

FACULTY OF ECONOMICS & BUSINESS

SYLLABUS

FOR

**PRE PH.D. COURSE IN UNIVERSITY BUSINESS SCHOOL
(CREDIT BASED EVALUATION AND GRADING SYSTEM)**

EXAMINATION: 2019-20



**GURU NANAK DEV UNIVERSITY
AMRITSAR**

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PRE PH.D COURSE IN UNIVERSITY BUSINESS SCHOOL
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

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

SCHEME OF COURSES									
SEMESTER									
Course No.	C/E/I	Course Title	L	T	P	Total Credits	Mid Sem. Marks	End Sem. Marks	Total Marks
Core Course									
UBL-901	C	RESEARCH METHODS IN MANAGEMENT-I	3	--	--	3	20	80	100
UBL-902	C	CONTEMPORARY ISSUES IN MANAGEMENT	3	--	--	3	20	80	100
UBL-904	C	RESEARCH METHODS IN MANAGEMENT-II	4	--	--	4	20	80	100
Interdisciplinary Courses (3 Credits)			--	--	--	--			
	I	To be offered from the outside Department	3	--	--	3	20	80	100
Elective Courses (3 Credits)									
	E	Elective Courses*	3	--	--	3	20	80	100
Total Credits			16	--	--	16			

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

Course No.	C/E/I	Course Title	L	T	P	Total Credits	Mid Sem. Marks	End Sem. Marks	Total Marks
UBL-952	E	CONTEMPORARY ISSUES IN MARKETING	3	--	--	3	20	80	100
UBL-953	E	CONTEMPORARY ISSUES IN ACCOUNTING AND FINANCE	3	--	--	3	20	80	100
UBL-954	E	CONTEMPORARY ISSUES IN HUMAN RESOURCE MANAGEMENT	3	--	--	3	20	80	100

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UBL-901: RESEARCH METHODS IN MANAGEMENT-I

Credits: 3-0-0

Total Marks: 100

Mid Semester Marks: 20

End Semester Marks: 80

Mid Semester Examination: 20% weightage

End Semester Examination: 80% weightage

Instructions for the Paper Setters:

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

SECTION-A
Introduction to Research: What is Research, Inductive and Deductive research, Commercial versus academic research, Theory, Knowledge and research, Hallmarks of scientific research. Defining the broad problem area and problem statement.
Literature Review: Its role within research, types of reviews, searching for literature, defining the scope, planning and writing a literature review. Preparing and developing hypothesis.
SECTION-B
Research design: Exploratory, descriptive, case study analysis, cross-sectional studies, and longitudinal studies. Measurement of variables: Operational definition—How variables are measured, Operationalization of variables, Operationalization: Dimensions and Elements. Measurement: Nominal, Ordinal, Interval and Ratio scales.
SECTION-C
Data Collection Methods: Sources of data, Methods of data collection. Designing the survey instrument: Questionnaire design. Scaling, Reliability and Validity.
SECTION-D
Sampling: Concept, Sampling process, Probability and Non-Probability Sampling. The research report: Characteristics of a well-written report, Contents of the research report. Ethics in Research: Ethical treatment of participants, Sponsor and Team members.

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.

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UBL-902: CONTEMPORARY ISSUES IN MANAGEMENT

Credits: 3-0-0

Total Marks: 100

Mid Semester Marks: 20

End Semester Marks: 80

Mid Semester Examination: 20% weightage

End Semester Examination: 80% weightage

Instructions for the Paper Setters:

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

SECTION-A
<p>Critical Analysis of Leading Management Gurus and Their Ideas</p> <p>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)</p>
SECTION-B
<p>Organizational Design</p> <p>Introduction to organizational design; Star model of organizational design.</p> <p>Managerial Decision Making</p> <p>Prospect Theory; Bounded Rationality, Bounded Awareness, Bounded Ethicality, Common biases and errors; Group Decision making, Social Norms, Conformity and Groupthink.</p>
SECTION-C
<p>Organizational Conflict: Defining organizational conflict, types of conflict, conflict process, managing conflict and Pondy model.</p> <p>Power and Politics: Defining organizational power, Sources of organizational power, Power Tactics, Workplace Unequal power.</p> <p>Defining organizational politics, causes and consequences of political behavior.</p>
SECTION-D
<p>Managing Change in Organizations</p> <p>Definition and Types of Change; forces for change, sources and overcoming resistance to change, Theory E and theory O.</p> <p>Work Stress Management: Introduction, Potential sources, Consequences.</p> <p>Managing Diversity in Organizations</p> <p>Introduction to Diversity at work place, Dimensions of Diversity, Work Life conflicts, Approaches for managing diversity in workplace; Define the generations, their lifestyles, motivators, values and their workplace characteristics.</p>

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Suggested Readings:

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

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UBL-904: RESEARCH METHODS IN MANAGEMENT-II

Credits: 3-0-0

Total Marks: 100

Mid Semester Marks: 20

End Semester Marks: 80

Mid Semester Examination: 20% weightage

End Semester Examination: 80% weightage

Instructions for the Paper Setters:

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

SECTION A
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.
SECTION B
Non- Parametric Tests: Chi Square test, Mann Whitney U Test, Kruskal-Wallis Test. Correlation Analysis and Regression Analysis, Logit Regression.
SECTION C
Factor Analysis: Basic Concept, Factor Analysis Model, Conducting Factor Analysis (Steps), Discriminant Analysis- Basic Concept, Relationship of Discriminant Analysis to ANOVA and Regression, Discriminant Analysis Model, Conducting Discriminat Analysis.
SECTION D
Cluster Analysis, Structural Equation Modelling-Foundations of SEM, Conducting SEM, Specify the Measurement Model, Specify the Structural Model, Assess Structural Model Validity, Path Analysis, Introduction to Mediation and Moderation.

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*, Edition, Pearson.
4. Churchill Gilbert A and Iacobucci Dawn: *Marketing Research: Methodological Foundations*, Thomson.
5. Nargundkar R, *Marketing Research*, Tata McGraw Hill, New Delhi.
6. Levine, D.M., Krehbiel T.C. and Berenson M.L., “Business Statistics”, Pearson Education, New Delhi.
7. Naval, Bajpai “Business Research Methods”, Pearson Publications, New Delhi.

PRE PH.D COURSE IN UNIVERSITY BUSINESS SCHOOL
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UBL-952: CONTEMPORARY ISSUES IN MARKETING

Credits: 3-0-0

Total Marks: 100

Mid Semester Marks: 20

End Semester Marks: 80

Mid Semester Examination: 20% weightage

End Semester Examination: 80% weightage

Instructions for the Paper Setters:

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

SECTION-A

Introduction to Marketing: Scope and Importance of Marketing, Marketing Mix (4P's and 4A's), Core Marketing Concepts, Holistic Marketing concept and the Marketing Realities.

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

SECTION-B

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

Introduction to Retailing: Concept, Functions, Types, Retail Formats; Role of Technology in Retail, Online Retailing.

Key Issues in Retailing: Understanding customers and Factors influencing the retail shoppers; Customer Service and its significance in Retail, CRM in Retail.

Store Design and Layout:-principles and elements; Visual Merchandising and Tools for visual merchandising.

Retail Location: Selection and types of retail locations, Steps involved in choosing a Retail Location.

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.

SECTION-C

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.

Global Marketing: Majors Decisions in International Marketing :- Deciding whether to go abroad, Deciding which markets to enter, Deciding how to enter the market, Deciding on the Marketing program, Deciding on the Marketing Organization, Global Similarities and Differences.

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SECTION-D

Digital marketing: Electronic and digital marketing, Marketing's Digital Evolution, Digital Marketing Activities and Considerations, managing digital communications, online marketing, social media, word of mouth (viral marketing), mobile marketing.

Trends in Marketing Practices: Internal Marketing, Socially Responsible Marketing, Cause Related Marketing, Social Marketing.

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.

Suggested Readings:

1. Philip Kotler, Kevin L. Keller, Abraham Koshi and Mithileshwar Jha, "*Marketing Management : A South Asian Perspective*", Pearson Education.
2. V.S. Ramaswamy and S. Namakumari, "Marketing Management : Indian Context. Global Perspective", 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.
7. Pradhan,S. , *Retailing Management-Text and Cases*, Tata McGraw Hill, New Delhi.

UBL-953 CONTEMPORARY ISSUES IN ACCOUNTING AND FINANCE

Credits: 3-0-0

Total Marks: 100

Mid Semester Marks: 20

End Semester Marks: 80

Mid Semester Examination: 20% weightage

End Semester Examination: 80% weightage

Instructions for the Paper Setters:

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

SECTION A
<ul style="list-style-type: none"> • Sub-prime crises- Reasons, impact, remedies and lessons to be learnt. • Capital Market Efficiency, Forms and their evidence • Emerging issues in behavioral finance: theories of behavioral finance; prospect theory, regret theory , anchoring, over-and-under reaction, limited arbitrage
SECTION B
<ul style="list-style-type: none"> • Personal Financial Planning: Psychology of personal finance • Financial planning & Strategy: Strategic decision making & planning, Financial Planning Process, Planning for sustainable Growth. <p>Research Papers: Demirgüç-Kunt, A., & Maksimovic, V. (1998). Law, finance, and firm growth. <i>The Journal of Finance</i>, 53(6), 2107-2137. Chan, W. S., Frankel, R., & Kothari, S. P. (2004). Testing behavioral finance theories using trends and consistency in financial performance. <i>Journal of Accounting and Economics</i>, 38, 3-50. Ackermann, J. (2008). The subprime crisis and its consequences. <i>Journal of Financial Stability</i>, 4(4), 329-337.</p>
SECTION C
<ul style="list-style-type: none"> • Financial risk management- types of financial risk. Role of derivatives in managing financial risk • Capital Asset pricing Model: Assumptions, criticism, estimation of beta, • Business Valuation: Conceptual concept of Valuation. Various Approaches to Corporate Valuation,
SECTION D
<ul style="list-style-type: none"> • Restructuring- Merger, Acquisition & Divestment, Levered Buy-outs (LBOs), • Future of Corporate Reporting. Financial Reporting Supply Chain. Online reporting. Convergence of Accounting Standards and IFRSs. • Financial inclusion and role of banks <p>Research Papers: Shanken, J. (1992). On the estimation of beta-pricing models. <i>The review of financial studies</i>, 5(1), 1-33. Jain, P. (2011). IFRS implementation in India: Opportunities and challenges. <i>World Journal of Social Sciences</i>, 1(1), 125-136. Taylor, M. (2012). The antinomies of ‘financial inclusion’: debt, distress and the workings of Indian microfinance. <i>Journal of Agrarian Change</i>, 12(4), 601-610.</p>

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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.
2. Chi Lo, "Asia and the Subprime Crisis: Lifting the Veil on the "Financial Tsunami"", Palgrave Macmillan.
3. Maurice Obstfeld and Alan M. Taylor, "Global Capital Markets: Integration, Crisis, and Growth", Cambridge University Press.
4. Keith Redhead, "Personal Finance and Investments: A Behavioural Finance Perspective", Routledge.
5. Pandey, I.M., "Financial Management", Vikas Publishing House Pvt. Ltd., Noida.
6. Khan, M.Y. and Jain, P.K., "Financial management Text, Cases and Problems", Tata Mcgraw- Hill Publishing Company Ltd., New Delhi.
7. Chandra, Prasanna, "Financial Management Theory and Practice", Tata Mcgraw-Hill Publishing Company Ltd., New Delhi.
8. Chandra, Prasanna, "Investment Analysis and Portfolio Management", Tata McGraw Hill Education, New Delhi.
9. Bhalla, V.K. "Investment Management: Security Analysis & Portfolio Management", S. Chand Band Company.

UBL-954 CONTEMPORARY ISSUES IN HUMAN RESOURCE MANAGEMENT

Credits: 3-0-0

Total Marks: 100

Mid Semester Marks: 20

End Semester Marks: 80

Mid Semester Examination: 20% weightage

End Semester Examination: 80% weightage

Instructions for the Paper Setters:

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are

SECTION A
<p>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</p>
SECTION B
<p>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 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 Research Papers: Yadav, M. and Rangnekar, S. (2015), “Supervisory support and organizational citizenship behavior: mediating role of participation in decision making and job satisfaction”, <i>Evidence-based HRM: A Global Forum for Empirical Scholarship</i>, Vol. 3 No. 3, pp. 258-278. Diefendorff, J.M., Brown, D.J., Kamin, A.M. and Lord, R.G. (2002), “Examining the roles of job involvement and work centrality in predicting organizational citizenship behaviors and job performance”, <i>Journal of Organizational Behavior</i>, Vol. 23 No. 1, pp. 93-108.</p>
SECTION C
<p>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</p>

required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

SECTION D

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.

Research Papers:

Chan, K.W. and Wyatt, T.A. (2007), "Quality of Work Life: A Study of Employees in Shanghai, China" *Asia Pacific Business Review*, Vol. 13, No.4, Pp. 501-517.

Whitener, E.M., Brodt, S.E., Korsgaard, M.A. and Werner, J.M. (1998), "Managers as initiators of trust: an exchange relationship framework for understanding managerial trustworthy behaviour", *Academy of Management Review*, Vol. 23 No. 3, pp. 513-530.

Suggested Readings:

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