

*Vijayanagara Sri Krishnadevaraya University,
Bellary.*

*Syllabus
For
Ph.D Course Work in Management
(2013-14 onwards)*



*Department of PG Studies and Research in Management
Jnana sagara, Cantonment, Vinayakanagara, Bellary-583 105.
Bellary District, Karnataka State.*



VIJAYANAGARA SRI KRISHNADEVARAYA UNIVERSITY,
Department of PG Studies and Research in Management
Jnana Sagara, Cantonment, Vinayakanagara, Bellary-583 105.
Karnataka State.

Ph.D Course Work in Management – Course Details

(Prepared and approved by the Board of Studies in Management (PG) in its meeting held on 1st March 2014.

Sl. No	Course	WTH	ED	Max Marks		
				CA	CEE	Total
1	Course – I Research Methodology	03	03	25	75	100
2	Course – II General Management	03	03	25	75	100
3	Course – III Field Specialisation (Ph.D Candidates are required to study one of the following courses depending upon their field of specialization)	03	03	25	75	100
		- Viva	- -	75 -	225 -	300 50
	Financial Management	03	03	25	75	100
	Human Resource Management	03	03	25	75	100
	Marketing Management	03	03	25	75	100

WTH : Weekly Teaching Hours;

ED: Examination Duration (Hours);

CA : Continuous Assessment (i.e Internal Assessment Marks);

CEE : Marks for Course End Examination.

Ph.D Course work in Management

Paper I: Research Methodology

Course Workload: 3 contact Hours per Week

Examination: One Paper of 3 Hours duration and carrying 75 Marks.

Objectives: To equip the scholars with a thorough understanding of the Research Methodology and to provide greater insight in to the application of modern analytical tools and techniques.

Pedagogy: Lectures, Presentations, Discussions and Assignments.

Module I: Introduction to Business Research - Research in business, Why study business research? Goals of business research, emerging hierarchy of information based decision makers, how the research industry works, internal research suppliers, External research suppliers. The research process an overview - The research process, the management research question. Research process issues - The favored techniques syndrome, Company database strip mining, Unresearchable question, politically motivated research. Business research requests and proposals - The research proposal, types of research proposals, evaluating the research proposal. Research ethics, professional standards, and resources for ethical awareness.

Module II: Research Design and Sampling – An overview, classification of research design – Exploratory studies, descriptive studies, causal studies etc. Qualitative Research – Process, Qualitative research methodologies. Observational Studies – Uses of observation. Surveys – Self administered surveys. Experimental and test markets.

Nature of Sampling, Steps in sample design. Probability sampling methods, non probability sampling methods.

Module III: Sources and Collection of Data

Measurement – Measurement Scales: Nominal Scale, Ordinal Scale, Interval Scale, Ratio Scale. Selecting a measurement scale: Research objectives, response types, data properties, number of dimensions, Balanced or unbalanced, forced or unforced choices, number of scale points, rater errors. Rating Scales: Simple attitude scale, Likert Scale, Semantic differential scale, Numerical/Multiple Rating Sources of Measurement differences – error sources. Characteristics of good measurement – Validity, Reliability, Practicality. Primary and Secondary data types and its methods.

Module IV: Analysis and presentation of data

Data preparation and description: Editing, Coding and Tabulation of data. Exploring, Displaying and Examining: Exploratory data analysis – Frequency tables, Bar and pie charts, histograms, stem and leaf displays, pareto diagrams, box plots, cross tabulation.

Hypothesis Testing: Introduction, Statistical significance, logic of hypothesis testing, testing procedure types of errors. Tests of significance – types of tests – one sample tests, two independent samples tests, two related samples test, k independent samples tests, k related samples test, Analysis of variance.

Measures of association: Introduction, Bivariate correlation analysis, simple linear regression, non parametric measures of association.

Multivariate analysis: An overview – Introduction, Selecting a multivariate technique, Dependency technique – Multiple regression, Discriminant analysis, MANOVA, structural equation modeling, conjoint analysis. Independency techniques – factor analysis, cluster analysis, multidimensional scaling.

Module V:

Interpretation and report writing:

Meaning of interpretation, why interpretation, Technique of interpretation, precaution in interpretation, Significance of report writing, different steps in report writing, layout of the research report, types of reports, oral presentation, mechanics of writing a research report, precautions for writing research reports, conclusions.

The computer; its role in research - Introduction, the computer & computer technology, the computer system, important characteristics, the binary number system, computer applications, computers & researcher.

References:

1. Donanld R Cooper and Pamela S Schindler, Business Research Methods, Tata McGraw Hill Education Private Limited.
2. C R Kothari, Research Methodology: Methods and Techniques, New age International publishers.
3. V P Michael, Research Methodology in Management, Himalaya Publishing house.

Ph.D Course work in Management

Paper II: GENERAL MANAGEMENT

Course Workload: 3 contact Hours per Week

Examination: One Paper of 3 Hours duration and carrying 75 Marks.

Objectives: To make the scholars to have a thorough understanding of the principles, concepts, paradigms, models and behavioral processes in organizations.

Pedagogy: Lectures, Presentations, Discussions and Assignments

Module - I

Management: The roots and history of management; Management thought and Management theories; The Classical School: Scientific Management approach and Administrative Management approach. The Behavioural School: Early Contributors; The Hawthorne Experiments. The Management Science School. Modern Approaches: Systems Approach, and Contingency approach. The Neo-human relations approach. Contribution of select thinkers : Peter F. Drucker; Tom Peters; Gary Hamel and C.K. Prahlad.

Module - II

Nature, types, premises and steps in managerial planning, planning instruments and tools. Guidelines for effective planning, Mechanics of MBO, Decision making - types, resources, rational decisions, decision tree, implications of group decision making on management.

Module - III

Principles of organizations, Types of organizational structures, Organizational Design, Chart and Departmentalization, Span of control, Authority-responsibility, centralization -decentralization, delegation, Theories of organizations, Boundary less and structure less organization, Empowering and authority - reasonability functions.

Module - IV

Motivation and leadership- significance, relevance and purpose on Managerial Performance. Control - Types - Production, Financial and Human resources -feed forward control. Control leads to planning and reorganizing - Control as end result variable.

Module – V

Management Today: Ethical issues in Management, Competitive Advantage SWOT analysis - Compliance &.quality audit. Core competence and Business Process Out sourcing (BPO),Re-Engineering, Internationalization of business, TQM and employee work culture, Boundary less organization, Performance of out sourcing, Future trends.

References:

1. Koontz, H and Wehrich. H. Management, 10th ed., New York, Mc Graw Hill.
2. Luthans, F. Organizational Behaviour, 7th ed., New York, Mc Graw Hill
3. Robbins, S.P. Management, 5th ed., New Jersey, Englewood Cliffs, prentice Hall of Inc.
4. Robbins, S.P. Organizational Behaviour, 7th ed., New Delhi, Prentice Hall of India.

Ph.D Course work in Management

Elective Paper

FINANCIAL MANAGEMENT

Course Workload: 3 contact Hours per Week

Examination: One Paper of 3 Hours duration and carrying 75 Marks.

Objectives: To make the scholars to have a thorough understanding of financial decision making and abilities to innovate in the financial management concept.

Pedagogy: Lectures, Presentations, Discussions and Assignments.

Module I: Financial Management: An Overview

Financial Decisions in a Firm, Goal of Financial Management, The Fundamental Principle of Finance, Building Blocks of Modern Finance, Risk – Return Tradeoff, Agency Problem, Business Ethics and Social Responsibility, Organisation of the Finance Function, Relationship of Finance to Economics and Accounting, Emerging Role of the Financial Manager in India, The Financial System, Financial Statements, Taxes, and Cash Flow, Analysis of Financial Statements, Financial Planning and Forecasting.

Module II:

(A) Fundamentals Valuation Concepts

The Time Value of Money, Valuation of Bonds and Stocks, Risk and Return, Risk and Return: Portfolio Theory and Asset Pricing Models

(B) Corporate Valuation, Restructuring and Value Creation

Corporate Valuation, Value Based Management, Mergers, Acquisitions, and Restructuring, Corporate Governance and Executive Compensation, Performance Measurement and Balanced Score card

Module III: Investment Decisions

(A) Capital Budgeting

Techniques of Capital Budgeting, Estimation of Project Cash Flows, Risk Analysis in Capital Budgeting, The Cost of Capital, Capital Budgeting: Extensions,

(B) Working Capital Management

Cash and Liquidity management, Credit Management, Inventory Management, Working Capital Financing, Working Capital Management: Extensions.

Module IV:

(A) Long Term Financing and dividend decisions

Market Efficiency and Financing Decisions, Sources of Long Term Finance, Raising Long Term Finance, Capital Structure and Dividend Decisions, Capital Structure and Firm Value, Capital Structure Decision, Dividend Policy and Firm Value, Dividend Decision

(B) Debt and Hybrid Financing

Debt Analysis and Management, Leasing, Hire-Purchase, and Project Finance, Hybrid Financing,

Module V: Special Topics

International Financial Management, Financial Management in Sick Units, Corporate Risk Management

References:

1. Prasanna Chandra, Financial Management Theory and Practice, Tata McGraw Hill Education Private Limited.
2. M Y Khan and P K Jain, Financial Management, Tata McGraw Hill Education Private Limited.
3. Ravi M Kishore, Financial Management, Taxmann's.
4. I. M. Pandey, Financial Management, Vikas Publishing house.

Ph.D Course work in Management

Elective Paper

HUMAN RESOURCE MANAGEMENT

Course Workload: 3 contact Hours per Week

Examination: One Paper of 3 Hours duration and carrying 75 Marks.

Objectives: To sensitise the scholars to the various facets of managing people and to make a thorough understanding of various policies and practices of HRM.

Pedagogy: Lectures, Presentations, Discussions and Assignments.

Module - I

Human Resource Management: Concept, Scope, Importance and Functions, development of HRM, Personnel management Vs. HRM, the changing role of HRM, role and qualities of HR manager, challenges to HRM.

Module - II

Human Resource Planning: Meaning, Objectives and Significance, Process, Human Resource Forecasting. Job Description and Job specification, Recruitment & Selection, Placement and induction, Training and development, Needs assessment, Methods of training and techniques.

Module - III

Compensation Management-Job evaluation: Techniques, wages and salary administration. Incentive payments, Performance appraisal: Concept, Objectives and techniques, Performance Management and Appraisal, Steps in appraising performance, Types of Appraisal, 360 Degree Feedback, Balanced Score Card, Career Planning and Development: Factors Affecting Career Choices, job changes- transfer, promotion and separation.

Module - IV

Global human Resource Management : Core concepts in globally managing human resource, Managing International HR activities: Implementation of Global HR System, Staffing the Global Organization, Improving productivity through HRIS, Managing cross cultural diversity.

Module - V

Strategic Human Resource Management : Strategic Human Resource Management: Nature of strategies and strategic Management process; Environmental Scanning, Strategy formulation,

strategy implementation, strategy evaluation, importance of strategic management, Role of HRM in Strategic management- SHR philosophy.

References:

1. D'Ceazo, David A. and Stephan P. Robbins : Human Resource Management, John Wiley and Sons, New Delhi, 2011.
2. Chhabra T.N. : Human Resource Management, Dhanpat Rai and Co Pvt. Ltd. New Delhi, 1999.
3. Flippo, Edwin B. : Principles of Personnel Management, McGraw Hill, New York.
4. Bartlett, C.A, & Ghoshal,S. (1989): Managing Across Borders; The Transnational Solution. Boston : Havard Business School Press. Black.

Ph.D Course work in Management

Elective Paper

Marketing Management

Course Workload: 3 contact Hours per Week

Examination: One Paper of 3 Hours duration and carrying 75 Marks.

Objectives: To make the scholars to thorough understanding of marketing concepts ability to innovate in the marketing context.

Pedagogy: Lectures, Presentations, Discussions and Assignments.

Module - I

Consumer Behaviour: Introduction to Consumer Behavior, Motivation Research, Measuring the influence of Family, Reference Groups, Consumer Perception, Consumer Learning, Customer relationship management, Consumer Attitudes

Module - II

Marketing of Services: Growth of Service Economy; Characteristics of Services; Services Classification. Service Management Trinity: Internal, External and Interactive Marketing, Service Quality, Consumer Behavior in Services.

Module - III

Sales and Distribution Management: Nature, Scope and objectives of Sales Management; Determination of size of sales force, Conducting sales training programs, Compensation Plan; Distribution Channels: Role of Marketing Channels, Factors affecting choice of Distribution.

Module - IV

Product and Brand Management: Product Management: Product Concepts and Classification; Product Mix and Line Decisions; New Product Launches, Concept and importance of Branding; Basic branding concepts: brand awareness, brand personality, brand image, brand loyalty, brand equity.

Module - V

Retail Management: Retailing: Concept, Definition and Functions; Evolution of Retailing; Unorganized and organized retailing; Retailing Structure and Different Formats: Super Market, Specialty Store, Departmental Store, etc

References

1. Kotler, P., Marketing Management; Analysis, Planning, Implementation and Control, New Delhi, MacMillan
2. Schiffman, L.G. and Kanuk, L.L., Consumer Behaviour, New Delhi, PHI.