

مولانا آزاد نیشنل اردو یونیورسٹی
मौलाना आज़ाद नेशनल उर्दू यूनिवर्सिटी
MAULANA AZAD NATIONAL URDU UNIVERSITY
(A Central University established by an Act of Parliament in 1998)
Accredited 'A' Grade by NACC
Gachibowli, Hyderabad – 500 032



Department of Management & Commerce

Syllabus

Ph.D. (Management Studies)

Course Work

2020-21

Department of Management & Commerce**Course Structure****Ph.D. (Management Studies)****Course Work**

Course Code	Course Name		Semester	Credits
PHMM101CCT	Research Methodology	Compulsory	1	4
PHMM	Research and Publication Ethics	Compulsory	1	2
PHMM111DST	Human Resource Management	Broad Field	1	4
PHMM112DST	Organizational Change and Development	Optional	1	4
PHMM113DST	Performance Management	Optional	1	4
PHMM114DST	Organization Behavior	Optional	1	4
PHMM115DST	Human Resource Development	Optional	1	4
PHMM116DST	Training and Development	Optional	1	4
PHMM121DST	Marketing Management	Broad Field	1	4
PHMM122DST	Services Marketing	Optional	1	4
PHMM123DST	Brand and Product Management	Optional	1	4
PHMM124DST	Advertising and Sales Management	Optional	1	4
PHMM125DST	Consumer Behavior	Optional	1	4
PHMM126DST	e-Marketing	Optional	1	4
PHMM131DST	Financial Management	Broad Field	1	4
PHMM132DST	Corporate Finance	Optional	1	4
PHMM133DST	Investment Management	Optional	1	4
PHMM134DST	International Finance	Optional	1	4
PHMM135DST	Financial Institutions and Markets	Optional	1	4

Outline of the Course Work:**Compulsory paper-** 1. Research Methodology 2. Research and publication Ethics**Broad Field Paper** - HRM/MM/FM**Optional paper** - one from HRM/MM/FM

Course Code	Course Title	Paper
PHMB101CCT	Research Methodology (RM)	1
Scheme of Instruction		Scheme of Examination
Total Duration	: 60 Hrs	Maximum Marks : 100
Periods / Week	: 4	Internal Evaluation : 30
Credits	: 4	End Semester : 70
Instruction Mode	: Lecture	Exam Duration : 3 Hrs

Course Objectives:

- The objectives of this course to make a clear understanding of Research methods.
- This will enable to develop the most appropriate methodology for their research study.
- To impart Knowledge of Usage of SPSS in Research.
- The basic aim of the course is to impart research skill among the research Scholars and help to improve the quality of research.

Course Outcomes:

- Its provides a detail understanding of Steps of Research.
- It enables to prepare research proposal.
- It enables to know usage of appropriate Statistical tool for data analysis.
- Researcher will be in a position to prepare good research report.

Unit	Course Content	Instruction Hours
I	Introduction to Business Research Meaning, Scope, Role of Business Research- Information technology in Business research, - Stages of Research Process-Literature Review and its importance, Types of Literature Review, Business Research in 21 st century-Ethical issues in Business Research	15
II	Research Design and Data Collection: Meaning, Types of Business Research- Problem Statement-Hypothesis and Testing of Hypothesis- Exploratory Research, Descriptive Research, Causal Research- Data collection Methods: Primary data, Secondary data, Nature, Types and issues in collecting Primary and Secondary data. Sampling Methods- Sample Size determination	15
III	Measurement and Scaling: - Concept of Measurement and Scaling- Types of Scales: Nominal, Ordinal, Interval and Ratio scales – Attitude scales: Thurston's, Likert's, Guttman's, Semantic differential scale- Reliability and validity of scales. Questionnaire Design: Types of Questions: Open-	15

	ended, close ended- Procedure for developing Questionnaire-	
IV	Data Analysis using SPSS and Research Report: Editing- Coding- Tabulation- Presentation of Tabular Data. Introduction to SPSS- Analysis of Data using SPSS- Parametric and Non-Parametric Statistics- Correlation- Factor Analysis- Interpretation of results- Report Format: Forms of Report, Oral and written report- Qualities of Good Research report.	15
	References:	
1	William G Zikmund Business Research Methods 7 th Edition Cengage Learning.	
2	Mark Saunders, Philip Lewis, Research Methods for Business students, Pearson Adrian Thornhill, Education-2003	
3	Luck David and Rubin Ronal, Marketing Research, PHI.	
4	Ajai S Gaur & Sanjay S. Gaur, Statistical Methods for Practice & Research-A guide to data Analysis using SPSS. Response books-2006.	
5	Green E. Paul, Tull S. Donald "Research for Marketing decisions"- 6 th Edition. PH Albaum Gerald	

Course Code	Course Title	Paper
PHCM	Research and Publication Ethics	2

Scheme of Instruction		Scheme of Examination	
Total Duration	: 30 Hrs	Maximum Score	: 50
Periods / Week	: 2	Internal Evaluation	: 15
Credits	: 2	End Semester	: 35
Instruction Mode	: Lecture + tutorial	Exam Duration	: Hrs

Unit	Course Content	Instruction Hours
THEORY		
I	PHILOSOPHY AND ETHICS 1. Introduction to philosophy: definition, nature and scope, concept, branches 2. Ethics: definition, moral philosophy, nature of moral judgements and relations.	3
II	SCIENTIFIC CONDUCT 1. Ethics with respect to science and research 2. Intellectual honest and research integrity 3. Scientific misconducts: falsification, fabrication, and plagiarism. 4. Redundant publications: duplicate and overlapping publications, salami slicing 5. Selective reporting and misrepresentation of data.	5
III	PUBLICATION ETHICS 1. Publication ethics: definition, introduction and importance 2. Best practices/standards setting initiatives and guidelines: COPE, WAME, etc. 3. Conflicts of interest 4. Publication misconduct: definition, concept, problems that lead to unethical behavior and vice versa, types 5. Violation of publication ethics, authorship and contributor ship 6. Identification of publication misconduct, complaints and appeals 7. Predatory publishers and journals	7
PRACTICE		
IV	OPEN ACCESS PUBLISHING 1. Open access publications and initiatives 2. SHERPA/RoMEO online resource to check publisher copyright and	4

	self-archiving policies. 3. Software tool to identify predatory publications developed by SPPU 4. Journal finder/ journal suggestion tools viz. JANE, Elsevier Journal Finder, Springer Journal Suggester, etc.	
V	PUBLICATION MISCONDUCT A. Group Discussions (2 hrs) 1. Subject specific ethical issues, FFP, authorship 2. Conflicts of interest 3. Complaints and appeals: examples and fraud from India and abroad B. Software tools (2 hrs) Use of plagiarism software like Turnitin, Urkund and other open-source software tools.	4
VI	DATABASES AND RESEARCH METRICS A Databases (4 hrs) 1. Indexing databases 2. Citation databases: Web of Science, Scopus, etc. B. Research Metrics (3 hrs) Impact Factor of journal as per journal citation report, SNIP, SJR, IPP, Cite Score. Metrics: h-index, g index, i10 index, altimetric	7
Examination and Evaluation Pattern:		
Text Books and References:		

Course Code	Course Title	Paper
PHMM111DST	Human Resource Management (HRM)	Broad Field
Scheme of Instruction		Scheme of Examination
Total Duration	: 60 Hrs	Maximum Marks : 100
Periods / Week	: 4	Internal Evaluation : 30
Credits	: 4	End Semester : 70
Instruction Mode	: Lecture	Exam Duration : 3Hrs

Course Objectives:

1. Develop the student's ability to think critically and analyze opportunities to improve organizational performance through human resources management.
2. Strengthen the student's understanding how the alignment of human resources strategy with the organization as a whole.
3. Develop the student's ability to make ethical decisions based on human resources professional standards and practices that are in the best interest of the organizations.
4. Strengthen the student's abilities to work in and lead teams that culturally and geographically.

Course Outcomes:

1. Demonstrate proficiency in fundamental human resources theories and concepts and how they apply to real world situations.
2. Formulate human resources policies and practices that help promote the organizations strategic goals.
3. Use strategic decision making to resolve human resource challenges and make effective business decisions.
4. Develop an understanding of the challenges of human resources management and successfully manage and resolve conflicts.

Unit	Course Content	Instruction Hours
I	Human Resource Management (HRM) – Significance, objectives, functions, concepts and perspectives in HRM, HRM in changing environment, external and internal environment Models of HRM, organizing HRM function. Human Resource Planning – Objectives, process and techniques.	15
II	Recruitment and Selection – Sources of recruits; Recurring methods; selection procedure; selection tests; placements and follow up. Performance management systems. Compensation and benefits – Job	15

	evaluation techniques, wage and salary administration; fringe benefits, human resource records and audit.	
III	Human Resource Development: HRD - meaning, scope, importance HRD across cultures, Organizational Training systems, need assessment, training program valuation, performance appraisal design & development, legal issues, implementation & evaluation, role of appraisals in managing performance, career development & planning,	15
IV	Grievance management, collective bargaining – Concept; Process; Pre-requisites; new trends in collective bargaining, industrial democracy and employee participation. Objectives and forms of employee participation.	15
References:		
1	Decenzo& Robbins, Personnel/Human Resource Management, PHI, 2010.	
2	C.B. Memoria, Personnel Management, Himalaya Publishers, 2002.	
3	P. Subba Rao, Personnel/Human Resource, Managements, Himalaya Publishers.	
4	S.S. Khanna, Human Resource Management. Tata McGraw -Hill.	
5	Patnayak Biswajeet, Human Resource Management, 2Ed, PHI, New Delhi,2003.	

Course Code	Course Title	Paper
PHMM112DST	Organizational Change and Development (OCD)	Optional
Scheme of Instruction		Scheme of Examination
Total Duration	: 60 Hrs	Maximum Marks : 100
Periods / Week	: 4	Internal Evaluation : 30
Credits	: 4	End Semester : 70
Instruction	: Lecture	Exam Duration : 3Hrs
Mode		

Course Objectives:

- Apply theories and current research concerning individuals, groups, and organizations to the process of change.
- Discuss the process of change as applied to organizational culture and human behavior.
- Identify organizational situations that would benefit from OD interventions.

Course Outcomes:

- Gain a general understanding of organizational change and development concepts.
- Articulate what change management is and why it is important in the contemporary business environment.

Unit	Course Content	Instruction Hours
I	Introduction-Objectives of Organization Development-Defining Organization Development-Nature and Scope of Organization Development-Assumptions, Values and Belief in Organization Development-Values and Belief of Organization Development-System Theory of Organization Development.	15
II	PLANNED CHANGE: International training- Stimulating-Forces for change (External Forces and Internal Forces)-Change Program-Individual level change-Group level of change-Organizational Level Change.	15
III	MODELS OF CHANGE Introduction-Characteristics of Effective Change Program-Models of change-System model of change-The continuous change process model-Change and transition management model-Organizational growth model.	15
IV	FUTURE TRENDS IN OD: Future Trends-Macro System-Trends-Interpersonal Trends-The Future of Organizational Development-Embrace Transformative Change for Relevance of OD in Modern Organizations.	15
	References:	
1	Decenzo & Robbins, Personnel/Human Resource Management, PHI, 2010.	
2	P. Subba Rao, Personnel/Human Resource, Managements, Himalaya Publishers.	

3	S. S. Khanna, Human Resource Management. Tata McGraw -Hill.
4	Patnayak Biswajeet, Human Resource Management, 2Ed, PHI, New Delhi,2003.
5	S.K. Bhatia, International HRM. Deep & Deep Publishers.

Course Code PHMB121DST	Course Title Marketing Management	Paper Broad Field
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Scheme of Instruction		Scheme of Examination	
Total Duration	: 60 Hrs	Maximum Marks	: 100
Periods / Week	: 4	Internal Evaluation	: 30
Credits	: 4	End Semester	: 70
Instruction Mode	: Lecture	Exam Duration	: 3 Hrs

Course Objectives:

- To provide a conceptual knowledge of marketing theories.
- To build and improve the marketing skills.
- To create awareness of Marketing and its application.

Course Outcomes:

- Students can have a clear insight of marketing mix.
- They can build and improve the marketing skills.
- Awareness can be created for Marketing and its application.

Unit	Course Content	Instruction Hours
I	Marketing: Concept, Marketing Management, Tasks, Philosophies, Marketing Process, Marketing Effort, Marketing Mix, and Marketing Environment – Company’s Micro and Macro Environment - Social Marketing – Green Marketing. Strategic Planning. Customer Value and satisfaction, value chain and delivery. Service mix.	15
II	Market Segmentation: Levels and Basis for Segmentation, Segmenting Consumer Markets, Business Markets and International Markets. Market Targeting - Evaluating Market Segments, Selecting Market Segments. Differentiation - Product Positioning and its Strategies.	15
III	Product and Pricing: Product- Types of Products- Product Mix, Product line -New Product Development, Packaging, Labeling - Product Life Cycle, Pricing: Objectives, Pricing Methods, Pricing Strategies, Distribution (Place) and Promotion: Channels, Channel Management Decisions, Promotion Mix - Advertising, Sales Promotion. Public Relations, Personal Selling.	15
IV	Marketing Control and Consumer Behavior: Annual Plan control, Efficiency Control, Profitability Control and Strategic Control- Marketing Audit- Managing Direct and Online Marketing, Challenges of Online Marketing -Concept of consumer Behavior, Factors Influencing Consumer Behavior - Buying decision Process.	15
	References:	
1.	Kotler Philip, Gary Armstrong, Prafullay. Agnihotri, EU Haque, (2010) “Principles of	

	Marketing”, 13th Ed, Pearson Education Prentice Hall of India.
2.	Paul Baines, Chris fill, Kelly page, “Marketing Management”, (2009), 1st Ed. Oxford University Press.
3.	Roger J. BEST, “Market- Based Management”, (2006), 1st Ed. PHI Learning Pvt. Ltd.
4.	Ramaswamy V.S. Namakumari S, “Marketing Management”, (2005), The Global perspective-Indian Context Macmillan India Ltd.
5.	Tapan k Panda, (2010), “Marketing Management”. 1st Ed. Excel books.
6.	Lamb/Hair/Sharma/ McDaniel KTNG Principles of Marketing: A South Asian Perspective. Cengage Learning.

Course Code	Course Title	Paper
PHMB131DST	Financial Management (FM)	Broad Field

Scheme of Instruction	Scheme of Examination
Total Duration : 60 Hrs	Maximum Marks : 100
Periods / Week : 4	Internal Evaluation : 30
Credits : 4	End Semester : 70
Instruction Mode : Lecture	Exam Duration : 3 Hrs

Course Objectives:

- The objective of this course is to make the students learn the advanced concepts of financial management.
- To make the students learn the concepts and tools needed to deal effectively with the formulation and Implementation of Financial Decisions of a firm.

Course Outcomes:

- Learner should be able to develop skills for making financial strategies.
- Impart knowledge of how to deal with complex situations by designing proper financial strategies.

Unit	Course Content	Instruction Hours
I	Financial Management: Nature - Meaning - Scope and Objectives - Importance of Financial Management. Financial Analysis- Financial Ratio's and their application in the business.	15
II	Introduction to Capital budgeting - Methods & Importance - Capital Structure: Theories/Approaches – Significance of Cost of Capital- Working capital management and its implication on business decisions.	15
III	Risk Management: Its importance and applicability in business decisions- Insolvency Prediction & Altman Z score Model – Insolvency & Bankruptcy Code of India-2016	15
IV	Fund based and Fee based services: Factoring - Leasing - Venture Capital. Merchant banking - Credit rating - Portfolio Management. Mutual Funds- Derivatives	15
References:		
1	Kapil Sheeba, " Financial Management" Pearson.	
2	Ravi M Kishore, "Financial Management" Taxman.	
3	Prasanna Chandra, "Financial Management" McGraw Hills	
4	S Gurasamy, "Financial Services and System, Thompson	
5	Sharan Vyuptakesh, " Fundamentals of Financial Management" Pearson.	

Course Code	Course Title	Paper
PHMB132DST	Corporate Finance (CF)	Optional
Scheme of Instruction		Scheme of Examination
Total Duration	: 60 Hrs	Maximum Marks : 100
Periods / Week	: 4	Internal Evaluation : 30
Credits	: 4	End Semester : 70
Instruction Mode	: Lecture	Exam Duration : 3 Hrs

Course Objectives:

- The course's objective is to make the students learn the fundamental concepts, principles and approaches of corporate finance.
- To provide a theoretical framework for corporate banking and risk management
- To analyze different types of loans and advances made by the co-operative society

Course Outcomes:

- Learner should be able to apply these concepts in practice.

Unit	Course Content	Instruction Hours
I	Introduction to Corporate finance Concept – Definitions - Nature – Scope – Objectives - Importance & Functions of finance. Modes of Corporate Financing: Share Capital: Equity – Debentures - Public Issue: IPO – FPO	15
II	Corporate banking Commercial Banks: Creation of Credit – Concept of Lending & Portfolio Choice –Financial Innovations in Banking Sector – Risk Management in Banking Corporate Finance: LIC – GIC – NBFC's Overview - Present Position of NBFC'S	15
III	Corporate Risk Management Concept - Need & Importance – Types of financial risk management - Identification & Evaluation of Risk – Measurement of Risk – An Integrated Approach to Corporate Risk Management – Risk Reporting Process – Corporate Social Responsibility – Corporate Governance	15
IV	Corporate loans Concept – Meaning - Objective & Types – Working Capital loans - Term Loans – Agricultural loans - Loan Schemes - Parties Interested in Loans -Top Banks Offering Corporate Loans - corporate Eligibility Criteria - NPA'S – Corporate Frauds	15
	Reference:	
1	Prasanna Chandra “Financial management”	
2	A.P Agarwal “Banking & Insurance”	

3	Brealy & Myres “principles of corporate Finance” 6 th edition
4	Ravi M. Kishore “Financial Management” Taxmann’s eighth edition
5	B.K Chatterjee “Finance for Non-Finance Managers”

Course Code	Course Title	Paper
PHMB135DST	Financial Institutions and Markets (FIM)	Optional
Scheme of Instruction		Scheme of Examination
Total Duration	: 60 Hrs	Maximum Marks : 100
Periods / Week	: 4	Internal Evaluation : 30
Credits	: 4	End Semester : 70
Instruction Mode	: Lecture	Exam Duration : 3 Hrs

Course Objectives:

- To understand the concepts and practical dynamics of Financial Markets and Services
- To provide an overview of Indian Banking system
- To know the present scenario of demonetization.

Course Outcomes:

- The learner will be equipped with basics and dynamics of Indian Financial Institutions and Markets.
- The learner will know various mechanisms of Indian Financial system.

Unit	Course Content	Instruction Hours
I	Introduction: Structure of Indian Financial System – Role of Financial System in Economic Development – Financial Markets and Financial Instruments – Capital Markets – Money Markets – Primary Market Operations – Role of SEBI – Secondary Market Operations – Regulation – Functions of Stock Exchanges. Demonetization – Remonetization.	15
II	Banking System in India: Payment System: Paper Based Payments – Electronic Payments – Other Payments. Financial Services: Regulatory Frame Work of Financial Services – Growth of Financial Services in India.	15
III	Merchant Banking: Role of Merchant Bankers in Issue Management – Regulation of Merchant Banking in India. Mutual Funds: Functions and Portfolio Classification, Organization and Management, Guidelines for Mutual Funds, Working of Public and Private Mutual Funds in India.	15
IV	Venture Capital: Growth of Venture Capital in India – Financing Pattern under Venture Capital – Legal Aspects and Guidelines for Venture Capital. Leasing: Types of Leases – Evaluation of Leasing Option vs Borrowings.	15
Reference:		
1	M. Y. Khan, Financial Services TMH, New Delhi.	
2	Dr. S Gurusamy, Financial Services and System, Thomson	

3	Bhole & Mahakud, Financial Institutions and Market, TMH, New Delhi
4	V. A. Avadhani, Marketing of Financial Services, Himalayas Publishers, Mumbai
5	DK Murthy, and Venugopal, Indian Financial System, IK Int Pub House.