

Ph.D (Commerce)

Paper – I : Business Research Methods

Instruction Hours: 80

Objective: To familiarise the students in respect of the principles, techniques, methods and processes of conducting both 'qualitative' and 'quantitative' research studies.

Unit-1: Business research – Nature and Scope – Basic and applied research – (12)

Types of business research – Exploratory, descriptive, explanatory and causal research – General business, economic and corporate research; financial and accounting research; management and organisational behaviour research; sales and marketing research; corporate responsibility research – Action Research.

Unit-2: Conceptual and theoretical framework – Propositions and (12)

hypotheses – practical value of theories – Phase of research process – Choice of area and topics of research – Review of literature – Statement of research problem and research questions – research objectives – Research design and methodology – Qualitative and Quantitative research methods – Case Study Research: single and multiple case studies, cross-case analysis.

Unit-3: Sampling and data collection – Sampling techniques, sampling unit and (18)

sample size – Sampling frame – Non-probability samples; Convenience, quota and snowball sampling; probability samples: sampling random, systematic, stratified (proportionate and disproportionate), cluster and multistage sampling – Sampling error – systematic error – response bias – cross-sectional and longitudinal studies – Survey research – primary and secondary data – Focus Group Interview – Questionnaire design and administration – close-ended and open-ended questions – Pilot study and pretesting the questionnaire – personal interview, mail, telephone and electronic surveys – observation survey – experimental (control group and experimental group) research design – Editing, coding and cross-tabulating.

Unit-4: Measurement, analysis and interpretation – Types of scales: nominal, (18)

ordinal, interval and ratio scales – Likert and Thurston attitudinal scales – Descriptive and inferential statistics – Statistical Package for the Social Sciences (SPSS) – Measures of Central tendency and dispersion – normal distribution – Parametric Tests: Chi-square, t-Test, Z-test, ANOVA, the F-test – Non-parametric Tests: Sign test, Mann-Whitney Test – Multivariate Analysis of Variance – Pearson Product Moment Correlation matrix – Multiple Regression Analysis – Factor Analysis – Multiple discriminant analysis – Cluster analysis.

Unit-5: Writing up the research report – Layout of the report – Summary of the Key Findings – Corroboration and cross-references – Implications – Suggestions – Directions for future research – Limitations – Concluding observations – appendices – bibliographical style – Ethical issues and dilemmas in business research. (10)

Unit-6: The research process and the Role of Academic Writing-Academic Writing as a Part of Research, Types of Academic Writing and Structure and Contents of a Research Ethics in Research, plagiarism, Footnotes and end notes, and citations. (6)

Unit-7: Fulcrum of research and attributes of a research student-Analytical mind, Global outlook, honesty, innovative approach calendar, intellectual curiosity, keen observation, patience, persistence and spirit of inquisitiveness. (4)

References

1. William G. Zikmund, “*Business Research Methods*” New York: The Dryden Press.
2. Jack E. Edwards, Marie D. Thomas, Paul Rosenfeld, Stephanie Booth – Kewly, “*How to Conduct Organisational Surveys: A Step-by-Step Guide*”, New Delhi: Sage.
3. Robert K. Yin, “*Application of Case Study research*”, New Delhi: Sage.
4. Keith F. Punch, “*Survey Research: The Basics*”, New Delhi: Sage
5. Murray R. Thomas, “*Blending Qualitative and Quantitative Research Methods in Theses and Dissertations*”. New Delhi: Sage.

6. Dan Remenyi, Brian Williams, Arther Money, Ethni Swartz, “*Doing research in Business and Management*”, New Delhi: Sage.
7. Mathukutty and et.al. *Academic Writing, Response Books*: New Delhi 2010.



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Paper – 2: Current Trends in Commerce and Business

Instruction Hours = 70 Hours

Objective: To expose the students to the key socio-economic-politico and cultural environmental perspectives so as to enable them in understanding the “big picture” of commerce and business.

Unit 1: Conceptual Framework of Business Environment: Concept, (10)
Significance, and Nature of Business Environment – Internal and External, Changing Dimensions of Business Environment, Techniques of Environmental Scanning and Monitoring.

Unit 2: Economic Environment of Business: Significance – Elements- (16)
Economic Systems and Business Environment-Government Policies- Industrial Policy, Fiscal Policy, Monetary Policy, EXIM Policy- Development Banks and Promotion of Indian Business, Economic Reforms, Liberalisation.

Unit 3: Politico-legal Environment of Business: Critical Elements of Political (20)
Environment; Government and Business, Changing Dimensions of Legal Environment in India, Investor Protection, FEMA and Licensing Policy, Consumer Protection Act of 1986, Environment protection.

Unit 4: Socio-cultural Environment: Critical Elements of Socio-cultural (16)
Environment. Social Institution and systems, Social Values and Attitudes, Social Groups, Social Change and Corporate Choice, Dualism in Indian Society and problems of Uneven Income Distribution, Indian Business System, Family Business, Social Responsibility of Business, Consumerism in India.

Unit 5: Global Environment: Multinational corporations, Foreign (08)
Collaborations and Indian Business – Foreign Direct Investment- Non-Resident Indians and Corporate Sector, WTO, Foreign Trade Policies-Global Economic Environment.

References:

1. Bertozzi-Burgunder, “Business, Government, and Public Policy: Concepts and Practices” - Prentice Hall.
2. Buchholz “Fundamental Concepts and Problems in Business Ethics” – Prentice Hall.
3. Buchholz “Business Environment and Public Policy; Implication for Management and Strategy formulation” – Prentice Hall.
4. F. Cherunilam – “Business & Govt” – Himalaya Publishing House.
5. Jan – Erik Lane “State and Market: the politics of the Public and Private” – Sage.
6. Jeffrey A. Barach – “The Individual Business and Society “. Prentice Hall, New Jersey.
7. Parag Diwan L.N. Aggarwal – “Business Environment”– New Delhi, Excel Book.
8. Robert J. Mockler – Business and Society – New York, Harper & Row Publishers.
9. Robert W. Ackerman, “The Social Challenge to Business” – Cambridge, Harvard University Press.
10. Sudhir Lakhanpal – “Dynamics of Strategic Management” – New Delhi, Anmol Publications Pvt. Ltd.
11. Swyer “Business and its Environment: Managing Social Impact” – Prentice Hall.
12. Thomas T. “Managing Business In India” – Bombay, Allied Publishers.
13. Victor “Strategic Management in the Regulating Environment: Cases and Industry Notes” – Prentice Hall.



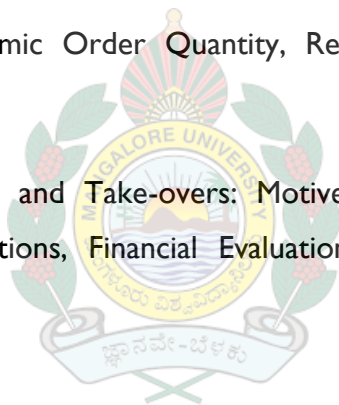
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Optional – Paper 3.1: Financial Management

Instruction Hours: 70

Objective: To equip the students with the concepts, principles, techniques and processes of managing funds and the related accounting operation within organisation.

- Unit – 1:** Capital Budgeting Decisions: Concepts, Techniques – Discounted (12)
Cash Flow Criteria and Non-discounted Cash Flow criteria.
- Unit -2:** Capital Structure Theories: Net Operating Income, Net Income, (16)
Modigliani-Miller (MM) Approach, and Traditional view; Pecking
Order Theory.
- Unit -3:** Financial Analysis: Analysis of Financial Statements – Ratio Analysis; (12)
Cash Flow and Funds Flow analysis.
- Unit -4:** Working Capital Management: Concepts, Need for Working (18)
Capital, Types of Working Capital Needs, Trade-off between
Profitability and Risk, Basic approaches to determine an
appropriate financing mix, Objectives of cash management, Cash
management models, Nature and Goals of Credit Policy, Optimum
Credit Policy, Economic Order Quantity, Reorder point, ABC
analysis.
- Unit-5:** Mergers, Acquisitions and Take-overs: Motives and Benefits of (12)
Mergers and Acquisitions, Financial Evaluation of Mergers and
Take-overs.



References

1. Van Horne, James C, *Financial Management and Policy*, Prentice-Hall of India, New Delhi.
2. Brigham, Eugene F., *Fundamentals of Financial Management*, The Dryden Press, Chicago.
3. Gitman, Lawrence J., *Principles of Managerial Finance*, Harper and Row, New York.
4. Solomon E., *The Theory of Financial Management*, Columbia University Press, New York.
5. Pandey I.M., *Financial management*, Vikas Publishing House, New Delhi.
6. Khan M.Y., and Jain P.K., *Cost Accounting and Financial Management*, Tata McGraw-Hill Publishing company, New Delhi.
7. Rustogi R.P., *Financial Management*, Galgotia Publishing Company, New Delhi.

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Optional – Paper 3.2: Human Resource Management

Instruction Hours: 70

Objective: In order to familiarise the students about the modern tools and techniques of managing, developing and utilising human resource within organisations and to establish a strategic linkage among HR function, business objectives and the organisational effectiveness.

Unit 1: An overview of HRM – Similarities and dissimilarities between (10)
Personnel Management and HRM - HRM and HRD – HR Models –
Strategic HRM – Strategic HRD – Global HRM and HRD –
Organisational Structure and HR/HRD function.

Unit -2: Human Resource Planning – Sources of recruitment – Modern (12)
approaches to scientific selection – Promotional policies and criteria –
Education, training and Development – Training Needs Analysis and
Evaluation – Corporate commitment to HR/HRD – Devolving
HR/HRD role to Line Managers –managing employee expectations.

Unit -3: Executive Compensation – Recent trends and status – Determinants of (18)

executive and non-executive compensation – pay secrecy – Incentives and fringe benefits – Skill Based Pay – Wage and salary legislation – Job Attitudes: job satisfaction, job involvement, and organisational commitment – Employee Satisfaction Surveys – Handling employee disengagement, cynicism and skepticism – Employee Involvement and Empowerment.

Unit – 4: Individual, team and organisational learning – Lifelong learning and Knowledge Management – Performance Appraisal and Potential Appraisal – Motivation, Communication and Leadership – Roles, outputs and competencies of HR/HRD practitioners – human resource management research – human resource management information system (HRIS) and computer application. (18)

Unit-5: Organisational culture, change, development and effectiveness – Organisational climate – OD interventions – HR outsourcing – Downsizing, right-sizing and survivor syndrome – organisational restructuring and HR/HRD challenges – Attrition Rate and Employee Retention Management – Mergers, acquisitions and HR/HRD implications – Workforce Diversity – Globalisation and cross-cultural training – Ethical issues and dilemmas in HR/HRD profession – Role of National Institute of Personnel Management (NIPM), Indian Society for Training and Development (ISTD), National HRD Network. (12)

References

1. Bhaskar Chatterjee, *Human Resource – A Contemporary Text*, Sterling Publishers Ltd., New Delhi.
2. Cynthia D. Fisher, Lyle F. Schoenfeldt and James B. Shaw, *Human Resource Management* (Chennai: All India Publishers & Distributors).
3. Desimone, R.L., Werner, J.M., & Harris, D.M., (2002). *Human resource development*. Fort Worth: Harcourt College Publishers.
4. Lalan Prasad and A.M. Banerjee – *Management of Human Resources*, Sterling Publishers Ltd., New Delhi.
5. McGoldrick, J., & Stewart, J. (Eds.) (1996). *Human resource development: Perspectives, strategies and practice*. London: Pitman.

6. Megginson D. Joy-Mathews J. and Banfield, P. '*Human Resource Development*'; (London: Kogan Page).
7. Michael Armstrong, *A Handbook of Human Resource Management Practice*, (London: Kogan Page).
8. Walton, J. (1999). *Strategic human resource development*. Essex: Financial Times/Prentice-Hall.
9. William P. Anthony, Pamela L. Perrewe and K. Michele Kacmar, *Strategic Human Resource Management* (New York: The Dryden Press).
10. Wilson, I.(Ed) *Human Resource Development*, (London: Kogan Page).



Optional – Paper 3.3: Marketing Management

Instruction Hours: 70

Objective: In order to equip the students with the domain-specific knowledge of marketing philosophy, policies, processes, programmes and practices of corporate and not-for-profit entities and to get insights into the process of formulating and implementing marketing strategies.

- Unit-1:** An overview of marketing management and its environment – Strategic marketing management – concepts and approaches – Focus on customer, change and competition – customer satisfaction, delight and fantasy – Digitalisation, connectivity and ICT revolution – Building customer satisfaction, value and retention. (08)
- Unit -2:** Marketing environment – Internal and external environment –Market-oriented strategic planning – SWOT Analysis – BCG Matrix-Marketing Information System – Marketing Research System – Marketing Decision Support System - Forecasting and demand measurement. (12)
- Unit-3:** Consumer Behaviour – Determinants and process – Business Buying Behaviour – Determinants and process – Identifying competitors – competitive intelligence system – Market leader, challenger, follower and market-nicher strategies – segmenting consumer and business markets – PLC and new product development process and strategies – Positioning and targeting – Customer Satisfaction Surveys – Designing global market strategies – Product mix and Branding strategies – services marketing – Pricing strategies. (18)
- Unit-4:** Supply-chain Management – value network and marketing channels – legal and ethical issues in channel relations – managing retailing, wholesaling and market logistics – Retail revolution – integrated marketing communications – Advertising, sales promotion, public relations and direct marketing – Content analysis of advertising and measuring advertising effectiveness – managing the Sales Force. (18)

Unit-5: Recent developments – Social marketing – Green Marketing – Internet (14)
Marketing – Marketing Audit – Types of marketing control – Market-based Scorecard Analysis – Ethical Issues and Dilemmas in marketing management.

References

1. Zaltman Gerald and Burger C. Philip, “*Marketing Research – Fundamentals and Dynamics*”, (The Dryden Press).
2. McGown K.L., “*Marketing Research Text and Cases*”, (Winthrop Publishers, Inc).
3. Luck J. David, Wales G. Hugh, Taylor A. Donald, Rubin S, Ronald, “*Marketing Research*”, (Prentice-Hall).
4. Brown F.E., “*Marketing Research*”, (Addison-Wesley Publishing Co.)
5. Philip Kotler, “*Marketing Management: Analysis, Planning, Implementation and Control*”, (New Delhi: Prentice Hall of India Private Ltd.).
6. Warren J. Keegan, “*Global Marketing Management*” (Prentice Hall of India).
7. Willam O. Bearden, “*Marketing: Principles and Perspectives*”. (New York: McGraw Hill.)
8. Gilberth A. Churchill and J. Paul Peter, “*Marketing – Creating Value for Customers*”, New York: McGraw Hill).
9. Harper W. Boyd Jr, “*Marketing Management.*” (New York: McGraw Hill).
10. David Carvens, “*Strategic Marketing.*” (New York: McGraw Hill).
11. J. Paul Peter, “*A preface to Marketing Management*”, (New York: McGraw Hill).
12. Philip Cateora, “*International marketing*”, (New York: McGraw Hill,).
13. C. Samuel Douglas and Susan P. Douglas, “*Global Marketing Strategy*” (New York: McGraw Hill).
14. Taylor W. Melon and John Graham, “*International and Global Marketing: Concepts and Cases*” (New York: McGraw Hill Company Ltd.).

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Optional – Paper 3.4: Current Trends in Banking Management

Instruction Hours: 70

Objective : To have an awareness of the current trends in banking management so as to develop research bent of mind and to motivate the candidates to do research in the field.

Unit-I: Commercial Banks: Functions and Services of Indian Banks, (10)
Analysis of Balance sheet of Banks, Portfolio Management,

Employment of funds in assets, Factors governing Cash Reserves, Earning assets, statutory provisions regarding liquid assets, Term financing by banks, universal banking, Retail Banking and Wholesale Banking, Core Banking Services, Financial Intermediation – Recent trends.

Unit-2: Banking System in India:-Constituents of the Indian Banking System, Commercial banks, Scheduled and Non-scheduled banks, Foreign Banks, Merchant Banks, organisation and structure of Commercial Banking, Public and Private, Institutional Agencies for Rural finance, cooperative Banks, Land Development Banks, Regional Rural banks, NABARD, SIDBI, New generation Banks, Development Financial Institutions - NBFI's – Recent developments. (15)

Unit-3: Risk Management:- Mismatch between Assets and Liabilities- source of risk, credit analysis, overall risk of a bank, Types of Risk, Interest sensitive Assets, credit Risk, Interest Rate Risk, Liquidity risk and operational risk, Derivatives, treasury function, Monitoring risk, RBI Guidelines for Risk Management, Risk Management Systems. (12)

Unit-4 Financial Sector Reforms: Nationalisation of Banks, Branch expansion, Deposit mobilisation, credit expansion, Priority sector lending and problems, Narasimham committee on Financial Sector Reforms 1991, Recommendations of the committee, Prudential Accounting norms, Income Recognition, Asset classification, standard, substandard, Doubtful and Loss making assets, Provisioning requirements, capital adequacy, Non-Performing Assets, (NPAs), public issue of shares, Narasimham committee on Banking Sector Reforms 1998; Weak public Sector Banks, Report of Working Group (17)

(1999) (Verma Committee), Problem of Recovery, Debt Recovery Tribunals (DRTs), SARFAESI Act 2002, Asset Reconstruction Corporations (ARCs).

Unit-5: Management of Financial Services of Banks: Diversification in (16) Banking functions, Housing Finance, Mutual Funds, Venture Capital funds, Factoring Services, Merchant Banking & underwriting, capital market activities, Insurance business, Equity investment in commodity Exchange, clearing corporation, Securitisation of Assets.

References

1. K.C. Shekhar and Lekshmy Shekhar K (2005): *Banking Theory and Practice*, Vikas Publishing House Pvt. Ltd., New Delhi.
2. H.R. Machiraju (2001), *Modern Commercial Banking*, Vikas Publishing House Pvt. Ltd., New Delhi.
3. H.R. Machiraju (2002), *Indian financial System*, Vikas Publishing House Pvt. Ltd., New Delhi.
4. Bharath V. Pathak (2003), *Indian Financial System*, Pearson Education.
5. M.Y. Khan: *Financial Services*, Tata McGraw Hill.
6. Report of the committee on *Financial Sector Reforms 1998*.
7. Report of the committee on *Banking Sector Reforms 1998*.

The Review of literature shall be in the area of Research topic chosen by the Research candidate related to Finance, H.R.M., H.R.D., Banking and Insurance, Marketing, Rural Development, Micro, Small and Medium Enterprises, and other interdisciplinary areas in consultation with the guides.

