



Name of School: School of Management

Name of Program: Ph. D. Management

Ph. D. Program Structure

Program Objectives:

1. Contribute to the knowledge in the field of business management.
2. Produce excellent researchers and teachers in their respective field of specialization.
3. Enhance academic research capabilities in India and abroad to participate and contribute in international standards of research.
4. Enrich scholarly research culture of School of Management and Commerce at APGSU, Shimla, India

Program Outcomes:

1. Develop substantive knowledge in the area of specialization
2. Master the analytical and methodological skills required to evaluate and conduct research in the area of specialization and related areas.
3. Design and conduct original research in the area of specialization.
4. Demonstrate the ability to communicate the results of research in a clear and effective manner.
5. Demonstrate an ability to work effectively with other people from various ethnic, educational, and work experience backgrounds
6. Demonstrate an understanding and concern for the high ethical standards in business research, teaching, and service
7. Demonstrate the ability to teach college and University -level courses in the area of specialization with problem solving approaches

Program Structure- Ph. D. Management

Total Number of Credits in Ph D Course work 12

FIRST SEMESTER

Course Code	Course Name (Compulsory)	L	T	P	C	CBL/PBL/RBL*
PHM 101	Advanced Research Methodology	3	0	2	4	CBL
PHM 102	Management Thought and Contemporary Management Theory	4	0	0	4	CBL

SECOND SEMESTER

Course Code	Course Name (Optional)	L	T	P	C	CBL/PBL/RBL*
PHM 103	Latest Trends and Practices in Marketing Management	4	0	0	4	CBL
PHM 104	Latest Trends and Practices in Finance	4	0	0	4	CBL
PHM 105	Latest Trends and Practices in Human Resource	4	0	0	4	CBL
PHM 106	Latest Trends and Practices in Global Business	4	0	0	4	CBL
		4	0	0	4	CBL

***CBL/PBL/RBL Course Based Learning/Project Based Learning/Research Based Learning**

Course Curriculum

Ph. D. Management

The Ph. D. Course work for Management shall consist of three courses, with two compulsory courses and one optional course. The optional course will be selected by the research scholars out of four courses. The list of the courses given below:

Compulsory Courses:

1. PHM 101-Advanced Research Methodology
2. PHM 102-Management Thought and Contemporary Management Theory

Optional Courses:

(Ph D Scholar will choose any one course from the following optional courses):

1. PHM 103-Latest Trends and Practices in Marketing Management
2. PHM 104-Latest Trends and Practices in Finance
3. PHM 105-Latest Trends and Practices in Human Resource Management
4. PHM 106-Latest Trends and Practices in Global Business Environment

Each Course will be of 100 marks consisting of 60 marks for End Term Examination and 40 marks for Internal Assessment.

PHM 101	Advanced Research Methodology	L	T	P	C	CBL/PBL/RBL
Version 1.0	Date of Approval: 9 th August, 2017	3	0	2	4	CBL
Pre-Requisites	Compulsory Course					
Co-Requisites						

Course Objectives:

1. To provide advanced understanding on the procedure to conceptualize Research work in terms of Research Problem, design and methodology of Research.
2. To administer data collection instruments and statistical tools for quantitative and qualitative data analysis.

Course Outcomes:

At the end of this course, research scholar should be able to:

1. Identify and specify research problem.
2. Plan, organize, design and conduct research to help solving identified problem.
3. Identify and administer appropriate statistical tools and techniques with the help of statistical package.
4. Prepare and present research report.

Course Contents:

Unit I: Introduction to Research:

Nature, Concept of research, philosophy of research, deductive and inductive reasoning, Review of Literature, Research ethics, Problems encountered by researchers

Unit II: Research Process and Research Design:

Approaches to research and formulating a research problem: Selection, steps in formulation of a problem, formulation of objectives, definition of variables- concepts, indicators and variables, types of variables, Research design, types of research design: exploratory, descriptive, experimental and Simulation.

Unit III: Data Collection and Sampling:

Type of data, Collection, Organization, Presentation and analysis of data, Observation methods and Questionnaire methods, Questionnaire Design: steps in constructing a questionnaire, types of questions, attitude measurement and scaling techniques, Projective techniques, Multidimensional scaling and psychological testing, sampling techniques and field work procedure, types of sampling, sampling and non sampling errors.

Unit IV: Statistical Analysis:

Overview: Parametric and non-parametric tests, Significance between means (t,F), Univariate statistical analysis; hypothesis testing, Type I errors and Type II errors, Bivariate statistical analysis; appropriate test of difference, the chi-square test for goodness of fit, correlation: test of significance of coefficient of correlation, regression, Research Report writing.

Text Books:

- 1 Kothari, CR, Research Methodology, New Age Publication New Delhi.
2. Monnippally, M.M,& Pawar, B.S (2010). Academic Writing, New Delhi: Sage publication.

References:

- 1.Huff, A. (1999). Writing for scholarly publication, Sage publication.
- 2.Machi, L.A (2009), The literature review: six steps to Success. Corwin Press.
- 3.Hart,C. (2002). Doing a literature review. Sage publication.
- 4.Cooper, H. (2010). Research Synthesis and Meta Analysis: A step by Step Approach.

Relevant websites:

- 1.www.emeraldinsight.com
- 2.http://ebshost.com

Mode of Evaluation:

Components	Unit wise assignments, Review Paper, presentation Minors, Attendance etc.	Major	Total Marks
Marks	40	60	100

Version: 1.0

Academic Council Approval Date:

PHM 102	Management Thought and Contemporary Management Theory	L	T	P	C	CBL/PBL/RBL
Version1.0	Date of Approval: 9 th August,2017	4	0	0	4	CBL
Pre-Requisites	Compulsory Course					
Co-Requisites						

Course Objectives:

1. To develop knowledge of the Management thought and its historical development.
2. To understand different management approaches and their implication in international management system.

Course Outcomes:

At the end of course research scholar will be able:

1. To make comparative analysis of cross border management cultures and practices.
2. To examine contemporary management viewpoints and 21st Century Approaches to management.

Course Contents:

UNIT-I Early Writing in Management, Classical theories: Scientific Management, Administrative management, Bureaucratic Management. Neo - Classical Theories: Behavioral Approach, Management Science Approach, System theory and Contingency Approach.

UNIT-II National Cultures and Management Practices – Comparative Analysis of Chinese, American, Japanese and Indian Management. Management of Business Environment, Corporate Social Responsibility, Ethics and Values System in Indian Business.

UNIT-III MBO and TQM, Creativity and Innovation in Management, Change Management, organizational Transformation, Technology Management, Knowledge management and Learning organizations.

UNIT-IV Contemporary Management Viewpoints, Macknisey 7s Framework , 21st Century Approaches to Management - Theory Z Approach. Micheal Potter's Industry and Competitive Analysis. Contribution of C K Prahalad, Hamel, Peter Ducker, Henry Mintzberg and Harward Simen.

Text Books :

1. Dr. R N Singh, “ Management Thought and Thinkers”, Sultan Chand & Sons, New-Delhi.
2. Dr. Prabhudutta Sharma,” management Thought & Thinkers”, Vishwabharti,Publication, New Delhi

Reference

:

1. NavinMathur, “Management Thought”, National Publishing House, Choura Rasta,jaipur-302003.
2. Edward De Bono, “Lateral Thinking for Management”, McGraw-hill, Book Company, UK.
3. N K Sharma &Kapil Sharma, “Recent Management Theory”, RBSA Publishers, SMS Highway, Jaipur.

Mode of Evaluation:

Components	Unit wise assignments, Review Paper, presentation Minors, Attendance etc.	Major	Total Marks
Marks	40	60	100

Version: 1.0**Academic Council Approval Date:**

PHM 103	Latest Trends and Practices in Marketing Management	L	T	P	C	CBL/PBL/RBL
Version 1.0	Date of Approval: 9 th August, 2017	4	0	0	4	CBL
Pre-Requisites	Optional Course					
Co-Requisites						

Course Objectives:

1. To develop understanding of the Modern day marketing functions in the corporate enterprises and various research and policy implications.
2. To develop knowledge and understanding on the various aspects of modern marketing management.
3. To enable students to identify research issues in the specialization area.
4. To develop insight of students as to the area and topic in the area that they may work up to develop their Ph.D. proposals.

Course Outcomes:

At the end of course the research scholar will be able to:

1. Analyze modern marketing orientation and opportunities.
2. Evaluate the retail and service marketing classification.
3. Investigate the emerging issues in modern marketing.

Course Contents:

UNIT-I Orientation of Modern Marketing and Analyzing Market Opportunities:

Marketing Tasks and Approaches to Modern Marketing, Marketing Environment and Environment Scanning, Analyzing Market Environment. Role of Marketing in Corporate sector in Recent era: 4Ps & beyond, Marketing Challenges, Marketing information system and Marketing Research, strategic Planning in Marketing Management.

UNIT-II Service Marketing: Concepts, Characteristics and Classification. Marketing Mix for Services. Problems in marketing of Services. Marketing Strategies for Service Firms. A brief study of Specific Services.: Tourism, Hospitality, Banking and Insurance Services. Customer Evaluation of Service Quality: Gaps Model for improving the Quality of Service -knowledge gap, standards gap, delivery gap, communications gap. Service Recovery. Use of Statistical Package for Social Sciences (SPSS) in Marketing Research.

UNIT-III Retail Marketing: Retailing in India, Significance of retail industry, Marketing retail equations, new role of retailers, Indian retail scenario and its future prospects, Retail Formats and Theories, Theories of retail development, Concept of retail life cycle, Classification of retail stores, the role of franchising in retail. FDI in retail. Understanding the Retail Consumers: The factors influencing retail shopper, Consumer decision making process, changes in the Indian consumer, the use of market research as a tool for understanding markets and consumers, Store Locations.

UNIT-IV Emerging Issues in Marketing: Green Marketing, Holistic Marketing, Network Marketing, Event Marketing, Nucleus Marketing; Mergers and Acquisitions: Regulatory Framework, Marketing Issues and Relevance in 21st century business Enterprises Competing through E-Marketing – Components of e-marketing.

Text Books:

1. Kotler Philip & Armstrong, G., Principles of Marketing, Prentice-Hall of India, 2008.
2. Kotler Philip, Marketing Management, Prentice-Hall of India, 2007.

References:

1. Kotler Philip & Keller, Principles of Marketing, Prentice-Hall of India, 2007.
2. SaxenaRajan, Marketing Management, Tata McGraw-Hill Publishing Co. Ltd., 3rd Edition.

Mode of Evaluation:

Components	Unit wise assignments, Review Paper, presentation Minors, Attendance etc.	Major	Total Marks
Marks	40	60	100

Version: 1.0

Academic Council Approval Date:

PHM 104	Latest Trends and Practices in Finance	L	T	P	C	CBL/PBL/RBL
Version1.0	Date of Approval: 9 th August,2017	4	0	0	4	CBL
Pre-Requisites	Optional Course					
Co-Requisites						

Course Objectives:

1. To familiarize the students with the advanced knowledge in the discipline of financial management.
2. To examine the emerging issues and trends in financial markets and new innovations in the financial sector.

Course Outcomes:

At the end of course research scholar will be able:

1. To develop the practical based learning experience and knowledge along with the conceptual understanding of the financial practices and regulations in India.
2. To gain an insight into international perspective in the field of application of financial strategies.

Course Contents:

UNIT-I Financial Management and Policy Financial Strategy: Concept, Objectives and components of Strategic planning process. Linkage between corporate strategy and financial strategy; implications of capital budgeting, capital structure and dividend policy on corporate strategy; Shareholders value creation. Security Valuation Principals and Models: Bonds, Equities, Preference shares, IFRS.

UNIT-II Stock Market and Regulation in India: Stock Exchanges in India: Listing of Scrips, On-Line Trading, Depositories, Trading, Settlement, Risk Management, Investor Grievances, Basics of Pricing Mechanism, Inside trading, Circular trading, Price rigging. Regulation of Indian Capital Market: SEBI, Stock Exchange Board.

UNIT-III Mergers and Acquisitions: Motives, considerations in M&A decisions, Synergy Value, Due Diligence Process, Business Valuation Methods, Evaluation of Mergers and Acquisitions and regulations. Behavioral Finance, Conceptual and Research Issues, Micro Financing in India, Financial inclusion and role of Banks. Multinational Financial Management: Its organization, Opportunities and challenges of Multinational Corporations; Foreign Exchange Markets: Spot market, Forward market. Mechanism of foreign exchange management, Derivatives: forwards, futures, options, swaps.

UNIT-IV Banking System in India: Organization, Structure, Emerging scenario of Banking in India, Entry of Private and foreign Banks. Financial Innovation and Opportunities for Banks, Universal Banking, Banc assurance, Factoring and Securitization. Regulation of Banking Sector, Role of RBI: Prudential Norms and performance measurement, CRR, SLR, CRAR, NPA, Income recognition, Asset qualification and Provisioning norms, Basel accord. Risk Management in Banks, Asset liability Management Using traditional GAP and modern techniques.

Text Books:

1. M. Y. Khan " Indian Financial System" Tata McGraw-HiLL Publishing Company Ltd., New Delhi.
2. James C Van harne, " Financial Management & Policy" Pearson
3. J. Fred. Weston, Mark L. michell, J. Harold Mulherin, " Take Overs, Restructing& Corporate Governance" Pearson Education Inc.

References

1. KapilSheeba, " Financial Management" Pearson.
2. Jonathan Berk, Peter, "Financial Management" Pearson.
3. SharanVyuptakesh, " Fundamentals of Financial Management" Pearson.
4. Vijmadhu, " International Financial Management" Excel Book.
5. Bhalla VK & S Shiva Ramu, " International Business Environment & Management" Anmol publication.

Mode of Evaluation:

Components	Unit wise assignments, Review Paper, presentation Minors, Attendance etc.	Major	Total Marks
Marks	40	60	100

Version: 1.0

Academic Council Approval Date:

PHM 105	Latest Trends and Practices in Human Resource Management	L	T	P	C	CBL/PBL/RBL
Version1.0	Date of Approval: 9 th August,2017	4	0	0	4	CBL
Pre-Requisites	Optional Course					
Co-Requisites						

Course Objectives:

1. To gain knowledge of an overview of Human Resource Management Framework.
2. To study the organizational Change and Development Strategies.
3. To analyze the significance of ethical issues in Human Resource Management.

Course Outcomes:

At the end of course, research scholar will be able:

1. To critically analyze organizational situations, prescribe courses of action necessary for problem solving, and integrating the steps necessary for effective implementation.
2. To evaluate and highlight the various research issues in HR interventions that may be required when dealing with the work environment, people and problems.

Course Contents:

UNIT-I An overview of Human Resource Management: Framework of HRM in the present day corporate sector; environmental scanning, HRM in the Global Context. Challenges of HRM.

UNIT-II Strategic HRM. Manpower Search: Employee Acquisition Strategies and Selection Process in Corporate Sector, Career & Competence Development, Training and Retraining, Measuring Training Effectiveness. Job Involvement, Employee Engagement. Performance Appraisal and Potential Evaluation, Employee Empowerment, Compensation, Incentives and Fringe benefits. Retention Strategies: Counseling & Mentoring, Managing Separations and Rightsizing.

UNIT-III Organizational Change & Development: Measurement and Coping strategies for frustration, Stress & Burn out. Quality of Work Life, Work Life Balance, Motivation, Leadership Styles, Job Satisfaction, Organization Culture, Organizational Effectiveness

Industrial Relations: Causes of Industrial Unrest and Remedial Measures, Industrial disputes in India, Employment Security and Management of Redundancies. Trade Unionism in India. Social Security, Health & Welfare Measure in India.

UNIT-IV Ethical Issues in Human Resource Management: Need and Implications of Ethics for Human Resource Management. Corporate Social Responsibility. Indian Ethos, Values, Human Values inHRM.HRD: HRD Practices, HRD Audit, HRD Culture & Climate, Strategic HRD International Human Resource Management: Dynamics of HRM in Multinational Corporations, Cross Cultural HRM. Future Challenges in Human Relations.

Text Books:

1. Garry Desseler, Human Resource Management, Prentice-Hall India Pvt. Ltd., New Delhi, 10th Edition.
2. Edwin B. Flippo, Personnel Management, McGraw-Hill Book Company, 6th Edition.
3. Raymond Noe, Wright, Gerhart & Hollenbeck, Human Resource Management – Gaining

References:

1. A Competitive Advantage, Tata McGraw - Hill Publishing Company Ltd., New Delhi, 5th Edition.
2. Snell Scott &Bohlander George: Human Resource Management ,Cenage Learning India Pvt. Ltd., New Delhi.
3. Werener J M &Desimone RL: Human Resource Development, Cenage Learning India Pvt. Ltd., New Delhi.
4. Regis Richard; Strategic HRM & Development, Excel Books, New Delhi.
5. Pareek U; Understanding Organizational Behaviour, Oxford University Press.
6. Kaushal SL; Business Ethics, Deep & Deep Publications, New Delhi.
7. Sen Ratna; Industrial Relations in India, Mac Millan, New Delhi.
8. Rao TV; HRD Audit, Response Books, New Delhi.
9. Kandula SR; Strategic Human Resource Development, PHI, Pvt. Ltd., New Delhi.
10. Hodgetts RM &Hegar KW' Modern Human Relations at Work, Thomson South Western.

Mode of Evaluation:

Components	Unit wise assignments, Review Paper, presentation Minors, Attendance etc.	Major	Total Marks
Marks	40	60	100

Version: 1.0

Academic Council Approval Date:

PHM 106	Latest Trends and Practices in Global Business Environment	L	T	P	C	CBL/PBL/RBL
Version1.0	Date of Approval: 9 th August,2017	4	0	0	4	CBL
Pre-Requisites	Optional Course					
Co-Requisites						

Course Objectives:

1. To understand the important linkages between domestic Economy and its external sector.
2. To gain the conceptual clarity of the theoretical aspects of international trade and finance

Course Outcomes:

At the end of course research scholar will be able:

1. To make comparative analysis of business environment across the globe.
2. To evaluate the international financial development and its impact on Developing countries
3. To examine the developments in International Trade practices and regulation.

Course Contents:

UNIT-I Global Business Environment: Concept, Importance, Rationale; Globalization and its Phases. Traditional Schools of International Political Economy: Mercantilism; Liberalism; and Marxism.

UNIT-II Regional Integration and Economic Blocks: Levels of Regional Economic Integration; Leading Economic Blocks: European Union (EU): North America Free Trade Agreement(NAFTA); South Asian Association of Regional Cooperation (SAARC); Association of South East Asian Nations (ASEAN) ; Brazil Russia India China South Africa Group(BRICS).

UNIT-III International Finance: Importance, Types of International Transactions, Risks in International Transactions. Foreign Investments: Portfolios Vs Foreign Direct Investments (FDI); Role and Impact on Developing Countries. Development in International Monetary Systems: Bretton Woods System; Contemporary International Monetary Arrangements; Foreign Exchange Mechanism and its Determinants; Brief Overview of the European Monetary System, Balance of Payments: Concepts and Components with Special Reference to India.

UNIT-IV International Trade: Developments in International Trade Theory, Trade Policy Instruments and Liberalization, World Trade Organization, Legal Dimension in International Business.

Text Books:

1. Sumati Varma " International Business" Pearson, New Delhi.
2. P. Subba Rao, " International Business text and Cases", Himalaya Publishing House, Delhi.
3. Bhalla, V K and S. Shivaramu, " International Business Environment and Business" New Delhi, Anmol,1995.

References:

1. Bhalla, V. K. " International Economy : Liberalization process" New Delhi, Anmol, 1993.
2. Daniel, John D and Radebangh, Lee H, " International Business. 5th ed.," New York, Addison Wesley, 1989.
3. Eiteman, D K and Stonehill, Al., "Multinational Business Finance." New York, Addison Wesley, 1986.
4. Johnston, R B, "The Economics of the Euromarket: History, Theory and Practice." New York, Macmillan, 1985.
5. parks, Yoon and Zwick, jack, " International Banking in Theory and Practice." New York,Addison-Wesley,1985.

Mode of Evaluation:

Components	Unit wise assignments, Review Paper, presentation Minors, Attendance etc.	Major	Total Marks
Marks	40	60	100

Version: 1.0**Academic Council Approval Date:**
