

Department of Business Management
VBS Purvanchal University, Jaunpur – 222001 (U.P.)
Course Work for Ph.D in Business Management
Batch 2016-17 onwards

Department of Business Management
VBS Purvanchal University, Jaunpur

SYLLABUS
Course Work for Ph.D in Business Management

Course Work for Ph.D in Business Management

There shall be four courses to be read by all the provisionally enrolled Ph.D students of the Department of Business Management. These courses will be equivalent to one semester and the students will have to qualify these examination(with 50% marks) within a maximum period of two years before the final enrolment. The examination for the course work shall be held twice, normally in December and May of each academic session. In case a student fails to qualify this examination, his/her enrolment will be automatically cancelled.

Course 1: (Faculty specific, Compulsory; 3 credits)

MGT 101. Research Methodology (2 credits)

MGT 102. Computer Applications (1 credit)

Course 2: (Department specific, Compulsory; 5 credits)

MGT 201. Management Principles (2 credits)

and

Candidates may choose *any one* of the following (3 credits)

MGT 202A. Marketing Management *or*

MGT 202B Financial Management *or*

MGT 202C Human Resource Management *or*

MGT 202D Production & Operations Management

Course 3: (Research specific, Compulsory; 2 credits)

Candidates may choose *any one* of the following (1credit)

MGT 301A Total Quality Management *or*

MGT 301B Entrepreneurship *or*

MGT 301C Strategic Management

and

Candidates may choose *any one* of the following (1credit)

MGT 302A Consumer Behaviour *or*

MGT 302B Brand Management *or*

MGT 302C Advertising Management *or*

MGT 302D Services Marketing *or*

MGT 302E Management of Financial Institutions *or*

MGT 302F Project Management *or*

MGT 302G Training & Development *or*

MGT 302H Organisational Change *or*

MGT 302I Logistics &Supply Chain Management

Course 4: (Research specific, Compulsory; 2 credits)

MGT 401 Seminar Paper (2 credits)

Students will work closely with one faculty member on the topic.(No classroom teaching).

Evaluation will be done on the basis of presentation and report.(Open to all and evaluated by Research Planning Committee-RPC).

Note: 1 credit=13 to 15 lectures. The details of the courses outlined above are given below.

(In case there is a single question paper for business management subject, then the papers opted in course 3 and course 4 will be clubbed into a single paper.)

MGT 101 Research Methodology (2 credits)

Introduction: Meaning, definition, characteristics, objectives, significance, types of research, approaches to research, characteristics of effective research, criteria for conducting effective research, problems encountered by researchers

Research problem: Meaning, components & formulation of hypothesis- Meaning, types, form of hypothesis, function and testing of hypothesis.

Research design: Meaning, need, features of effective design, types of research design, principles of experimental designs, types of experimental designs, framing of objectives.

Sampling design: Meaning, steps in sample design, criteria of sampling, types of sample design.

Measurement Scaling: nominal, ordinal, ratio and interval scale, sources of error in measurements.

Methods of data collection- Primary and secondary sources, guidelines for preparing questionnaires, guidelines for successful interviewing.

Processing and analysis of data: Processing operations-Editing, coding, classification, and analysis of data, graphical representation of data, statistical tools, qualitative data analysis.

Statistical Techniques: Measures of central tendency-mean, mode, median, measures of dispersion-standard deviation, skewness, kurtosis, reliability, validity, correlation, T-test and Chi square test, F-ratio (ANOVA), simple and multiple regression and factor analysis. Results, discussion, conclusion and implications of results in management.

References

1. *Kothari C.R., Research Methodology, 2004, New Age Publications, New Delhi*
2. *Good & Scates, Method of Research, Prentice Hall Inc., New York*
3. *Michael V.P., Research in Management, Mc Graw Hill*
4. *Shenon & Srivastava, Business Statistics, Prentice Hall Inc*
5. *Gupta S.P., Statistical Method, Jain Book Agency*
6. *Newbold, Statistics for Business & Economics, Prentice Hall Inc*

MGT 102 Computer Applications (1 credit)

1. **Fundamental and computer Application:** Computer application, Hardware, Software, Languages of computer, Operating system.
2. **MS-Word:** File, Edit, Format, Drawing, Tools, Tables, Practicing on Cut-Copy Paste, merger, Letter Writing, Page Setup.
3. **MS-Excel/Basics:** Creating Worksheet, Entering and Editing Text, Numbers and formulas cells lookup tables, auto fill. **Rearranging work sheets:** Moving, copying, sorting, inserting, deleting cells, deleting & parts of work shared, reaction at formulas to worksheet design changes. **Excel formatting:** Excel page setup. Auto format, manual format using styles; format painter. Changing font sizes and attributes. Wrapping text, using border buttons and command. **Working with graphics:** Creating and placing graphic objects, resizing positioning graphic
4. **Power Point basics terminology colour scheme:** Power Point templates, getting started. **Creating presentation:** Auto content wizard, inserting, deleting slides. **Working with text:** Editing and moving text, spell checking, finding and replacing text; formatting text-aligning text. **Show Time:** Arranging previewing and rehearsing slides, transition and Build effects, Deleting slides printing presentation elements creating overhead transparencies; sharing presentation tiles with other.
5. **MS-ACCESS (Data Base Managing System):** Preparation of database corresponding to management practices such as level information farm-level in information. Agro-climatic zone information, etc. **Creating database and tables:** Creating database with and without wizards, access tables wizard, field names, data types and properties, adding deleting, renaming and moving fields, resizing fields, primary key fields, indexing fields. Forms: The form wizard, saving modifying forms, designing forms. **Entering and Editing data:** Typing, adding records, undo, correcting entries, global replacements moving records. **Finding Sorting and Displaying Data:** Queries and Dynasts, creating and using select queries, multiple search reformatting dynasts, multilevel sorting, showing all records after a query Cross tab queries. **Printing Reports, Forms Letters and labels:** Simple table, form and database printing. Manual reporting and modifying properties in reports, saving printing, mailing labels, changing label design.

References:

1. P. K. Sinha & P. Sinha, 'Computer Fundamentals', BPB Publication
2. Ed Bott & Woody Leonbard, 'MS-Office 2000', Prentice Hall India
3. Nelson, 'MS-Office 2000', Tata Mc-Graw Hill

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MGT 201: Management Principles (2 credits)

Introduction to Management, Definition, process and nature, different approaches to management, managerial functions and roles, Contributions of FW Taylor, Henry Fayol, Elton Mayo and other management thinkers.

Decision making; definition nature and process, types of decisions, Planning; definition nature and process, types of plans and planning process.

Organizing, Types of organizational level and span of management, structure and process of organizing, different methods of departmentation, line/staff, an introduction to staffing.

Controlling, control process, Budgeting, budgetary and non-budgetary control techniques, emerging issues in management; culture and multi-culturalism, competitiveness, teamwork.

Reference:

1. Harold Koontz and Heinz Weiriele, 'Essentials of Management', TMH 1990
2. Stoner Jones AF, Freeman R Edward and Gilbest Jr David R, 'Management', PHI 1996
3. Kreitner Robert, 'Management', AITBS, New Delhi 1990
4. Criffin Rickey, 'Management', AITBS, New Delhi 1990
5. Ivancevich John M, Develly Jr. James H. and Gibson James, 'Management Principles and Functions', Richard Irwin Inc and AITBS, 1998
6. Leslie W Pera and Lloyd El Bayers, 'Management: Skills and Applications' Irwin 1995
7. L.M. Prasad, 'Principles and Practices of Management', 2000

MGT 202A. Marketing Management (3 credits)

Marketing: Definition, nature and scope, corporate orientation towards place, core marketing concepts, the marketing environment, customer satisfaction, value and retention.

understanding consumer and industrial buying behavior, market segmentation, targeting and positioning.

Product decisions, product mix, new product development and product life cycle, branding and packaging decisions.

Pricing methods and strategies, promotion decisions, promotion mix, channel management decisions, and market logistics

Organising and implementing marketing in the organization, evaluation and control of marketing efforts.

References:

1. Kotler Philip, *Marketing Management: Analysis, Planning, Implementation and Control*, PHI 2002
2. Stanton William J., *Fundamentals of Marketing*, McGraw hill, 1994
3. Ranaswami, V.s. and Namakumari, S., *Marketing Management: Analysis, Planning and Control* McMillan, 1990
4. Neelmeghan, S., *Marketing In India, Caseand Readings*, N. Vikas, 1988.

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MGT 202B Financial Management (3 credits)

Financial Management: Meaning, nature, scope, and objectives; Time value of money; Valuation of long-term securities; Risk and return.

Investment Decision: Cost of capital; Capital budgeting and its methods.

Financing Decision: Sources of finance; Leverage; Capital structure–theories, factors determining the capital structure.

Dividend Decision: Factors affecting dividend decision; Dividend valuation models.

Working Capital Management: Concepts of working capital; Determinants of working capital; Meaning, and major issues in working capital management and financing of working capital.

References:

1. *Financial management and Policy* by James C Van Hone, PHI New Delhi .
2. *Financial management* by IM pandey
3. *Financial management* by Hingorani.
4. *Financial management* by Khan and Jain.

MGT 202C Human Resource Management (3 credits)

Introduction to HRM and its nature, Concepts and perspectives on HRM, HRM in changing Environment

Job analysis and role description, methods of manpower search, attracting and selecting human resources, steps in selection process, methods of selection.

Induction and socialization of manpower, Manpower training and development, Need, Techniques and Evaluation of training programme.

Performance Appraisal and Potential Evaluation: Quantitative and Qualitative appraisal, Role of Appraisal in HRM, Employee welfare and compensation.

Industrial Relations & Trade Unions, dispute Resolution and Grievance Management, Employee Empowerment.

References:

1. *HR Management* by CB Mamoria
2. *HR and Personnel Management* by K Aswathappa
3. *Personel Management* by Adam Flippo
4. *Personel Management* by Monappa and Saiyadain

MGT 202D Production & Operations Management(3 credits)

Production and operations management; Meaning, evolution and current trends ;OM system model; Operations in service sector; Productivity-Measurement and variables

Design of Goods/services –Selection, development and design issues; location decisions –Factors and evaluation methods.

Process Strategies; Process analysis and design; service process design; Quality, reliability and TQM concepts.

Plant layout-considerations and types;; supply chain management –E-commerce applications in OM; Inventory management –functions, techniques and inventory models; An introduction to JIT system.

Reference:

1. *Haizer jay & Render Barry ,Operations management (6th edition),PH,NJ*
2. *Buffa,Production and operations management.*
3. *Adam,EE & Ebert RJ Production and operations management .6th edition New Delhi. PHI 1995*
4. *Amrine Harold T etc .Manufacturing Organization and management. Engelwood Cliffa .New Jersey PHI 1993*

MGT 301A Total Quality Management (1 credit)

Total Quality Management: Definition, Fundamental principles, approaches and models-Fuji Xerox, Model, Normal Rickad Model, Difference Between Quality and Total Quality; TQM versus Management; Cost of Quality. Contributions of TQM Gurus – W. Edwards Deming, Joseph M Juran, Philip B Crosby, Kaoru Ishikawa. Quality-planning process, Quality improvement methodologies; Problems solving process and Management tools; Quality Circles; Six Sigma

References:

1. *Michael J. Stahl, Total Quality Management in the global environment, Infinity Books (New Delhi, 2000).*
2. *D.D. Sharma, Total Quality Management Principles practise and cases, S.chand & sons (New Delhi 2000)*
3. *Bounds, Yorks, Adams & Ranney, Beyond TQM Toward the Emerging Paradigm, Mc Graw Hill (New Delhi 1994)*

MGT 301B Entrepreneurship (1 credit)

Meaning, concept of entrepreneur, entrepreneur types, traits and functions, Role of entrepreneurs in the economic growth.

Entrepreneurship: Concept, nature and characteristics, phases of entrepreneurship development,

Competing theories of entrepreneurship, Drucker, Schumpeter & Walker's view of entrepreneur

Establishing Entrepreneurial system: Search for business idea, sources of ideas, idea processing & input requirements,

Institutional set up assisting entrepreneurship, Women Entrepreneurship, Rural Entrepreneurship.

References:

1. *Entrepreneurial Development in India, Gupta and Srinivasan, Sultan Chand, New Delhi.*
2. *Small Scale Industries and Entrepreneurship, Desai, V., Himalaya, New Delhi.*
3. *Innovation and Entrepreneurship, Drucker, Henimann, London.*
4. *Motivating Economic Achievement, McClelland, DC & winter, Freepress, New York.*

MGT 301C Strategic Management (1 credit)

Strategic Management, Strategic Management Process, Strategic Decision Making, Mission and objectives.

Constituents of External Environment and their impact, Environmental analysis steps, Assessment of opportunities & threats, Competition analysis, ETOP, SWOT

Grand strategies, Growth, Stability, Retrenchment & Combination strategy, Genetic competitive strategies.

Portfolio Analysis, BCG Model,

Strategy Implementation Process, Organizing for effective Implementation, Leadership Implementation, Behavioral Issues in strategy Implementation.

Diversification, Integration, Mergers and Acquisitions (M & A), RE-engineering and Restructuring.

References:

1. *William Glueck: Business Policy & Strategic Management, McGraw Hill.*
2. *Ansaff H. Iger, Corporate Strategy: An Analytical approach to Business Policy for Growth & Expansion, McGraw Hill.*
3. *Azhar Kazmi, Business Policy, McGraw Hill.*
4. *Porter M.E., Competitive Advantage, The Freepress New York.*
5. *Steiner G.A., J.B. Mier, E.R. Gray, Management Policy & Strategy, McMillan, London.*

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MGT 302A Consumer Behaviour (1 credit)

Consumer behaviour: Definition, importance, applications, consumer buying process, stages of buying process, participants in the buying process, Market Segmentation: Targeting and Positioning
Different Determination of CB: Personality, Attitude, Motivation, Perception, and Learning with their applications in the study of CB; Family and Lifestyle; Social class and consumer behaviour.
Consumer Decision-Making process: Models of consumer behaviour: Howard Sheth Model, Engel Blackwell., Family decision-making model.

References:

1. Schiffman Leon, Kanuk Lestie Lagae, *Consumer Behaviour, Fifth Ed. (1996), PHI.*
2. London Dovidh, Della Bitta Albert J, *Consumer Behaviour, Fourth Ed. (1993), Mc Graw Hill International.*
3. Nair Srya R, *Consumer Behaviour, First Ed (1999), Himalaya Publishing.*
4. Lal AB, Jam MK, *Consumer Behaviour, First Ed. (1994), Shree Publication.*
5. Gupta SL, Pal Sumitra, *Consumer Behaviour, First Ed. (2001), Sultan Chand & Sons.*
6. Assael H. *Consumer Behaviour and Marketing (1995), Ohio South Western*
7. Hawkins D I et al, *Consumer Behaviour Implications for marketing strategy (1995) Fexas Business.*

MGT 302B Brand Management (1 credit)

Understanding Brands – Brand Hierarchy, Brand Personality, Brand Image, Brand Identity, Brand Positioning, Brand Equity, Value addition from Branding – Brand – Customer Relationships, Brand Loyalty and Customer Loyalty, Managing Brands, Brand Creation, Brand Extensions, Brand Product Relationships.
Brand portfolio, Brand assessment through research, Brand Identity, Position, Image, Personality Assessment and Change, Brand Revitalization, Financial Aspect of Brand, Branding in different sectors, Customers, Industrial, Retail and Service Brands.

Reference :

1. Aaker, David, A. *Managing Brand Equity.* New york, Free Press 1991
2. Cowley, Don. *Understanding Brands.* London, Kogan Page 1991

MGT 302C Advertising Management (1 credit)

Introduction (concept, nature and scope, objectives & importance) to Advertising & its role in marketing process, ethics & social issue in advertising.
Advertising planning & decision-making: Advertising goals & objectives, Advertising message and communication process,
Advertising Budget decision, media decisions, media factors, media class, media vehicles, media options scheduling & timing. Evaluating advertising effectiveness.

References:

1. *Advertising Management, Aaker, David, PHI, Delhi.*
2. *Introduction to Advertising & Promotion, Belch, George E & Belch, Irwin, Chicago.*
3. *Ogilvy on Advertising, Ogilvy, David Longman, London*
4. *Advertising Management, concept & cases, M. Mohan, Tata McGraw Hill, Delhi.*
5. *Anderson R, Professional Sales Management, Englewood Cliffs, New Jersey, PHI, 1999*
6. *Dalrymple D.J., Sales Management-Concept and Cases, New York, John Wiley, 1989*
7. *Still R.R., Cundiff EW etc Sales Management, New Jersey, Englewood Cliffs, New Jersey, PHI, 1988*

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MGT 302D Services Marketing (1 credit)

Emergence of service economy, Nature of services, goods vs services marketing, Marketing challenges in service Businesses, Marketing framework for service businesses, Service Classification.
Service product management, Service encounter, The service consumer behaviour, Service vision and service strategy, quality issues
Advertising, Branding and Packaging of services, Recovery Management and Relationship Marketing, Service Marketing, Origin and growth, Classification of services

References:

1. Lovelock, Christopher H. *Services Marketing, Englewood Cliffs, New Jersey, PHI, 1993.*
2. S.M. Jha, *Services Marketing, Himalaya Publication, New Delhi 2000.*

MGT 302E Management of Financial Institutions (1 credit)

Financial institutions and economic growth; Economic growth & capital formation, Investment & Finance, Problems of capital formation in under developed countries, Role of financial institutions.
Types of financial institution; money & capital market, money market institutions, central bank, commercial banks, Indigenous financial agencies, discounting houses Accepting houses, Capital market institution, Investment Banks, Merchant banks, Development banks, mutual funds.
NBFC's: Concept, significance, types with examples

References:

1. Vij, Madhu. *Management of Financial Institution of India, New Delhi, Anmol Pub. 1991*
2. Yeager, Fred C & Seitz, Nail E, *Financial Institution Management: Text & Cases, Angele wood cliffs, New Jersey, PHI, 1989*
3. V.K. Bhalla, *Indian Financial System, Anmol Pub. Delhi, 1998*

MGT 302F Project Management (1 credit)

Introduction to Project Management, Nature and Characteristics of Projects.
Formulation of Projects, Economic, Technical and Financial feasibility.
Generation of alternative project ideas and screening, Evaluation and ranking of projects
Financing of Projects, Implementation of Project Management
Operational problems in implementation of the projects, Behavioral and Cross-cultural issues in Multinational and Multicultural Project Teams.

References:

1. Prasanna Chandra, *Projects: Preparation, Appraisal, Budgeting and Implementation, TMH, New Delhi.*
2. Marwah-*Project Management(Wiley Dreamtech)*
3. Chaturvedi & Jauhari-*Project Management(Himalaya Publishing)*
4. Chandra Prasanna - *Project : Preparation ,Appraisal, Budgeting and Implementation. (TMH, 5th Ed.)*
5. Mishra - *Project Management (Excel Books)*
6. Goyal BB – *Project Management : A Development Perspective (Deep & Deep)*
7. Gopalan- *Project Management Core Text Book (Wiley)*

MGT 302G Training & Development (1 credit)

Introduction, Need, Objectives and overviews of training & development, Training Processes.
Training, Role, Responsibilities & challenges to training managers, Organization & Management of Training function, training needs assessment.
Learning process, training climate and pedagogy, development training modules.
Training methods & techniques, facilities planning and training aids.
Training communication, training evaluation, training and development in India.

References:

1. Beunet, Roger Ed., *Improving Training Effectiveness*, Aldershot, Gower, 1988.
2. Buckley, R. & Caple, Jim, *The Theory & Practice of training*, London, Kogan & Page, 1995.
3. Lynton, R. Pareek, U., *Training for Development*, 2nd ed., New Delhi, Vistaar, 1990.
4. Pepper, Allan, D., *Managing the training & Development Function*, Aldershot, Gower, 1984.
5. Roe, L., *How to Measure Training Effectiveness*, Aldershot, Gower, 1986.
6. Reid, M.A., etc., *Training Interventions: Managing Employee Development*, 3rd ed. London, IPM, 1992.
7. Senge, P., *The Fifth Discipline: The Art and Practice of the Learning Organization*, London, Century, 1992.

MGT 302H Organisational Change (1 credit)

Organisational change: An Overview, Management of Change, Process of Change, Overcoming Resistance to change
Approaches to Problem Diagnosis, Some Major Techniques of Planned Change.
Organisation Development: Steps in Organisation Development, General Organisation Development Competencies,

References:

1. Abad Ahme, *Developing Effective Organisation*, New Delhi, Sri Ram Center for Ind. Relation, 1980.
2. French, W H & Bell, C.H. *Organisational Development*, New Delhi, PHI 1991.
3. Sinha, Dharani, P. *Cunsultant & Cunsulting Styles*, New Delhi, Vision, 1982.

MGT 302I Logistics & Supply Chain Management(1 credit)

Logistics Management: Definition – Types of Logistics – Ware House Management – Automation and Outsourcing - Customer Service and Logistics Management – A Perspective - Concepts in Logistics and Physical Distribution - Distribution and Inventory
Types of Inventory Control - Demand Forecasting - Warehousing and Stores Management – Routing – Transportation Management
Supply Chain Management: Introduction and Development- Nature and Concept - Importance of Supply Chain - Value Chain - Components of Supply Chain - Understanding the Supply Chain Management - Participants in Supply Chain
Aligning the Supply Chain with Business Strategy - SCOR Model – Outsourcing and 3PLs – Fourth Party Logistics – Bull Whip Effect and Supply Chain

References:

1. G Raghuram & N Rangaraj, *Logistics and Supply Chain Management - Cases and Concepts*. Mac Millan.
2. Martin Christopher, *Logistics & Supply Chain Management: Creating Value-Adding Networks*, FT Press.
3. Janat Shah, *Supply Chain Management: Text and Cases*, 1st Edition, Pearson.
4. D K Agrawal, *Textbook of Logistics and Supply Chain Management*, MacMillan 2003, 1st Edition
5. Johnson J, Wood D- *Contemporary Logistics*.
6. Reji Ismail- *Logistic Management (ExcelBooks)*
7. Dornier- *Global Operation & Logistic Management (John Wiley)*
8. Khanna K K - *Physical Distribution Management : Logistical Approach (Himalaya, 2007*