

FACULTY OF ECONOMICS & BUSINESS

SYLLABUS

FOR

**Pre Ph.D. Course in University Business School
(Under Credit Based Continuous Grading System)**

Examination -2015



**GURU NANAK DEV UNIVERSITY
AMRITSAR**

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(PRE PH.D COURSE IN UNIVERSITY BUSINESS SCHOOL)

(PRE PH.D COURSE IN BUSINESS ADMINISTRATION)(SEMESTER SYSTEM)
 (Under Credit Based Continuous Evaluation Grading System)

Program Code: UBL
 Pre.Ph.D In Business Administration
 University Business School

SCHEME OF COURSES**SEMESTER I**

Course No.	C/E/I	Course Title	L	T	P	Total Credits
Core Course						
UBL-901	c	RESEARCH METHODS IN MANAGEMENT-I	3	--	--	3
UBL-902	c	CONTEMPORARY ISSUES IN MANAGEMENT	3	--	--	3
UBS-903	C	SEMINAR	--	1	--	1
Credits Total			6	1	--	7

*(PRE PH.D COURSE IN UNIVERSITY BUSINESS SCHOOL)***(PRE PH.D COURSE IN BUSINESS ADMINISTRATION)(SEMESTER SYSTEM)
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SEMESTER II

Course No.	C/E/I	Course Title	L	T	P	Total Credits
Core Course						
UBL-951	c	RESEARCH METHODS IN MANAGEMENT-II	3	--	--	3
Interdisciplinary Courses(3 Credits)						
	I	To be offered from the outside Department.	3	--	--	3
Elective Courses(16 Credits)						
	E	Elective Courses*	3	--	--	3
Total			6	--	3	9
Credits						

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

Course No.	C/E/I	Course Title	L	T	P	Total Credits
UBL-952	E	CONTEMPORARY ISSUES IN MARKETING	3	--	--	3
UBL-953	E	CONTEMPORARY ISSUES IN ACCOUNTING AND FINANCE	3	--	--	3
UBL-954	E	CONTEMPORARY ISSUES IN HUMAN RESOURCE MANAGEMENT	3	--	--	3

UBL-901: RESEARCH METHODS IN MANAGEMENT-I**Credits: 3-0-0****Text****Contents**

<p>Introduction to Research: What is Research, Inductive and deductive research, Commercial versus academic research, Theory, Knowledge and research, Hallmarks of scientific research.</p> <p>Defining the broad problem area and problem statement.</p> <p>Literature Review: Its role within research, types of reviews, searching for literature, defining the scope, planning and writing a literature review.</p> <p>Preparing and developing hypothesis.</p>
<p>Minor Test I: One Hour</p>
<p>Research design: Exploratory, descriptive, case study analysis, cross-sectional studies, and longitudinal studies.</p> <p>Measurement of variables: Operational definition—How variables are measured, Operationalization of variables, Operationalization: Dimensions and Elements.</p> <p>Measurement: Nominal, Ordinal, Interval and Ratio scales. Scaling, reliability, and validity.</p>
<p>Minor Test II: One Hour</p>
<p>Data collection methods: Sources of data, Data collection methods.</p> <p>Designing the survey instrument: Questionnaire design.</p> <p>Sampling: Concept, Sampling process, Probability and Non-Probability Sampling.</p> <p>The research report: Characteristics of a well-written report, Contents of the research report.</p> <p>Ethics in Research: Ethical treatments of participants, sponsor and team members.</p>
<p>Major Test: Three Hours</p>

Suggested Readings:

1. Uma Sekaran and Rouger Bougie, “Research Methods for Business. A Skill Building Approach”, John Wiley and Sons.
2. Andrew Booth, Diana Papaioannou and Anthea Sutton, “Systematic Approaches to Successful Literature Review”, Sage Publications.
3. Cooper, D. R. and Schindler, P.S., *Business Research Methods*, Tata McGraw Hill, New Delhi.
4. Nick Lee, “Doing Business Research A Guide to Theory and Practice”, Sage Publications.

(SEMESTER – I)

(Under Credit Based Continuous Evaluation Grading System)

UBL-902: Contemporary Issues in Management**Credits: 3-0-0****Text****Contents****Unit I****Critical Analysis of Leading Management Gurus and Their Ideas**

F.W. Taylor: Scientific management (1911); Henri Fayol: Toward a theory of administration (1919); Max Weber: Bureaucracy (1922); Parker Follett: Observations on organizations and management (1925); Chester Barnard: The Functions of the Executive (1934); Elton Mayo: The Hawthorne Studies (1939); Douglas McGregor: Theory X and Theory Y (1960); Peter F. Drucker: The Twentieth Century's Management Guru (1995)

Organizational Design

Introduction to organizational design; Star model of organizational design; Knowledge management and organizational design; Organizational design and technology; Empirical research in organizational design.

Minor Test I: One Hour**Unit II****Managerial Decision Making**

Prospect Theory; Mental Accounting; Cognitive Dissonance, Confirmation Bias and Escalation of Commitment; Overconfidence, Bounded Awareness and Bounded Ethicality; Social Norms, Conformity and Groupthink; Emotions and Decision Making, Choice Overload and Affective Forecasting.

Organizational Conflict, Power and Politics

Defining organizational conflict; Models of organizational conflict; Managing conflict; Defining organizational power; Sources of organizational power; Defining organizational politics; Tactics for playing politics; The costs and benefits of organizational politics.

Minor Test II: One Hour**Unit III****Managing Innovation and Change in Organizations**

Definition and Types of Change; Factors which foster or are barriers to change; Theory E and theory O, stages and steps for change; overcoming resistance to change, change management metrics; Innovation and technological change; Managing the innovation process.

Managing Diversity in Organizations

Introduction to cultural diversity at workplace; Dimensions of cultural diversity in the workplace; Individual and organizational approaches for coping with cultural diversity in workplace; Cultural audit and its components; Identifying what leading “real-world” companies are doing in the area of cultural diversity in the workplace. Define the generations, their lifestyles, motivators, values and their workplace characteristics; How each generation defines success and how that affects relationships in the workplace.

Major Test: Three Hours

Suggested Readings:

1. Hindle, T., *Guide to Management Ideas and Gurus*, Profile Books Limited, London.
2. Kennedy, C., *Guide to the Management Gurus*, (e-book), Random House Business.
3. Robbins, S.P. and Coluter, M., *Management*, Pearson Education, New Delhi.
4. Jones, G.R., *Organizational Theory: Text and Cases*, Prentice Hall.
5. Kates, A. and Galbraith, J.R., *Designing Your Organization*, Jossey-Bass.
6. Schwartz, B., *The Paradox of Choice: Why More is Less*, Harper Collins, New York.
7. Mor Barak, M.E., *Managing diversity: Toward a globally inclusive workplace*, Sage Publishers.

UBS-903: Seminar**Credits: 0-1-0**

(PRE PH.D COURSE IN BUSINESS ADMINISTRATION) (SEMESTER – II)
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UBL-951: RESEARCH METHODS IN MANAGEMENT-II

Credits: 3-0-0

Note: The objective of this course is to equip researchers with the required analytical tools for data analysis in research. Therefore software (for example SPSS) should be used for understanding research techniques.

Text

Contents
Introduction to Excel, SPSS and E-Views Software Data preparation: Coding and data entry, editing data, data transformation and cleaning. Using Descriptive statistics for preliminary analysis of data. Quantitative data analysis: Hypothesis testing—Type I and Type II Errors, Choosing appropriate statistical technique. Parametric Tests: T-test (one sample, Independent samples, Paired samples), ANOVA, MANOVA.
Minor Test I: One Hour
Non- Parametric Tests: Chi Square test, Runs Test, Mann Whitney U Test, Wilcoxon Matched Pairs Rank Test, Kruskal-Wallis Test. Panel Data Analysis, Basic characteristics of Time Series Data. Correlation Analysis and Regression Analysis: Testing the Assumptions of Regression, Dummy Variables in Regression Analysis, Logit and Probit Models of Regression.
Minor Test II: One Hour
Factor Analysis, Discriminant Analysis, Cluster Analysis, Structural Equation Modelling.
Major Test: Three Hours

Suggested Readings:

1. Uma Sekaran and Rouger Bougie, “Research Methods for Business. A Skill Building Approach”, John Wiley and Sons.
2. Cooper, D. R. and Schindler, P.S., *Business Research Methods*, Tata McGraw Hill, New Delhi.
3. Malhotra, Naresh and Dash, Satyabhushan *Marketing Research: An Applied Orientation*, 6th Edition, Pearson, 2010
4. Churchill Gilbert A and Iacobucci Dawn: *Marketing Research: Methodological Foundations*, 9th Edition, Thomson, 2007.
5. Nargundkar R, *Marketing Research*, Tata McGraw Hill, New Delhi, 2002.
6. Levine, D.M., Krehbiel T.C. and Berenson M.L., “Business Statistics”, Pearson Education, New Delhi.
7. Naval, “Business Research Methods”, Pearson Publications, New Delhi.

(PRE PH.D COURSE IN BUSINESS ADMINISTRATION (SEMESTER – II)

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UBL-952: Contemporary Issues in Marketing**Credits: 3-0-0****Text****Contents**

Introduction to Marketing: Scope and Importance of Marketing, Core Marketing Concepts, The New Marketing Realities, Trends in Marketing Practices, Internal Marketing, Socially Responsible Marketing, Cause Related Marketing, Social Marketing.

Services marketing: Nature of Services, The New Service Realities, Achieving Excellence in Services Marketing, Managing and Improving Service Quality.

Research Papers:

Wieseke, J., Ahearne, M., Lam, S. K., & Dick, R. V. (2009). The role of leaders in internal marketing. *Journal of Marketing*, 73(2), 123-145.

Grönroos, C. (1984). A service quality model and its marketing implications. *European Journal of marketing*, 18(4), 36-44.

Minor Test I: One Hour

Branding: Concept And Importance Of Branding; Basic Branding Concepts: Brand Awareness, Brand Personality, Brand Image, Brand Loyalty, Brand Equity. Brand Positioning. Brand Hierarchy. Brand Extension.

Integrated Marketing Communications: The Role Of Marketing Communications, Developing Effective Communications, Deciding On The Marketing Communications Mix, Managing The IMC Process.

Research Papers:

Bello, D. C., & Holbrook, M. B. (1995). Does an absence of brand equity generalize across product classes?. *Journal of Business Research*, 34(2), 125-131.

Naik, P. A., & Raman, K. (2003). Understanding the impact of synergy in multimedia communications. *Journal of Marketing Research*, 40(4), 375-388.

Minor Test II: One Hour

Retailing: Concept, Functions. Retail Formats. Key Issues in Retailing: Understanding Customers, Location Selection, Merchandising, Stores Management, Retail Promotions, People Management, Store Image, Role of Private Labels.

Rural Marketing: Rural Market—Some Basic Features, Contemporary Marketing Environment, The Consumer Market of Rural India, Tasks That Need Unique Handling in Tapping The Rural Markets.

Digital marketing: Electronic and digital marketing, Marketing's Digital Evolution, Digital Marketing Activities and Considerations.

Research Papers:

Chandon, P., Hutchinson, J. W., Bradlow, E. T., & Young, S. H. (2009). Does in-store marketing work? Effects of the number and position of shelf facings on brand attention and evaluation at the point of purchase. *Journal of Marketing*, 73(6), 1-17.

Mangold, W. G., & Faulds, D. J. (2009). Social media: The new hybrid element of the promotion mix. *Business horizons*, 52(4), 357-365.

Major Test: Three Hours**Suggested Readings:**

1. Philip Kotler, Kevin L. Keller, Abraham Koshi and Mithileshwar Jha, "Marketing Management : A South Asian Perspective", 13th Edition, Pearson Education.
2. V.S. Ramaswamy and S. Namakumari, "Marketing Management : Indian Context. Global Perspective", 5th Edition, Macmillan.
3. Berman. Bell & Evans, Joel R.; Retail Management; A Strategic Approach; PHI/Pearson Education; New Delhi.
4. Levy Michael & Weitz Bartcn W.; Retailing Management; Tata McGraw Hill. New Delhi.
5. Cooper, D. R. and Schindler, P.S., *Business Research Methods*, Tata McGraw Hill, New Delhi.
6. Baines, Paul, Chris Fill, Kelly Page and P.K. Sinha, "Marketing", Oxford Higher Education.

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UBL-953 CONTEMPORARY ISSUES IN ACCOUNTING AND FINANCE**Credits: 3-0-0**

Text Contents
<p>Unit I Sub-prime crises- Reasons, impact, remedies and lessons to be learnt. Capital Market Efficiency, functions and Forms. Emerging issues in behavioral finance Financial inclusion and role of banks</p>
Minor Test I: One Hour
<p>Unit II Financial planning & Strategy: Strategic decision making & planning, Financial Planning Process, Planning for sustainable Growth. Financial risk management- types of financial risk. Role of derivatives in managing financial risk</p>
Minor Test II: One Hour
<p>Unit III Business Valuation: Conceptual concept of Valuation. Various Approaches to Corporate Valuation, Restructuring- Merger, Acquisition & Divestment, Levered Buy-outs (LBOs), Future of Corporate Reporting. Financial Reporting Supply Chain. Online reporting. Convergence of Accounting Standards and IFRSs.</p>
Major Test: Three Hours

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. Pandey, I.M., *Financial Management*, Vikas Publishing House Pvt. Ltd., Noida, 2010, 10th Ed.
7. Khan, M.Y. and Jain, P.K., *Financial management Text, Cases and Problems*, Tata McGraw- Hill Publishing Company Ltd., New Delhi, 2007.
8. Chandra, Prasanna, *Financial Management Theory and Practice*, Tata McGraw-Hill Publishing Company Ltd., New Delhi, 2007.
9. Chandra, P.2002, *Investment Analysis*, Tata McGraw Hill.
10. Bhalla, V.K. 2001. *Investment Management: Security Analysis & Portfolio Management*, S. Chand Band Company, 8th Ed.

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UBL-954 CONTEMPORARY ISSUES IN HUMAN RESOURCE MANAGEMENT

Credits: 3-0-0

Text

Contents

<p>Unit I Human Resource System : Concept; Functions of HRS; Structuring the System Performance Management: Concept; Comparison of Performance Management and Performance Appraisal; Developing Performance Management Systems; Problems in Performance Management; Effective Performance Management Systems; Developments in Performance Management Human Resource Evaluation: Concept; HRM and Firm Performance; Rationale for HR Evaluation, Measures of HRM performance, Approaches to HR Evaluation, Balance Score Card; HR Scorecard Case Studies related to above themes</p>
<p>Minor Test I: One Hour</p>
<p>Unit II Job Satisfaction : Concept; Measurement of Job Satisfaction; Job satisfaction and Work Behaviour Nature of Work: Meaning of Work; Theories of Work; Organizational factors affecting Work; Changing Patterns of Work; The Future of Work Employment Relationship: Concept; Basis of the Employment Relationship; Employment Relationship Contracts; Changes in the Employment Relationship; Managing the Employment Relationship; Developing a High Trust Organization Psychological Contract: Concept; The significance of the Psychological Contract; Changes to the Psychological Contract; How Psychological Contracts develop; Developing and maintaining a positive Psychological Contract Case Studies related to above themes</p>
<p>Minor Test II: One Hour</p>
<p>Unit III Industrial Relations: Government's concerns, Union's concerns, Management concerns; Dispute Resolution Machinery, Industrial Dispute Act, 1947; Settlement Authorities under the Act; Grievance Procedure Quality of Working Life: Workers' Participation; Organization Development; Workers' Welfare; Quality Circles Ethics and Human Resource Management: Concept; Reasons for unethical behaviour; Place of Ethics in HRM; Managing Ethics Case Studies related to above themes</p>
<p>Major Test: Three Hours</p>

Suggested Readings:

1. Mirza S. Saiyadain, "Human Resources Management", Tata McGraw Hill, New Delhi, 2010.
2. Michael Armstrong, 'A Handbook of Human Resource Management Practices', Kogan Page London, 2009.
3. Paul Boselie, "Strategic Human Resource Management", Tata McGraw Hill, New Delhi, 2011.
4. Tanuja Agarwal, "Strategic Human Resource Management", Oxford University Press, New Delhi, 2007.
5. Udai Pareek & T. Venkateswara Rao, "Designing and Managing Human Resource Systems", Oxford & IBH Publishing Co., 2002.

