

**Course Structure & Syllabus of Ph.D. Management  
Applicable for Batch: 2021 Onwards**

**DIT UNIVERSITY  
Dehradun**



**Detailed Course Structure & Syllabus  
of  
Ph.D. in Management**

# Course Structure & Syllabus of Ph.D. Management Applicable for Batch: 2021 Onwards

## Course Structure

Semester I						
SL No.	Course Code	Subject Name	L	T	P	Credits
1	MB901	Research Methodology	4	0	0	4
2	MB902	Advanced Data Analytics	4	0	0	4
3	CPE-RPE	<b>Research and Publication Ethics</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>
4		(Course 1 from elective -1/2/3/4)	4	0	0	4
5		(Course 2 from elective -1/2/3/4)	4	0	0	4
6	MB903	PhD Seminar	0	0	1	1
Total			18	0	1	19

Elective - 1(Marketing)						
SL No.	Course Code	Subject Name	L	T	P	Credits
1	MB921	Advanced Digital Marketing	4	0	0	4
2	MB922	Advanced Consumer Behavior	4	0	0	4
3	MB923	Advanced Brand Management	4	0	0	4
4	MB924	Advanced Retail Management	4	0	0	4
5	MB925	Advances in Service Marketing	4	0	0	4

Elective – 2 ( Human Resource Management)						
SL No.	Course Code	Subject Name	L	T	P	Credits
1	MB931	Industrial Relations and Labor Laws	4	0	0	4
2	MB932	Advanced Organizational Behavior	4	0	0	4
3	MB933	Organizational Development and Change	4	0	0	4
4	MB934	Advances in Performance Management Practices	4	0	0	4
5	MB935	Advanced Techniques of Training and Development	4	0	0	4

*Note: Apart from above listed Elective courses, Research Scholar may choose any course across departments being offered at PG level, if it is required/suggested by the Research Committee.*

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Elective - 3( Finance)						
SL No.	Course Code	Subject Name	L	T	P	Credits
1	MB941	Advanced Financial Accounting	4	0	0	4
2	MB942	Advanced Cost and Management Accounting	4	0	0	4
3	MB943	Understanding Financial Derivatives	4	0	0	4
4	MB944	Advances in Tax Management	4	0	0	4
5	MB945	Project Finance	4	0	0	4

Elective - 4 (Banking and Insurance)						
SL No.	Course Code	Subject Name	L	T	P	Credits
1	MB951	IT in Banking	4	0	0	4
2	MB952	General Bank Operation	4	0	0	4
3	MB953	Risk Management and Insurance	4	0	0	4
4	MB954	Investment Banking	4	0	0	4
5	MB955	Rural banking	4	0	0	4

### Summary of Credit

Year	Semester	Credit		Credit
		Theory	Practical	
First Year	I	18	1	18
<b>Total</b>				<b>18</b>

### Category wise classification of the Credit -

Category	Max Credit	Min Credit
UC		
AC		
SC		
DC	8	8
HE		
DE	8	8
OE		
EC		
PRJT/THESIS/ST/IND	1	1
VAT/EEP/APT		

# Course Structure & Syllabus of Ph.D. Management

## Applicable for Batch: 2021 Onwards

Subject Code	MB901	Subject Title	Research Methodology						
L T P	4 0 0	Credit	4	Subject Category	DC	Year	First	Semester	1

### Course Objective:

The main objective of this course is to make students understand the nuances of carrying out effective research. Scholars will become aware about to the research process and other associated concepts.

**Course Pre/Co- requisite (if any):** Business Statistics, Understanding about writing project.

### UNIT I: Fundamentals of Research

Defining research, Objectives of research, types, research process, deductive and inductive reasoning; Identifying and formulating a research problem, Literature review: Search for existing literature (World Wide Web, Online data bases), Review the literature selected (Case studies, review articles and Meta-analysis), Develop a theoretical and conceptual framework, Writing up the review, Definition of variables : Concepts, indicators and variables, Types of variables, Types of measurement scales, Constructing the Hypothesis- Null(Research) and alternative, one-tailed and two-tailed testing, errors in testing. Ethical and Moral Issues in Research, Plagiarism, tools to avoid plagiarism – Intellectual Property Rights – Copy right laws – Patent rights

### UNIT II: Research Design

Design of Experiments: Research Designs -Exploratory, Descriptive and Experimental, Experimental designs- Types of Experimental Designs.

### UNIT III: Sampling, Sampling distribution, and Data Collection

Sampling distribution, Normal and binomial distribution, Reasons for sampling, sampling technique, sampling errors. Sources of Data-Primary Data, Secondary Data, Data Collection methods

### UNIT IV: Statistical Data Analysis

Descriptive and inferential statistical analysis. Testing of hypothesis with Z-test, T-test and its variants, Chi-square test, ANOVA, Correlation, Regression Analysis, Introduction to data analysis data using SPSS20.0

### UNIT V: Research Report

Writing a research report- Developing an outline, Formats of Report writing, Key elements- Objective, Introduction, Design or Rationale of work, Experimental Methods, Procedures, Measurements, Results, Discussion, Conclusion, Referencing and various formats for reference writing of books and research papers, Writing a Research Proposal.

**Learning Outcome:** After the end of this course, student shall be able to

- Carry out effective research
- Write good research papers
- Understand importance of intellectual property rights and consequences of plagiarism
- Understand how to write a doctoral level research

### Text Books:

- C.R.Kothari, “Research Methodology”, 5<sup>th</sup> edition, New Age Publication,

### Reference Books:

- Cooper, “Business Research Methods”, 9<sup>th</sup> edition, Tata McGraw hills publication
- Walpole R.A., Myers R.H., Myers S.L. and Ye, King: Probability & Statistics for Engineers and Scientists, Pearson Prentice Hall, Pearson Education, Inc. 2007.
- Bordens K.S. and Abbott, B.b.: Research Design and Methods, Mc Graw Hill, 2008.
- Morris R Cohen: An Introduction to logic and Scientific Method (Allied Publishers) – P 197 -222; 391 – 403

# Course Structure & Syllabus of Ph.D. Management Applicable for Batch: 2021 Onwards

Subject Code	MB902	Subject Title	Advanced Data Analytics						
L T P	4 0 0	Credit	4	Subject Category	DC	Year	First	Semester	1

**Course Objective:**

The main objective of this course is to make students understand the advanced statistical techniques and tools that may be used while carrying out a good research. This course will especially help students in performing meaningful analysis on empirical data.

**Course Pre/Co- requisite (if any):** Business Statistics

**UNIT-I: Measures of Central Tendency and Dispersion**

Descriptive Statistics Properties and applications, Range, Mean deviation, Standard deviation, Coefficient of Variation, Skewness, Kurtosis.

**UNIT-II Probability and Probability Distributions**

Sample space and Events, The addition rule and complements Conditional Probability & the General Multiplication Rule. Random variable (discrete and continuous) and probability distribution, Properties of the Normal Distribution, The Binomial Probability Distribution, The Poisson Probability Distribution

**UNIT-III Hypothesis Testing, Descriptive and Inferential Statistics**

Sampling theory; Formulation of Hypotheses; Testing hypothesis using Z test, t-test, F-test and Chi-Square test. Correlation, Linear regression (Least-Squares method),

**UNIT-IV Advanced data Analysis Tools-1**

Multiple regression, Discriminant Analysis, Logistics Regression, Cluster Analysis.

**UNIT-V Advanced data Analysis Tools-2**

Conjoint Analysis, Multi-Dimensional Scaling, Factor Analysis (Exploratory and Confirmatory), Structural Equation Modelling.

**Research Paper:**

- Where does the logistic regression analysis stand in marketing literature? A comparison of the market positioning of prominent marketing journals
- Content Analysis as a Tool for Consumer Research
- A better way to report writing
- The application of multiple regression analysis in property valuation
- The internal predictors of business performance in small firms: A logistic regression analysis
- Qualitative research: deductive and inductive approaches to data analysis

**Learning Outcome**

After the end of this course, student shall be able to

- Understand variety of advanced data analysis tools that could be used in research
- Choose and apply a statistical analysis tool for a given research issue
- Present the results in realistic and practical manner for effective decision making

**Text Books:**

- Marketing research, Naresh Malhotra, 6th e, Pearson Publications

**Reference Books:**

- Multivariate Data Analysis, Joseph F. Hair Jr. William C. Black, Barry J. Babin, Rolph E. Anderson, Pearson Publication.

# Course Structure & Syllabus of Ph.D. Management

## Applicable for Batch: 2021 Onwards

Subject Code	CPE-RPE	Subject Title	Research and Publication Ethics						
L T P	2 0 0	Credit	2	Subject Category	DC	Year	Frist	Semester	Ist

**Course Objective:** There are three objectives in research ethics.

- The first objective is to protect human participants.
- The second objective is to ensure that research is conducted in a way that serves interests of individuals or society as a whole.
- And the third objective is to examine specific research activities and projects for their ethical soundness, looking at issues such as the management of risk, protection of confidentiality and the process of informed consent. An ethically correct research involving human participants must include the following components.

### UNIT-I: Philosophy & Ethics

**Introduction to Philosophy**– Definition, nature & scope, concept, branches

**Ethics**- Definition, moral Philosophy, nature of moral judgment and reactions

### UNIT-II: Scientific Conduct

- Ethics with respect to science & research,
- Intellectual honesty and research integrity,
- Scientific Misconduct: Falsification, Fabrication and Plagiarism (FFP),
- Redundant Publications: duplicate & overlapping applications,
- Salami slicing, selective reporting & misrepresentation of data

### UNIT-III: Publication Ethics

**Publication Ethics:** Definition, introduction & importance

- Best practices/standards settings initiatives & guidelines: COPE, WAME etc.
- Conflicts of interest
- Publication Misconduct: definition, concept, problems that lead to unethical behavior and vice versa type
- Violation of public ethics, authorship and contributor ship
- Identification of publication misconduct, complaints & appeals
- Predatory publishers & journals

**Practice:**

### UNIT-IV: Open Access Publishing

- Open Access publication & initiatives.
- SHERPA/RoMEO online resource to check publisher copyright and self-archiving policies
- Software tool to identify predatory publications developed by SPPU
- Journal finder/journal suggestion tools viz, JANE, Elsevier Journal Finder, Springer Journal Suggested etc.

### UNIT-V: Publication Misconduct

#### A. Group Discussion

- Subject specific ethical issues, FFP, authorship
- Conflicts of interest
- Complaints & appeals: examples & fraud from India & Abroad.

#### B. Software tools

- Use of plagiarism software like Turnitin, Urkund and other open source software tools.

### UNIT-VI: Databases & Research Metrics

#### A. Databases

- Indexing databases
- Citation databases: Web of science, Scopus etc.

#### B. Research Metrics

- Impact factor of journal as per journal citation report, SNIP, SJR, IIP, Cite Score
- Metrics: h- Index, g index, i10 index, altmetrics.

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## Applicable for Batch: 2021 Onwards

Subject Code	MB903	Subject Title	Seminar						
L T P	0 0 0	Credit	1	Subject Category	DC	Year	First	Semester	Ist

### Course Objective:

The main objective of this course is to make students understand how to conduct an elementary research in a prescribed domain & topic and present the same in front of the departmental research committee.

### Course Pre/Co- requisite (if any):

### Learning Outcome

After the end of this course, student shall be able to

- Choose a topic for research in consultation with her/his Phd supervisor
- Carry out elementary research
- Present the research in front of Departmental Research Committee

# Course Structure & Syllabus of Ph.D. Management

## Applicable for Batch: 2021 Onwards

<b>Subject Code</b>	MB921	<b>Subject Title</b>	<b>Advanced Digital Marketing</b>						
<b>L T P</b>	<b>4 0 0</b>	<b>Credit</b>	4	<b>Subject Category</b>	DE	<b>Year</b>	<b>I</b>	<b>Semester</b>	<b>I</b>

### Course Objective:

This course aims to give students an insight into new age digital marketing tools such as SEM, SEO, Online PR etc.

**Course Pre/Co- requisite (if any):** Basics of Computer Application in Business

### UNIT-I: Introduction to Digital Marketing

**Digital Marketing Fundamentals** – Definition, Different Terminologies (E-marketing, online marketing, web marketing, internet marketing), key constituents of Digital Marketing, scope of Digital marketing (Applications), Digital Marketing Plan, Concept of e-Business & e-commerce, Revenue or Business Models

Digital Marketing Revolution -Historical evolution of Internet, Changing face of media & Impact of Digital Channels, Digital Marketing Industry

**Digital Marketing Environment** - Political, Economic, Socio-cultural, Technological, Ethical and Legal Issues: Ethical codes, Privacy issues, Digital Property (Patents, Copyright, Trademarks, licenses), Different types of online payment modes, E-Security –Firewalls,

### UNIT-II: Digital Marketing Strategy

**Digital Marketing Research** - Data Driven strategy, Electronic Marketing information Systems, monitoring Social Media, Web Analytics tools

**Online Consumer Behavior** – Customer Personas, Online Consumer Behavior models, Online exchanges and outcomes.

**Segmentation, Targeting and Positioning (STP)** – three markets (Business, Government, Consumer), Segmentation bases (Geographic, Demographic, Psychographic, Behavioral), Targeting Online Customers, Differentiating and positioning Online

### UNIT-III: Delivering Through Digital Marketing

**Conceptualizing and Developing a Website** – conceptualizing online Product (benefits, attributes, branding etc.), Researching Site User’s requirement (Usability, Web Accessibility, and Localization), Reviewing Competitors’ website, designing the information architecture, Website Prototyping, Domain Name registration, hosting a website.

**Introduction to Website designing tools** – Website designing editors (HTML, Dreamweaver 8), elements of site design, site design and structure, Page design, Content Design, Testing of Content, Other standardized website designing free resources (Google sites, blogs, Webs etc.) Pricing and Distribution of Digital Offer.

### UNIT-IV: Digital Marketing Communication Tools

**Integrated Marketing Communication (IMC), IMC tools-** SEO, SEM, Affiliate marketing, Online PR, Banner Advertising, ,Email Marketing, Differences in Advertising through traditional & Digital Media, Setting **Online Marketing objectives** - Conversion Marketing Objectives, Timescales for Objective setting, Campaign Cost Objectives

**Online Promotion Techniques** –

### UNIT-V: Marketing Through Social Media

The Horizontal Revolution, Strategic Planning with Social Media, The four zones of social media Social Consumers, Social Communities , Social Publishing, Social Entertainment, Social Commerce, Creating and analyzing business pages on social networking sites such as Facebook, Twitter, LinkedIn, Google+, role of Virtual communities and blogs, Social Media for Consumer Insight, Social Media Metrics, Maintaining And Monitoring The Online Presence, Defining Performance Metrics framework, Tools and techniques for collecting metrics and



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summarizing results, The Maintenance Process, Content Management Process.

**Learning Outcome-** At the end of this course the student will be able to -

- understand what digital marketing is and how it has become indispensable for every firm
- Learn and apply new age digital marketing tools such as SEM, SEM, Affiliate marketing etc.
- Understand how research is taking place in digital marketing space.

## **Text Books**

- Digital Marketing: Strategy, Implementation and Practice, 5/E, Dave Chaffey, Pearson.

## **Reference Book:**

- e-Marketing: Strass, El-Ansary, Frost
- Social Media Marketing: Strategies for Engaging in Facebook, Twitter & Other Social Media by Liana Li Evans, Pearson Publication.
- Social Median Marketing Book; By Dan Zarrel, O'Reilly Media.2009.

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<b>Subject Code</b>	MB922	<b>Subject Title</b>	<b>Advanced Consumer Behavior</b>						
<b>L T P</b>	<b>4 0 0</b>	<b>Credit</b>	4	<b>Subject Category</b>	DE	<b>Year</b>	I	<b>Semester</b>	1 <sup>st</sup>

## Course Objective:

The main objective of this course is to enable students understand the individual as well as organization buying behavior. Students will also learn about various influencers that shape buyers behavior

## UNIT I: Introduction

Introduction to Marketing & Consumer Behavior, Psychology & Consumer Behavior, Buyer Various Aspects, Models of Comprehensive Buyer Behavior, Overview of Consumer Behavior Decision Process, Case study

## UNIT II: External Influencers

Culture, Social Class Variables Impacting Consumer Behavior, Sub Culture, Reference Group Variables Impacting Consumer Behavior, Family Variables Impacting Consumer Behavior, Learning and Memory, Case Study

## UNIT III: Psychological Influencers -1

Personality and concept of self, Motivation, Emotion, Perception, Information Processing, Problem Recognition, Individual Determinants of Consumer Behavior – Needs and Motivation, Personality and Self Concept, Perception, Learning, Attitude

## UNIT IV: Business Buying Behaviour

Models of Industrial Buying Behavior, Patterns of Industrial Buying Behavior in India, Diffusion of Innovation, Perception, Trust, Selectivity's, Cross-cultural Consumer Behavior, Case Study,

## UNIT V: Selected Research Papers

### Four Research papers based on TAM, TRA, TPB, UTAUT, and SOR models

- 100 research rules of the game: How to make your research world class; how to successfully publish in top international refereed journals.
- Succeeding beyond Your Doctorate: The Importance of Identity, Industry Awareness, and Decisive
- Conducting a literature review
- Literature review writing: how information is selected and transformed
- The theory/practice gap: a problem for research in business schools

## Learning Outcome

At the end of this course the student will be able to

- Understand the process and influencers of buyer behavior of organizations as well as that of individuals.
- Understand important theories and models in the field of consumer buying behavior
- Apply these models for understanding any new age business phenomenon

## . Text Books:

- Consumer Behaviour, Shiffman and Kanuk , Pearson Publication, 5e.

## Reference Books:

- Hoyer, Wayne and Deborah McInnis. Consumer Behavior. Boston: Houghton Mifflin
- Kardes, Frank (2008), Consumer Behavior Science and Practice, Spath- Western
- Solomon, Michael, Gary Bamossy, Søren Askegaard, and Maragreth Hogg (2009), Consumer Behaviour: A European Perspective, 3rd Edition, Pearson Roger D Blackwell ,Paul W Miniard ,James F Engel,
- Consumer Behaviorl, 1st India Edition, 2008, South Western
- Del Hawkins, David Mothersbaugh, Amit Mookerjee, —Consumer Behavior: Building Marketing Strategyl, 11th Edition, 2010, , Tata McGraw Hill

# Course Structure & Syllabus of Ph.D. Management Applicable for Batch: 2021 Onwards

<b>Subject Code</b>	MB923	<b>Subject Title</b>	<b>Advanced Brand Management</b>						
<b>L T P</b>	<b>4 0 0</b>	<b>Credit</b>	4	<b>Subject Category</b>	DE	<b>Year</b>	<b>I</b>	<b>Semester</b>	I

## Course Objective:

The main objective of this course is to enable students understand various concepts and theories related to brand management.

## UNIT I: Introduction

Brand –Meaning, Definition, Evolution of Brands, Brand elements, Functions of Brand to consumer, Role of Branding Product Vs Brand, Brand Management, Strategic Brand Management Process- Meaning, Steps in Brand Management Process, Strong Indian Brands

## UNIT II: Customer Based Brand Equity

Customer Based Brand Equity-Meaning, Model of CBBE, Brand building blocks-Resonance, Judgments, Feelings, performance, imagery, salience-Brand Building Implications, David Aaker’s Brand Equity Model. Brand Identity & Positioning: Brand identity prism, Point of parity & Point of difference in brand positioning, Core Brand values, Brand mantras, Internal branding.

## UNIT III: Brand Elements for Brand equity

Selecting brand element - Brand name decisions, Brand Associations, Logos, Symbols, Characters, Slogans, Packaging. Leveraging Brand Knowledge, Brand extensions

## UNIT IV: Measuring Brand Performance

Measuring & Interpreting brand performance- Brand Value chain, Designing Brand Tracking studies, Establishing brand Equity Management Systems.

## UNIT V: Measuring Brand Equity and sustaining brands

Methods and Techniques for measuring Brand Equity- Quantitative Techniques & Quantitative Techniques, Comparative methods-Brand based comparisons, marketing based comparisons-Conjoint Analysis, Holistic methods. Managing Brand Equity: Brand Reinforcement, Brand Revitalization, and Brand Crisis.

## Learning Outcome

At the end of this course the student will be able to -

- Understand what branding is and how branding decisions are taken
- Learn what customer based brand equity is and understand how to measure customer based brand equity
- Understand important theories and models in the field of brand management
- Learn how to create sustainable brands

## Text Books

- Kevin Lane Keller, “Strategic brand Management”, Person Education, New Delhi, 2013.4e

## Reference Books:

- Lan Batey Asian Branding – “A great way to fly”, Prentice Hall of India, Singapore 2012.
- Jean Noel, Kapferer, “Strategic brand Management”, The Free Press, New York, 2005.

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## Applicable for Batch: 2021 Onwards

<b>Subject Code</b>	MB924	<b>Subject Title</b>	<b>Advanced Retail Management</b>						
<b>L T P</b>	<b>4 0 0</b>	<b>Credit</b>	4	<b>Subject Category</b>	MM	<b>Year</b>	<b>I</b>	<b>Semester</b>	I

**Course Objectives:** The objective of this paper is to enable students understand the impact of retailing on the economy, comprehend retailing's role in society and, conversely, society's impact on retailing, See how retailing fits within the broader disciplines of business and marketing, recognize and understand the operations-oriented policies, methods, and procedures used by successful retailers in today's global economy and know the responsibilities of retail personnel in the numerous career positions available in the retail field.

### **UNIT I: Introduction:**

Growing Importance of Retailing, Factors Influencing Retailing, Strategic Retail Planning Process, Retail Organization, Retail Models and Theory of Retail Development, Business Models in Retail, Modern retail formats in India Retailing in rural India, Environment and Legislation for Retailing.

### **UNIT II: Setting up Retail Organization**

Retail location Research and Techniques, Objectives of Good store Design, Controlling Costs and Reducing Inventories Loss, Responsibilities of Store Manager, Store Record and Accounting System, Coding System, Logistic and Information system, Strategies, Quick Response System.

### **UNIT III: Supply Chain Management**

Challenges in Supply chain management, Supply chain Network, Forecasting- Importance, Sourcing and vendor selection, Routing and Route sequencing, Inventory Management, Rational of Discounts of Bulk Purchase, Lead Time Uncertainty and Product availability, Cross Docking and Collaborative Planning.

### **UNIT IV: Retail Planning**

Human Resource Management in Retailing Recruitment, Selection and Training needs for Employees, Relationship Marketing in Retailing, Social Marketing in Retailing, Brand Management, Financial Performances and Financial Strategy, Accounting Methods, Calculation of Profitability of Retail Stores Consumer Protection Act 1986, Consumer's Rights

### **UNIT V: Electronic Retailing**

Role of IT in Business, Influencing Parameters for use of IT in Retailing, Efficiency in Operations Effective Management of Online catalogues, Direct Retailing Methods Database Management, Data warehousing, Critical Analysis of E-Retailing Strategies and Customer Relationship Management.

### **Course Outcome**

At the end of this course the student will be able to understand

- The contribution of retailers to the product value chain.
- Consumer motivations, shopping behaviors, and decision processes for evaluating retail offering and purchasing merchandise and services.
- The traditional bases for segmentation and how segmentation can inform retail strategy.
- How retailers differentiate their offering as an element in their corporate strategy.
- Factors affecting strategic decisions involving investments in locations, supply chain and information systems, and customer retention programs.
- Tactics (pricing, merchandise assortment, store management, visual merchandising, customer service) for extracting profit from a retail offering.

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## **Text Books:**

- Retailing Management (8th ed.) by Michael Levy & Barton A. Weitz, 2012, McGraw-Hill Irwin. ISBN-13 9780073381046.

## **Reference Books:**

- Retailing Management, Text and Cases, 2nd edition, Swapna Pradhan, Tata McGraw Hill Publishing, New Delhi, 2007
- The Art of Retailing, 2nd Reprint, &nbsp;A J Lamba, Tata McGraw Hill, New delhi, 2008

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## Applicable for Batch: 2021 Onwards

<b>Subject Code</b>	MB925	<b>Subject Title</b>	<b>Advanced Service Marketing</b>						
<b>L T P</b>	<b>4 0 0</b>	<b>Credit</b>	4	<b>Subject Category</b>	MM	<b>Year</b>	<b>I</b>	<b>Semester</b>	I

### Course Objectives

The objective of this course is to supplement basic marketing and marketing strategy courses by focusing on problems and strategies specific to marketing of services. Problems commonly encountered in marketing services such as inability to inventory, difficulty in synchronizing demand and supply, difficulty in controlling quality -- will be addressed. Strategies used by successful services marketers to overcome these difficulties will be discussed.

### UNIT I: Introduction

Introduction to Services: Nature of Services; Characteristics of Services – Intangibility, Inconsistency, Inseparability and Inventory; Search, experience and credence attributes, Classification of Services; Consumer versus Industrial Services.

### UNIT II: Services Marketing Mix

Introduction to the 7 Ps of Services Marketing Mix; Product-Service Continuum; Standalone service products; Service products bundled with tangible products; Service Life Cycle

### UNIT III: Customer Satisfaction & Service Quality

Customer Satisfaction & Service Quality: Monitoring and Measuring customer satisfaction, Order taking and fulfillment; Service Guarantee - Handling complaints effectively; Defects, Failures and Recovery. Concept and Importance of quality in Services; How customers evaluate service performance.

### UNIT IV: Service Quality Models:

Service Quality Models Parsuraman- Zeithamal-Bitner (PZB) Gaps Model, SERVQUAL, and SERVPERF – Gronroos model.

### UNIT V: Selected Research Papers:

Service Marketing Mix, Service quality, Service sector, Service Industry, Applying technology to service settings, e-services.

### Learning Outcome

At the end of this course the student will be able to -

- Explain the unique challenges of services marketing, including the elements of product, price, place, promotion, processes, physical evidence, and people.
- Design service quality measurements to build customer loyalty and evaluate the effectiveness and efficiency of customer service offerings.
- Explain service blueprinting, the integration of new technologies, and other key issues facing today's customer service providers and service managers.
- Conduct a services audit plan for a service firm.

### Text Books:

- Valarie A. Zeithaml and Mary Jo Bitner et al, Service Marketing, the fourth edition, McGraw-Hill, 2006 OR THE LATEST VERSION

### Reference Books:

- Christopher Lovelock & Jochen Wirtz, Services Marketing: Global Edition, 7/E, 2012, Pearson Higher Education.
- Manfred Bruhn, Services Marketing: Managing the Service Value Chain, ©2005 • Financial Times Press.

# Course Structure & Syllabus of Ph.D. Management

## Applicable for Batch: 2021 Onwards

<b>Subject Code</b>	MS931	<b>Subject Title</b>	<b>Industrial Relations and Labor Laws</b>						
<b>L T P</b>	<b>4 0 0</b>	<b>Credit</b>	4	<b>Subject Category</b>	DE	<b>Year</b>	I	<b>Semester</b>	I

### Course Objective

- To give students insights in to the Industrial Relations scenario in India
- Make students understand important Laws governing Industrial Relations
- Create an understanding about the role of government, society and trade unions in HR

**UNIT-I: Industrial Relations;**, Definition - Scope - Functions - History of Industrial relation in India, - Three actors and their roles in IR: Approaches to IR-HR Relations approach- Gandhian approach-Marxian approach and Dunlop's Systems approach. Standing order

**UNIT-II: Settlement of Machinery to resolve Industrial Disputes:** Negotiation, Mediator. Arbitration- Work Committees, Conciliation officer, Board of Conciliation, Court of enquiry, Labour Court, Industrial Tribunal, National Tribunal, Role of Judiciary & its impact on industrial relation

**UNIT-III: Collective Bargaining:** Definition ,Structure, types, Scope, - Role of Government in collective bargaining, Indian conditions in collective bargaining ;Worker participation in management, concept, Nature, objectives – Functions; Joint management, Councils Shop councils; Joint councils,

**Unit-IV: Industrial Unrest:** concept; Employee grievances - Disciplinary action - Domestic enquiry - Strikes - Lock - outs - Prevention of strikes and lockouts - Settlement of dispute. Role of Human Resource Development in Developing Industrial Relation- Industrial Relation Democracy, Industrial peace.

**Unit-V: Law Relating to Industrial Relations:** Trade Union Act, 1926, Factory Act 1948, Workmen's Compensation Act, 1923 Employees provident fund and miscellaneous provisions Act, 1952. Maternity Benefit Act, 1961. Fatal Accident Act 1857, the Minimum Wages Act, 1948, the Payment of Gratuity Act, 1972. Latest amendment in all acts.

### Unit VI: Research Papers

- Budhwar, P. S. (2003). Employment relations in India. Employee Relations.
- Kumar, P. (1966). The working of the conciliation machinery in Rajasthan. Indian Journal of Industrial Relations, 34-49.
- Mathur, A. N. (1991). Industrial Restructuring and Union Power: Micro-Economic Dimensions of Economic Restructuring and Industrial Relations in India. International Labour Organization.
- Sen Gupta, A. K., & Sett, P. K. (2000). Industrial relations law, employment security and collective bargaining in India: Myths, realities and hopes. Industrial Relations Journal, 31(2), 144-153.
- Cleyman, K. L., Jex, S. M., & Love, K. G. (1995). Employee grievances: An application of the leader-member exchange model. The International Journal of Organizational Analysis, 3(2), 156-174.
- Bhati, P. P., & Ashokkumar, M. (2013). Provision of Welfare under Factories Act & Its Impact on Employee Satisfaction. Journal of Business Management & Social Sciences Research, 2(2), 57-69.

### Learning Outcome

After completion of this course, student will be able to

- Understand labour related laws that are applicable to business organization at workplace
- Appreciate rationale behind the laws and possible enforcement problems
- Advise organizations related to relevant laws applicable to a given organization

**Pedagogy:** The teaching method consist of class room learning, case discussions and certain practical exercises related to individual determinants.

# **Course Structure & Syllabus of Ph.D. Management Applicable for Batch: 2021 Onwards**

## **Text book [TB]:**

- P.K Padhi, Labour & Industrial Laws, Second Edition, PHI, 2012, New Delhi.

## **Reference books [RB]:**

- ArunMonappa, RanjeetNambudiri&PatturajaSelevraj, Industrial Relations & labour Laws, Tata McGraw-Hill, Second Edition, 2012, New Delhi.
- H.L Kumar, Labour Laws-Everybody should know,Sixth Edition, Universal Law Publishing,2011, New Delhi.
- Rao, D. S. (1998). Inter-state water disputes in India: constitutional and statutory provisions and settlement machinery. Deep and Deep Publications.



# Course Structure & Syllabus of Ph.D. Management

## Applicable for Batch: 2021 Onwards

<b>Subject Code</b>	MS932	<b>Subject Title</b>	<b>Advanced Organization Behavior</b>						
<b>L T P</b>	<b>4 0 0</b>	<b>Credit</b>	4	<b>Subject Category</b>	DE	<b>Year</b>	<b>I</b>	<b>Semester</b>	<b>I</b>

### Course Objective:

To enhance understanding of the dynamics of interaction between individual and the organization; Facilitate a clear perspective to diagnose and effectively handle human behavior issues in organization; Develop greater insight into their own behavior in interpersonal and group team situations; Acquire skills in influencing people in organizations; To help students to become aware of the influence of organizational structures and designs on the attitudes and performance of people working in organizations.

**UNIT-I:** Organizational Behavior- Nature, Importance and Scope; Models of OB; Managing Workforce Diversity; Emerging Challenges for Management and OB, Determinants of Individual Behavior.

**UNIT-II:** Foundations of Individual Behavior- Values, Attitudes, Personality, Perception and Emotions; Transactional Analysis; Johari Window; Motivation- Importance and Theories; Determinants of Personality; Personality Attributes influencing OB; Interactive Behavior and Interpersonal Conflict.

**UNIT-III:** Foundations of Organizational Structure, Work Design and Technology, Human Resource Policies and Practices, Organizational Culture & Climate, Organizational Learning- Importance and Theories; Learning and Behavior Modification; Principles of Learning & Reinforcement.

**UNIT-IV:** Team Building and Group Dynamics; Working Teams and Team Effectiveness; Intra-Team Dynamics; Dynamics of Managerial Leadership; Leadership- Transition of Leadership Theories; Implementation of Leadership Theories in Contemporary Business Environment.

**UNIT-V:** Organizational Conflicts; Power & Politics –Concept of Authority & Power; Sources of Power, Unequal Power in Organization, Organizational Politics, Dysfunctional Aspects of Politics, Functional and Dysfunctional Conflicts, Stages in Conflict.

### UNIT-VI: Research Papers

- Pitts, D. W., & Recascino Wise, L. (2010). Workforce diversity in the new millennium: Prospects for research. *Review of public personnel administration*, 30(1), 44-69.
- Wibowo, G. (2017). Comparison Of The Models Of Organizational Behavior: A Review. *Manag Econ Res J*, 2(2016), 1264.
- Jaiswal, Bhavna & Srivastava, Praveen, The Effect of Transactional Analysis Ego States on Conflict Management Styles. *IUP Journal of Soft Skills*. Jun2013, Vol. 7 Issue 2, p7-12. 6p. 2 Charts.
- Zhai, Q., Willis, M., O'shea, B., Zhai, Y., & Yang, Y. (2013). Big Five personality traits, job satisfaction and subjective wellbeing in China. *International Journal of Psychology*, 48(6), 1099-1108.
- Wang, Yau-De&Hsieh, Hui-Hsien, Organizational ethical **climate**, perceived organizational support, and employee silence: A cross-level investigation, *Human Relations*. Jun2013, Vol. 66 Issue 6, p783-802. 20p.
- Nahm, A. Y., Vonderembse, M. A., & Koufteros, X. A. (2003). The impact of organizational structure on time-based manufacturing and plant performance. *Journal of operations management*, 21(3), 281-306.
- Babb, Harold W.Kopp, Daniel G, Applications of Behavior Modification in Organizations: A Review and Critique, *Academy of Management Review*. Apr1978, Vol. 3 Issue 2, p281-292. 12p. 1 Chart.
- Webber, Sheila Simsarian; Donahue, Lisa M. Impact of highly and less job-related diversity on work group cohesion and performance: a meta-analysis., *Journal of Management*. 2001, Vol. 27 Issue 2, p141. 22p. 3 Charts,
- Mohammad Mosadegh Rad, A., & Hossein Yarmohammadian, M. (2006). A study of relationship between managers' leadership style and employees' job satisfaction. *Leadership in Health Services*, 19(2), 11-28.

### Learning Outcomes:

After the completion of the course the must be able to:

- Identify Key Facets of Organizational Culture
- Gain Self-Knowledge Through Application of Leadership Models
- Uncover What Motivates Subordinates, Colleagues, and Managers
- Recognize the Complexities of Organizational Change

# **Course Structure & Syllabus of Ph.D. Management Applicable for Batch: 2021 Onwards**

- Diagnose Management Problems and Recommend Appropriate Solutions

**Pedagogy:** The teaching method consist of class room learning, case discussions and certain practical exercises related to individual determinants.

## **Suggested Readings:**

- Organizational Behavior, understanding and managing life at work, 7th Ed., Johns, G., & Saks, A. Pearson.
- Organizational Behavior, 7th ed. ,by Luthans, Fred McGraw-Hill, New York
- Organizational behavior, 9th edition by Stephen P. Robbins Prentice Hall International, Inc.

# Course Structure & Syllabus of Ph.D. Management Applicable for Batch: 2021 Onwards

Subject Code	MS933	Subject Title	Organizational Development and Change						
L T P	4 0 0	Credit	4	Subject Category	DE	Year	I	Semester	I

## Course Objective:

Upon completion of course, students should gain a thorough understanding of the organization's ability to assess its current functioning and ability to achieve goals. Students should gain the ability to implement tools of intervention to effectively bring about major change in a way that gains support of organization members.

**UNIT-I: Organizational Development:** An Overview and Introduction to Organizational Development, Evaluating and institutionalizing OD Interpersonal group processes, The OD process, Organizational development in global settings, OD in healthcare, schools, and public sector. Future Trends in Organization Development

**UNIT-II: Organizational Development and Reinvention:** Organizational development solutions to international business problems, organizational development interventions, Empowerment and Interpersonal Interventions, Management theories and practices in organizational development. Role of the Organizational Development (OD) Practitioner, Team Development, Intergroup Development Goal Setting

**UNIT-III: Organizational Change Overview:** Organizational transformation and renewal, theories of organizational change, Resistance to change, the Change model. Nature of planned change, collecting and analyzing information, Process intervention and consulting, Leading & managing change. Planned & Managed Change. Types of Change Agents.

## Suggested Readings

**UNIT-IV: Diagnosis of Change:** Internal and external change agents, The Diagnostic Process, Action research, Organizational culture, Systems theory, Individual change, Group & Interpersonal Dynamics of Change, Barriers to change, the learning organization, Current issues in change management

**UNIT-V: Challenges & Opportunities:** Change and Transition Management Model, the Challenge of Organizational Renewal and Change, Cultural Change, Managing Strategic Change and Transformation of Future Challenges and opportunities. Legal & ethical issues in change management.

## UNIT-VI: Research Papers

- Armenakis, A. A., Harris, S. G., & Mossholder, K. W. (1993). Creating readiness for organizational change. *Human relations*, 46(6), 681-703.
- Kahn, R. L. (1974). Organizational development: Some problems and proposals. *The Journal of Applied Behavioral Science*, 10(4), 485-502.
- Bazigos, M. N., & Burke, W. W. (1997). Theory orientations of organization development (OD) practitioners. *Group & Organization Management*, 22(3), 384-408.
- Hofstede, G., Neuijen, B., Ohayv, D. D., & Sanders, G. (1990). Measuring organizational cultures: A qualitative and quantitative study across twenty cases. *Administrative science quarterly*, 286-316.
- Bhatnagar, J., Budhwar, P., Srivastava, P., & Saini, D. S. (2010). Organizational change and development in India: A case of strategic organizational change and transformation. *Journal of Organizational Change Management*, 23(5), 485-499.

## Learning Outcome

After completion of this course, student shall be able to –

- Understand and describe the elements that facilitate and constrain change in organization development.
- Understand managerial/leadership roles in facilitating positive change
- Incorporate information about ethical dilemmas when studying change interventions.
- Propose change strategies for enhancing institutionalization of change.

**Pedagogy:** The teaching method consist of class room learning, case discussions and certain practical exercises related to individual determinants.

# **Course Structure & Syllabus of Ph.D. Management Applicable for Batch: 2021 Onwards**

## **Text book [TB]:**

- Brown, D. R. (2011), An Experiential Approach to Organizational Development, 8 th Edition, ISBN-13: 978-0-13-610689-0
- Cummings, T. G. & Worley, C. G. (2009). Organization development and change (9th edition). Canada: South-Western Cengage Learning

## **Other Readings**

- Beer, M and Hohria, N.(Eds).(2000)Breaking the code of change. Boston, MA: Harvard Business School Press.
- Bradford, D.L. &Burke, W. W. (2005). Reinventing organization development: New approaches to change in organizations. California: Pfeiffer.
- Brown, D. R. (2011). An experiential approach to organizational development. (8th ed). New Jersey: Pearson Education, Inc.
- De Guia, F. (2000). Culture change: key to organization development: A success story. Makati City: Florence de Guia& Associates.
- Rothwell, W. J., & Sullivan, R. L. (Eds.). (2005). practicing organization development: A guide for consultants (Vol. 27). John Wiley & Sons.
- Cheung-Judge, M. Y., &Holbeche, L. (2011). Organization development: a practitioner's guide for OD and HR. London: Kogan Page.

# Course Structure & Syllabus of Ph.D. Management Applicable for Batch: 2021 Onwards

<b>Subject Code</b>	MB934	<b>Subject Title</b>	<b>Advanced Performance Management Practices</b>						
<b>L T P</b>	<b>4 0 0</b>	<b>Credit</b>	4	<b>Subject Category</b>	DE	<b>Year</b>	<b>I</b>	<b>Semester</b>	I

### Course Objective:

To apprise the participants about the importance of Performance Management in Organizations and impart an understanding of the process of managing performance to achieve the organization's current and future objectives.

**UNIT I:** Performance Management: Introduction, Process of Performance Management, Practices of Performance Management, Performance Appraisal & Potential Appraisal, Developing and Implementing a Performance Management in Organization, Performance Management as a system

**UNIT II:** Performance Management Analysis & Application: Reward System: Types of Rewards, Designing Reward System, Characteristics of an Effective Performance Reward Plan. Using Performance Management, Systems Data for HR Decisions and Performance Improvements

**UNIT III:** Performance Management Techniques: Competency Mapping as a Performance Management Tool, 360 Feedback and Assessment Centers, Performance Management Practices of Different Companies

**UNIT IV:** Theories and Framework of PMS, Balanced Scorecard and its Applications, Performance Management system at Organizational Level.

**UNIT V:** Performance Consulting: Concept, the Need for Performance Consulting, Role of the Performance Consulting, Contracting for Performance Consulting Services

### UNIT VI:

- GÜNGÖR, P. (2011). The relationship between reward management system and employee performance with the mediating role of motivation: A quantitative study on global banks. *Procedia-Social and Behavioral Sciences*, 24, 1510-1520.
- Helm, C., Holladay, C. L., Tortorella, F. R., & Candio, C. (2007). The performance management system: applying and evaluating a pay-for-performance initiative. *Journal of Healthcare management*, 52(1), 49.
- DeNisi, A. S., & Pritchard, R. D. (2006). Performance appraisal, performance management and improving individual performance: A motivational framework. *Management and organization review*, 2(2), 253-277.
- De Waal, A., & Kourtit, K. (2013). Performance measurement and management in practice: Advantages, disadvantages and reasons for use. *International Journal of Productivity and Performance Management*, 62(5), 446-473.
- Beer, M., & Ruh, R. A. (1976). Employee growth through performance management. *Harvard Business Review*, 54(4), 59-66.
- Antonioni, D. (1996). Designing an effective 360-degree appraisal feedback process. *Organizational Dynamics*, 25(2), 24-38.
- Draganidis, F., & Mentzas, G. (2006). Competency based management: a review of systems and approaches. *Information management & computer security*, 14(1), 51-64.
- Evans, N. (2005). Assessing the balanced scorecard as a management tool for hotels. *International Journal of contemporary Hospitality management*, 17(5), 376-390.
- Kaplan, R. S., & Norton, D. P. (1992). The balanced scorecard: measures that drive performance.
- Ferreira, A., & Otley, D. (2009). The design and use of performance management systems: An extended framework for analysis. *Management accounting research*, 20(4), 263-282.
- Smither, J. W., & London, M. (Eds.). (2009). *Performance management: Putting research into action* (Vol. 21). John Wiley & Sons.
- Moynihan, D. P., & Pandey, S. K. (2010). The big question for performance management: Why do managers use performance information? *Journal of public administration research and theory*, 20(4), 849-866.

# **Course Structure & Syllabus of Ph.D. Management Applicable for Batch: 2021 Onwards**

## **Learning Outcomes**

After the completion of the course the must be able to:

- Shared a common understanding on how performance management practices can be effectively utilized to raise the performance of individuals and teams.
- Enhanced their skills in setting clear expectations and objectively measuring individual performance using objectives and competencies as key measures
- Diagnose Management Problems and Recommend Appropriate Solutions

**Pedagogy:** The teaching method consist of class room learning, case discussions and certain practical exercises related to Performance Management Practices.

## **Text book [TB]:**

- Armstrong, M. (2009). Armstrong's handbook of performance management: An evidence-based guide to delivering high performance. Kogan Page Publishers.
- Bhatia, S. K. (2007). Performance Management: Concepts, Practices and Strategies for Organisation Success. Deep and Deep Publications.

## **Reference books [RB]:**

- Rao, T.V. (2017). Performance Management: Toward Organizational Excellence. New Delhi: Sage Publishers.
- Rao, T.V. (2005). Performance Management and Appraisal Systems. New Delhi: Sage Publishers.
- Suri, G.K. (2008). Performance Measurement and Management. New Delhi: Excel Publications.
- Armstrong, M., &Murlis, H. (2007). Reward management: A handbook of remuneration strategy and practice. Kogan Page Publishers.
- Robinson, D. G., & Robinson, J. (2008). Performance consulting: A practical guide for HR and learning professionals. Berrett-Koehler Publishers.

# Course Structure & Syllabus of Ph.D. Management

## Applicable for Batch: 2021 Onwards

<b>Subject Code</b>	MB935	<b>Subject Title</b>	<b>Advanced Techniques of Training and Development</b>						
<b>L T P</b>	<b>4 0 0</b>	<b>Credit</b>	4	<b>Subject Category</b>	DE	<b>Year</b>	I	<b>Semester</b>	I

### Course Objective:

The course aims at exposing the learner to the Concept and practice of training and development in the modern organizational setting through the pedagogy of case discussions and recent experiences.

### UNIT I: Introduction

Concepts and Rationale of Training and Development; overview of training and development systems; organizing training department; training and development policies; linking training and development to company's strategy; Requisites of Effective Training ; Role of External agencies in Training and Development. TNA, Approaches for TNA, output of TNA, methods used in TNA.

### Unit II: Overview of Training Methodologies

Logic and Process of Learning; Principles of Learning; Individual differences in learning, learning process, learning curve, learning management system; Criteria for Method Selection; Skills of an Effective Trainer; Use of Audio-Visual Aids in training, Development Techniques for enhancing decision-making and interpersonal skills, Case-study, in-basket exercise, special projects, multiple management Program Learning, Action learning, Syndicate Work, Games, Action Maze, Role Play; Demonstration and Practice Monitoring; Coaching; Self Diagnostic Skills, Experience Learning, Discovery Learning, Brain Storming, Counselling, Position Rotation, Team Building, and Sensitivity Training

### Unit III: Evaluation of Training and Development

Reasons for evaluating Training and development programs, Problems in evaluation; Evaluation planning and data collection, different evaluation frameworks, Problems of Measurement and Evaluation; Costing of training, measuring costs and benefits of training program, obtaining feedback of trainees; Methods of evaluating effectiveness of Training Efforts ; Kirkpatrick Model of Training Effectiveness; Training issues resulting from the external environment and internal needs of the company

### Unit IV: Emerging Trends in Training and Development

Gamification, team training and six sigma training; Electronic Enabled Training Systems (EETS)- Concept and types, benefits and challenges in using EETS; concerns in implementation of EETS – availability, incorporation, extension, and learning renewals for EETS; use of EETS and its up scalability; followup activities; Training and development initiatives of some selected companies from private and public sectors and MNCs.

### Unit V: Selected Research Papers:

- Harris, M., & Bick, E. (2011). The Tavistock Model: Paper on child development and psychoanalytic training. Karnac Books.
- Noe, R. A., & Peacock, M. (2008). Employee training and development.
- Tannenbaum, S. I., & Yukl, G. (1992). Training and development in work organizations. Annual review of psychology, 43(1), 399-441.
- Hunt, D. M., & Michael, C. (1983). Mentorship: A career training and development tool. Academy of management Review, 8(3), 475-485.
- Aguinis, H., & Kraiger, K. (2009). Benefits of training and development for individuals and teams, organizations, and society. Annual review of psychology, 60, 451-474.
- Campbell, J. P. (1971). Personnel training and development. Annual review of psychology, 22(1), 565-602.
- Latham, G. P. (1988). Human resource training and development. Annual review of psychology, 39(1), 545-582.
- Kirkpatrick, D., & Kirkpatrick, J. (2006). Evaluating training programs: The four levels. Berrett-Koehler

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Publishers.

- Freeman, D. (1989). Teacher training, development, and decision making: A model of teaching and related strategies for language teacher education. *TESOL quarterly*, 23(1), 27-45.
- Salas, E., Tannenbaum, S. I., Kraiger, K., & Smith-Jentsch, K. A. (2012). The science of training and development in organizations: What matters in practice. *Psychological science in the public interest*, 13(2), 74-101.

## **Learning Outcome**

Upon successful completion of this course, the student will have reliably demonstrated the ability to:

- Explain the role of training and development in human resources management.
- Describe the psychology of the learning process on which training is based.
- Analyze the training needs of an organization.
- Evaluate the value of the training once completed from the individual employee and the organization's viewpoint.

## **Text Books:**

- Prior, John, *Handbook of Training and Development*, Jaico Publishing House, Bombay.
- Craig, Robert L., *Training and Development Handbook*, McGraw Hill.

## **Reference Books:**

- Warren, M.W. *Training for Results*, Massachusetts, Addison-Wesley.
- Trvelove, Steve, *Handbook of Training and Development*, Blackwell Business
- Garner, James, *Training Interventions in Job Skill Development*, Addison-Wesley.
- Kenney, John; Donnelly, Eugene L. and Margaret A. Reid, *Manpower Training and Development*, London Institute of Personnel Management
- Blanchard, P. Nick, James W. Thacker and V. Anand Ram, *Effective Training: Systems, Strategies, and Practices*, Dorling Kindersley (India) Pvt. Ltd.
- Rolf, P., and Udai Pareek, *Training for Development*, Sage Publications Pvt. Ltd.



# Course Structure & Syllabus of Ph.D. Management

## Applicable for Batch: 2021 Onwards

<b>Subject Code</b>	MB941	<b>Subject Title</b>	<b>Advanced Financial Accounting</b>						
<b>LTP</b>	<b>4 0 0</b>	<b>Credit</b>	4	<b>Subject Category</b>	DE	<b>Year</b>	<b>I</b>	<b>Semester</b>	1

### Course Objective:

The main objective of this course is to enable students to understand the developments in accounting. Students will also learn about contemporary issues in accounting.

### UNIT I: Introduction

Aspects of Accounting, Accounting Standards, Comparative Study of basic concepts of international accounting standards, US GAAP and Indian accounting standards, IFRS implementation and Challenges in India, Adoption of IFRS Worldwide and in India, Case Study

### UNIT II: Financial Reporting & Analysis

Conceptual framework for Preparation and Presentation of Financial Statements; Understand the relationship among Net Income, Balance Sheet, Cash Flows and Profitability Analysis, Financial Reporting in respect of various financial institutions, Case Study

### UNIT III: Developments in Accounting

Departmental Accounts, Accounting for branches including foreign branches, Environmental reporting, Corporate Social reporting, human resource reporting, Accounting for financial instruments, Forensic Accounting- Economic Crime investigation, Fraud Deterrence Internal/ External Audit, Case Study

### UNIT IV: Study of Emerging Areas

Strategic cost management techniques-Activity Based Costing, Life Cycle Costing and Target Costing; Value based methods- Residual Income, Economic Value Added, Market Value Added; Balanced Score Card; Contemporary issues in mergers and acquisitions, Future of Corporate Reporting: Online reporting- An Empirical understanding, Case Study

### UNIT V: Selected Research Papers:

Four Research papers based on IFRS, Forensic Accounting, Balanced Score Card and Merger and Acquisition.

### Suggested Readings:

- Bodle, K., Cybinski, P. and Monem, R. (2016), "Effect of IFRS adoption on financial reporting quality", Accounting Research Journal, Vol. 29 No. 3, pp. 292-312.
- DiGabriele, J. and Huber, W. (2015), "Topics and methods in forensic accounting research", Accounting Research Journal, Vol. 28 No. 1, pp. 98-114.
- Bigliardi, B. and Ivo Dormio, A. (2010), "A balanced scorecard approach for R&D: evidence from a case study", Facilities, Vol. 28 No. 5/6, pp. 278-289
- XU, Jianhuan. Growing through the merger and acquisition. (2017). Journal of Economic Dynamics and Control. 80, 54-74. Research Collection School of Economics.

### Learning Outcome

At the end of this course the student will be able to -

- Understand the accounting standards, US GAAP, Indian AS and IFRS.
- Understand the financial reporting and analysis of corporations and institutions.
- Know about the developments and emerging areas in accounting.

# **Course Structure & Syllabus of Ph.D. Management Applicable for Batch: 2021 Onwards**

## **Text Books:**

- Advanced Financial Accounting, Theodore Christensen and David Cottrell and Cassy Budd, McGraw Hill, 12<sup>th</sup> e.

## **Reference Books:**

- Joe Ben Hoyle and Thomas Schaefer and Timothy Douppnik. Fundamentals of Advanced Accounting, McGraw Hill Publication, 7<sup>th</sup> e.
- Beams, Anthony, Bettinghaus & Smith. Advanced Accounting. Pearson. Global Edition. 13<sup>th</sup> e

# Course Structure & Syllabus of Ph.D. Management

## Applicable for Batch: 2021 Onwards

<b>Subject Code</b>	MB942	<b>Subject Title</b>	<b>Advanced Cost and Management Accounting</b>						
<b>LTP</b>	<b>4 0 0</b>	<b>Credit</b>	4	<b>Subject Category</b>	DE	<b>Year</b>	I	<b>Semester</b>	I

### Course Objective:

The main objective of this course is to enable students to analyze and evaluate information for **cost** ascertainment, planning, control and decision making.

### UNIT I: Inventory System

Turnover of Material: ABC Analysis; VED Analysis; JIT, Aims and Objectives of JIT, Methodology in Implementation of JIT. Material Requirement Planning (MRP-I), Aims, Methodology, Methods of Operations, Requirement for Implementation of MRP-I, MRP-I and Inventory Management. Zero Inventory system. Case Study

### UNIT II: Process and Uniform Costing

Comparison of Process Costing and Job Costing, Inter Process Profits, Work in Progress and Equivalent Production. Uniform Costing and inter firm comparison Presentation of cost information – diagrammatic and graphic presentation. Costing reports – Requisites; steps; types; review

### UNIT III: Budgetary Control, Standard and Marginal Costing

Budgetary Control: Preparation of Cash Budget; flexible budget and master budget; Cost ratios; Zero base budgeting; performance budgeting. Standard Costing – Application; Overhead and sales variance: revision variance; Control of variances; Accounting procedure. Marginal Costing and Break even analysis. Case Study

### UNIT IV: Managerial Decisions and Cost Accounting:

Pricing, Accepting Special Offer, Profit Planning. Make or Buy Decision, Determining Key-Factor, Determining Sales- Mix, Determining Optimum Activity Level, Performance Evaluation, Alternatives Methods of Production, Cost Reduction & Cost Control.

### UNIT V: Selected Research Papers:

Four Research papers based on Inventory management, budgetary control, cost-volume-profit analysis, pricing decisions

### Suggested Readings:

- Harrington, T., Lambert, D. and Vance, M. (1990), "Implementing an Effective Inventory Management System", International Journal of Physical Distribution & Logistics Management, Vol. 20 No. 9, pp. 17-23.
- Lal Joshi, P. and Abdulla, J. (1996), "Budgetary Control and Performance Evaluation Systems in Corporations in Bahrain", Asian Review of Accounting, Vol. 4 No. 2, pp. 125-144.
- Phillips, P. (1994), "Welsh Hotel: Cost- Volume- Profit Analysis and Uncertainty", International Journal of Contemporary Hospitality Management, Vol. 6 No. 3, pp. 31-36.
- Christopher, M. (1982), "Value- in- use Pricing", European Journal of Marketing, Vol. 16 No. 5, pp. 35-46.

### Learning Outcome

At the end of this course the student will be able to –

- Understand the inventory system, process and uniform costing.
- Understand important theories and models in the field of consumer buying behaviour
- Apply these models for understanding any new age business phenomenon

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## **Text Books:**

- Cost Accounting – A Managerial Emphasis, Horngren, Foster & Datar, Prentice Hall
- Fundamental Managerial Accounting Concept , Edmonds, Edmonds and Tsay, Mc Graw Hill

## **Reference Books:**

- Advanced Cost and Management Accounting, V.K. Saxena & C.D. Vashist, Sultan Chand & Sons
- Advanced Cost & Management Accounting – Problems & Solutions, V.K. Saxena & C.D. Vashist, Prentice Hall

# Course Structure & Syllabus of Ph.D. Management

## Applicable for Batch: 2021 Onwards

<b>Subject Code</b>	MB943	<b>Subject Title</b>	<b>Understanding Financial Derivatives</b>						
<b>LTP</b>	<b>4 0 0</b>	<b>Credit</b>	4	<b>Subject Category</b>	DE	<b>Year</b>	I	<b>Semester</b>	I

### Course Objective:

The main objective of this course is to enable students understand the financial derivatives, its trading and get understanding with future, forwards, options and swaps

### UNIT I: Introduction

Financial Derivatives - Introduction, economic benefits of derivatives - Types of financial derivatives - Features of derivatives market - Factors contributing to the growth of derivatives - functions of derivative markets - Exchange traded versus OTC derivatives -traders in derivatives markets - Derivatives market in India.

### UNIT II: Futures and Forwards

Futures and forwards - differences-valuation of futures, valuation of long and short forward contract. Mechanics of buying & selling futures, Margins, Hedging using futures -specification of futures - Commodity futures, Index futures, interest rate futures – arbitrage opportunities.

### UNIT III: Swaps

Financial Swaps - features and uses of swaps - Mechanics of interest rate swaps – valuation of interest rate swaps – currency swaps – valuation of currency swaps

### UNIT IV: Options

Options: Types of options, option pricing, factors affecting option pricing – call and put options on dividend and non-dividend paying stocks put-call parity - mechanics of options -stock options - options on stock index - options on futures – interest rate options. Concept of exotic option. Hedging & Trading strategies involving options, valuation of option: basic model, one step binomial model, Black and Scholes Model, option Greeks. Arbitrage profits in options.

### UNIT V: Selected Research Papers:

Four Research papers based on Derivatives, Future and forwards, swaps and Options

#### Suggested Readings:

- Karathanasis, G., Sogiakas, V. and Toudas, K. (2012), "Derivatives listing strategy", Journal of Financial Regulation and Compliance, Vol. 20 No. 3, pp. 307-321.
- Ali, J. and Bardhan Gupta, K. (2011), "Efficiency in agricultural commodity futures markets in India", Agricultural Finance Review, Vol. 71 No. 2, pp. 162-178.
- Doffou, A. (2019), "Testing derivatives pricing models under higher-order moment swaps", Studies in Economics and Finance, Vol. 36 No. 2, pp. 154-167.
- Dias, S. and Ryals, L. (2002), "Options theory and options thinking in valuing returns on brand investments and brand extensions", Journal of Product & Brand Management, Vol. 11 No. 2, pp. 115-128.

#### Learning Outcome

At the end of this course the student will be able to -

- Demonstrate an understanding of the uses of financial engineering and risk management approaches and techniques used by modern organizations.
- Apply their knowledge of derivatives in solving problems involving financial risks including foreign exchange risk, interest rate risk, credit risk and portfolio risks.

#### Text Books:

- Gupta S.L., Financial Derivatives Theory, Concepts And Problems Phi, Delhi, Kumar S.S.S. Financial Derivatives, Phi, New Delhi, 2007
- Reference Books
- Chance, don m: derivatives and risk management basics, Cengage learning, Delhi.
- stulz m. Rene, risk management & derivatives, Cengage learning, new Delhi.

**Approved by the Academic Council at its 17<sup>th</sup> Meeting held on 24.03.2021**

# Course Structure & Syllabus of Ph.D. Management

## Applicable for Batch: 2021 Onwards

<b>Subject Code</b>	MB944	<b>Subject Title</b>	<b>Advances in Tax Management</b>						
<b>LTP</b>	<b>4 0 0</b>	<b>Credit</b>	4	<b>Subject Category</b>	DE	<b>Year</b>	<b>I</b>	<b>Semester</b>	<b>I</b>

### Course Objective:

The main objective of this course is to enable students understand the provisions and procedure to compute total income under five heads of income i.e. salaries, house property, profits & gains from business & profession, capital gains and other sources. Students must be aware with a working knowledge of principles and provisions of GST and Customs Law.

### UNIT I: Direct Taxes

Basic concepts - Definitions - Assesses - Assessment year - Previous Year - Income - Residential Status - Scope of Total Income - Exempted income - Agricultural income - Capital income and expenditure - Revenue Income and expenditure.

### UNIT II: Heads of Income

Income from Salaries - Income from House property - Income from Business or Profession - Depreciation. Income under the head capital gains - Income from other sources - Deductions from Gross Total Income. Computation of Total Income - Individual - Firm - Companies - MAT  
- Tax Deducted at Source - Advance Tax - Interest payable - Set off and Carry forward of losses - PAN - Rates of Tax. Preparation of return of income: - Manually - On-line filing of Returns of Income & TDS. - Provision & Procedures of Compulsory On-Line filing of returns for specified assesses.

### UNIT III: Indirect Taxes

Customs Duties - Definitions - Goods - Imported goods - Export goods - Levy of Customs duty - Exemptions from customs Duty - Baggage Rules.

### UNIT IV: Goods and Service Tax

Background of GST, Rationale for GST; Structure of GST (SGST, CGST, UTGST & IGST); GST Council, GST Network, State Compensation Mechanism, Registration. Eligible and Ineligible Input Tax Credit.

### UNIT V: Selected Research Papers:

- Nishita Gupta, (2014), Goods and service tax: its impact on Indian Economy, CASIRJ, Volume:5, issue:3, 10- 13
- R.V. Deshpandey, (2012), Tax reforms in India, Indian Streams Research Journal, Vol. II, Issue VII, 1-2
- Jaspreet Kaur, Goods and service tax (GST) and its impact; International Journal of Applied Research 2016; 2(8): 385-387.
- Shakir Shaik, S.A.Sameera, Sk.C. Firoz. Does Goods and Services Tax (GST) Leads to Indian Economic Development? IOSR Journal of Business and Management (IOSR-JBM). Volume 17, Issue 12 .Ver. III (Dec. 2015), PP 01-05

### Learning Outcome

At the end of this course the student will be able to

- To understand the provisions and procedure to compute total income under five heads of income i.e. salaries, house property, profits & gains from business & profession, capital gains and other sources
- To provide students with a working knowledge of principles and provisions of GST and Customs Law.
- To understand the provision and procedure for clubbing & aggregation of incomes and set-off & carry forward of losses.
- To understand the various deductions to be made from gross total income U/s 80-C to 80-U in computing total income.

# **Course Structure & Syllabus of Ph.D. Management Applicable for Batch: 2021 Onwards**

## **Text Books:**

- Singhanian, Vinod K., and Singhanian, Monica. Students' Guide to Indirect Taxes, Taxmann Publications Pvt. Ltd., Delhi.
- Ahuja, Girish .,& Gupta, Ravi. Indirect Taxes, Flair Publication Pvt. Ltd.

## **References Books:**

- Dinkar Pagare, Business Taxation, Sultan Chand & Sons, New Delhi.
- Balachandran V, Indirect Taxation, Sultan Chand & Sons, New Delhi.
- Govindan M.S, Indirect Taxes Made Easy, Sitaraman & Co, Chennai.
- Datey V.S, Indirect Taxes, Taxman Publications, New Delhi.
- Jayakumar.A, Indirect taxes, Learntech Press, Trichy.
- The Central Goods and Services Tax, 2017 2.

# Course Structure & Syllabus of Ph.D. Management

## Applicable for Batch: 2021 Onwards

<b>Subject Code</b>	MB945	<b>Subject Title</b>	<b>Project Finance</b>						
<b>LTP</b>	<b>4 0 0</b>	<b>Credit</b>	4	<b>Subject Category</b>	DE	<b>Year</b>	<b>I</b>	<b>Semester</b>	<b>I</b>

### Course Objective:

The main Objective of the course is to understand what project finance is, its necessary elements, why it is used, how it is used, its advantages and its disadvantages. Students should be able to identify projects that meet the essential criteria for a project financing and know how to create the structure for a basic project financing. The necessary elements critical to project financing to include product markets, technology, sponsors, operators, off takers, environment, consultants, taxes and financial sources.

### UNIT I: Introduction – Project Finance Overview and Fundamentals

Project: Definition, features, types • Infrastructure creation: Features, Significance, Bottlenecks• Resource Allocation Framework • Value chain analysis of the project

### UNIT II: Project Costing & Appraisal

Breakdown structure of the project • Factors affecting the cost of the project • Life cycle costing and Activity Based Costing • Costing with alternative configuration/specifications • Appraisal: Marketing, Technical, Political, Financial, Social • Preparation of detailed project report.

### UNIT III: Financial Analysis and Appraisal Criteria

Estimation of cost of project & Means of financing • Estimates of sales and production • Working capital requirement and financing • Projected cash flows of project • Basic principles of measurement of cash flows, NPV • BCR • PI • Payback and Discounted Payback • IRR & MIRR Accounting rate of return • Investment appraisal

### UNIT IV: Cost of Capital and Arrangement of Funds

Types & Measure of risk • Sensitivity & Scenario Analysis • Special decision situations • Calculation of cost of Capital CAPM, Inflation • Weighted cost of capital: Book Value & Market Proportions. • Traditional sources of financing (Equity shares, preference shares, Debentures/bonds, loan from financial institutions) • Alternative sources of financing (Foreign Issues, FDI & FII, ECB, Private Equity, Securitization, Venture Capital etc.) • Public Private Partnerships: Forms, Guidelines, Problems, Issues

### Unit V: Selected Research Papers

- Veena, K. P., & Pathi, S. N. (2017). Impact of Merger and Acquisition on Performance of Indian Overseas Bank: An Analysis. *International Journal of Multifaceted and Multilingual Studies*, 3(12).
- Ramakrishnan, K., 2007. Mergers in Indian Industry: Performance and Impacting Factors. *Business Strategy*, pp. 1-7.
- Rishi, D., & Rao .N (2005).Capital Budgeting Practices: A Perceptual Study, *Sri Lankan Journal of Management*,10(1&2),93-97.
- Kaplan, S., 1989. The effects of management buyouts on operating performance and value. *Journal of Financial Economics* 24, 217-254.

### Learning Outcome

At the end of this course the student will be able to –

- Identify projects that meet the essential criteria for a project financing and know how to create the structure for a basic project financing.
- Study the necessary elements critical to project financing to include product markets, technology, sponsors, operators, offtakers, environment, consultants, taxes and financial sources.



# **Course Structure & Syllabus of Ph.D. Management Applicable for Batch: 2021 Onwards**

## **Text Books:**

- Chandra Prasanna : Projects Planning, Analysis, Financing, Implementation, and Review : 5th Edition, Tata McGraw Hill, 2002
- Choudhary S., Project Management, Mc-Grawhill, 2006

## **Reference Books:**

- Choudhary S., Project Management, Mc-Grawhill, 2006
- Desai, Vasant, Project Management, Himalaya Publishing House, 2006
- Esty, Benjamin C., Modern Project Finance: A Casebook, Wiley, 2003
- Gopalkrishnan P. & V E Ramamoorthy, Textbook of Project Management, Macmillan, 1993
- 5. Harvey, Maylor, Project Management, Pitman Publishing, 1996
- N. Janardhan Rao & Amit Singh Sisodiya, Public Private Partnership Model in India : Concepts, Issues and Outlook, Icfai University Press, 2009.

# Course Structure & Syllabus of Ph.D. Management

## Applicable for Batch: 2021 Onwards

<b>Subject Code</b>	MB951	<b>Subject Title</b>	<b>IT in Banking</b>						
<b>L T P</b>	<b>4 0 0</b>	<b>Credit</b>	4	<b>Subject Category</b>	DE	<b>Year</b>	<b>I</b>	<b>Semester</b>	<b>I</b>

### Course Objective:

This course aims to give students an insight into financial markets which is changing immediately, the basic topics to be covered in this course are: technology in banks, technology applications, technology management risk management, decision making process in banking.

**Course Pre/Co- requisite (if any):** Basics of Computer Application in Business

**UNIT I - Introduction to information technology:** Information technology and its implications, introduction to computing, introduction to software, networking systems

**UNIT II- Information systems and technology:** introduction to information systems, database management systems, data warehousing, data mining

**UNIT III- Technology application in banking:** banking software, electronic clearing and settlement systems, plastic money

**UNIT IV- Technology management in banking:** e learning environment, electronic commerce and banking, RBI reports on technology

**UNIT V- Information system security controls:** computer security, communication security, disaster management. Information system audit, competitive bid process

### Learning Outcome

At the end of this course the student will be able to -

- understand the importance of IT in banking
- differentiate information systems and information technology in banking
- classify various electronic clearing and settlements in banks

### Text book [TB]:

- Information Technology By Indian Institute Of Banking And Finance, Macmillan

### **Reference Book:**

- Digital Banking By Indian Institute Of Banking And Finance, Macmillan
- Security In Electronic Banking By Indian Institute Of Banking And Finance, Macmillan
- Information Technology, Data Communications & Electronic Banking, By Indian Institute of Banking and Finance, Macmillan.

# Course Structure & Syllabus of Ph.D. Management

## Applicable for Batch: 2021 Onwards

<b>Subject Code</b>	MB952	<b>Subject Title</b>	<b>General Bank Operations</b>						
<b>L T P</b>	<b>4 0 0</b>	<b>Credit</b>	4	<b>Subject Category</b>	DE	<b>Year</b>	<b>I</b>	<b>Semester</b>	<b>I</b>

**Course Objective:** The main objective of this course is to enable students

- understand the latest economic development trends and deal with processes that take place in financial environment
- apply knowledge in order to explain banking services;
- understand process and format of banking payments,
- Analyze and assess banking customers' creditworthiness.

### **UNIT I- Introduction to General Bank Operations**

Front End Operations and Back Office Operations, Clearing Process, Cash Management System, Cheque Truncation

### **UNIT II- Deposit and Credit Management**

Bulk Deposit and Bank's Profitability, Credit Appraisal Process and Securities Valuation, Classification of Deposit Accounts, Classification of Loans and Advances, NPA and its Management, Credit Creation

### **UNIT III- Marketing and Technology Management**

Key Marketing Concepts, Competitor Analysis, Product Development and its Pricing, Distribution Channels of Banking Services, Information Technology in Banking

### **UNIT IV- Management of International Banking and Human Resource**

Performance Management through Reward System, Account Operations in Non-Residents Accounts, Operation in Nostro and Vostro Accounts, Training and Development of Banking Staff

### **UNIT V- Modern Banking Practices in India**

Scope of Banc assurance, Risk Management in Banks, Rural Banking and Financial Inclusion - Models of Financial Inclusion, Green Banking and Ethical Banking, Calculation of CAR

### **Learning Outcome**

At the end of this course the student will be able to -

- Identify the formalities and routine procedures followed by operation department in banks
- Categories the banking assets in terms of individual performance and related prudential norms
- Evaluate the financial performance and adequacy of internal control through risk management practices.

### **Text book [TB]:**

- Banking Operations by Colin Watson, Global Professional Publishing, 2013

### **Reference Book:**

- General Bank Management By Vasavada.G, Kumar.S, Rao. U, Pai.S, Macmillan
- General Bank Management By eds. Macmillan, 2005

# Course Structure & Syllabus of Ph.D. Management

## Applicable for Batch: 2021 Onwards

<b>Subject Code</b>	MB953	<b>Subject Title</b>	<b>Risk Management and Insurance</b>						
<b>LTP</b>	<b>4 0 0</b>	<b>Credit</b>	4	<b>Subject Category</b>	<b>Banking</b>	<b>Year</b>	<b>I</b>	<b>Semester</b>	<b>I</b>

**Course Objective:** The course aims to provide the students with a broad understanding of risk and insurance as a means to manage it.

### **UNIT I: Introduction to Risk Management and Risk Identification: Risk**

Risk and Uncertainty- Types of Risk-Burden of Risk-Sources of Risk-Methods of handling Risk-Degree of Risk-Management of Risk, Risk Management Process-Identification Loss exposures-Analyzing Loss exposures-Objectives of Risk Management-Select the Appropriate Risk Management Technique- Implement and Monitor the Risk Management Program-Risk Management by Individuals and Corporations-Risk Management objectives-Need for a Rationale for Risk Management in Organizations- Understanding the cost of Risk-Individual Risk Management and the Cost of Risk-Risk Management and Societal Welfare.

### **UNIT II: Risk Measurement:**

Evaluating the Frequency and Severity of Losses-Risk Control-Risk Financing Techniques-Risk Management Decision Methods-Pooling Arrangements and Diversification of Risk, the Changing Scope of Risk Management-Insurance Market Dynamics-Loss Forecasting-Financial Analysis in Risk Management --Decision Making- Other Risk Management Tools

### **UNIT III: Insurance Risk and regulation of Insurance**

Definition and Basic Characteristics of Insurance- Requirements of an Insurable Risk-Adverse Selection and Insurance-Insurance vs. Gambling Insurance vs. Hedging- Types of Insurance-Essentials of Insurance Contracts. Insurance Act 1938- eligibility- Registration and Capital requirement- Investment of assets-Approved investments-Licensing of insurance agents- IRDA-Duties and powers of IRDA-IRDA Act 1999-IRDA regulations for general insurance- reinsurance, life insurance, micro insurance, licensing of insurance agents, registration of insurance companies and protection of policyholders interest.

### **UNIT IV: Life Insurance Basics of Life Insurance**

Classification on the Basis –Duration-Premium Payment- Participation in Profit-Number of Persons Assured-Payment of Policy Amount-Money Back Policies-Unit Linked Plans.

**Annuities**-Need of Annuity Contracts, Annuity V/s Life Insurance, Classification of Annuities. **General Insurance**-Laws Related to General Insurance-General Insurance Contract-General Insurance Corporation (GIC)-Performance Private and Public General insurance companies. **Health Insurance, Fire Insurance, Marine Insurance-Motor insurance, travel insurance, transit insurance, underwriting and claims management**

### **UNIT V: Selected Research Papers: risk management, General insurance, Life insurance**

- Stulz, R. M. (1996). Rethinking risk management. Journal of applied corporate finance, 9(3), 8-25.
- Skipper, H. D. (2008). Risk management and insurance: perspectives in a global economy. John Wiley & Sons.
- Gordon, L. A., Loeb, M. P., & Sohail, T. (2003). A framework for using insurance for cyber-risk management. Communications of the ACM, 46(3), 81-85.
- Kumar, C., Dyrnaes, D., Von Kaenel, T., Goodwin, J., Wayman, J., Trivelpiece, C., & Jenkins, A. (2006). U.S. Patent Application No. 10/537,636.
- MacMinn, R. D. (1987). Insurance and corporate risk management. Journal of Risk and Insurance, 658-677.
- Meulbroek, L. (2002). The promise and challenge of integrated risk management. Risk Management and Insurance Review, 5(1), 55.
- Nocco, B. W., & Stulz, R. M. (2006). Enterprise risk management: Theory and practice. Journal of applied corporate finance, 18(4), 8-20.
- Colquitt, L. L., Hoyt, R. E., & Lee, R. B. (1999). Integrated risk management and the role of the risk

# **Course Structure & Syllabus of Ph.D. Management Applicable for Batch: 2021 Onwards**

manager. Risk Management and Insurance Review, 2(3), 43-61.

- Power, M. (2004). The risk management of everything. The Journal of Risk Finance, 5(3), 58-65.
- Holzmann, R., & Jørgensen, S. (2001). Social risk management: A new conceptual framework for social protection, and beyond. International Tax and Public Finance, 8(4), 529-556.

## **Learning Outcome**

At the end of this course the student will be able to

- Identify and categories the various risks face by an organization.
- Explain the various risk control measures available
- Design a risk management program for a business organization.
- Apply the insurance mechanism in risk management.
- Describe the management of international risk.

## **Text Books:**

- George, E. Rejda, Principles of Risk Management and Insurance, Pearson Education.
- Mishra, M. N., Principles and Practices of Insurance, S. Chand and Sons.

## **Reference Books:**

- Dorfman, Marks S., Introduction to Risk Management and Insurance, Pearson
- Gupta. P.K, Insurance and Risk Management, Himalaya Publishing House.
- Black, K. and H.D. Skipper, Life and Health insurance, Pearson Education
- Crane, F., Insurance Principles and Practices, John Wiley and Sons, New York.
- Vaughan, E. J. and T. Vaughan, Fundamentals of Risk and Insurance, Wiley & Sons

# Course Structure & Syllabus of Ph.D. Management

## Applicable for Batch: 2021 Onwards

Subject Code	MB954	Subject Title	Investment Banking						
LTP	4 0 0	Credit	4	Subject Category	DE	Year	I	Semester	I

### Course Objective:

The main Objective is to provide students with the necessary theoretical and conceptual tools used in investment banking. It also provides the intellectual framework used in the investment banking process: financial analysis, valuation and the mechanics of deal structuring.

### UNIT I: Introduction to Investment Banking

Evolution of investment banking in India, scope, management of debt and equity, corporate advisory services, project advisory services, loan syndication venture financing, private equity, M &A , financial engineering ,structural analysis of investment banking industry.

### UNIT II: Financial market

Government Securities Market, Primary and Secondary Market for G.sec, Call Money Market: Money market, Treasury Bill Market, Commercial Paper and Certificate of Deposit, Discount and Finance house of India, Corporate Debt Market Recent Developments.

### UNIT III: Merchant Banking

Nature and Scope of Merchant Banking-Regulation of Merchant Banking Activity-Overview of Current Indian Merchant Banking Activity Scene-Structure of Merchant Banking Industry-Primary Market in India and Abroad-Professional Ethics and Code of Conduct-Current development, Procedural Aspects of Primary Issues-Pre-Issues Management-Regulatory Aspects-Advertising and Marketing, Post Issue Management-Rights Issue.

### UNIT IV: Raising Finance from International Market and corporate restructuring

Intermediaries, euro-dollar market, Instrument-ADR/GDR,FCCB,ECB-Regulatory aspects, Economic Rationale of corporate restructuring, Debt Restructuring expansion, tender offers, sell-offs, spinoff, divestitures, M&A-Leal aspects and Accounting aspects.

### UNIT V: Selected Research Papers

- Alhadeff, David A. 1960 Credit Controls and Financial Intermediaries. American Economic Review 50: 655–671
- Basch, Antonin 1964 Financing Economic Development. New York: Macmillan.
- Biknbaum, Eugene A. 1958 The Growth of Financial Intermediaries as a Factor in the Effectiveness of Monetary Policy. International Monetary Fund, Staff Papers 6: 384–426.
- KHUSRO, A. M. 1957 Liquidity Preference in India. Indian Economic Review3, no. 3: 24–40.

### Learning Outcome

At the end of this course the student will be able to –

- To provide students with the necessary theoretical and conceptual tools used in investment banking.
- To provides the intellectual framework used in the investment banking process: financial analysis, valuation and the mechanics of deal structuring.

### Text Books:

- Investment Banking ,Pratap G Subramanyum,Tata Mc Graw Hill

### Reference Books:

- Investment Banking and Financial services, IUP
- Damodaran On valuation, Aswath Damodaran /Wiley Publications
- Primary Market and IPO,ICFAI Pulications
- SEBI Guidelines, Nabhi Publications
- Merger, Acquisitions and Other Restructuring Activities, Donald M. DePamphilis, Elsevier Academic Press

# Course Structure & Syllabus of Ph.D. Management

## Applicable for Batch: 2021 Onwards

<b>Subject Code</b>	MB955	<b>Subject Title</b>	<b>Rural Banking</b>						
<b>LTP</b>	<b>4 0 0</b>	<b>Credit</b>	4	<b>Subject Category</b>	DE	<b>Year</b>	<b>I</b>	<b>Semester</b>	1 <sup>st</sup>

### Course Objective:

The main Objective is to provide students with the necessary theoretical and conceptual tools used in investment banking. It also provides the intellectual framework used in the investment banking process: financial analysis, valuation and the mechanics of deal structuring.

### UNIT I- Indian Banking System

Classification of banks, role and function of RBI and apex financial institutions, nationalization era

### UNIT II - Rural India

Demographics and characteristics of rural society, agriculture economy, economic features, rural development policies, rural issues

### UNIT III- Deposit Mobilization & Credit Management

Types of deposits, Jan Dhan scheme features and challenges, strategies for resource mobilization types of loans, loan document and procedures, charge creation on security, challenges of non-performing assets in agriculture

### UNIT IV- Priority Sector Financing and Govt. Initiatives and Financing Rural Development

Priority sector advances, poverty alleviation programs, rural housing and education loan regulation of rural financing services, rural credit institutions, financing agriculture and allied activities, financing of rural non-farm sector, SME finance

### UNIT V- FINANCIAL inclusion:

Concept of bottom of pyramid, models of financial inclusion, lead bank scheme, Problems and prospects in rural banking: emerging trends in rural banking, transaction cost and risk cost, micro credit and SHG model

### Learning Outcomes:

- Understand the special challenges of rural areas that are traditionally associated with rural and agricultural credit directed to the poor.
- Build a deeper understanding of the fundamental issues of rural finance.
- Have skills in conducting a rural and agricultural portfolio assessment and loan analysis – applying 5 C's in rural finance.
- Be familiar with several innovative models and alternate ways of offering rural finance services.

- Gain skills in conducting seasonality analysis, preparing cash flows, assessing risk and appraising loans.
- Develop an understanding of new and innovative loan products and savings approaches for agriculture and rural areas.

### Text Books:

- Rural Banking by S C Bandyopadhyay, Macmillan

### References:

- micro-finance perspectives and operations by indian institute of banking and finance, macmillan
- introduction to banking by vijayaragavan iyengar, excel books