

DOCTOR OF PHILOSOPHY
FACULTY OF MANAGEMENT STUDIES

Syllabus
for
PhD Course Work

(Credit Based Continuous Evaluation Grading System)



I. K. Gujral Punjab Technical University
Kapurthala-Jalandhar Highway, Jalandhar

**DOCTOR OF PHILOSOPHY
FACULTY OF MANAGEMENT STUDIES**

SCHEME OF COURSE

Course No.	C/E/I	Course Title	L	T	P	Total Credits
PHD 901	C	Research Methodology	4	--	--	4
PHD 902	C*	Accounting and Finance	4	--	--	4
PHD 903		Marketing Management		--	--	
PHD 904		Human Resource Management		--	--	
PHD 905	C	Report Writing and Presentation	3	--	--	3
PHD 906	I	Human Values and Professional Ethics	4	--	--	4
Total Credits			15	--	--	15

***Note: Students will study one core course depending on their area of specialization.**

Note: While teaching these courses, teachers will rely on readings 'A' class journals in the area of their specialization. Detail of those readings will be circulated in the assignment sheet prepared by individual teachers.

PHD 901

Research Methodology

Objective: To familiarize the scholars with tools, techniques and methods of research and to equip them with data collection, analysis, interpretation and report writing techniques.

Unit I
<p>Research: Introduction; types of research design and approaches: exploratory designs, descriptive designs, conclusive designs, experimental design (after only designs; before-after designs; before-after with control group designs; randomized two-group design; factorial design; quasi-experimental design; time series design).</p> <p>Qualitative Research Designs: Case studies; survey studies; focus groups.</p> <p>Review of Literature: Goals of literature review; types of review; sources of research literature; writing of review and application of Mendeley software for literature review.</p>
Unit II
<p>Sampling: Theory; designs and issues.</p> <p>Parametric Tests: One sample t-test; independent sample t- test paired sample t-test; Anova and Manova.</p> <p>Non-Parametric Tests: Chi-Square test; runs test; Kruskal-wallis H-test.</p> <p>Sources of Bias: Method for controlling; questionnaire designs; data collection: Assessment methods and measurement. Scaling and measurement: Psychometric considerations; Testing reliability and validity.</p>
Unit III
<p>Multivariate Statistical Techniques: Understanding application and uses of factor analysis, regression analysis, cluster analysis, discriminant analysis and multidimensional scaling through SPSS.</p> <p>Testing the Assumption of Regression: Multicollinearity, hetroscedasticity and autocorrelation.</p> <p>Introduction to panel data and time series analysis. Introduction to E-views.</p>

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. Naresh K. Malhotra and Satyabhushan Dash, "Marketing Research: An Applied Orientation", Pearson Education
4. Joseph F. Hair Jr, William C. Black, Barry J. Babin and Rolph E. Anderson, "Multivariate Data Analysis", Pearson
5. Anderson, Sweeney and Williams: *Statistics for Business and Economics*, Thompson, New Delhi.
6. David Wilkinson and Peter Birmingham, *Using Research Instruments: A Guide for Researchers*, Routledge Falmer, New York.

PHD 902

Accounting and Finance

Objective: To appraise the scholars about emerging issues in accounting, microstructural designs, functions and role of financial system.

Unit I
<p>Introduction to Financial Management: Objectives; functions; scope; evolution; interface of financial management with other functional areas.</p> <p>Overview of Financial Markets and Sources of Finance: Features of financial markets; functions; classification and participants in financial markets; environment of corporate financing in India.</p> <p>Introduction to Risk and Return: Risk and return concepts; relationship between risk and return; Capital Asset Pricing Model; Factor Model</p> <p>Time Value of Money: Introduction; types of cash flows; future value of a single cash flow; Multiple Flows and Annuity- Present Value of Single Cash Flow, Multiple Flows and Annuity, Growing Annuity, Perpetuity and Growing Perpetuity.</p> <p>Corporate Valuation: Meaning, features, scope and approaches</p>
Unit II
<p>Fundamental Analysis: Meaning; scope and approaches.</p> <p>Technical Analysis: Meaning, introduction Dow theory; moving average and candle stick charts</p> <p>Efficient Market Hypothesis: Weak form of efficiency; semi strong form of efficiency and strong form of efficiency</p> <p>Financial Markets and Market Microstructure: Introduction, features of financial markets and market microstructure, scope of operation, regulations.</p> <p>Financial Risk Management – Meaning; types of financial risk; role of financial derivatives in managing financial risk.</p>
Unit III
<p>Financial Distress and Corporate Restructuring: Meaning and types of corporate restructuring, accounting issues and practices in corporate restructuring; revival of sick units and turnaround strategies.</p> <p>Emerging issues in accounting and corporate reporting practices.</p> <p>Corporate Reporting: Future of Corporate Reporting. Financial Reporting Supply Chain. Online reporting. Harmonization of accounting practices; convergence of Accounting Standards and IFRS.</p>

Suggested Readings:

1. Richard Brealey, Stewart Myers, Franklin Allen, Pitabas Mohanty, *Principles of Corporate Finance*, McGraw-Hill Education
2. Eugene F. Brigham, Michael C. Ehrhardt, *Financial Management - Theory & Practice*, Cengage Learning.

3. Frank K. Reilly, Keith C. Brown, *Investment Analysis and Portfolio Management*, Cengage Learning.
4. John C Hull, *Options Futures and Other Derivatives*, Prentice Hall India.
5. Aswath Damodaran, *Corporate Valuation*, John Wiley.
6. Don M. Chance, Robert Brooks, *An Introduction to Derivatives and Risk Management* South-Western, Cengage Learning.
7. Robert A. Jarrow Arkadev Chatterjee, *An Introduction to Derivative Securities, Financial Markets, and Risk Management*, W. W. Norton & Company

PHD 903 Marketing Management

Objective: To develop scholars with the ability to conduct and evaluate research in the area of marketing by focusing on relevant theories, research issues and quality research in the area of marketing.

Unit I
<p>Understanding Marketing and Consumers: Definition; importance; scope; various marketing concepts; marketing mix; marketing vs selling; defining role marketing strategies; marketing planning process.</p> <p>Understanding Consumer Behaviour: Factors influencing consumer buying behaviour; business buying process and understanding business buyer behaviour.</p> <p>Creating and Managing Product: Market segmentation and targeting; differentiation and positioning; competitors analysis.</p> <p>Delivering and Promoting Product: Supply chain decisions – nature; types; channel design and channel management decisions; retailing; wholesaling; managing logistics and supply chain.</p>
Unit II
<p>Product Decisions: Product mix; packaging and labeling decisions; branding and brand equity; services marketing; new product development; consumer adoption process; product life cycle and strategies.</p> <p>Pricing Decisions: Objectives; factors affecting pricing decisions; pricing methods; price changes; pricing strategies</p> <p>Promotion Decisions: Communication process; promotion mix; advertising; sales promotion; public relations; direct selling and online marketing; personal selling; personal selling process.</p>
Unit III
<p>Customer Relationship Management: Concepts; measurement tools in customer satisfaction; loyalty and retention; process and measurement of customer relationship management.</p> <p>Services Marketing: Unique features of services; Tasks involved in service marketing; service quality – meaning; gap model of service quality, measuring service quality- SERVQUAL.</p> <p>Retailing: Nature and scope of retailing; the retailing mix / activities; contemporary scheme of retailing in India; Key drivers of growth, retail formats, retail chains.</p> <p>Emerging Trends in Marketing: Green marketing; event marketing; network marketing; direct marketing; social marketing; buzz marketing / viral marketing.</p>

Suggested Readings:

1. Philip Kotler, Kevin L. Keller, Abraham Koshi and Mithileshwar Jha, “Marketing Management: A South Asian Perspective”, Pearson Education.
2. David L. Kurtz and Louis E. Boone, “Principles of Marketing”, Cengage Learning.
3. K. Douglas Hoffman and John E. G. Bateson “Services Marketing”, Cengage Learning.
4. V. S. Ramaswamy and S. Namakumari, “Marketing Management: Global Perspective Indian Context”, Macmillan Publishing House.

PHD 904

Human Resource Management

Objective: To help scholars in understanding the importance of researching human capital and its role in shaping world class organization.

Unit I
<p>Human Resource Management-An Overview: Concept, Environmental scanning.</p> <p>Human Resource System: Concept; Functions of HRS; Structuring the System; Strategic HRM; HRM in the Global context.</p> <p>Human Resource Planning: Factors affecting, process, and barriers. Stock taking, Work Force Flow Mapping, Age and Grade Distribution Mapping; Behavioural factors in Human Resource Planning; Wastage Analysis, Retention, Redeployment and Exit Strategies.</p> <p>Manpower Search: Recruitment Strategies and Selection Process in Corporate Sector. Models and Techniques of Manpower Demand and Supply Forecasting.</p> <p>Performance Management System: Concept; objectives; Comparison of Performance Management and Performance Appraisal; Developing effective Performance Management Systems; Problems in Performance Management; recent developments in Performance Management; Succession planning, Diversity management.</p>
Unit II
<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> <p>Career Planning and development: concept of career, career planning and development methods, factors affecting career -choices - responsibilities of Employers/managers, career counseling, designing career development system; Training and Retraining, Measuring Training Effectiveness.</p> <p>Retention Strategies: Need for Retention, Causes of attrition of managerial personnel in modern day service and manufacturing organizations. Managing Separations and Rightsizing.</p>
Unit III
<p>Industrial Relations: Government's concerns, Union's concerns, Management concerns; Approaches of IR; Dispute Resolution Machinery, Industrial Dispute Act, 1947; Settlement Authorities under the Act; Grievance Procedure, Trade unions and IR, Technology and IR; Managing Industrial conflicts.</p> <p>Quality of Working Life: Workers' Participation-Schemes and their evaluation.</p> <p>Human Resource Evaluation: Concept; Rationale for HR Evaluation, Measures of HRM performance, Approaches to HR Evaluation, Balance Score Card; HR Scorecard; HRIS; Impact of HRM practices on organizational performance.</p> <p>Global HR practices: HR practices in Japan, UK, USA, India and China.</p> <p>Ethics and Human Resource Management: Concept; Reasons for unethical behavior; need and implications of Ethics in HRM; Managing Ethics.</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.

PHD 905

Report Writing and Presentation

Credits: 3 (2 for Research Report and 1 for Presentation)

Objective of the Course: To test the level of the understanding of the research problem and argumentative ability of scholar through oral presentations followed by report writing.

Report Writing:

Introduction; different types of report writings; layout of the research reports; oral presentation; mechanics of writing a research report; precautions for writing research reports; References and Bibliography;

Ethical Considerations in Research: Fundamental ethical principles; disseminating the results of research studies. Understanding plagiarism: Concepts of IPR; Patent, Copyright, Trade-Mark

Presentation:

Every student will conduct a study on his / her related topic of research. The candidate will review literature; identify a valid research gap; define objectives; collect data; analyze the data and submit conclusions and recommendations. The study should also detail-out the limitations and give potential areas for future research. The report will be submitted and presentation will be held. The candidate will have to present for one hour on the topic of the study. Evaluation of the presentation will be on the basis of his / her depth of knowledge of the subject; clarity of thought process; capability to reach conclusions after the analysis and other communication skills.

Suggested Readings:

1. Cooper, D.R. and Schindler, P. S., *Business Research Methods*, Tata McGraw Hill, New Delhi.
2. Naresh K. Malhotra and Satyabhushan Dash, *Marketing Research: An Applied Orientation*, Pearson Education.
3. Mary Ellen Guffey, Dana Loewy, *Essentials of Business Communication*, South Western CENGAGE Learning.

PHD 906
Human Values and Professional Ethics

Objective: To help the students to discriminate between valuable and superficial in the life. To help students develop sensitivity and awareness; leading to commitment and courage to act on their own belief.

Unit I
<p>Introduction: Need, Basic Guidelines, Content and Process for Value Education.</p> <p>Self Exploration: Concept; its content and process; natural acceptance’ and Experiential Validation- as the mechanism for self exploration.</p> <p>Continuous Happiness and Prosperity- A look at basic Human Aspirations</p> <p>Right understanding, Relationship and Physical Facilities- the basic requirements for fulfillment of aspirations of every human being with their correct priority</p> <p>Understanding Happiness and Prosperity correctly- A critical appraisal of the current scenario</p> <p>Method to fulfill the above human aspirations: understanding and living in harmony at various levels</p> <p>Understanding Harmony in the Human Being - Harmony in Myself: Understanding human being as a co-existence of the sentient ‘I’ and the material ‘Body’; Understanding the needs of Self (‘I’) and ‘Body’ - <i>Sukh</i> and <i>Suvidha</i>, Understanding the Body as an instrument of ‘I’ (I being the doer, seer and enjoyer), Understanding the characteristics and activities of ‘I’ and harmony in ‘I’</p> <p>Understanding the harmony of I with the Body: <i>Sanyam</i> and <i>Swasthya</i>; correct appraisal of Physical needs, meaning of Prosperity in detail, Programs to ensure <i>Sanyam</i> and <i>Swasthya</i></p>
Unit II
<p>Understanding Harmony in the Family and Society- Harmony in Human-Human Relationship: Understanding harmony in the Family- the basic unit of human interaction.</p> <p>Understanding values in human-human relationship; meaning of <i>Nyaya</i> and program for its fulfillment to ensure <i>Ubhay-tripti</i>; Trust (<i>Vishwas</i>) and Respect (<i>Samman</i>) as the foundational values of relationship.</p> <p>Understanding the meaning of <i>Vishwas</i>; Difference between intention and competence</p> <p>Understanding the meaning of <i>Samman</i>, Difference between respect and differentiation; the other salient values in relationship</p> <p>Understanding the harmony in the society (society being an extension of family): <i>Samadhan</i>, <i>Samridhi</i>, <i>Abhay</i>, <i>Sah-astitva</i> as comprehensive Human Goals</p> <p>Visualizing a universal harmonious order in society- Undivided Society (<i>Akhand Samaj</i>), Universal Order (<i>Sarvabhaum Vyawastha</i>)- from family to world family!</p>
Unit III
<p>Understanding Harmony in the Nature and Existence - Whole existence as Co-existence: Understanding the harmony in the Nature, Interconnectedness and mutual fulfillment among the four orders of nature-recyclability and self-regulation in nature, Understanding Existence as Co-existence (<i>Sah-astitva</i>) of mutually interacting units in all-pervasive space, Holistic perception of harmony at all levels of existence</p> <p>Implications of the above Holistic Understanding of Harmony on Professional Ethics: Natural acceptance of human values, Definitiveness of Ethical Human Conduct, Basis for Humanistic Education, Humanistic Constitution and Humanistic Universal Order,</p> <p>Competence in professional ethics: Ability to utilize the professional competence for</p>

augmenting universal human order, Ability to identify the scope and characteristics of people-friendly and eco-friendly production systems, Ability to identify and develop appropriate technologies and management patterns for above production systems.

Case studies of typical holistic technologies, management models and production systems

Strategy for transition from the present state to Universal Human Order: At the level of individual: as socially and ecologically responsible engineers, technologists and managers, At the level of society: as mutually enriching institutions and organizations

Suggested Readings:

1. R. R. Gaur, R Sangal, G. P. Bagaria, *A Foundation Course in Value Education*.
2. Ivan Illich, *Energy and Equity*, The Trinity Press, Worcester, and Harper Collins, USA
3. E. F. Schumacher, *Small is Beautiful: A Study of Economics as if People Mattered*, Blond & Briggs, Britain.
4. A Nagraj, *Jeevan Vidya ek Parichay*, Divya Path Sansthan, Amarkantak.
5. Sussan George, *How the Other Half Dies*, Penguin Press.
6. P. L. Dhar, RR Gaur, *Science and Humanism*, Commonwealth Purblishers.
7. A. N. Tripathy, *Human Values*, New Age International Publishers
8. Subhas Palekar, *How to Practice Natural Farming*, Pracheen (Vaidik) Krishi Tantra Shodh, Amravati.
9. Donella H. Meadows, Dennis L. Meadows, Jorgen Randers, William W. Behrens III, *Limits to Growth – Club of Rome’s Report*, Universe Books.
10. E. G. Seebauer and Robert L. Berry, *Fundamentals of Ethics for Scientists & Engineers*, Oxford University Press.
11. M. Govindrajran, S. Natrajan and V. S. Senthil Kumar, *Engineering Ethics (including Human Values)*, Eastern Economy Edition, Prentice Hall of India Ltd
12. B. P. Banerjee, *Foundations of Ethics and Management*, Excel Books.
13. B. L. Bajpai, *Indian Ethos and Modern Management*, New Royal Book Co., Lucknow.