

# FACULTY OF ECONOMICS & BUSINESS

## SYLLABUS

### FOR

### Pre Ph.D. Course in COMMERCE & MANAGEMENT (Under Credit Based Continuous Evaluation Grading System)

(SEMESTER: I-II)

Session: 2014-15



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## GURU NANAK DEV UNIVERSITY AMRITSAR

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(PRE PH.D COURSE IN COMMERCE & MANAGEMENT) (SEMESTER SYSTEM)  
(Under Credit Based Continuous Evaluation Grading System)

**Program Code: CMZ**  
**Master of Philosophy in Commerce and Management**  
**Department of Commerce and Business Management**

## SCHEME OF COURSES

### Semester I

Course No.	C/E/I	Course Title	L	T	P	Total Credits
<b>Core Courses</b>						
CML-901	C	Research Methods in Commerce & Management	3	--	--	3
CML-902	C	Contemporary Issues in Management	3	--	--	3
CMS-903	C	Seminar	--	--	1	1
<b>Total Credits</b>			<b>6</b>	<b>--</b>	<b>1</b>	<b>7</b>

(PRE PH.D COURSE IN COMMERCE & MANAGEMENT) (SEMESTER SYSTEM)  
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## Semester II

Course No.	C/E/I	Course Title	L	T	P	Total Credits
<b>Core Courses</b>						
CML-951	C	Analytical Techniques in Business Research	3	--	--	3
<b>Interdisciplinary Courses (3 Credits)</b>						
	I	To be offered from the outside Department.	--	--	3	3
<b>Elective Courses (16 Credits)</b>						
	E	Elective Courses*	3	--	--	3
<b>Total Credits</b>			<b>6</b>	<b>--</b>	<b>3</b>	<b>9</b>

**\*Note: Students are required to opt one from the following Specializations:**

Course No	C/E/I	Course Title	L	T	P
CML-981	E	Contemporary Issues in Accounting and Finance	3	--	--
CML-982	E	Contemporary Issues in Marketing	3	--	--
CML-983	E	Contemporary Issues in Human Resource Management	3	-	--
CML-984	E	Contemporary Issues in International Business.	3	--	--

**CML-901: RESEARCH METHODS IN COMMERCE AND MANAGEMENT**

**Credits: 3-0-0**

<b>Text</b>
<p>Planning and Designing A Research Study:</p> <ul style="list-style-type: none"> <li>• Choosing A Research Topic</li> <li>• Review of Literature               <ul style="list-style-type: none"> <li>○ Goals of A Literature Review</li> <li>○ Types of Reviews</li> <li>○ Sources of Research Literature</li> <li>○ Writing of Review</li> </ul> </li> <li>• Types of Research Designs and Approaches</li> <li>• Experimental Designs               <ul style="list-style-type: none"> <li>○ Randomized Two-Group Design</li> <li>○ Solomon Four-Group Design</li> <li>○ Factorial Design</li> <li>○ Quasi-Experimental Designs</li> <li>○ Interrupted Time-Series Designs</li> </ul> </li> <li>• Qualitative Designs</li> <li>• Case Studies</li> <li>• Survey Studies</li> <li>• Focus Groups</li> <li>• Formulating A Research Problem</li> <li>• Framing of Hypotheses</li> <li>• Choosing Variables to Study</li> <li>• Selecting Research Participants</li> </ul> <p>General Approaches for Controlling Artifact and Bias</p> <ul style="list-style-type: none"> <li>• Introduction to Validity: Internal, External, Construct and Statistical Validity</li> <li>• Sources of Artifact and Bias</li> <li>• Methods for Controlling Sources of Artifact and Bias</li> </ul>
<b>First Minor Test: One Hour</b>
<p>Data Collection, Assessment Methods and Measurement Strategies</p> <p>Sampling: Theory, Designs, and Issues</p> <p>Measurement</p> <ul style="list-style-type: none"> <li>• Scales of Measurement</li> <li>• Psychometric Considerations</li> <li>• Reliability and Validity and their Relationship to Measurement</li> </ul> <p>Methods of Data Collection</p> <ul style="list-style-type: none"> <li>• Questionnaire: Nature, Importance and Uses; Issues Involved in Designing of Questionnaire, Web-Based Questionnaires; Testing Validity and Reliability of Questionnaires</li> <li>• Content Analysis: Conceptual Framework, Qualitative and Quantitative Models of Content Analysis, Relational Content Analysis</li> </ul>

(PRE PH.D COURSE IN COMMERCE & MANAGEMENT) (SEMESTER – I)  
(Under Credit Based Continuous Evaluation Grading System)

<b>Second Minor Test: One Hour</b>
<p>Data Preparation, Analyses and Interpretation</p> <ul style="list-style-type: none"> <li>• Data Preparation</li> <li>• Data Screening</li> <li>• Constructing A Database</li> <li>• Transforming Data</li> <li>• Data Analysis and Interpretation</li> </ul> <p>Report Writing</p> <ul style="list-style-type: none"> <li>• Bibliography and Referencing</li> </ul> <p>Ethical Considerations in Research:</p> <ul style="list-style-type: none"> <li>• Fundamental Ethical Principles</li> </ul> <p>Disseminating the Results of Research Studies</p> <ul style="list-style-type: none"> <li>• Sharing The Results of Research Studies</li> <li>• Presentation of Research Results</li> <li>• Publication of Research Results</li> </ul>
<b>Final Examination: Three Hours</b>

**Suggested Readings:**

1. Cooper, D. R. and Schindler, P.S., *Business Research Methods*, Tata McGraw Hill, New Delhi.
2. Levine, D.M., Krehbiel T.C. and Berenson M.L., *Business Statistics*, Pearson Education, New Delhi.
3. Kothari, C. R., *Research Methodology*.
4. Anderson, Sweeney and Williams: *Statistics for Business and Economics*, Thompson, New Delhi.
5. David Wilkinson and Peter Birmingham, *Using Research Instruments: A Guide for Researchers*, Routledge Falmer, New York, 2003.

**CML-902 CONTEMPORARY ISSUES IN MANAGEMENT**

**Credits: 3-0-0**

<b>Text</b>
<p>Management: Importance and its Role; the Universality of Management and Various Approaches to Management            Management and Diversity: Advantages, Challenges; Strategies for Promoting Diversity in Organization            Management and Entrepreneurship: Fundamentals of Entrepreneurship; Opportunities; Corporate Entrepreneurship and Social Entrepreneurship            Groups and Teams: Problems in Managing Groups; Types of Teams and Stages of Teams Development</p>
<b>First Minor Test: One Hour</b>
<p>Responsibility; Authority and Delegation            Knowledge Management: Concepts; Understanding Knowledge; Knowledge Creations and Knowledge Architecture, Knowledge Transfer and Knowledge Sharing            Creativity and Innovation: Catalyst for Creativity and Innovation; Total Quality Management (TQM)</p>
<b>Second Minor Test: One Hour</b>
<p>Economic Integration: Levels of Economic Integration; Trade Creation vs Trade Diversion            Important Trading Blocks: EU; NAFTA; SAARC and ASEAN            Multilateral Trading System: An Overview of World Trade Organization (WTO)            Foreign Direct Investments: Political Economy; Types of Foreign Investments and their Implications for the Home and Host Countries            Exchange Rate Determination: Currency Convertibility; Fixed Vs Floating Exchange Rates; Euro Currencies; Euro-Zone Crisis            Mergers and Acquisitions: Concepts; Dimensions and Implications</p>
<b>Final Examination: Three Hours</b>

**Suggested Readings:**

1. Elias M. Awad and Hassan M. Ghaziri, "Knowledge Management", Pearson Education, New Delhi, 2005.
2. V. Balachandran and V. Chandrasekaran, "Corporate Governance and Social Responsibility", PHI Learning Private Limited, New Delhi, 2009.
3. R. Satya Raju and A. Parthasarathy, "Management: Text and Cases", PHI Learning Private Limited, New Delhi, 2009.

**CMS-903 SEMINAR**

**Credit: 0-0-1**

**CML 951: ANALYTICAL TECHNIQUES IN BUSINESS RESEARCH****Credits: 3-0-0**

<b>Text</b>
<ul style="list-style-type: none"> <li>• Introduction to SPSS and E-Views Softwares</li> <li>• Data Entry, Editing, Transformation and Cleaning</li> <li>• Descriptive Statistics</li> <li>• Testing of Hypothesis</li> </ul> <p><b>Parametric Tests</b></p> <ul style="list-style-type: none"> <li>• One Sample t-test</li> <li>• Independent Samples t-Test</li> <li>• Paired Samples t-Test</li> <li>• Anova and Manova</li> </ul> <p><b>Non-Parametric Tests</b></p> <ul style="list-style-type: none"> <li>• Chi-Square</li> <li>• One Sample</li> <li>• Two Independent Samples</li> <li>• K-Independent Samples</li> <li>• Two Related Samples</li> <li>• K-Related Samples</li> </ul>
<b>First Minor Test: One Hour</b>
<ul style="list-style-type: none"> <li>• Panel Data Analysis</li> <li>• Factor Analysis</li> <li>• Discriminant Analysis</li> <li>• Basic Characteristics of Time Series Data, Examining Stationarity of Data, Granger Causality Test</li> </ul>
<b>Second Minor Test: One Hour</b>
<ul style="list-style-type: none"> <li>• Correlation and Regression Analysis</li> <li>• Testing the Assumptions of Regressions</li> <li>• Multicollinearity, Heteroscedasticity and Autocorrelation</li> <li>• Dummy Variables in Regression Analysis</li> <li>• Logit and Probit Models of Regression</li> </ul>
<b>Final Examination: Three Hours</b>

**Suggested Readings:**

1. Damodar N. Gujarati and S. Sangeeta, *Basic Econometrics*, Tata McGraw Hill Publishers, New Delhi, Fourth Edition, 2007.
2. Rajendar Nargundkar, *Marketing Research : Text and Cases*, Tata McGraw Hill Publishers, New Delhi, Fourth Edition, 2006.
3. Hair Joseph F., *Multivariate Data Analysis*, Pearson Education, Prentice Hall, 2006.
4. Naresh K. Malhotra, *Marketing Research : Application to Contemporary Issues with SPSS*, Pearson Education, Prentice Hall, First Edition, 2008.
5. G.S. Maddala, *Introduction to Econometrics*, Wiley India Publishers Third Edition, 2007.
6. I. Gusti Ngurah Agung, *Time Series Analysis Using E-views*, John Wiley & Sons, 2009.
7. Badi H. Baltagi, *Econometrics Analysis of Panel Data*, John Wiley & Sons, Third Edition.

**CML-981 CONTEMPORARY ISSUES IN ACCOUNTING AND FINANCE  
(Elective Courses)**

**Credits: 3-0-0**

<b>Text</b>
<ul style="list-style-type: none"> <li>• Sub-prime crisis- Reasons, impact, remedies and lessons to be learnt.</li> <li>• Pricing of IPOs – Conceptual and research issues.</li> <li>• Integration of capital markets the world over- reasons and techniques to measure such integration.</li> </ul>
<b>First Minor Test: One Hour</b>
<ul style="list-style-type: none"> <li>• Emerging issues in behavioural finance</li> <li>• Financial inclusion and role of banks</li> <li>• Financial risk management-types of financial risk. Role of derivatives in managing financial risk</li> </ul>
<b>Second Minor Test: One Hour</b>
<ul style="list-style-type: none"> <li>• Strategic cost management techniques-Activity Based Costing, Life Cycle Costing and Target Costing.</li> <li>• Performance measurement and management-traditional methods; Value based methods-Residual Income, Economic Value Added, Market Value Added; Balanced Score Card.</li> <li>• Future of Corporate Reporting. Financial Reporting Supply Chain. Online reporting. Convergence of Accounting Standards and IFRSs.</li> </ul>
<b>Final Examination: Three Hours</b>

**Suggested Readings:**

1. Mark Zandi, *“Financial Shock: A 360° Look at the Subprime Mortgage Implosion and How to Avoid the Next Financial Crisis”*, FT Press, 2008.
2. Chi Lo, *“Asia and the Subprime Crisis: Lifting the Veil on the “Financial Tsunami”*, Palgrave Macmillan, 2009.
3. Arif Khurshed, *“Initial Public Offerings (IPOs)” Managerial Finance*, Volume 33, Number 6, 2007.
4. Maurice Obstfeld and Alan M. Taylor, *“Global Capital Markets: Integration, Crisis, and Growth”*, Cambridge University Press, 2005.
5. Keith Redhead, *“Personal Finance and Investments: A Behavioural Finance Perspective”*, Routledge, 2008.



6. David Murphy, “Understanding Risk: The Theory and Practice of Financial Risk Management”, Chapman & Hall/CRC, 2008.
7. Dean R. Spitzer, “Transforming Performance Measurement: Rethinking the Way We Measure and Drive Organizational Success” AMACOM, 2007.
8. Robert J. Shiller, “The Subprime Solution: How Today's Global Financial Crisis Happened, and What to Do about It”.
9. Maurice Obstfeld, Alan M. Taylor, “Global Capital Markets: Integration, Crisis and Growth”.
10. Haluk Akdogan, “The Integration of International Capital Markets: Theory and Empirical Evidence”.
11. Steven Allen, “Financial Risk Management: A Practitioner's Guide to Managing Market and Credit Risk”.
12. John K. Shank and Vijay Govindarajan, “ Strategic Cost Management”
13. Clare Roberts, Pauline Weetman, Paul Gordon, “International Corporate Reporting: A Comparative Approach”.
14. Samuel A. DiPiazza, Robert G. Eccles, “Building Public Trust: The Future of Corporate Reporting”.
15. Deepak B Phatak, Sameer Kochhar, R Chandrashekhar, “Financial Inclusion”
16. Sujatha B, “Financial Inclusion: Concepts and Strategies”

**CML-982 CONTEMPORARY ISSUES IN MARKETING**

**Credits: 3-0-0**

<b>Text</b>
<ul style="list-style-type: none"> <li>• <b>Introduction:</b> Marketing concepts, Marketing in the present millennium – challenges and issues; Importance of marketing in our global economy.</li> <li>• <b>Strategic planning and the Marketing Process:</b> Steps in marketing planning process, Tools and techniques for successful strategies, Elements of a marketing strategy, Methods for marketing planning.</li> </ul>
<b>First Minor Test : One Hour</b>
<ul style="list-style-type: none"> <li>• <b>Customer Relationship Management:</b> Concepts; measurement tools in customer loyalty; Process and measurement of customer relationship management.</li> <li>• <b>Services Marketing:</b> Unique features of services; Tasks involved in service marketing, Service quality – meaning, Gap model of service quality, measuring service quality: SERVQUAL.</li> </ul>
<b>Second Minor Test : One Hour</b>
<ul style="list-style-type: none"> <li>• <b>Retailing:</b> Nature and scope of retailing; the retailing mix/activities; contemporary scheme of retailing in India: Key drivers of growth, retail formats, retail chains.</li> <li>• <b>Rural Marketing:</b> Importance of rural markets, strategies for rural marketing, challenges/problems of rural marketing.</li> <li>• <b>Global Marketing:</b> Rationale for globalization, EPRG framework; key decisions in global marketing; developing an international marketing strategy.</li> </ul>
<b>Final Examination: Three Hours</b>

**Suggested Readings:**

1. Philip Kotler, Kevin L. Keller, Abraham Koshi and Mithileshwar Jha, “Marketing Management : A South Asian Perspective”, 13<sup>th</sup> Edition, Pearson Education.
2. David L. Kurtz and Louis E. Boone, “Principles of Marketing”, 12<sup>th</sup> Edition, Cengage.
3. Rajan Saxena, “Marketing Management”, 3<sup>rd</sup> Edition, Tata McGraw Hill.
4. V.S. Ramaswamy and S. Namakumari, “Marketing Management : Global Perspective Indian Context”, 4<sup>th</sup> Edition, Macmillan.
5. K. Douglas Hoffman and John E.G. Bateson “Services Marketing”, 3<sup>rd</sup> Edition, Cengage.

**CML-983 CONTEMPORARY ISSUES IN HUMAN RESOURCE MANAGEMENT****Credits: 3-0-0**

<b>Text</b>
<ul style="list-style-type: none"> <li>• Strategic Human Resource Management: Definition and Components, Human Resources as Assets, The VRIO Framework, The investment perspective of Human Resources, Risk involved in investing in Human Assets, Factors determining the investment orientation of an organization, Difference between Strategic Human Resource Management and HR strategies, Link between HR strategy and Business Strategy, Strategic Fit: a conceptual Framework; Theoretical Perspectives on Strategic Human Resource Management.</li> </ul>
<b>First Minor Test: One Hour</b>
<ul style="list-style-type: none"> <li>• Human Resource Evaluation: Introduction, Definition and Overview, HRM and Firm Performance, Rationale for HR Evaluation, Measures of HRM performance, Approaches to HR Evaluation, Balance Score Card; Concept, HR Scorecard</li> <li>• Managing Diversity: Meaning, Challenges in managing diversity, Diversity in organizations, Improving the management of Diversity.</li> <li>• The nature of work: Meaning of work; Theories about work; Organizational factors affecting work; Changing patterns of work; Unemployment; Attitudes to work; Job-related well-being.</li> </ul>
<b>Second Minor Test: One Hour</b>
<ul style="list-style-type: none"> <li>• The employment relationship: The employment relationship defined; Nature of the employment relationship; Basis of the employment relationship; Defining the employment relationship; Significance of the employment relationship concept; Changes in the employment relationship; Managing the employment relationship; Trust and the employment relationship.</li> <li>• The psychological contract: The psychological contract defined; The significance of the psychological contract; The nature of the psychological contract; How psychological contracts develop; The changing nature of the psychological contract; The state of the psychological contract; Developing and maintaining a positive psychological contract; The state of the psychological contract</li> </ul>
<b>Final Examination: Three Hours</b>

**Suggested Readings:**

1. Michael Armstrong, 'A Handbook of Human Resource Management Practices', Kogan Page London, 2006.
2. Luis R. Gomez – Mejia, David B Balkin and Robert L Cardy, "Managing Human Resources", PHI, New Delhi, 2010.
3. Tanuja Agarwal, "Strategic Human Resource Management", Oxford University Press, New Delhi, 2007.

**CML-984 CONTEMPORARY ISSUES IN INTERNATIONAL BUSINESS**

**Credits: 3-0-0**

<b>Text</b>
<ul style="list-style-type: none"> <li>• International Business: Concept, Importance, Rationale; Globalization and its Phases.</li> <li>• Traditional Schools of International Political Economy: Mercantilism; Liberalism; and Marxism.</li> <li>• International Trade Theories: Absolute Advantages, Comparative Advantages, Factor Proportions Theory; The Product Life Cycle Theory and Modern Theories.</li> <li>• Government Influences on Trade: Economic and Non-Economic Rationale for Govt. Intervention; Instruments of Trade Control: Tariffs and Non-Tariff Barriers</li> </ul>
<b>First Minor Test: One Hour</b>
<ul style="list-style-type: none"> <li>• Regional Integration and Economic Blocks: Levels of Regional Economic Integration; Leading Economic Blocks: European Union(EU): North America Free Trade Agreement (NAFTA); South Asian Association of Regional Cooperation (SAARC); Association of South East Asian Nations (ASEAN).</li> <li>• International Finance: Importance, Types of International Transactions, Risks in International Transactions.</li> <li>• Foreign Investments: Portfolios Vs Foreign Direct Investments (FDI); Role and Impact on Developing Countries.</li> <li>• Development in International Monetary Systems: Bretton Woods System; Contemporary International Monetary Arrangements;; Foreign Exchange Mechanism and its Determinants; Brief Overview of the European Monetary System</li> </ul>
<b>Second Minor Test: One Hour</b>
<ul style="list-style-type: none"> <li>• Balance of Payments: Concepts and Components with Special Reference to India ; Currency Convertibility; Capital Account Convertibility ; Revenue Account Convertibility, Partial and Full Capital Account Convertibility.</li> <li>• Evolution of World Trade Organization (WTO) : General Agreement on Tariffs And Trade ( GATT,1994): Plurilateral Agreements and Multilateral Agreements : Agreement on Agriculture (AOA); Trade Related Investment Measures(TRIMs); Agreement on Subsidies and Countervailing Measures; Agreement on Trade Related Aspects of Intellectual Property Rights (TRIPS); and General Agreement On Trade And Services (GATS).</li> <li>• Impact of WTO on Developing Countries.</li> </ul>
<b>Final Examination: Three Hours</b>

**Suggested Readings:**

1. Cavusgil, S. Knight Gary and Riesenberger, John R (2009), *International Business-Strategy Management and the New Realities*, Pearson Education, Dorling Kindersley (India) Pvt. Ltd, Delhi.
2. Rao, M.B and guru Manjula (1998), *WTO and International Trade*, Vikas Publishing House Pvt. Ltd, New Delhi.
3. All India Management Association (1998), *Global Trends in Finance and Opportunity for India*, Excell Books , New Delhi.
4. Rao, P. Subba (2008), *International Business, Text and Cases*, IInd Edition, Himalaya Publishing House Pvt. Ltd., New Delhi.
5. Shailaja G, (2008), *International Finance*, University Press (India), Pvt. Ltd, Hyderabad, India.
6. Daniel, John D., Radebangh, Lee H. and Sullivan Daniel P., *International Business – Environment and Operations*, 19<sup>th</sup> Ed., New Delhi.
7. Czinkota Michael R., Ronbiben Iikka A. Ronkainen A. and Moffet Micheal H., *International Business*, 6<sup>th</sup> Edition, Thomson, South Western, Bangalore, 2005.
8. C. Paul Hallwood and Ronald Macdonald, *International Money and Finance*, Blackwell, Oxford U.K., 1995.
9. Sharan Vyuptakesh, *International Business – Concept, Environment and Strategy*, 2<sup>nd</sup> Edition, Pearson Education, Delhi, 2006.
10. Hill, Charles W.L. and Jain, Arun Kumar, *International Business – Competing in the Global Market Place*, 5<sup>th</sup> Edition, The McGraw Hill Publishing Co. Ltd., New Delhi, 2006.
11. Oatley, Thomas, *International Political Economy*, Pearson Education, 2004.
12. Eiteman David K, Stonehill Arthur I and Micheal H. Moffett, *Multinational Business Finance*, Addison Wesley, Pearson Education Asia, Ninth Edition, 2001.
13. World Trade Centre (ed. Arun Goyal), *WTO in the New Millennium*, Academy of Business Studies, 2000.