

**DEPARTMENT OF MANAGEMENT
MPHIL/PHD COUREWORK SYLLABUS**

Paper No.	Title	Credits	Marks
MAN-RS-C101	Research Methodology & IT	4	100
MAN-RS-C102	Preparation of Research Proposal	4	100
MAN-RS-O103	Accounting and Finance: Theory and Issues	4	100
MAN-RS-O104	Management Theory and Entrepreneurship	4	100
MAN-RS-O105	Human Resource Management: Theory and Practice	4	100
MAN-RS-O106	Marketing Management: Theory and Issues	4	100

MAN-RS-C101: Research Methodology and IT

Unit I: Introduction

Meaning and Definitions Concept, Construct definitions, Operational Definition, Objectives of Research; Sources of knowledge, Research Process, Positivism, Interpretation, Ontological Consideration. Concept of process, types, approaches. Research Problem: Identification and formulation, criteria for good research problem. Preparation of research proposal. Components of Research Design, Hypotheses; Types, qualities of workable hypotheses, usefulness of hypotheses in business research.

Unit II: Sampling and Data Collection

Sampling: Principles, Methods (Probability and Non-Probability), Characteristics, Sampling Distribution and Errors. Data Collection Sources (Primary, Secondary), techniques: Observation, Interview, Schedules, and Questionnaire.

Unit III: Data Analysis

Data preparation: Editing, Coding, and preliminary arrangement, Univariate and Bi- Variate. Statistical Estimation and Testing: Statistical testing -hypotheses and errors; test of attributes and variables, z - test, t - test, and f – test.

Non Parametric Tests: Chi-square test; Sign test; Wilcoxon Signed -Rank test; Wald-Wolfowitz test; Kruskal-Wallis Test, Mann Whitney U Test.

Interpretation of Statistical Results

Research Report Writing: Meaning, Definitions and types, preparation, Context, and format, presentation. Referencing, Citation.

Unit IV: Computer Software

Application and System Software, Programming Languages and their Classification, Assemblers, Compilers and Interpreters. Operating Systems- Functions of Operating Systems, Types of Operating Systems (Batch Processing, Multitasking, Multiprogramming and Real time Systems)

DBMS: Traditional File Environment, Database Management Systems Concepts, Data Models, ER Modeling, Constraints, SQL queries. Overview of DBMS; Components of DBMS, Recent trends in database, RDBMS.

Application of MS-Office: Basics of MS-Word, MS-Excel and MS-PowerPoint; Application of these softwares' for documentation and making reports; preparation of questionnaires, presentations, tables and reports (Practical)

Use of SPSS and other statistical softwares

Suggested Readings:

1. Bryman, Alan & Bell, Emma (2012): Business Research Methods, Oxford University Press.
2. Cooper, Donald R. & Schindler, Pamela S (2010) Business Research Methods, Tata McGraw Hill.
3. Hooda, R.P(2010)Statistics for Business and Economics, Macmillan.
4. Kothari, C.R(2007) Research Methodology, New Age International.
5. Michael, V.P(2003) Research Methodology in Management.
6. Broota, K. D. (1992). Experimental Design in Behavioural Research, Wiley Eastern.
7. Burns, Robert B. (2000). Introduction to Research Methods, Sage Publication, New Delhi.
8. Kerlinger, Fred, N. (1999). Foundations of Behavioural Research. Wadsworth Publishing, 4th Edition.
9. Kothari, C R. (2004). Research Methodology – Methods and Techniques, New Age Publications, India.
10. Popper, Karl R. (1968). The logic of Scientific Discovery, Hutchinson, London
11. Young, Pauline V. (2001). Scientific Social Surveys and Research, Prentice Hall of India, New Delhi.

MAN-RS-C102: Preparation of Research Proposal and Seminar

For this paper students will have to review literature in an area of research, prepare a research proposal and present the same before the faculty members at the end of the semester. The selection of problem and preparation of the proposal will be in consultation with faculty members in the department.

MAN-RS-0103A: ACCOUNTING AND FINANCE: THEORY AND ISSUES

Unit I: Accounting Theory

Accounting theory formulation - Deductive, inductive, events, value, predictive, behavioural, pragmatic, authoritarian, sociological, economic, eclectic and ethical approaches;
Accounting Theories - Structural, interpretational and decision usefulness theories, critical theory of accounting, normative and positive theory.

Unit II: Basic Economic Concepts and Contemporary Research in Accounting

An information economics view of accounting, current developments in mark-to-market accounting and hedge accounting, development of the conceptual framework of accounting in various countries;

The present value model of accounting, fair value accounting;

Empirical research in accounting.

Unit III Corporate Finance Theories

Goal of finance function and agency theory, leverage Analysis and Theories of Capital Budgeting, theories of capital structure;

Financial contracting and control theories, dividend theories and financial market signaling.

Unit IV: Capital Market Theories

EMH and random walk theory, portfolio diversification and theories of Portfolio selection, capital asset pricing theories: CAPM and APT Model.

Core Readings:

Accounting

1. American Accounting Association. (1966). A Statement of Basic Accounting Theory, Sarasota: AAA.
2. Belkaoui, Ahmed. (1981). Accounting Theory, New York: Harcourt Brace Jovanovica.
3. Chambers, R. J. (1966). Accounting, Evaluation and Economic Behaviour, Englewood Cliffs: Prentice Hall.
4. Craig, Deegan. (2006). Financial Accounting Theory, 2nd Edn, McGraw-Hill, Irwin,.
5. Financial Accounting Standards Board. (1978). Statement of Financial Accounting Concepts No. 1, Objectives of Financial Reporting by Business Enterprises.
6. Hendriksen, Eldon S. (1982). Accounting Theory, 4th Edn., Homewood: Richard D. Irwin,
7. Jayne, Godfrey., Allan Hodgson., & Scott Holmes. (2003). Accounting Theory, 5th Edn, John Wiley & Sons, Inc.
8. Lal, Jawahar. (2009). Accounting Theory and Practice, 3rd edn., Himalaya Publishing House, New Delhi.
9. Mohammed, Abdolmohammadi., & Ralph, J. McQuade. (2002). Applied Research in Financial Accounting, McGraw-Hill, New York.
10. Scott, William R.(2009). Financial Accounting Theory, 5th Edn, Toronto: Prentice Hall, Canada, Inc.,

Finance

1. Brigham, Eugene F. & Ehrhardt, C. (2007). Financial Management: Theory and Practice, Thompson-South Western
2. Fama , Eugene F. & French , Kenneth R. (2004). Capital asset Pricing Model: Theory and Evidence, The Journal of Economic Perspectives, Vol. 18, 3, 25-46
3. Fama , Eugene F.(1965). The Behaviour of Stock Market Prices, Journal of Business, Vol. 38, 34-105
4. Fama , Eugene F.(1970). Efficient Capital Markets: A Review and Empirical Work, Journal of Finance, 25, 2383-417
5. Fama, Eugene F.(1980)., Agency problem and theory of Firm, The Journal of Political Economy, Vol. 88, 2, 288-307
6. Fischer, Donald E. & Jordan, Ronald J. (2007). Security Analysis and Portfolio Management, PHI, New Delhi
7. Jensen , Michel C. & Meckling, William H. (1976). Theory of the Firm: Managerial Behaviour, Agency Costs and Ownership Structure, Journal of Financial Economics, Vol.3, 4 , 305-60
8. Malkiel, Butron G. (1990). A Random Walk Down Wall Street. W W Norton New York
9. Markowitz H M.(1959). Portfolio Selection: Efficient Diversification of Investments John Wiley, New York.
10. Miller, Merton H. (1977). Debt and Taxes, The Journal of Finance, Vol. 32, 261-275.

MAN-RS-O102B: MANAGEMENT THEORY AND ENTREPRENEURSHIP

Unit I: Classical Management Theory

Taylor's theory of scientific management, Fayol's administrative theory, Weber's theory of Bureaucracy,

Unit II: Contemporary Management Theory

Likert's management styles, systems theory, Ouchi - Theory Z, Corporate social responsibility theory, Peter Drucker's contribution to the development of management.

Unit III: Entrepreneurship Theory-I

Introduction: occupational, structural, and functional approaches to entrepreneurship, classic contributions to entrepreneurship theory, Schumpeter and the economics of innovation, Knight - entrepreneurial judgment and the firm, Kirzner - entrepreneurial alertness, Schultz - adaptation, occupational entrepreneurship: recent contributions, the structural approach: causes and consequences of new-venture creation

Unit IV: Entrepreneurship Theory-II

Entrepreneurship and finance, the opportunity-discovery perspective, entrepreneurship, heterogeneous capital, and the firm, the institutional environment, political entrepreneurship, entrepreneurial teams, recent controversies

Core Readings:

Management Theory

1. Archie, B. Carroll. (1999). Corporate Social Responsibility - Evolution of a Definitional Construct. *Business & Society*, Vol. 38, No. 3, 268-295
2. Bowen, H. R. (1953). *Social Responsibilities of the Businessman*. Harper & Row, New York.
3. Dale, Earnest. (1999). *Management : Theory and Practice*, McGraw Hill Book Company
4. Drucker, Peter. (1999). *Management Challenges in the 21st century*. Butterworth-Heinemann, USA.
5. Drucker, Peter. (1955). *The Practice of Management*, Elsevier, USA
6. Edersheim, Elizabeth Haas. (2007). *The Definitive Drucker*, McGraw Hill. USA.
7. Fayol, H. (1937). *The administrative theory in the state* (translated by S. Greer), in Gulick, L. and Urwick, L. (Eds). *Papers on the Science of Administration*, Institute of Public Administration, New York, NY, 99-114.
8. Katz, Daniel and Robert L . Kahn. (1966). *The Social Psychology of Organizations*. Wiley, New York.
9. Likert, Rensis. (1967). *The Human Organization – Its management and value*. McGraw Hill, New York.
10. Ouchi, William G. (1981). *Theory Z: How American business can meet the Japanese challenge*. Addison-Wesley. Reading, MA.
11. Taylor, F.W. (1911). *Principles of Scientific Management*, Harper & brothers. New York and London.

Entrepreneurship

1. Acs, Zoltan J., and David, B. Audretsch. (2003). *Handbook of Entrepreneurship Research: An Interdisciplinary Survey and Introduction*. New York: Springer.
2. Agarwal, Rajshree, Sharon A. Alvarez, and Olav Sorenson, eds. (2005). *Handbook of Entrepreneurship Research: Disciplinary Perspectives*. New York: Springer.
3. Hébert, Robert F., and Albert, N. Link. (1988). *The Entrepreneur: Mainstream Views and Radical Critique*. Second edition, New York: Praeger.
4. Parker, Simon C. (2004). *The Economics of Self-Employment and Entrepreneurship*. Cambridge: Cambridge University Press.
5. Shane, Scott. (2003). *A General Theory of Entrepreneurship: The Individual-Opportunity Nexus*. Cheltenham, U.K.: Edward Elgar.

MAN-RS-O102C: HUMAN RESOURCE MANAGEMENT: THEORY AND PRACTICE

Unit I: Introduction

Human Resources Management (HRM): Meaning, Nature and Scope, Difference between HRM and Personnel Management, HRM functions and objectives, Evolution of HRM environment-external and internal.

Human Resources Development in India: evolution and principles of HRD, HRD Vs. Personnel functions, Role of HR managers.

Strategic Human Resource Management: Nature of Strategies and Strategic Management, Strategic Management Process - Environmental Scanning, Strategy Formulation, implementation and evaluation.

Unit II: Human Resource Planning

Human Resources planning: Definition, purposes, processes and limiting factors; Human Resources Information system (HRIS): HR accounting and audit, Job Analysis - Job Description, Job Specification. The systematic approach to recruitment: recruitment policy, recruitment procedures, recruitment methods and evaluation.

The systematic approach to selection: the selection procedure, the design of application form, selection methods, the offer of employment, and evaluation of process.

Unit III: Training, Development and Compensation

Training and Development: Purpose, Methods and issues of training and management development programmes.

Performance Appraisal: Definition, Purpose of appraisal, Procedures and Techniques including 360 degree Performance Appraisal, Job Evaluation.

Compensation Administration: Nature and Objectives of compensation, components of pay structure in India, Wage Policy in India - Minimum Wage, Fair Wage and Living Wage.

Incentive Payments : Meaning and Definition, Prerequisites for an effective incentive system, Types and Scope of incentive scheme, Incentive Schemes in Indian Industries, Fringe Benefits.

Unit IV: Discipline and Grievance Handling

Discipline and Grievance Procedures: Definition, Disciplinary Procedure, Grievance Handling Procedure.

Industrial Relations: Nature, importance and approaches of Industrial Relations.

Promotion, Transfer and Separation: Promotion - purpose, principles and types; Transfer-reason, principles and types; Separation - lay-off, resignation, dismissal, retrenchment, Voluntary Retirement Scheme.

Suggestion Readings :

1. Aswathappa K(2007) Human Resource and Personnel Management, Tata McGraw Hill, 5th Ed.
2. Rao VSP (2009) Human Resource Management, Text and Cases, Excel Books, 2nd Ed.
3. Ivansevich(2007)- Human Resource Management, Tata McGraw Hill, 10th Ed.
4. Dessler(2009) Human Resource Management, Prentice Hall, 10th Ed.
5. Bernard(2009) Human Resource Management, Tata McGraw Hill, 4th Ed.
6. Yulk, Gary (2011). Leadership in Organizations, Pearson Education, 7th edition.
7. Du Brin, Andrew J. (2012). Leadership, Research Findings, Practice and Skills, Dreamtech Press, New Delhi, 7th edition.
8. Du Brin, Andrew (2012). Principles of Leadership, Cengage Learning, NewDelhi.
9. Hughes, Ginnett, Curphy (2011). Leadership, Enhancing the Lessons of Experience, Tata Mc Graw Hill, 5th edition.
10. Rekha Mewafarosh & Ridhima Bansal (2012). Team Building and Leadership: Effective Model of Success, Global Vision Publishing House, 1st edition.
11. Stephen P Robbins et al. (2013).Organizational Behaviour, Pearson Education, 15th edition.

MAN-RS-O102D: MARKETING MANAGEMENT: THEORY AND ISSUES

Unit I : Introduction

Definition, Importance and Scope of Marketing, Philosophies of Marketing Management, Elements of Marketing - Needs, Wants, Demands, Customer, Consumer, Markets and Marketers; Marketing Vs Selling, Consumer Markets and Industrial Markets, Concept of Marketing Management, Marketing - Mix, Functions of Marketing Management, Marketing Environment, Factors Affecting Marketing Environment, Marketing Information System and Marketing Research, Strategic Marketing Planning.

Unit II: Segmentation and Targeting

Market Segmentation: Procedure, Level, Benefits, Purpose and Limitations of Market Segmentations, Market Targeting - Introduction, Procedure, Product Positioning - Introduction, Objectives, Usefulness, Differentiating the Product, Product Positioning Strategy, Consumer Behaviour - Introduction, Importance & Process.

Unit III: Marketing Mix and Product

Marketing-Mix Decisions, Product Decisions, New Product Development-Concept and Necessity for Development, Failure of New Products, New Product Planning and Development Process, Product-Mix, Branding and Packaging Decisions, Product Life cycle - Stages and Strategies for Different Stages of PLC.

Unit IV: Pricing, Promotion and Distribution

Pricing Decisions, Pricing Objectives, Policies Methods of Setting Price, Pricing Strategies, Channels of Distribution for Consumer/ Industrial Products, Factors Affecting Channel Distribution, Management of Channels: Current Trends in Wholesaling and Retailing, Retail Distribution System in India.

Promotion: Promotion-mix, Advertising, Sales Promotion, Personal Selling, Publicity and Public Relations. A Brief Account of Marketing of Services, Rural Marketing, CRM, Electronic Marketing; B2C, B2B and C2C, Direct Marketing through Internet, International Marketing etc.

Suggested Readings:

1. Kotler, Philip(2009) Marketing Management, Analysis, Planning, Implementations and Control (PearsonEducation 12th Edition).
2. Stanton William J(2000), Fundamentals of Marketing (Mc Graw Hill)
3. Kotler, Philip and Armstrong Graw(2005),Principles of Marketing, Pearson Education, 11th Edition.
4. Ramaswamy V.S. and Namakumari S(2007) - Marketing Management: Planning, Implementation and Control (Macmillian, 3rd Edition).
5. Etzel M.J., Walker B.J. and Stanton William J(2007), Marketing concept & Cases special Indian Edition (Tata McGraw Hill, 13th Edition).
6. Me. Carthy and Perreault(2009)Basic Marketing: A Global Marketing Approach (Tata Me Graw Hill, 15th Edtion
7. Kurtz and Boone(2007), Principles of Marketing, Thomson India edition.
8. Tanner, J; HoneycuttED; Erffmeyer Robert C.; Sales management: Pearson Education, 2009
9. Anderson, R. Professional Sales Management. Englewood Cliff, New Jersey, Prentice Hall Inc., 1992.
10. Anderson, R. Professional Personal Selling. Englewood Cliff, New Jersey, Prentice Hall Inc., 1991.