

**SCHEME AND SYLLABUS  
OF  
Pre Ph.D. PROGRAMME  
IN  
MANAGEMENT**



**(w. e. f. Academic Session 2019-20)**

**HARYANA SCHOOL OF BUSINESS**  
**GURU JAMBHESHWAR UNIVERSITY OF**  
**SCIENCE & TECHNOLOGY, HISAR**

## **SCHEMES AND INSTRUCTIONS FOR PRE-Ph.D. EXAMINATION**

1. The duration of the Pre Ph.D. course will be of one semester.
2. The scholars shall review research papers and shall submit the report as well as present seminar before a three members committee duly constituted by the Dean of the Faculty and headed by the Director or Senior teacher of the school for evaluation of paper PPD-102: Review of Literature, Research Ethics and Seminar at Departmental level.
3. The qualifying marks in each paper of the course work shall be 55% of marks or its equivalent grade in the UGC 7-point scale (or an equivalent/CGPA in a point scale wherever grading system is followed).
4. There will be internal/external evaluation of Pre-Ph.D. examination. The Pre-Ph.D. examination will be conducted in the last week of June. Reappear examination for Pre-Ph.D. course shall be conducted within three months and a second chance shall be given with next batch. No further chance shall be allowed.
5. It is only on satisfactory completion of Pre-Ph.D. programme, which shall be an essential part of the Ph.D. programme that a candidate shall be eligible to apply for registration in Ph.D programme.

**The course structure of the Pre Ph. D. Programme is as under:**

- There will be total three courses in Pre Ph.D. programme.
- There will be two compulsory courses and one optional course.
- Each course will have a weight of 4 credits.

<b>Compulsory Paper</b>					
<b>Course Code</b>	<b>Course Title</b>	<b>Number of Credits</b>	<b>L*</b>	<b>P*</b>	<b>T*</b>
PPD-101	Research Methodology	4 credits	5	-	1
PPD-102	Review of Literature and Seminar (in relevant research area)	4 credits	5	-	1
<b>Optional Papers</b>					
Choose any one course of the following:					
PPD-103	Economics	4 credits	5	-	1
PPD-104	Contemporary Issues in Marketing	4 credits	5	-	1
PPD-105	Strategic Financial Management	4 credits	5	-	1
PPD-106	Management Process & Organisational Behaviour	4 credits	5	-	1
PPD-107	International Business	4 credits	5	-	1
PPD-108	Human Resource Management	4 credits	5	-	1

L\* LECTURE, P\* PRACTICAL, T\* TUTORIALS

Tutorial group will consist of 10-15 scholars and will be decided by the concerned teacher under the intimation of Director HSB.

## **PPD-101: RESEARCH METHODOLOGY**

**Objective:** To equip the students with the basic understanding of research methodology and to provide an insight into the application of analytical tools and techniques.

### **Course Contents:**

Nature of and scope Research Methodology: Defining Research, Scientific Research, Types of Research, Theory Generation; Research Process, Problem Formulation and Statement of Research Objectives; Research Proposal; Review of Literature.

Research Design: Meaning, Types of Research Design; Methods of Data Collection: Observation and Survey Methods, Primary Data, Secondary Data; Attitude Measurement Techniques: Measurement and Scaling; Questionnaire Design: Validity and Reliability; Sample Design: Sampling Methods.

Statistical Analysis: Basic Concepts of Statistical Analysis; Introduction to Probability and Probability Distributions; Sampling Distribution; Estimation: Point and Interval Estimate.

Statistical Tests: Hypothesis Formulation and Testing; Parametric and Non-parametric tests; Model Building: Simple and Multiple Regression; Introduction to Multivariate Data Analysis Techniques; Introduction to SPSS and other Statistical Software Packages; Report Writing.

### **Suggested Readings:**

1. Zikmund William G., *Business Research Methods*, Cengage Learning.
2. Bajpai Naval, *Business Research Methods*, Pearson.
3. Malhotra & Das, *Marketing Research - An Applied Orientation*, Pearson.
4. Chawla Deepak & Sondhi Neena, *Research Methodology – Concepts and cases*, Vikas Publication.
5. Cooper Donald R. & Schindler Pamela S., *Business Research Methods*, McGraw-Hill.
6. Anderson, Sweeney & Williams, *Statistics for Business and Economics*, Cengage Learning.
7. Levin Richard I. & Rubin David S., *Statistics for Management*, Pearson.
8. Aczel & Sounderpandian, *Complete Business Statistics*, McGraw-Hill.
9. Carver & Nash, *Doing Data Analysis with SPSS*, Cengage Learning.

**PPD-102: REVIEW OF LITERATURE AND SEMINAR (IN RELEVANT RESEARCH AREA)**

For the uniformity at University level, the following guidelines may be followed:

1. The research student is required to prepare a concept paper/ working paper/ review paper by reviewing at least 60 research papers/ reference books/ unpublished dissertations/ other reports etc.
2. To qualify the paper, the research student is required either to present the prepared paper in a conference/ seminar/ workshop or publish the same in a research journal. Acceptance for publication or presentation will be considered as published/ presented.
3. A duly constituted committee of three teachers of the department by the Dean shall evaluate the completion of the paper.

## PPD-103: ECONOMICS

**Objective:** The objective of this paper is to understand the aspects of economics related directly/ indirectly to the business. The insight gained shall help researchers appreciate the economic context within which the phenomenon occurs.

### Course Contents:

**Applied Microeconomics:** Comparative advantages and Protectionism, WTO and world trade in goods and services, non trade measures and WTO,

**Government and Market Economy:** Regulatory role of government, Efficiency vs. Equality trade off,

**Macroeconomics:** Aggregate supply and Aggregate Demand, Money and Interest rate, financial economics, Effect of money on output and Prices,

**Open Economy macroeconomics:** Interdependence in the global economy, international competitiveness and productivity

**Unemployment, Inflation and Economic Policy:** Unemployment and aggregate supply, modern inflation theory,

**Warring Schools of Macroeconomics:** Monetarist approach, New Classical Approach

**The economic consequences of public debt:** economic impact of government debt, government debt and economic growth, **crowding** out/in effect of government debt.

### Suggested Readings:

1. Jagdish Bhagwati, *Writings on International Economics*, edited by V.N. Balasubramanyam, Oxford University Press, 1997
2. Dominick Salvatore, *International Economics*, 7<sup>th</sup> Ed. 2005
3. Barro, Robert J, *Are Government Bonds Net Worth*, Journal of Political Economy , 81 (Nov.-Dec.) pp 1095-1117, 1974
4. Milton, Friedman, *Role of Monetary Policy*, American Economic Review, 58 (March), 1968, pp 1-17
5. Lucas, Robert, E, *Models of Business Cycles*, Oxford, Basil Blackwell, 1987
6. Mankiw, N Gregory, *A Quick Refresher in Macroeconomics*, *Journal of Economic Literature*, 28, (Dec) 1990, pp 1645-60

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

## **PPD-104: CONTEMPORARY ISSUES IN MARKETING**

**Objective:** The purpose of this course is to develop an understanding of the underlying concepts, strategies and issues involved in the marketing of products, services and research.

### **Course Contents:**

Nature, Scope and concept of marketing research, Managing marketing –an applied approach, Understanding business markets and environment ,Fundamental insights for strategic marketing and customer relation management, calculating Customer lifetime value, Contemporary issues in marketing research – Globalization, International Marketing Research, Consumerism, Customer Relationship Management, Rural Marketing, Retailing, Green Marketing, Online, mobile and Social Marketing, integrated marketing communication, cause related marketing, experiential marketing, customer interaction management, event marketing and services marketing.

### **Suggested Readings:**

1. Noel Capon and Siddharth Shekhar Singh, managing marketin : An applied approach, Wley
2. Naresh K. Malhotra Satyabhushan Dash, Marketing research : an applied orientation.
3. Kotler, Philip and Armstrong, G. Principles of Marketing. New Delhi, Prentice Hall of India, 2002
4. Kotler Philip. Marketing management: 15<sup>th</sup> Edition, New Delhi, Prentice Hall of India.
5. Krishna K Havaldar, Business Marketing, Text and cases, Mc Graw Hill Education (India) Private Limited
6. Czinkota & Kotabe; marketing Management; Vikas Publishing, New Delhi.
7. Ramaswamy, V S and Namakumari, S. Marketing Management: Planning, Control, New Delhi, Macmilian,, 1990.
8. Zikmund; Marketing; 7<sup>th</sup> edition; Thomson Learning; Mumbai
9. Boyd, W.Harper, Westfall, Ralph and Stasch, F.Stanley. Marketing Research, 7<sup>th</sup> Edition, Irwin Press, 1996.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

## **PPD-105: STRATEGIC FINANCIAL MANAGEMENT**

**Objective:** The course aims at application of financial decision tools and techniques in corporate planning, evaluation, management and control.

### **Course Contents:**

Financial management objectives and conflicting stakeholder interests and the impact of on corporate objectives and governance.

Investment decisions and policy: Capital Budgeting Process; Techniques of Capital Budgeting- Discounted and Non- Discounted Cash Flow Methods; Capital Rationing; Risk Evaluation: Sensitivity Analysis, decision tree analysis

Capital structure decisions: Assumptions and definitions, Net income approach, Net operating income approach, Traditional position, Modigliani and Miller position, Taxation and capital structure, Operating and financial leverage. Planning the capital structure: EBIT/EPS analysis, ROI/ROE analysis, Assessment of debt capacity, Capital structure policies in practices. SEBI guidelines.

Dividend decisions and policy: Dividend and Valuation of share, traditional position, Walter model, Gordon model, Miller and Modigliani position (model). Dividend Policy: Payout ratio, stability, Dividend as a residual payment, Corporate dividend behaviour and dividend policy in practice.

Corporate valuation and restructuring: Corporate valuation. Forecasting the free cash flow, estimating the continuing value, calculating the value – DCF approach, Comparable company approach, Adjusted book value approach. Rationale for maximizing shareholder value: Marakon approach, Alcar approach and Mckinsey approach. Restructuring. Reasons for merger as a capital budgeting proposal.

Mergers, Acquisition and Bankruptcy; Business combinations, financial Distress and Business Failure, Financial Restating for Mergers. Venture capital: Concept and developments in India; Process and methods of financing, fiscal incentives.

### **Suggested Readings:**

1. Allen D: An Introduction to strategic Financial Management, CIMA/Kogan Page, London.
2. Prasanna Chandra, Financial Management-Theory and Practice, Tata McGraw Hill Publishing Co. Ltd. New Delhi.
3. John J. Hampton, Financial Decision Making: Concepts, Problems and Cases, Prentice Hall of India Pvt. Ltd. New Delhi.
4. Ezar Solomon and John J. Pringle, An Introduction to Financial Management, Prentice Hall of India Pvt. Ltd. New Delhi.
5. James C. Van Horne., “Financial Management and Policy,” Pearson Education.

*The list of cases, specific references, websites, and recent articles will be announced in the class from time to time during the course.*

## **PPD-106: MANAGEMENT PROCESS & ORGANISATIONAL BEHAVIOUR**

**Objective:** The objectives of the paper are to familiarize the students with basic management concepts and behavioural processes in the organization.

### **Course Contents:**

Introduction to management; Evolution of management thoughts; Managerial processes, functions, skills and roles in an organization; Social Responsibility of Business. Planning, Decision-making, Organizing, Staffing, Directing, Communicating and Controlling functions of management; Management by Objectives.

Understanding and managing individual behaviour ; Personality; Perception; Attitudes; Learning; Understanding and managing group processes- interpersonal and group dynamics; Transactional Analysis; Applications of Emotional Intelligence in organizations.

Leadership and influence process; Work Motivation, Understanding and Managing organizational system- Organizational design and structure, Organizational Change and development; Conflict Management; Stress Management; Business ethics and values.

### **Suggested Readings:**

1. Koontz, H and Wechrich, H. Management. New York, McGraw Hill
2. Luthans, F. Organizational Behaviour. New York, McGraw Hill
3. Robbins, S.P. Management, New Jersey, Englewood Cliffs, Prentice Hall Ins.
4. Robbins, S. P. Organizational behaviour. New Delhi, Prentice Hall of India
5. Staw, B.M. Psychological Dimensions of Organizational Behaviour, Englowed Cliffs. New Jersy, Prentice Hall inc.
6. Stoner, J etc. Management. New Delhi, Prentice Hall of India.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

## **PPD-107 : INTERNATIONAL BUSINESS**

**Objective:** The objective of this course is to highlight the problems encountered and issues raised in managing overseas business.

### **Course Contents:**

- 1) **Overview of International Business:** Introduction, Evaluation and development of International business, The strategy of International business Entry Strategy & Strategic Alliances.
- 2) **Globalization:** Introduction: What is Globalization? The Globalization of Markets; The Globalization of Production. Drivers of Globalization: Declining Trade & Investment barriers, The Role of Technology Change. Growth of International trade Vs. Domestic Trade: The Rewards of International Trade, The Risks of International Trade, The financing of International Trade.
- 3) **International Trade Theories**
- 4) **FDI and Balance of Payment**
- 5) **Global Human Resource Management**
- 6) **International Financial Environment:** Foreign exchange Markets, - Markets for Derivatives, Managing Foreign Exchange Risk, Transfer Pricing

### **Suggested Readings:**

1. Korth, Christopher M., International Business Environment
2. Kolde, E.J., International Business Enterprise Developing Economy.
3. Ramn, S. Shiva, International Business: Governance Structure; Wheeler Publishing, New Delhi.
4. Bhalla, V.K. and International Business: Environment
5. Mithani, D.M., International Economics; Himalya Publishing House.
6. Mithani, D.M., International Trade and Public Financ; Himalya Publishing House.
7. Jain, Subhash C., International Marketing Management; CBS Publisher & Distributors.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

## **PPD-108 : HUMAN RESOURCE MANAGEMENT**

**Objective:** The objective of this course is to sensitize students to the various facets of managing people and to create an understanding of the various policies and practices of human resource management.

### **Course Contents:**

**An overview of Human Resource Management:** Job Analysis; Human Resource Planning; Human Resource Recruitment, Selection, Induction and Socialization Processes; Manpower Training and Human Resource Development; Performance Appraisal and Potential Evaluation; Job Evaluation.

**Contemporary Issues in Human Resource Management:** Workforce Diversity Management; Work-Life Balance; Flexible Work Systems; Organizational Citizenship Behaviour; Employee Outsourcing; E-Human Resource Management; Talent Management; Human Resource Accounting; Environmental Change and Human Resource Management; Global Human Resource Management with Special Reference to Cultural Impact.

**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.

**Human Resource Management and Firm's Performance:** Profitability, Commitment and Job Satisfaction; High Performance Work Practices; Compensation and Recent Trends in Compensation; Strategic Human Resource Management: Competitive Strategies and Human Resource Strategies.

### **Suggested Readings:**

1. Aswathappa, K., Human Resource and Personnel Management Tata Mc Graw Hill, New Delhi
2. De Cenzo, D A & Robbins S P., Human Resource Management. 5th ed., New York, John Wiley.
3. Holloway, J. Ed. Performance Measurement and Evaluation. New Delhi, Sage.
4. Monappa, A & Saiyadain M. Personnel Management. 2nd, New Delhi, Tata McGraw-Hill, New Delhi
5. Stone, Lloyed and Leslie W. Rue, Human Resource and Personnel Management, Richard D. Trwin, Illinois

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.