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

<table>
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<tr>
<th>Course No.</th>
<th>C/E/I</th>
<th>Course Title</th>
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<th>Total Credits</th>
<th>Mid Sem. Marks</th>
<th>End Sem. Marks</th>
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<tbody>
<tr>
<td>UBL-952</td>
<td>E</td>
<td>CONTEMPORARY ISSUES IN MARKETING</td>
<td>3</td>
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<td>20</td>
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<td>UBL-953</td>
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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.

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

Suggested Readings:

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 |
| 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) |

| SECTION-B |
| Organizational Design |
| Introduction to organizational design; Star model of organizational design. |
| Managerial Decision Making |
| Prospect Theory; Bounded Rationality, Bounded Awareness, Bounded Ethicality, Common biases and errors; Group Decision making, Social Norms, Conformity and Groupthink. |

| SECTION-C |
| Organizational Conflict: Defining organizational conflict, types of conflict, conflict process, managing conflict and Pondy model. |
| Power and Politics: Defining organizational power, Sources of organizational power, Power Tactics, Workplace Unequal power. |
| Defining organizational politics, causes and consequences of political behavior. |

| SECTION-D |
| Managing Change in Organizations |
| Definition and Types of Change; forces for change, sources and overcoming resistance to change, Theory E and theory O. |
| Work Stress Management: Introduction, Potential sources, Consequences. |
| Managing Diversity in Organizations |
| Introduction to Diversity at workplace, Dimensions of Diversity, Work Life conflicts, Approaches for managing diversity in workplace; Define the generations, their lifestyles, motivators, values and their workplace characteristics. |
Suggested Readings:

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


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, Descriminant Analysis Model, Conducting Discriminant Analysis.

SECTION D


Suggested Readings:
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.


SECTION-B


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.


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

Research Papers:

SECTION-C


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.
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.


Research Papers:


Suggested Readings:

3. Berman. Bell & Evans, Joel R.; Retail Management; A Strategic Approach; PHI/Pearson Education; 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

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SECTION A
- 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
- Personal Financial Planning: Psychology of personal finance

Research Papers:

SECTION C
- 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
- Restructuring- Merger, Acquisition & Divestment, Levered Buy-outs (LBOs),
- Financial inclusion and role of banks

Research Papers:
Suggested Readings:

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:
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<td><strong>Human Resource System</strong>: Concept; Functions of HRS; Structuring the System</td>
</tr>
<tr>
<td><strong>Performance Management</strong>: Concept; Comparison of Performance Management and Performance Appraisal; Developing Performance Management Systems; Problems in Performance Management; Effective Performance Management Systems; Developments in Performance Management</td>
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<td><strong>Human Resource Evaluation</strong>: Concept; HRM and Firm Performance; Rationale for HR Evaluation, Measures of HRM performance, Approaches to HR Evaluation, Balance Score Card; HR Scorecard</td>
</tr>
<tr>
<td><strong>Job Satisfaction</strong>: Concept; Measurement of Job Satisfaction; Job satisfaction and Work Behaviour</td>
</tr>
<tr>
<td><strong>Nature of Work</strong>: Meaning of Work; Theories of Work; Organizational factors affecting Work; Changing Patterns of Work; The Future of Work</td>
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<tr>
<td><strong>Research Papers</strong>:</td>
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<td><strong>Employment Relationship</strong>: Concept; Basis of the Employment Relationship; Employment Relationship Contracts; Changes in the Employment Relationship; Managing the Employment Relationship; Developing a High Trust Organization</td>
</tr>
<tr>
<td><strong>Psychological Contract</strong>: Concept; The significance of the Psychological Contract; Changes to the Psychological Contract; How Psychological Contracts develop; Developing and maintaining a positive Psychological Contract</td>
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## 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:**  

### Suggested Readings: