retail Management

Retailing: Concept, Definition and Functions; Evolution of Retailing; Unorganized and organized retailing; Retailing Structure and Different Formats: Super Market, Specialty Store, Departmental Store, etc. Retail Store Location, Design and Layout Decision, Retail Pricing, Retail Promotion; Future of Retailing

Research Papers based on the above syllabus to be discussed in the class.

Suggested Readings:

1. J. Zeithaml, V A and Bitner, M J. Services Marketing; 3rd edition; McGraw Hill, New Delhi; 2002.
2. Hoffman & Bateson; Essentials of Service Marketing; Thomson Learning; Mumbai.

3. Shankar, Ravi, Service Marketing, Excel, 2002.
4. Dalrymple, D J. ,Sales Management: Concepts and Cases. New York, John Wiley, 1989.
5. Still, R & Govoni ,Sales Management, Prentice Hall Inc., 1988.
6. Khanna, K.K. Physical Distribution Management, Himalaya Publishing House, New Delhi.
7. Belch, George E and Belch, Michael A. Introduction to Advertising and Promotion. 3rd ed. Chicago; Irwin, 2002.
8. Berman. Bell & Evans, Joel R.; Retail Management; A Strategic Approach; PHI/Pearson Education; New Delhi.
9. Kenneth E. Clow and Donald Baack (2004); Integrated Advertising, Promotion and Marketing Communications; PHI Ltd., New Delhi
10. Levy Michael & Weitz Bartcn W.; Retailing Management; Tata McGraw Hill. New Delhi.
11. Loudon & Loudon; Consumer Behavior; TMH; New Delhi
12. Lehman, Donald R. and Winer, Russel S., Product Management, Tata McGraw Hill, 3rd edition, 2002.

PHDM 104: Financial Management

Unit I

Role of Financial Services in Economic Development , Merchant Banking , Hire Purchase , Securitization , Venture Capital , Mutual Funds, Factoring & Forfeiting, Credit Rating;, Depository system.

Unit II

Financial institutions and economic development, Regulatory, Developmental and Banking Institutions, Project Appraisal Criteria, Management of NPA , Innovations in Banking Sector , CAR - Risk Weighted Assets, Asset Liability Management in Commercial Banks, Role of FDI, Non Banking Finance Companies, International Financial Institutions

Unit III

Salient Features & Operations of Stock Exchanges, Changing Scenario of Indian Stock Market, Management of Risk, Common Stock & bond Valuation Models, Fundamental Analysis, Technical Analysis., Efficient Market Theory, Markowitz's Risk-Return Optimization, Sharpe Single-Index Model, Capital Asset Pricing Model, Arbitrage Pricing Theory, Managed Portfolios and Performance Examination, Portfolio Revision & Portfolio Re-balancing.

Unit IV

Concept and uses of financial economics, Concept and tools of Financial Engineering and risk Management, Financial Derivatives, Risk management using derivatives & relevant models.

Unit V

Various Approaches to Corporate Valuation, Restructuring- Merger, Acquisition & Divestment, Leveraged Buy-outs (LBOs), International Accounting and Reporting , International accounting standards , Direct and Indirect Taxes in India.

Research Papers based on the above syllabus to be discussed in the class.

Suggested Readings:

1. Pandey, I. M., Financial management, Vikas Publishing House Pvt. Ltd., Noida, 2005, 10th ed.
2. Khan, M.Y. and Jain, P.K., Financial management Text, Cases and Problems, Tata McGraw-Hill Publishing Company Ltd., New Delhi, 2007
3. Chandra, Prasanna, Financial management Theory and Practice, Tata McGraw-Hill Publishing Company Ltd., New Delhi, 2007
4. Chandra, P. 2002, Investment Analysis, Tata McGraw Hill
5. Bhalla, V.K. 2001. Investment Management: Security Analysis & Portfolio Management, S. Chand and Company, 8th Ed.

6. Fischer, D.E. and Jordan, R.J. 1995, Security Analysis & Portfolio Management, Prentice Hall of India
7. Fuller, R. J. and Farrel, J.L. 1987, Modern Investment & Security Analysis, McGraw Hill International.
8. Avdhani V.A. 1994, Security Analysis & Portfolio Management, Himalaya Publishing House
9. Hull, J.C. 1995, Introduction to Futures & Options Markets, Prentice Hall, Eaglewood Cliffs, New Jersey.
10. Levi, Maurice D: International Finance, McGraw- Hill, International Edition.
11. Singhanian V.K. & Singhanian Kapil, Direct taxes law & practices, Taxmann.

PHDM 105: Human Resource Management

Unit I

Human Resource Management: Human resource planning – concepts, process and techniques, career planning, recruitment and selection, performance appraisal and performance management, compensation management – economic theory of rewards, compensation systems, tools and techniques for designing compensation packages, compensation packages of senior managers, statutory provisions and institutions related to compensation management; motivation, discipline and grievance management, retirement, HR information system, HR accounting, HR audit.

Unit II

Labour Legislation and Industrial Relations: Important laws relating to labour health and welfare, factories, industrial disputes, contracts, payment of wages, etc. Emergence of the concept of industrial relations – theoretical and philosophical underpinnings, Trade unionism, collective bargaining, negotiation skills, industrial democracy, institutions related to welfare and rights of workers.

Unit III

Training and Development: Learning theories, training – concepts and types, training skills, training needs assessment, action research, designing and delivering training modules, organisational change – process, factors, strategies for managing change, OD interventions and strategies, Human Resource Development – meaning, concepts, quality of work life, HRD climate, interventions, strategies, HRD practices in Indian organisations, coaching and mentoring.

Unit IV

Strategic and Global HRM: Strategic management and its relevance for HRM, strategic HRM – meaning, concepts, approaches and models, HR strategy formulation, implementation and integration with the business enterprise, evaluation of HR strategy. Global HRM – meaning, concepts, cross-cultural issues, organisational culture and national culture, workforce diversity, HR strategies in MNCs, global sourcing, management and compensation of human resources, HR issues and strategies in BPO sector.

Unit V Contemporary issues in HRM: Employee empowerment and participative management, employee engagement, managing creativity and innovation, TQM and HR strategies, research issues in HRM.

Unit VI Ethics in HRM: Understanding Indian and western conceptualisations and theories of ethics, ethical dilemma, ethical climate, stakeholder management, CSR and corporate governance, harassment and discrimination at the workplace, ethical issues in HRM.

Research papers based on the above syllabus to be discussed in the class.

Suggested Readings:

- 1 Adler, N.J.; International Dimensions of Organizational Behaviour; Kent Pub; Boston.; 1991.
- 2 Armstrong Michel and Murlis, Helen. Reward Management: A Handbook of Salary Administration London Kegan Paul. 1988.
- 3 Arthur, M. Career Theory Handbook. Englewood Cliff, Prentice Hall Inc., 1991.
- 4 Blanchard, P. Nick, Effective Training: Systems, Strategies and Practices, New Delhi, Pearson.
- 5 Dayal, Ishwar. Successful Applications of HRD. New Concepts, New Delhi, 1996.
- 6 Dowling, P.J. etc.; International Dimensions of Human Resource Management; 2nd ed., Wadsworth; California; 1994.
- 7 Greenhaus, J H. Career Management. New York, Dryden, 1987.
- 8 Hofstede, G.; Cultures Consequence: International Differences in Work Related Values; 2nd edition; Sage; London; 2001.
- 9 Kohli, Uddesh & Sinha, Dharni P. HRD - Global Challenges & Strategies in 2000 A.D. ISTD, New Delhi, 1995.
- 10 Maheshwari, B L. & Sinha, Dharni P. Management of Change Through HRD. Tata McGraw Hill. New Delhi, 1991.
- 11 Malik, P L. Handbook of Industrial Law, Eastern Book, Lucknow, 1995.
- 12 Mead, R; International Management: Cross Cultural Dimensions; Blackwell; Cambridge; 1994.
- 13 Micton, Rock. Handbook of Wages and Salary Administration. 1984.
- 14 Pareek, U. et al. Managing Transitions: The HRD Response. Tata McGraw Hill, New Delhi. 1992.
- 15 Pareek, Udai, and Rolf P Lynton, Training for Development, New Delhi, Vistaar.
- 16 Ramaswamy, E A. The Strategic Management of industrial Relations, Oxford University Press, New Delhi, 1994.
- 17 Robbins, SP and Decenzo, D. *Human Resource Management*. PHI Learning, New Delhi.
- 18 Srivastava S C. Industrial Relations and Labour Law, Vikas, New Delhi, 2007.
- 19 Supreme Court cases related to labour laws.
