

Courses of Studies for Ph.D. Course Work in Management

(Effective / Due to start from the academic session 2012-13)

Course Structure

	<u>Title of the paper</u>	<u>Credit Hours</u>
	<u>Theory Compulsory</u>	
Course – 611	General Management	4 CH (40-48 hours/Semester)
Course – 612	<u>Elective Theory</u> (any one)	4 CH (40-48 hours/Semester)
	HRM	
	Adv.MM	
	Adv. ITM	
	Adv. OM	
	Adv. FM	
Course – 613	Research Methodology (Quantitative Analysis & Computer Application)	4 CH (40-48 hours/Semester)
Course – 614	Essay Course	4 CH
Course – 615	Review of research papers published in referred journals	4 CH
	- Review Report	2 CH
	- Seminar	2 CH
	<u>Course – 611</u>	<u>4 CH</u>

GENERAL MANAGEMENT

UNIT - 1

Management: History, approaches - development of various schools of thought, from scientific management to post modern management (current). Short comings, pitfalls, strengths and threats of various approaches. The trend during and after the Post liberalization era.

UNIT - 2

Point planning, rule, strategy, strategic issues based 'on planning orientation. Decision making - types, resources, rational decisions, decision tree, implications of group decision making on management.

UNIT - 3

Strategy leads to structure: Types of organizational structures. Organizational Design, Chart and Departmentalization, Span of control, Authority-responsibility, centralization -decentralization, delegation, Theories of organizations, Boundary less and structure less organization, Empowering and authority - reasonability functions.

UNIT - 4

Motivation and leadership (No theories) significance, relevance and purpose on Managerial performance. Control - Types - Production, Financial and Human resources - feed forward control. Control leads to planning and reorganizing - Control as end result variable.

UNIT - 5

Management Today: Ethical issues in Management, Competitive Advantage SWOT analysis -Compliance &.quality audit. Core competence and Business Process Out sourcing (BPO),Re-Engineering, Internationalization of business, TQM and employee work culture, Boundary less organization, Performance of out sourcing, Future trends.

References:

1. Koontz, H and Wechrich. H. Management, 10th ed., New York, Mc Graw Hill.
2. Luthans, F. Organizational Behaviour, 7th ed., New York, Mc Graw Hill.

3. Robbins, S.P. Management, 5th ed., New Jersey, Englewood Cliffs, prentice Hall of Inc.
4. Robbins, S.P. Organizational Behaviour, 7th ed., New Delhi, Prentice Hall of India.
5. Singh, Dalip Emotional Intelligence at work, Response Books, Sage Publications, Delhi.

Course – 612

4 CH

Advanced Marketing Management

The objective of this course is to prepare students to read and understand the literatures and the stimulate new research interests in the field of marketing.

Unit

1. Marketing – Basics, Present day importance of marketing in national and global context; Consumer Behaviour – Decision Making Perspectives, Improving the judgement process, Models of consumer behaviour; Marketing Information System – Marketing Research System and Marketing Decision Support System.
2. Research Methods in Marketing – Quantitative and Qualitative Research in Marketing, Attitude Measurement and Scaling Techniques, Product Research, Test Marketing, Advertising Research, Media Research, Motivation Research.
3. Strategic Marketing – Customer, Competitor and Environmental Analysis; SWOT Analysis, BCG Framework model, Porter's Model, GE Model, McKinsey Model, Market Leader, Challenger, Follower and Nicher Strategies; Market Entry/Exit Decision; Marketing Mix Strategies; Sustaining Competitive Advantage and Core Competence.
4. Logistics and Supply Chain Management; Retail Merchandising – Retailers' Marketing Mix, Product Merchandising and Display, Vendor Relations, Pricing and Mark Downs, e-retailing, Customer Relationship Management – Customer Life Time Value Customer Acquisition Development and Retention, Brand and Customer Equity.
5. Entrepreneurial Marketing – New Venture Initiation, Low budget or no budget Market Research, Alternatives to high cost advertising. Multinational Marketing – Overseas Market Research, Legal Dimensions of Multinational Marketing, New Techniques, The Social Impact of Marketing – Social Impact Analysis.

References:

1. Kotler, P., Marketing Management; Analysis, Planning, Implementation and Control, New Delhi, MacMillan
2. Schiffman, L.G. and Kanuk, L.L., Consumer Behaviour, New Delhi, PHI.
3. Belch, G.E. & Belch, M.A., Introduction to Advertising and Promotion, Chicago, Irwin.
4. Porter, M.E., Competitive Advantage : Creating, Sustaining Superior Performance, New York, Free Press.
5. Keegan, W., Global Marketing Management, Englewood Cliffs, New Jersey, PHI.
6. Levy, M & Barton, A.W., Retailing Management, Irwin, London.

Course – 612

Advance Financial Management

4 CH

- I. Valuation of straight and convertible Bonds, Bond Price volatility, Duration of Bonds, Term structure of Interest rates.
Valuation of Equity shares with and without Bonus Issues. Optional capital structure decisions.
- II. Mathematics of Finance for portfolio construction; Diversification of unsystematic risk and portfolio construction; Optional portfolio selection through Markowitz model, Sharpe model and Lagrange multiplier techniques, Active portfolio management under CPP and CBP; Performance Evaluation of Portfolio.
- III. Valuation options through Black & Scholes model; Option combination, Option Greeks and Delta hedging through option.
Valuation futures, Futures mechanism, B-hedging through futures.
Valuation of swaps, swap mechanism and cost of capital reduction through swaps.
- IV. International Financial system – An overview, Exchange Rate Determination, International parity theorems and fisher effect, Management of Foreign Exchange Exposure through forwards, money market instruments and options.
- V. International Accounting and Reporting, International Accounting – Importance and Scope, foreign transactions – recording and translations, consolidation of foreign financial statements, foreign

financial statement analysis and reporting - segment and interim, multinational transfer pricing and international taxation.

Reference:

1. I.M.Pandey, Financial Management, Vikas Publishing House Pvt. Ltd., New Delhi.
2. V.K.Bhalla, Financial Management and Policy, Anmol Publications Pvt. Ltd., New Delhi.
3. Brealey, Richard A and Myers Stewart C., Principles of Corporate finance, Tata McGraw Publishing Company Ltd., New Dehli.
4. Van Horne, James C., Financial Management and Policy, Prentice Hall of India Ltd., New Delhi.
5. Prasanna Chandra, Financial Management: Theory and Practice, Tata McGraw Hill Publishing Company Ltd., New Delhi.
6. Introduction to Financial Accountings – Charles T. Horngren, Gary L. Sundem & John a. Elliott, Pearson Education, Asia.
7. Advance Accountancy – R.L. Gupta & M. Radhaswami, Sultan Chand & sons, New Delhi.
8. Needless, Belverd, etc. Financial and Management Accounting, Boston, Houghton, Mifflin Company.

Course – 612

4 CH

HUMAN RESOURCE MANAGEMENT

Unit - 1

ORGANISATIONAL CULTURE : Meaning, Scope Nature Dimensions, distinction between culture & climate - value in culture - Organizational culture in MNC's - Managing multiculturalism & Diversity. Meaning of organizational effectiveness, strategies to improve organizational effectiveness and cultural implications Global and Cross cultural issues to HRM.

Unit - 2

INTERNATIONAL IMPLICATIONS OF HRM Managing HR in an International business-changing environment of firm - strategic planning & HR management, Information Technology & HR, Improving International Assignments through selection, Training, & Maintaining International employees.

Unit - 3

EMOTIONAL INTELLIGENCE : Emotional Intelligence-meaning, scope, self-image, awareness, perception, Knowledge and esteem - matching personality and Job, ethical decision making behavior, Transactional analysis - Ego states, Transactions, life position, strokes, games sweat shirts, Rackets, time-structuring - Impression management empathy neuro Linguistic Programming NLP.

Unit - 4

ORGANISATIONAL DEVELOPMENT : OD - concepts, nature, scope, Interventions-Intervention strategies - conditions for failure/success in OD efforts, issues in OD, OD trends in India - OD in International settings, OD and Organisational Effectiveness.

Unit - 5

HUMAN RESOURCE DEVELOPMENT : HRD - meaning, scope, importance HRD across cultures, Organisational Training systems, **view**, needs assessment, training programmes evaluation, performance appraisal design & development, legal issues, implementation & evaluation, role of appraisals in managing performance, career development & planning, factors affecting career -choices - responsibilities of Employers/managers, career counseling, designing career development, system career programmes for special group.

References:

1. Aswathappa, K., HRM & Personnel Management –, TMH
2. C.B.Mamoria, Personnel Management, Himalaya
3. Monappa, Personnel Management
4. C.B.Mamoria, Industrial Relations, Himalaya
5. Robbins, Human Resource Management

Course – 612

4 CH

ADVANCED OPERATIONS MANAGEMENT

UNIT -1

Concept of Operations Management - Characteristics of Manufacturing sector and service sector -Evolution of Operations Management Discipline - Concepts and Calculations of Productivity -Productivity Techniques - Productivity improvement measures.

UNIT - 2

Types of production systems - Job shop industry, Process Industry, Project type of industry, Mass production Industry with product layout, process layout and cellular manufacturing system Product design and Process selection - Make or buy decision using the Break-even -analysis.

UNIT - 3

Supply Chain Management Logistics Management Forecasting Techniques Aggregate planning Inventory Management for dependent and independent demands - NW-1, MRP-11, ERP and use of Simulation technique for decision making inventory management.

UNIT - 4

Concept of Total Quality Management - Quality Philosophies of Deming, Cross by and Miller Statistical Quality Control technique – Continuous Improvement Strategies, Deming -wheel -Taguchi Techniques, Seven- QC tools - TQM culture, Quality Circle Six Sigma - ISO Certification Process.

UNIT - 5

Principles of organizational transformation and re-engineering - fundamentals of process reengineering,preparing the work force for transformation and re-engineering; methodology -guidelines Analytical and process tools and techniques Information and communication technology - Enabling role of IT in re-engineering.

Reference:

1. Production and Operations Management, M.E.Thukaram Rao, New Age International Publishers, 1st Edition, 2010
2. Production and Operations Management, R.Pannerselvam, PHI Publication, 2003.
3. Adam, E.E. & Ebert, RL. Productions & Operations Management, 6th ed. New Delhi, PHI, 1995.
4. Amrine Harold T. etc. Manufacturing Organisation & Management, Englewood Cliffs, New Jersey PHI, 1993.
5. Buffa, E.S. Production & Operations Management, New York, John Wiley, 1987.
6. Chary, S.N. Production & Operations Management, New Delhi, TMH, 1989.
7. Dobler, Donalds W and Lee, Lamer, Purchasing and Materials Management, New York, McGraw Hill, 1984.

Course – 612

4 CH

Advance study on Information System Management

Unit-1 Software Engineering and Management

Software Engineering approach, Software Engineering processes, Software quality, software project planning and management, Software Engineering challenges

Unit-2 Advance study on Database Management

Concept of database, Normalizations, SQL, T SQL, PL SQL, Concurrency control, distributed database, security feature, query optimization.

Unit-3 Information System security

Concept of information security, cryptographic techniques, Symmetric key algorithm, Asymmetric key algorithm, Public Key Infrastructure, Internet security protocol

Unit-4 Data Communication

Date encoding, Data link control, ATM and Frame relay, network security, distributed application

Unit-5 Information system Audit

Introduction to Information system audit, evaluating asset safeguarding and data integrity, evaluating system efficiency and effectiveness, managing information systems audit functions

Reference:

1. Ron Weber, Information System Controls and Audit, Pearson Education Asia, LPE edition
2. Pankaj Jalote, An Integrated Approach to Software Engineering, 3rd edition, Narosa
3. Atul Kahate, Cryptography and Network Security, Tata McGraw-Hill
4. Rajesh Narang, Database Management Systems, PHI-publication
5. William Stallings, Data and Computer Communication, sixth edition, EEE -PHI-publication

Course – 613

4 CH

RESEARCH METHODOLOGY

(QUANTITATIVE ANALYSIS & COMPUTER APPLICATION)

- I. Application of Statistical Concepts/Procedures: Data: Diagrammatical Representation of data: Probability: Measures of Central Tendency; Measures of Dispersion; Skewness and Kurtosis Normal Distribution; Simple Correlation; Multiple Correlation; Regression Analysis; Sampling-Simple Random Sampling and S.ratified Random Sampling.
- II. Testing of Hypothesis Tests, X2 (Chi-square), and F-tests, Analysis of Variance, Covariance, Principal Component Analysis; Experimental Design; Completely Randomized Block Design; Randomized Block Design, One-way Analysis of Variance, Two-way Analysis of Variance, Follow up Tests; Non-Parametric Procedures; Writing of Research Reports.
- III. Functional Units of a Computer; Windows Operating System; Managing Files and Floders, Word Editing and Formatting a Document; Working with Tables; Creating and Printing a Presentation; Producing a Slide Show; Editing and Formatting Worksheets; Performing Basic Calculations; Working with Charts; Using the Internet and the World Wide Web.
- IV. Learning Software Packages Specific to the Subject.
Creation of Questionnaire Online, Analysis and Interpretation of Data, Construction of Charts, Diagrams, Sharing of Information Online with Respondents, etc. using the following Online Tools:
 - i) Google Docs;
 - ii) Survey Moneys; and
 - iii) SPSS Package

Reference

1. Bhattacharya, D.K., Research, Excel Books, New Delhi 2nd Edition 2006
2. Kothari, C.R., Research Methodology
3. Gupta, S.C. & Kapoor, V.K., Fundamentals of Mathematical Statistics, S.Chand
4. Sinha, P.K. & Sinha, Priti, Computer Fundamentals, BPB Publications, N.Delhi
5. Comdex Computer Course Kit, BPB Publication
6. Russel, A.Stultz, Larn Microsoft Office.

	Title of the paper	Credit Hours
Course – 614	Essay Course	4 CH

	Title of the paper	Credit Hours
Course – 615	Review of research papers published in referred journals	4 CH
	- Review Report	2 CH
	- Seminar	2 CH