

**DEPARTMENT OF BUSINESS ADMINISTRATION
CHAUDHARY DEVI LAL UNIVERSITY, SIRSA**

**COURSE CURRICULUM
FOR Ph. D. COURSE-WORK**

Total Credits: 14

Core Course(s)						
Course Code	Course Title	Lecture Hour(s)	Tutorial Hour(s)	Practical Hour(s)	Total Hour(s)	Credits
PHM-101	Research Methodology	3	1	-	4	4
PHM-102	Management Thoughts	3	1	-	4	4
	Open Elective Course*	2	-	-	2	2
Elective Course(s) (Any one of the following)						
Course Code	Course Title	Lecture Hour(s)	Tutorial Hour(s)	Practical Hour(s)	Total Hour(s)	Credits
PHM-103(i)	Strategic Financial Management	3	1	-	4	4
PHM-103(ii)	Organizational Behaviour and Strategic Human Resource Management	3	1	-	4	4
PHM-103(iii)	Strategic Marketing	3	1	-	4	4
PHM-103(iv)	Bank Management	3	1	-	4	4
Open Elective Course(s) (For the students of other departments)						
Course Code	Course Title	Lecture Hour(s)	Tutorial Hour(s)	Practical Hour(s)	Total Hour(s)	Credits
PHM-OE-01	Data Analysis and Report Writing	2	-	-	2	2

* The students have to earn credits for Open Elective Course from any other teaching department of university as per syllabus and scheme of examination of Ph. D. Programme of that department.

**RESEARCH METHODOLOGY
(PHM-101)**

Course Credits: 4

Total Marks: 100

External: 70

Internal: 30

Time Allowed: 3 Hours

Course Objective: The objective of this course is to instill profound understanding of basics of research orientation and application of research techniques.

Course Contents:

Unit 1 Research: Meaning, Nature and Scope, Characteristics of Good Research, Steps in Research Process, Ethics in Business Research; Defining a Research Problem; Review of Literature; Formulation of Research Hypothesis; Developing a Research Proposal; Research Design: Basic Concepts and Descriptive, Exploratory and Experimental Research Design.

Unit 2 Sampling: Sample and Census Study, Methods of Sampling, Sampling and Non-Sampling Errors, Determination of Sample Size; Tools and Techniques of Data Collection: Checklist, Observation, Opinionnaire, Interview, Schedule, Reliability and Validity of Instrument; Scaling and Measurement.

Unit 3 Statistical Inference: Testing of Hypothesis, Sampling Distribution, Standard Error, Statistical Estimation; Tests of Significance for Attributes: Parametric Tests: t-test, Z-test, F-test, ANOVA; Non-Parametric Tests: Chi-square test, Sign test, Mann-Whitney U-test, Runs test, Kruskal-Wallis test, Friedman test, Kolmogorov-Smirnov test; Use of SPSS in Research.

Unit 4 Multivariate Analysis: Factor Analysis, Cluster Analysis, Discriminant Analysis; Research Report: Steps and Layout of Research Report; Mechanics of writing a Research Report, Evaluation Criteria of Research Report.

Suggested Readings:

- Cooper and Schindler, *Business Research Methods*, New Delhi, TMG.
- Creswell, J. W., *Research Design*, New Delhi, Sage Publication.
- Gupta, S. P., *Statistical Methods*, New Delhi: Sultan Chand and Sons.
- Hein/Kohler, *Statistics for Business & Economics*. New York: Harper Collins.
- Lawrence B. Morse, *Statistics for Business and Economics*. New York: Harper Collins.
- Levin, Richard and David S. Rubin, *Statistics for Management*. New Delhi: Prentice Hall.
- Sachdeva, J. K., *Business Research Methodology*, New Delhi, Himalaya Publishing House.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.

**MANAGEMENT THOUGHTS
(PHM-102)**

Course Credits: 4

Total Marks: 100

External: 70

Internal: 30

Time Allowed: 3 Hours

Course Objective: The objective of this course is to instill profound understanding of the contribution of various thinkers in developing management thoughts.

Course Contents:

Unit 1 Genesis of Management Thoughts: Management thoughts during Ancient Civilization, Medieval Period and Industrial Revolution; Contribution to Management Thought in Pre-Scientific Period by Robert Owen, Charles Babbage, James Watt and Mathew Boulton.

Unit 2 Classical Approach to Management Thoughts: Distinctive features of Classical Approach, Scientific Management, Administrative Theory of Management, Bureaucracy and Management Functions Approach; An Overview of Contribution of Max Weber, F. W. Taylor, Henry Fayol, Peter F. Druker and Marry Parker Follet.

Unit 3 Neo Classical Approach to Management Thoughts; An Overview of Contributions of Elton Mayo, Douglas McGregor and Abraham Maslow and Herbert Simon; Hawthorne Experiment, Management by Objectives, Organizational Behavioural Approach (Chester Barnard) and Rationality in Decision Making.

Unit 4 Modern Approach to Management Thoughts: Management Science Approach, System Approach and Contingency Approach; Management as Open System (Trist) and Management as Closed System (Rice); Organizational Change (Lawrence), Management as Information System (Lorsch) and Socio-Responsibility Approach (Thompson); Recent Advances in Understanding Human Behaviour: Ouchi's Z-theory, McKinsey's 7s Framework and Peter Waterman's Search of Excellence.

References:

- Luthans Fred, *Organizational Behavior*. New Delhi: McGraw-Hill.
- Robbins, S. P. and Decenzo, D.A., *Fundamentals of Management*. New Delhi: Pearson Education.
- Robbins, S. P., *Organizational Behavior*. New Delhi: PHI.
- Stoner, James A. F., *Management*. New Delhi: Pearson Education.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.



STRATEGIC FINANCIAL MANAGEMENT
[PHM-103(i)]

Course Credits: 4

Total Marks: 100

External: 70

Internal: 30

Time Allowed: 3 Hours

Course Objective: The objective of this course is to make an understanding of various aspects of Strategic Financial Management.

Course Contents:

Unit 1 Strategic Financial Management: Features and Basic Premises; Financial Policy vis-a-vis Corporate Strategic Management; Strategic Decision-Making Framework; Strategic Investigation of Growth and Profit Leakages; Ethical Aspects of Strategic Financial Management.

Unit 2 Portfolio Theory and Asset Pricing Models: Risk and Return, Portfolio Analysis: Selection and Decision Techniques; Market models – Markowitz Model, Sharpe Model, Capital Asset Pricing Model (CAPM), Arbitrage Pricing Model (APM): Fama and Franch Model; Measurement of Portfolio Performance.

Unit 3 Corporate Restructuring and Business Combinations; Symptoms Prompting Restructuring; Motives for Mergers and Acquisitions; Valuation under Mergers and Acquisitions; Financing a Merger; Merger Negotiations; Corporate Strategy and Acquisitions; Accounting for Mergers and Acquisitions.

Unit 4 Money and Capital Markets; RBI Regulations for Money Markets; Capital Market Participants and Service Providers: Stock Exchanges, Merchant Bankers, Depository, Credit Rating Agencies, Venture Capital; Public Offerings; Discounting, Factoring and Forfeiting of Bills.

Suggested Readings:

- Gupta J. D., *Strategic Financial Management*. New Delhi, Taxmann.
- Jakhotiya P. Girish, *Strategic Financial Management*. New Delhi, Vikas Publications.
- Pandey, I. M., *Financial Management*. New Delhi: Vikas Publishing House.
- Pinches, G. E., *Essentials of Financial Management*. Harper & Row.
- Richard A. Brealey & Stewart C. Myers (1991), *Principles of Corporate Finance*. U.S.A.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.



**ORGANIZATIONAL BEHAVIOR AND STRATEGIC HUMAN RESOURCE
MANAGEMENT
[PHM-103(ii)]**

Course Credits: 4

Total Marks: 100

External: 70

Internal: 30

Time Allowed: 3 Hours

Course objective: To give a theoretical exposure to the students with regard to organizational behaviour and human resource management.

Course contents

Unit 1 Organizational Behaviour: Individual dimensions of Organizational Behaviour, Personality, Perception, Learning, Attitude and Values, Emotional Intelligence and Motivation.

Unit 2 Group dimensions of Organizational Behaviour: Interpersonal Behaviour, Group Dynamics, Work Team, Power and Politics, Leadership, Communication and Conflict Management;

Unit 3 Cultural Dimensions of Organizational Behaviour: Work Stress, Organization Culture, Organization Effectiveness and Change; Organization Development.

Unit 4 Strategic Human Resource Management – Concept of SHRM, Barriers to Strategic HR, Role of HR in Strategic Planning; Linking Business Strategies and HR Strategies; Strategic Options and HR Decisions: Downsizing and Restructuring, Outsourcing and off-shoring.

Suggested Readings

- Agarwal, Tanuja, *Strategic Human Resource Management*, Oxford University Press, New Delhi.
- Dessler, Gary, *Human Resource Management*, PHI, New Delhi.
- Huczynski Andrzej, Buchanan David A., *Organizational Behaviour*, Pearson Education, New Delhi.
- Luthans Fred, *Organizational Behaviour*, Pearson Education, New Delhi.
- Robbins, Stephen P., *Organizational Behaviour*, PHI, New Delhi.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.



STRATEGIC MARKETING
[PHM-103(iii)]

Course Credits: 4

Total Marks: 100

External: 70

Internal: 30

Time Allowed: 3 Hours

Course objective: The course aims to develop understanding of the marketing functions and strategies.

Course contents

Unit 1 Marketing: Evolution of Marketing, Nature of marketing, Development of Marketing Theories, Marketing Environment: Economic, Demographic, Social, Cultural, Technical, Political and Regulatory Buying Behaviour; SWOT Analysis; Marketing Strategies in different types of Market Structure.

Unit 2 Marketing Mix; Product Management: Product – Meaning, Levels and Mix, New Product Development, Managing Product Life Cycles, Branding; Relationship Marketing; Service Marketing; Industrial Marketing.

Unit 3 Pricing: Objectives, Policies & Strategies, Influencing Factors; Channels of Distribution: Physical Distribution and Logistics, Promotion Strategies - Advertising, Personal Selling, Sales Promotion, Direct Marketing and Public Relations; Selling Techniques.

Unit 4 Emerging Issues in Marketing: Green Marketing, Event Marketing, E-Marketing, Network Marketing, Non-Profit Marketing, International Marketing, Growing dependence on Celebrity Endorsement, Ethics in Marketing.

Suggested Readings

- Chernev Alexander, *Strategic Marketing*, Chicago, Cerebellum Press.
- Kotler, Keller, Koshy & Jha, *Marketing Management: A South Asian Perspective*. New Delhi: Pearson Education.
- Kumar and Minakshi, *Marketing Management*. New Delhi: Vikas Publishing House.
- Kurtz, *Principles of Marketing*. New Delhi: Cengage Learning India Pvt. Ltd.
- Stone, Marilyn A & John Desmond, *Fundamentals of Marketing*. UK: Routledge.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.



BANK MANAGEMENT
[PHM-103(iv)]

Course Credits: 4

Total Marks: 100

External: 70

Internal: 30

Time Allowed: 3 Hours

Course Objective: The objective of this subject is to acquaint students with the contemporary issues in the banking sector.

Course Contents:

Unit 1 Banking in India – Origin and Evolution; Types of Banks and their Functions; Banker Customer Relationship; Customer Service in Banks; RBI: Objectives, Organization and Functions; Mechanism of Credit Creation and Control, Monetary Policy, Instruments of Monetary Policy, Financial Stability.

Unit 2 Credit Planning, Credit Authorization Scheme; Loan Pricing, Need to Improve Quality of Loan Portfolio, Restricting High Growth of Credit to Sensitive Sectors, RBI's Guidelines on Bank Credit Sanctions, Post Disbursal Follow-up and Monitoring Credit and Compliance Parameters.

Unit 3 Non-Performing Assets: Meaning and Classification, Income Recognition, Classification and Provisioning of Assets; Reasons, Impacts and Consequences of NPAs; Trends in NPAs, CAMEL Model of Performance Evaluation.

Unit 4 Risk Management: Meaning and Types of Risk; Need, Process and Principles of Risk Management; Solvency Risk: Concept of Capital Adequacy and Risk Based Capital; Risk Based Supervision of Banks: Need, Objectives and Process; Implications of Basel Accords for Indian Banks.

Suggested Readings:

- Agarwal O. P., *Banking and Insurance*, Himalaya Publishing House, New Delhi.
- Bhattacharya K. M., *Risk Management in Indian Banks*, Himalaya Publishing House, New Delhi.
- Gomez Clifford, *Banking and Finance*, PHI Learning, New Delhi.
- Murali S., Subbakrishna K. R., *Bank Credit Management*, Himalaya Publishing House, New Delhi.
- Prasad S. Vipradas, *Bank Lending*, Himalaya Publishing House, New Delhi.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.

OPEN ELECTIVE COURSE(S)

DATA ANALYSIS AND REPORT WRITING (PHM-OE-01)

Course Credits: 2

Total Marks: 50

External: 30

Internal: 20

Time Allowed: 2 Hours

Course Objective: The objective of this course is to make an understanding of application of statistical tools in research.

Course Contents:

Unit 1 Descriptive Statistics: A brief overview of Average, Dispersion and Skewness; Bivariate Correlation and Regression Analysis.

Unit 2 Statistical Inference: Steps in Testing of Hypothesis, Types-I Error, Type-II Error, One-Tailed Test, Two-Tailed Test and Power of Test, Standard Error, Sampling Distribution, Statistical Estimation: Point and Interval Estimation; Tests of Significance for Attributes.

Unit 3 Parametric Tests: t-test, Z-test, Analysis of Variance (ANOVA); Non-Parametric Tests: Chi-square test, Mann-Whitney U-test, Kruskal-Wallis H-test; Use of SPSS in Research.

Unit 4 Research Report: Steps and Layout of Research Report; Mechanics of writing a Research Report, Precautions in writing a Research Report, Evaluation Criterion of Research Report.

Suggested Readings:

- Berkman, E. T. and Reise, S. P., A Conceptual Guide to Statistics Using SPSS, USA, Sage Publications.
- Cunningham, J. B. and Aldrich, J. O., Using SPSS: An Interactive Hands-on Approach, USA, Sage Publications.
- Gupta, S. P., *Statistical Methods*, New Delhi: Sultan Chand and Sons.
- Hooda, R. P., *Statistics for Business and Economics*. New Delhi: Macmillan India.
- Hein/Kohler, *Statistics for Business & Economics*. New York: Harper Collins.
- Levin, Richard and David S. Rubin, *Statistics for Management*. New Delhi: Prentice Hall.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (10 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 30 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question.
All questions carry equal marks.



PERSONALITY DEVELOPMENT
(MBA-OE-06)

Course Credits: 4
Total Marks: 100
External: 70, Internal: 30
Time Allowed: 3 Hours

Course Objective: The course is aimed at equipping the students with the necessary skills and etiquettes to help them in developing their overall personality.

Course Contents:

Unit 1 Personality: Basics of personality, theories of personality, analyzing strengths and weakness, developing a pleasing personality; Goals setting; Building self-confidence and Team building.

Unit 2 Leadership skills, Making positive attitude a way of life, Building blocks of success, Making smart decisions, Positive and creative thinking, and Character building.

Unit 3 Preparation for self introduction, Sense of dressing, Body language, Application and resume writing, Interview skills, Group discussion skills, Etiquettes and manners.

Unit 4 Stress management, Time management, Change management, Conflict management, Boss management, Dealing with difficult people, and Getting things done through others.

Suggested Readings:

- Brown, David (2010). Dealing with Difficult People. Harper Collins Publishers, London
- Kahnean, Daniel et. al (2013). On Making Smart Decisions, Harvard Business School Publishing Corporation Ltd., Boston
- Manser, Martin (2010). Time Management, Harper Collins Publishers, London
- Narula, S. S. (2011), Personality Development and Communication Skills, Taxmann Publications Pvt. Ltd., New Delhi
- Slater, Rus (2010). Getting Things Done, Harper Collins Publishers, London
- Salter, Heather (2011). Interview Secrets. Harper Collins Publishers London.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.

