

SCHOOL OF MANAGEMENT

Department of Business Management

SYLLABUS

FOR

Pre-Ph.D. Course in

BUSINESS MANAGEMENT



Hemwati Nandan Bahuguna Garhwal University
(A Central University)

Srinagar-Garhwal, Uttarakhand, PIN-246174

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Department of Business Management

Pre-Ph.D. Course

Subject: Business Management

Scheme of the Pre-Ph.D.course:

Course Code	Course Title	L	T	P	Total Credit
SOM/BM/RC-1	Analytical Techniques in Business Research	4	-	-	4
SOM/BM/RC-2	Research and Publication Ethics	3	-	-	3
Note: Pre Ph.D. Student is required to opt <u>any two</u> from the following Electives					
SOM/BM/RE-1	Advances in Marketing Science	4	-	-	4
SOM/BM/RE-2	Advances in Consumer Behaviour	4	-	-	4
SOM/BM/RE-3	Advances in Human Behaviour System	4	-	-	4
SOM/BM/RE-4	Advances in International Business	4	-	-	4
SOM/BM/RE-5	Advances in Finance &Accounting	4	-	-	4
SOM/BM/RE-6	Advanced Financial Management	4	-	-	4
SOM/BM/RE-7	Global Business Environment	4	-	-	4
SOM/BM/RE-8	Advanced Concepts of Financial Services	4	-	-	4
SOM/BM/RE-9	International Economics	4	-	-	4

CORE COURSE:

Course Name: **Analytical Techniques in Business Research** Max.Marks:100

Course Code:**SOM/BM/RC-1** (a)Semester Exam:60 marks

Credits: **4 (Four)** (b) Sessional Assessment:40 marks

Unit-1:Introduction: Nature and Importance of Research, Types of Social Research, Research Process-Primary and Secondary Data, Questionnaire and Schedule, Sampling Design and sampling procedure, Diagrammatic and Graphical presentation of data, tabulation of data, SPSS for tabulation, Descriptive analysis and its importance, Mechanics of report writing, Preliminary pages ,main body and appendices including bibliography.

Unit-2: Measurement Concept: Measurement & scaling Concepts, Attitude-measurement technique, Questionnaire design, Web based Questionnaire, Reliability & Validity test, Chronbach alpha. Psychometric test, Psychological and Social Instruments used in management research, Levels of Measurement and types of scales, Criteria for good measurement, Research design, Pilot test and its significance, Hypothesis testing, Type-1, Type -2 error.

Unit-3: Statistical Tools: Measures of Central Tendency, Measures of dispersion, Measures of variance, Normal distribution, Measures of skewness, Regression vs. Correlation, Factor Analysis and its application in Business Research, Degree of freedom

Unit-4: Statistical Tools and Inference: Test of Hypothesis, Null and Alternative Hypothesis, Parametric and non-parametric test, Procedure for testing hypothesis, Test of significance for small samples, applications, t-test, F-test, ANOVA, one way and two way classifications, Chi-square test, Association of attributes and inferences. Factor analysis, Cohort Test.

Unit-5: Scientific Communication: Publishing Research Papers, its Contents, Material and Method Section, Result Section, figures & tables, Discussion Section, format, Grammar, Style, Content, Acknowledgements, References, Types of referencing, American Psychological Association (APA) Style, Impact factor, IPR, Copyright, Infringement, Plagiarism.

Suggested Readings:

1. Anderson, Sweeney and Williams: *Statistics for Business and Economics*, Thompson,
2. Cooper, D. R. and Schindler, P.S. "*Business Research Methods*" Tata McGraw Hill
3. Levine, D.M., Krehbiel T.C. and Berenson M.L. "*Business Statistics*" Pearson Education
4. Kothari, C.R. "*Research Methodology*"
5. David Wilkinson and Peter Birmingham, *Using Research Instruments: A Guide for Researchers*, Routledge Falmer, New York,
6. Donald R. Cooper, Pamela S. Schindler: *Business Research Methods*, TMH
7. Gaur: *Statistical Methods for Practice and Research*, Sage Publication,
8. Bhandarkar & Wilkinson: *Methodology & Techniques of Social Research*, Himalaya Publication
9. Dipak Kumar. Bhattacharya: *Research Methodology*, Excel Books,
10. William G. Zikmund: *Business Research Methods*, Cengage, .
11. Alan Bryman & Emma Bell: *Business Research Methods*, Oxford
12. Shajahan: *Research Methods for Management*, Jaico,
13. Richard I Levin & David S. Rubin: *Statistics for Management*, Pearson
14. C.B. Gupta & Vijay Gupta: *An introduction to Statistical Methods*, Vikas
15. J.K. Sachdeva: *Business Research Methodology*, Himalaya
16. Nargundkar: *Marketing Research Tests and Cases*, TMH
17. Narayana Reddy, Acharyulu: *Research Methodology and Statistical Tools*, Excel

CORE COURSE:

Course Name: Research and Publication Ethics

Max.Marks:100

Course Code : SOM/BM/RC-2

(a)Semester Exam:60marks

Credits: 3 (Three)

(b)SessionalAssessment:40marks

Electives Course:

Course Name:**Advances in Marketing Science**

Max.Marks:100

Course Code : **SOM/BM/RE-1**

(a)Semester Exam :60 marks

Credits: **4 (Four)**

(b) Sessional Assessment:40marks

Unit-1: Introduction: Marketing concepts, Marketing in the present millennium – challenges and issues; Importance of marketing in global economy. Viral marketing; Rationale for globalization, EPRG framework;Global marketing; International marketing strategy. Competitive Intelligence and competitive parity of the market place and its impact on consumer

Unit-2: Strategic planning and Marketing Process: Steps in marketing planning process, Tools and techniques for successful strategies, Elements of a marketing strategy, Methods for marketing planning. Brand Equity, Media Strategy,Methods of pre and post testing of advertising, sources of statistics for media research. Surrogate advertising

Unit-3: Services Marketing: Unique features of services; Tasks involved in service marketing, Service quality–meaning,Gap Model of Service Quality, measuring service quality: SERVQUAL,CRM: measurement tools in customer Loyalty, Process and measurement of CRM., Customer lifetime Value(CLV)

Unit-4:Retailing: Nature and scope of retailing; Vertical marketing system, Retailing mix/activities; Contemporary scheme of retailing in India: Key drivers of growth, retail formats, retail chains. Attributes of SKUs

Unit-5:Rural Marketing:Rural intervention organization and their marketing strategies, Characteristics of rural markets, Modern strategies for rural marketing, Challenges of rural marketing

Suggested Readings:

- 1.Michael Levy and Dhruv Grewal “*Marketing*” Tata McGrawHill education
- 2.Philip Kotler,Kevin L.Keller,Abraham Koshi and M Jha,“*Marketing Management : A South Asian Perspective*”, Pearson Education.
3. David L. Kurtz and Louis E. Boone, “*Principles of Marketing*”, 12th Edition, Cengage.
4. Rajan Saxena, “*Marketing Management*”, Tata McGraw Hill.
- 5.Ramaswamy,S.Namakumari,*MarketingManagement:GlobalPerspectiveIndianContext*, Macmillan.
- 6.K.Douglas Hoffman and John E.G. Bateson “*Services Marketing*”, 3rd Edition, Cengage.
- 7.Sangeeta Sharma, Raghvir Singh, “*Advertising Planning and Implementation*”, PHI.

Electives Course:

Course Name: **Advances in Consumer Behaviour**

Max.Marks:100

Course Code :**SOM/BM/RE-2**

(a)Semester Exam:60 marks

Credits: **4 (Four)**

(b)Sessional Assessment: 40Marks

Unit-1: Introduction- Evolution of Consumer Behaviour, Understanding consumers and market segments, Consumer Behaviour and Marketing Strategy. Psychographic Dimensions- Consumer Motivation, Perception, Personality, Information Processing, Attitude Formation and Attitude measurement, multiattribute model of attitude, theory of trying to consumer

Unit-2: Social and Cultural Environment: Elements of culture, Culture society and market, Economic, Geodemographic clustering, PRIZM, Cross Cultural & Socio-Cultural Influences, Modern reference Groups and Family Influences, VALS,

Unit-3: Communication and Consumer Behaviour: Components of communications process, Persuasive communication and Diffusion of Innovations. Emotional appeals in advertising, Models of Buyer Behaviour - Howard Model, Howard-Sheth Model, EKB Model, Webster and Wind Model.

Unit-4: Consumer Decision Process: Pre-purchase and Post Purchase processes, Consumption and evaluation Process, Brand Loyalty and Repeat Purchase Behaviour

Unit-5: Consumerism: Consumer safety, consumer information, Environmental concerns, Consumer privacy, legislative responses to consumerism and marketer responses to consumer issues. Recent advances in marketing practices

Suggested Readings:

1. David L Loudon and Albert J Della Bitta: *Consumer Behaviour*, TMH,
2. Schiffman, L.G and Kanuk L.L: *Consumer Behaviour*, Pearson,
3. Kazabi Batra: *Consumer Behaviour*, Excel,
4. Suja R Nair: *Consumer Behaviour--An Indian Perspective*, HPH,
5. Rogers D. Black Well: *Consumer Behaviour*, Cengage Learning,
6. Henry Assael : *Consumer Behaviour*, Cengage publishing
7. Michael R.Solomon: *Consumer Behaviour*, PHI
8. J.Paul Peter, Jerry C. Olson: *Consumer Behaviour & Marketing Strategy*, TMH,
9. Matin Khan: *Consumer Behaviour & Advertising Management*, New Age International,
10. Peter: *Consumer Behaviour and Marketing Strategy*, TMH,
11. Kumar: *Conceptual Issues in Consumer Behaviour*, Pearson,
12. Del L Hawkins, David L Mothersbaugh and Amit Mookerjee, *Consumer Behaviour Building Marketing Strategy*, TMH
13. Jay D.lindquist and M.Joseph Sirgy “*Shopper, Buyer and Consumer Behaviour*”, Bizantara
14. Roger D.Blackwell, Paul W.Miniard, James F.Engel, *Consumer Behavior*, Thomson Learning, Inc.
15. Frank R.Kardes, “Consumer Behaviour and decision making” PHI

Electives Course:

Course Name: **Advances in Human Behaviour System** Max.Marks:100

Course Code: **SOM/BM/RE-3** (a)Semester Exam:60mark

Credits: **4 (Four)** (b) Sessional Assessment:40mark

Unit-1:Strategic Human Resource Management: Meaning and Components, The VRIO Framework, Risk involved in investing in Human Assets, Factors determining the investment orientation of an organization, Difference between Strategic Human Resource Management and HR strategies,

Unit-2: Performance Management: Techniques of measuring performance of the employees, determinants of performance management, Performance appraisal system and its use for the organizations, Techniques of grievances redressal system in the organizations.

Unit-3:Human Resource Evaluation: Introduction, Definition and Overview, HRM and Firm Performance, Rationale for HR Evaluation, Measures of HRM performance, Approaches to HR Evaluation, Balance Score Card; HR Scorecard Managing Diversity: Meaning, Challenges in managing diversity, Diversity in organizations, The nature of work: Theories about work; Organizational factors affecting work; changing patterns of work

Unit-4:The employment relationship: The employment relationship defined; Nature of the employment relationship; Significance of the employment relationship concept; Changes in the employment relationship; Managing the employment relationship; Employee Turnover and employee satisfaction,

Unit-5:The Psychological Contract: The psychological contract defined; The significance of the psychological contract; The nature of the psychological contract; How psychological contracts develop; The changing nature of the psychological contract; The state of the psychological contract; Developing and maintaining a positive psychological contract; The state of the psychological contract

Suggested Readings:

1. Michael Armstrong, '*A handbook of Human Resource Management Practices*', Kogan Page London,
2. Luis R. Gomez – Mejia, David B Balkin and Robert L Cardy "*Managing Human Resources*", Prentice Hall of India
3. Tanuja Agarwal, "*Strategic Human Resource Management*", Oxford University Press,
4. French and Bell "*Organisation Development*" PHI.
5. Sunil K. Pandya, *Human Behaviour*, National book trust, India
6. Nilanjan Sengupta, M.S. Bhattacharya, R. Sengupta, *Managing Change in organisations*, PHI
7. R. Wayne Mondy, Robert M. Noe, *Human Resource management*, Pearson education
8. Steven L. McShane, Mary Ann Von Glinow, "*Organisational Behavior*" Tata McGraw-Hill

Electives Course:

Course Name: **Advances in International Business**

Max.Marks:100

Course Code: **SOM/BM/RE-4**

(a) Semester Exam: 60 mark

Credits: **4 (Four)**

(b)SessionalAssessment:40mark

Unit-1: International Business: Scope and significance of international Business, International Market environment,WTO and International Business, Cross cultural determinants of International markets,

Unit-2:Trade Theories : Foreign trade, Understanding of Balance of payment, Production possibility Curve, Principle of absolute advantage, Principle of relative advantage ,Factor endowment Theory and its uses, Determinants of Export Performance.

Unit-3:Consumer Behaviour:Psychological perspectives,Personality,Consumer ethnocentricity, CETSCALE, Psychographics,Social class, Diffusion of Innovation, Export market selection strategies and assessment.

Unit-4:Marketing Barriers: Tariff and non tariff barriers, environmental concerns, alternative pricing strategies, Transfer Pricing, Counter trade, Price distortion and inflation,Channel conflict.

Unit-5: International Business Risk: Quotas, Variables affecting international risks, Indicators for international Business Risk, Marios and Leonidal conceptual model on international marketing strategy, Recent developments in the International Business

Suggested Readings:

1. Philip Cateora and J.H.Hess, *International Marketing*, 7th edition, Richard Irwin, Homewood, Illinois,
2. Michael Armstrong, *A handbook of Human Resource Management Practices* Kogan Page London,
3. Luis R. Gomez – Mejia, David B Balkin and Robert L Cardy, *Managing Human Resources*, PHI
4. Tanuja Agarwal, “*Strategic Human Resource Management*”, Oxford University Press
5. French and Bell “*Organisation Development*” PHI
6. Srinivasan R., *International Marketing*, PHI

Electives Course:

Course Name: **Advances in Finance & Accounting**

Max.Marks:100

Course Code: **SOM/BM/RE-5**

(a) Semester Exam: 60 mark

Credits: **4 (Four)**

(b) Sessional Assessment: 40 mark

Unit-1: Sub-Prime Crisis - Reasons, impact, remedies and lessons to be learnt. Pricing of IPOs – Conceptual and research issues. Integration of capital markets the world over-Reasons and techniques to measure such integration.

Unit-2: Emerging issues in behavioural finance: financial inclusion and role of banks, financial risk management-Types of financial risk. Role of derivatives in managing financial risk, Recent advances in banking sector, Financial swaps

Unit-3: Strategic cost management techniques-Activity Based Costing, Life Cycle Costing and Target Costing. Performance measurement and management-traditional methods; Value based methods-Residual Income, Economic Value Added, Market Value Added, Balanced Score Card.

Unit-4: Future of Corporate Reporting, Financial Reporting, Online Reporting. Convergence of Accounting, Standards and IFRSs. Factoring Service and its operations in India

Unit-5: Venture Capital: Concepts and significance, Financing of risk projects, Merchant Banking: Emerging trends and present scenario, Role of SEBI in regulating financial services, New innovations in financial services, Recent advances in Portfolio Management & Investment analysis

Suggested Readings:

1. Mark Zandi, *“Financial Shock: A 360° Look at the Subprime Mortgage Implosion, and How to Avoid the Next Financial Crisis”*, FT Press, 2008.
2. Chi Lo, *“Asia and the Subprime Crisis: Lifting the Veil on the 'FinancialTsunami”*, Palgrave Macmillan, 2009.
3. Arif Khurshed, “Initial public offerings (IPOs)” *Managerial Finance*, Vol33(6) 2007.
4. Maurice Obstfeld and Alan M. Taylor, *“Global Capital Markets: Integration, Crisis, and Growth”*, Cambridge University Press, 2005.
5. Keith Redhead, *“Personal Finance and Investments: A behavioural finance perspective”*, Routledge, 2008.
6. David Murphy, “Understanding Risk: The Theory and Practice of Financial Risk Management”, Chapman & Hall/CRC, 2008.
7. Robert J. Shiller, “The Subprime Solution: How Today's Global Financial Crisis Happened, and What to Do about It”.
8. Maurice Obstfeld, Alan M. Taylor, “Global Capital Markets: Integration, Crisis, and Growth”.
9. Haluk Akdogan, “The Integration of International Capital Markets: Theory and Empirical Evidence”.
10. Steven Allen, “Financial Risk Management: A Practitioner's Guide to Managing Market and Credit Risk”.
11. John K. Shank and Vijay Govindarajan, “ Strategic Cost Management”
12. Clare Roberts, Pauline Weetman, Paul Gordon, “International Corporate Reporting: a comparative approach”.
13. Samuel A. DiPiazza, Robert G. Eccles, “Building public trust: the future of corporate reporting”.
14. Deepak B Phatak, Sameer Kochhar, R Chandrashekhar, “Financial Inclusion”
15. Sujatha B, “Financial Inclusion: Concepts and Strategies

Electives Course:**Course Name: Advanced Financial Management**

Max.Marks:100

Course Code: SOM/BM/RE-6

(a) Semester Exam: 60 mark

Credits: 4 (Four)

(b)SessionalAssessment:40mark

Unit I: Introduction

Goal of Financial Management, Principle of Finance, Risk-Return trade off, Agency Problem, Finance Function in organization

Unit II: Valuation Concepts

Time Value of Money, Valuation of Bonds and Stocks, Risk and Return, Capital Asset Pricing Model, Arbitrage Pricing Theory, Options: Factors determining option values, Binomial Model, Black and Scholes Model.

Unit III: Capital Budgeting

Estimation of Project Cash Flows: Basic Principles, Cash Flow for Replacement Project, Cost of Capital: WACC, WMCC, Optimal Capital Budget, Floatation Cost, Sources of Long Term Financing, Raising Long Term Finance.

Unit IV: Capital Structure

Capital Structure and Firm Value: Net Income Approach, NOI Approach, Modigliani and Miller Position, Taxation and Capital Structure, Trade-off Theory, Capital Structure Decision: PBIT-EPS Analysis, ROI-ROE Analysis, Leverage Analysis, Ratio Analysis, Cash Flow Analysis, Guidelines for Capital Structure Planning.

Unit V: Dividend Decisions

Dividend Decision Models, Traditional Position, Miller and Modigliani Position, Need of Dividends, Dimensions of Dividend Policy, Bonus shares and Stock Splits, Buyback shares

Unit VI: Working Capital Management

Factors influencing working capital management, Operating cycle, Cash cycle, Cash Budgeting, Long Term Cash Forecasting, Optimal Cash Balance, Cash Management Models, Credit Management, Inventory Management, Working Capital Financing.

Suggested readings:

1. Prasanna Chandra, Financial Management, Tata McGraw Hill,2011
2. I M Pandey, Financial Management , Vikas Publications -2013
3. Khan M. Y.& Jain P. K Financial Management, 6/e, TMH, 2011.
4. Rajiv Srivastava and Anil Misra, Financial Management, Second edition, Oxford University Press,2011

Electives Course:

Course Name: Global Business Environment

Max.Marks:100

Course Code: SOM/BM/RE-7

(a) Semester Exam: 60 mark

Credits: 4 (Four)

(b)SessionalAssessment:40mark

- (i) International Business-- Nature, importance and scope; Modes of entry in to International Business; Frame work for analysing international business environment; Economic, Technological, Socio-cultural, Political and legal environment; International Economic Environment-- International financial system; Institutional support to International Business-- UNO, IMF, World Bank; UNCTAD; WTO
- (ii) Regional Economic Co-operation and Integration between Countries; Different levels of integration between Countries; European Union, NAFTA, ASEAN, EFTA, SAARC, SAPTA, The ANDEAN community, MERCOSUR.
- (iii) Multinational Corporations: Conceptual Frame work of MNCs; MNCs and Host and Home Country relations; International Technology Transfers – importance and types, Foreign Technology Acquisition.
- (iv) Foreign Exchange Markets: Determining exchange rates; Fixed and flexible exchange rate system; Participants in the Foreign exchange markets; Cash and Spot exchange market; Exchange rate quotes; LERMS,; Factors affecting exchange rates – spot rates, forward exchange rates, forward exchange contracts; Foreign exchange and currency futures; Exchange rate arrangement in India; Overview of FEMA; Exchange dealings and currency possession; Information and communication.
- (v) Foreign Exchange Risk: Transaction exposure, transaction exposure and economic exposure, Management of exposures – Internal techniques, netting, marketing, leading and lagging, pricing policy, asset and liability management and external techniques. Management of Risk in Foreign Exchange Markets: Foreign exchange derivatives– swaps, futures, options and forward contracts.

Text Books

1. F.Adhikary, Manab, Global Business Management, Macmillan, New Delhi
2. Black and Sundaram: International Business Environment, PHI New Delhi.
3. F. Buckley, Ardin: The Essence of International Money, PHI New Delhi

Electives Course:

Course Name: Advanced Concepts of Financial Services

Max.Marks:100

Course Code: SOM/BM/RE-8

(a) Semester Exam: 60 mark

Credits: 4 (Four)

(b)SessionalAssessment:40mark

Unit I: Leasing and Hire Purchasing

Leasing: Concept, Types of Lease, Legal Framework, Matters on Depreciation and Tax, Advantages and Disadvantages of Leasing, Factors influencing Buy or Borrow or Lease Decision

Hire Purchasing: Meaning, Legal Framework, Matters on Depreciation and Tax, Reverse Mortgage.

Unit II: Credit Rating and Housing Finance

Credit Rating: Meaning, Process of Credit Rating, Rating Methodology, Various Credit Rating Agencies, Rating Symbols/Grades of different Rating Agencies, Companies with their Rating Symbols.

Housing Finance: Types, Institutions and Banks providing Housing Finance, Income Tax Implications.

Unit III: Securitization of Debt and Factoring & Forfeiting

Securitization of debt: Features, advantages and disadvantages of securitization, Issues in securitization

Factoring & Forfeiting: Types, Comparison, Different kinds of Factoring & Forfeiting Services.

Unit IV: Options and Futures Trading

Significance of Derivatives in the Development of Securities Market

Option Trading: Meaning of Options, Call Options, Put Options, Models of Option Pricing

Futures Trading: Meaning, Pay off for Futures, Derivative Market in India.

Unit V: Swaps Trading

Meaning, Currency Swaps, Hedging Interest Rate Risks, Current Trends.

Suggested Readings

1. Financial Services - M.Y. Khan
2. Financial Management (Text, Problems and Cases) - M.Y. Khan and P.K. Jain
3. Futures and Other Derivatives - John C Hull
4. Managing Derivative Risk - Lillian Chew

Electives Course:

Course Name: International Economics

Max.Marks:100

Course Code: SOM/BM/RE-9

(a) Semester Exam: 60 mark

Credits: 4 (Four)

(b)SessionalAssessment:40mark

International Economics

- (i) What is International Economics about? – Basis of international trade theory – Has the growth of newly Industrializing countries hurt advanced countries? – Imperfect competition and international trade – the economics of dumping - Instruments of trade policy – Political economy of trade policy – theory of customs union.
- (ii) National Income Accounting and Balance of Payments – Exchange Rate and Foreign Exchange Market : An Asset Approach .
- (iii) Money, interest rates and exchange rates – price level and exchange rate in the long run – Output and exchange rate in the short run.
- (iv) Fixed Exchange rate and Foreign Exchange Intervention – International Monetary System 180 – 1973.
- (v) Macro economic policy and coordination under floating exchange rate – Optimum currency areas and European experience – Asian Financial crisis- Global Financial Crisis- European Sovereign Debt Crisis.

Reference Books:

1. Robert Gilpin, *Global Political Economy: Understanding the International Economic Order*, Hyderabad: Orient Longman, 2001.
2. Paul R. Krugman and Maurice Obstfeld, *International Economics: Theory and Policy*, Addison Wesley, 2004.
3. Economic Reforms in India Since 1991- Monika Kashyap& Mahendra Babu Kuruva, SAGE Publications, New Delhi
4. Dominic Salvatore, *International Economics*, Macmillan, recent edition.
5. Bo Sodersten, *International Economics*.
6. M. Carnoy, M.Castells, M. Cohen and F.H. Cardoso (eds) *The New Global Economy in the Information Age: Reflections on our Changing World*, University Park PA, Pennsylvania State University Press, 1993.
7. P. Drucker, *The New Realities*, Oxford, Heinemann, 1989.
8. H.H. Dunning, *The Globalization of Business*, London, Routledge, 1993 a.