

SHRI GURU RAM RAI UNIVERSITY

[Estd. by govt. of Uttarakhand, vide Shri Guru Ram Rai University Act no. 03
of 2017 & recognized by UGC u/s (2f) of UGC Act 1956]



Syllabus

Pre-Ph.D. Program in Management

School of Management and Commerce Studies

(w.e.f. 2021-2022)

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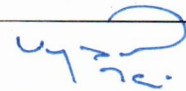
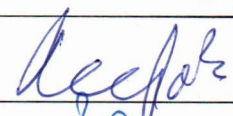
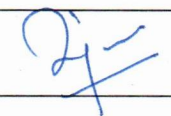


Date: 17 June 2021

MINUTES OF MEETING

Committee Meeting for the BOS of Pre-Ph.D. Program (Management) was held on 17/06/21 at Seminar Hall, SMCS, Patel Nagar Campus.

The members present in the meeting were:

S.No.	Name	Designation	Signature
1.	Dr. Vipul Jain	External Expert	
2.	Dr Deepak Sahni	Dean & Chairperson	
3.	Dr. Pooja Jain	Member	
4.	Dr. Suman Vij	Member	
5.	Dr. Divya Negi Ghai	Member	

The BOS was called by Dr. Deepak Sahni (Dean School of Management and Commerce Studies) to discuss upon the evaluation scheme and syllabus prepared by the faculties for PhD course.

The following points were discussed and agreed upon:

Agenda 1: To finalise the study and evaluation scheme of Pre-PhD Program of Management.

Resolution:

- The number of credit hours should be minimum 18 for pre-PhD program.
- The course structure should be consistent for all courses i.e. it should have at-least 3 units each for all subjects.
- The program should have some latest/new subjects which will be offered as electives keeping in mind the future needs of the industry. Subjects were finalized for the purpose.





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SHRI GURU RAM RAI UNIVERSITY

(Established under Shri Guru Ram Rai University
Act. No. 03 of 2017)

Agenda 2: To improve the structure of different courses in the Pre-PhD Program.

Resolution:

- a) The objective of every paper should be mentioned at the top of the syllabus.
- b) The reference books should be mentioned at the end of each syllabus.
- c) The subject syllabus should be prepared by every faculty as per UGC model syllabus and 70% course content should be taken from it.
- d) Some valuable suggestions were made by the external expert regarding the categorization of the syllabus and also regarding the training of the students in the industry for their respective Projects.

There being no other point the meeting was closed.

Dr. Deepak Sahni

Dean

School of Management and Commerce Studies

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Preamble

Keeping pace with the disciplinary advances of the field, the Pre -Ph.D. coursework in SGRRU aims to facilitate the acquisition of specialized knowledge in the field of management and commerce required for undertaking research and practice. It recognizes multiplicity in ways and means of knowledge-creation and its application in practical field. To this end students will be familiarized with perspectives, pedagogy and their implications. The course would allow students to nurture their academic interests in specialized domains of management, along with the quest for personal growth and advancement.

As per the university ordinance, the research scholars who are provisionally registered for the Ph.D. Program will undergo a Pre-Ph. D. Coursework. The following guidelines need to be followed for successful implementation/completion of the course work: Program Structure. The Pre-PhD course work shall comprise of One Semester (i.e. Six Months) in which there shall be two compulsory papers and two papers related to their area of specialization.

Eligibility for Admission:

Any candidate who has passed the three-year course in Graduation with not less than 45% and 55% marks in aggregate in two-year course of Post-Graduation in the relevant subject is eligible for appearing in the entrance exam for Ph.D. admission. The test will be followed by an interview.

Those who clear the entrance exam and interview on the basis of merit will be given admission for Ph.D. on the basis of the number of vacant seats in that particular domain. However, SC/ST, OBC and other eligible communities shall be given relaxation as per University rules.

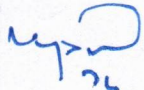
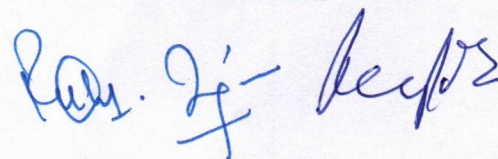
Duration of the Programme: At-least 3 years and maximum 6 years and any kind of relaxation in this duration is as per the University rules.

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STUDY & EVALUATION SCHEME**Ph.D. in Management****First Semester**

S. No.	Course Category	Course Code	Course Name	Periods				Evaluation scheme		Subject Total
				L	T	P	C	Sessional (Internal)	ESE (External)	
Theory										
1	Research Methodology	REMO-101		3	1	0	4	20	60	80
2	Research & Publication Ethics	RPE-102		1	1	0	2	10	30	40
3	Principles and Practices of Management	PAPM-103		3	1	0	4	20	60	80
4	Human Resource Management	PAHR-104		2	1	1	4	20	60	80
5	Financial Management	PAFM-104		2	1	1	4	20	60	80
6	Marketing Management	PAMM-104		2	1	1	4	20	60	80
Practical	Field Work						4	80		80
Total							18			360

L — Lecture, T — Tutorial, P — Practical, C — Credit

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Program Structure

The Pre-Ph.D program shall comprise of One Semester (i.e. Six Months) in which there shall be two compulsory papers and two papers related to their area of specialization:

Examination Scheme:

Student must select any one elective out of these three:

Elective courses:

4.	Human Resource Management	PAHR-104	4(2+1+1)	4	80
5.	Financial Management	PAFM-104	4(2+1+1)	4	80
6.	Marketing Management	PAMM-104	4(2+1+1)	4	80
		Total	4	4	80

Signature

Prof. Dr. J. K. Bhat

Ph.D. in Management

Course code	: REMO-101			
Course Name	: Research Methodology			
Semester	: 1st			
	L	T	P	C
	3	1	0	4

L - Lecture T — Tutorial P — Practical C — Credit

Course Objectives: To create an understanding of the basic orientation, philosophy and methods of research enquiry.

Course Contents:

Unit I: Concept and Types of Research

Meaning and Importance of Research- Types of Research- Selection and formulation of Research problem, Research design, Classification of Research, Pure and Applied Research, Exploring and Formulative Research, Descriptive Research, Diagnostic Research/Study, Evaluation research/studies, Action Research, Experimental Research, Analytical Study of Statistical Method, Historical Research

Unit II: Methods and Research

Surveys, Case-Study, Field Studies, General Study of various Methods including Survey Method, Interdisciplinary method, case study method, Sampling method, Statistical Method, Observation Method, Interview Method, Schedule Method, Questionnaire Method, Documentary Method, Library Method, Historical Method and Scientific Method, Characteristic features of Scientific Method, Empirical Verifiable, Cumulative, Self- Correcting, Deterministic, Ethical & Ideological neutrality(Value free)

Unit III: Data Collection and Data Analysis

Collection, Objectives and Classification of Data: Aims, Methods and Objects of Tabulation of Data, Forms and Processes of Interpretation and Presentation of Data.

Primary, Secondary and Tertiary data. Construction and adaptation of instruments, administration of questions and tests, tabulation of data. Data organization in SPSS & Excel, graphical representation of data. Definition and Aims of Content Analysis, Problems of Content Analysis, Computer and Content Analysis Discussion and Interpretation, Testing of Hypothesis: Logical and Statistical Techniques.

Unit IV: Report Writing

School of Management and Commerce Studies

Locating Information on a Topic of Interest. Acquiring copies of Articles of Interest, the nature of Scientific Variables, Conceptual versus Operational Definitions of Variables, Level of Measurement, Various Paradigms Including Formism, Mechanism, Organicism, Pragmatism. The Basic Format for a Research Report, Identification of the parts of a Research Report, Citation and Referencing Styles, Essentials of Report Writing, Aids for Writing Good Research Report.

Text books

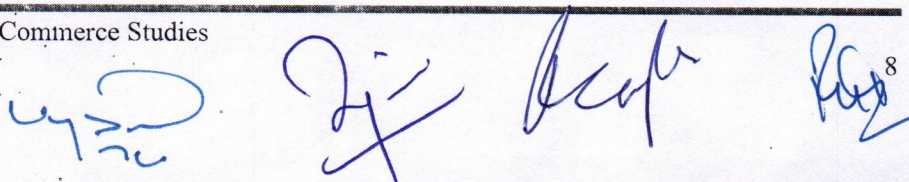
1. Goode and Hatte (1952). Methods in Social Research, New York, McGraw Hill
2. Gopal M.H (1970)-An Introduction to Research Procedures in Social Sciences, Bombay, Asia Publishing House.
3. Profiles of social research: Scientific study of human interactions / Morton Hunt by Hunt, Morton. (1989)
4. Kothari, C.R (2004) Research Methodology: An Introduction, Delhi, New Age

Reference books

1. Bagchi Kanak kanti (2007). Research Methodology in Social Sciences: A Practical Guide. Delhi, Abliet Publications
2. Sharma, B.A.V, et. al., (2000), Research Methods in Social Sciences, New Delhi, Sterling Publishers
3. B.A.V Busha C.H and Harter, SD (1980). Research Methods in Librarianship, New Academic Press.
4. Cooper R. Donald and Pamela S. Schindler (2003). Business Research Methods, Delhi, Tata McGraw Hill.
5. Flyvbjerg, Bent (2001). Making Social Science Matter: Why Social enquiry fails and how it can succeed again.

Course Outcomes:

CO1	To develop understanding of the basic framework of research process
CO2	To develop an understanding of various research designs and techniques
CO3	To identify various sources of information for literature review and data collection
CO4	To develop an understanding of the ethical dimensions of conducting applied research
CO5	Appreciate the components of scholarly writing and evaluate its quality



Ph.D. in Management

Course Code	: RPE-102			
Course Name	: Research & Publication Ethics			
Semester	: 1st			
	L	T	P	C
	1	1	0	2

Course Objectives:

To understand how publication is done in research, various avenues of publishing

Course Contents:**Philosophy and Ethics**

Introduction to Philosophy: definition, nature and scope, concept and branches
Ethics: definition, moral philosophy, nature of moral judgments and reactions

Scientific Conduct

Selective reporting and misrepresentation of data

Publication Ethics

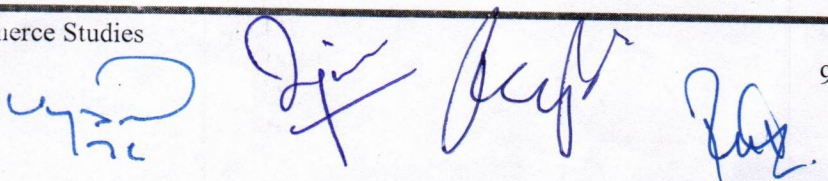
Publication Ethics: definition, introduction and importance. Best practices/standards setting initiatives and guidelines: COPE, WAME etc. Conflicts of interest. Publication misconduct: definition, concept, problems that lead to unethical behaviour and vice-versa, types. Violation of publication ethics, authorship and contributor ship. Identification of publication misconduct, complaints and appeals
Predatory publishers and journals.

Practicals**Open Access Publishing**

Open Access publications and initiatives
SHERPA/ROMEO online resource to check publisher copyright, self-archiving policies
Software tool to identify predatory publications developed by SPPU. Journal finder/ Journal suggestion tools viz. JANE, ELSEVIER Journal Finder, Springer Journal Suggested etc.

Publication Misconduct

Group Discussions
Subject specific ethical issues, FFP, authorship
Conflicts of Interest.



Complaints and appeals: examples and fraud from India and abroad

Software tools

Use of plagiarism software like Turnitin, Urkund and other open source software tools
Databases and Research metrics

Databases

Indexing databases

Citation databases: Web of Science, Scopus, etc.

Research Metrics

Impact factor of Journal as per Journal Citation Report, SNIP, SJR, IPP, Cite Score
Metrics: h-index, g index, i10index, altmetrics

Text books

1. Gopal M.H (1970)-An Introduction to Research Procedures in Social Sciences, Bombay, Asia Publishing House.
2. Profiles of social research: Scientific study of human interactions / Morton Hunt by Hunt, Morton.(1989)
3. Kothari, C.R(2004) Research Methodology: An Introduction, Delhi, New Age

Reference books

1. Bagchi Kanak kanti (2007). Research Methodology in Social Sciences: A Practical Guide. Delhi; Abliet Publications
2. Sharma, B.A.V, et. al., (2000), Research Methods in Social Sciences, New Delhi, Sterling Publishers

Course Outcomes:

CO1	To develop an understanding of research ethics, publications misconduct and plagiarism.
CO2	To develop Intellectual honesty and research integrity
CO3	To identify various sources of information for data bases and research matrices.
CO4	To develop an understanding of Open access publications and initiatives
CO5	Appreciate the components of scholarly writing and evaluate its quality

Ph.D. in Management

Course code	: PAPM-103			
Course Name	: Principles and Practices of Management			
Semester	: 1st			
	L	T	P	C
	3	1	0	4

Course Objective: To create an understanding of the basic orientation, and to get an insight into the principles of management.

Course Contents:**Unit I**

Nature and Purpose, Managing: Science or Art. The Evolution of Management Thoughts, The Function of Manager. Planning, Organizing, Staffing, Leading and controlling: an overview. The Essence of Management, System approach to Management Process.

Unit II

Types of Plans: Missions or Purpose, Objective or Goals, Strategies, Policies, Procedure, Rules Programmes and Budgets. Steps in Planning, Objectives. Management by Objectives. Strategies, Policies and Planning Premises, Strategic Planning Process, Presuming and Forecasting, Decision Making.

Unit III

Nature of Organising, Formal an Informal Organisation, Organisation Levels and the Span of Management. Structure and Process of Organisation. Principles of Organising, Line and Staff Authority. Empowerment, Decentralisation of Authority, Delegation of Authority, Organisation Charts.

Unit IV

Definition of Staffing, an overview of Staffing Function, The System Approach to Human Resource Management, Recruitment, Selection, Placement, Promotion, Separation, Performance Appraisal, The Peter's Principle.

Leading: Leadership: Definition, Ingredients, Styles, Committees and Group Decision Making.

Communication: Communication: Purpose, Process of Communication, Barriers and Break Downs, Making Communication Effective.

Unit V

Concepts and Process, Controlling as a Feed Back System, Requirements for Effective Control, Major Controlling Techniques: Budgetary and Non-Budgetary Control Devices, Statistical Data, Time-Event Network Analysis.

Text books:

1. Prasad. L. M, 2013, *Principles and Practice of Management*, S. Chand and Company.
2. Stoner, Freeman and Gilbert Jr, 2013 *Management*, Prentice Hall of India

Reference books:

1. Heinz Weihrich, Mark V. Cannice and Harold Koontz, (2009). *Management: A Global and Entrepreneurial Perspective*, 13th ed., TMH., New Delhi.
2. Harald Koontz and Heinz Weihrich, *Elements of Management*. 9th ed., TMH. New Delhi 2012.
3. Stoner James A. F., R. Edward Freeman and Daniel R, Gilbert Jr., *Management*, 8th ed., Pearson, New Delhi 2010.
4. Stephen P. Robbins and David A. Decenzo, *Management*; PHI.
Newman, Summer, Gilbert *Management*; PHI.

Course Outcomes:

CO 1	Understanding the different schools of thought in management and its importance in an organisation.
CO 2	Analyzing and appreciate the different types of plans required to be made in an organisation.
CO 3	Evaluating the organisation structure and its various types.
CO 4	Understanding the importance of staffing as a function of management and the different concepts relating to that.
CO 5	Analyzing how controlling is used effectively in an organisation.

ELECTIVE SUBJECTS**Ph.D. in Management**

Course Code	: PAHR-104			
Course Name	: Human Resource Management			
Semester /Year	: 1st			
	L	T	P	C
	2	1	1	4

Course Objectives:

This course intends to familiarize and develop understanding of the students on patient care services and to consider various operational aspects of important services.

Course Contents:**Unit I**

Human Resource Management (HRM)—Significance; Objectives; Functions; A diagnostic model; External and Internal environment; Forces and Influences; Organizing HRM function.

Recruitment and Selection—Sources of recruitments; Recruiting methods; Selection procedure; Selection tests: Placement and Follow-up.

Unit II

Performance Appraisal System—Importance and Objectives; Techniques of appraisal system; New trends in appraisal system. Development of Personnel-Objectives; Determining Needs: Methods of Training & Development programmes; Evaluation.

Unit III

Career Planning and Development—Concept of career; Career planning and development methods.

Compensation and Benefits—Job evaluation techniques; Wage and salary administration; Fringe Benefits; Human resource records and audit.

Unit IV

Employee Discipline—importance; causes and forms; Disciplinary action; Domestic enquiry.

Grievance Management—Importance: Process and Practices; Employee Welfare and Social Security Measures.

Unit V

Industrial Relations—Importance: Industrial conflicts: Causes: Dispute settlement machinery.

Trade Unions—Importance of Unionism; Union leadership: National Trade Union Movement.

Collective Bargaining—Concept; Process; Pre-requisites; New trends in collective bargaining.

Industrial Democracy and Employee Participation—Need for industrial democracy: Pre-requisites for industrial democracy; Employee Participation—Objectives; Forms of Employee Participation.

Future of Human Resource Management.

Text Books:

TB1. Dessler, Gray, and Biju Varkkey, Human Resource Management, 11th ed., Pearson Education, New Delhi, 2009 Human Resource and Personnel Management, Aswathappa K, Tata McGraw Hill.

TB2. Human Resource Management, Text and Cases, Rao VSP, Excel Books.

Reference Books:

RB1. Human Resource Management, Gary Dessler, Pearson Education.

RB2. Human Resource Management, David A. DeCenzo, Stephen P. Robbins, Wiley

Course outcomes (COs):

CO 1	Relating the concepts of managing Human Resources in an organisation & identify effective Human Resource practices in organization.
CO 2	Examining the importance and different methods of human resource planning, staffing, training and developing the employees.
CO 3	Deconstructing performance appraisal and its various stages.
CO 4	Understanding the ways to maintain employee discipline in the organisation.
CO 5	Appraising the concepts of labour relations and collective bargaining along with employee participation.

Ph.D. in Management

Course Code	: PAMM-16+			
Course Name	: Marketing Management			
Semester	: 1st			
	L	T	P	C
	2	1	1	4

Course Objective:

This course intends to develop understanding of the students on health policies, procedures and healthcare management system in our country.

Course Contents:

Unit I

Marketing—Concept; Nature and Scope; Marketing myopia; Marketing mix; Different environments and their influences on marketing; Understanding the customer and competition.

Role and Relevance of Segmentation and Positioning; Static and Dynamic understanding of BCG Matrix and Product Life Cycle; Brands—Meaning and Role; Brand building strategies: Share increasing strategies.

Unit II

Pricing objectives; Pricing concepts; Pricing methods

Product—Base and Augmented stages In New Product Development Test marketing concepts

Promotion mix—Role and Relevance of advertising Sales promotion—media planning and management Advertising—Planning, execution and evaluation

Different tools used In sales promotion and their specific advantages and limitations

Public Relations—Concept and Relevance

Distribution channel hierarchy; Role of each member in the channel; Analysis of business potential and evaluation of performance of the channel members.

Unit III

Wholesaling and Retailing—Different types and the strengths of each one; Emerging issues in different kinds of retailing in India. Marketing research—Sources of information; Data collection;

Unit IV

Basic tools used in data analysis; Structuring a research report. Marketing to organisations—segmentation models; Buyer behaviour models; Organisational buying process

Consumer Behaviour theories and models and their specific relevance to marketing managers

Unit V

Sales Function—Role of technology in automation of sales function. Customer relationship management Including the concept of 'Relationship marketing'

Use of internet as a medium of marketing; Managerial issues in reaching consumers/organisation through internet.

Structuring and managing marketing organisations. Export Marketing—Indian and global context.

Text Books:

TB1. Rajan Saxena, Marketing Management, 3rd ed, Tata McGraw Hill, New Delhi, 2009.

TB2. Kotler, Philip - Marketing Management: Analysis Planning and Control.

Reference Books:

RB1. Stanton W J - Fundamentals of Marketing.

RB2. Cunduff Still - Fundamentals of Marketing and Goiani Cundiff Rusenberg, L J – Marketing.

RB3. Ramaswami and Nama Kumari - Marketing Management.

Course outcomes (COs);

CO 1	Commenting on the concepts of marketing.
CO 2	Integrating the concepts of pricing and channels.
CO 3	Understanding the basics of wholesaling and retailing with special reference to India.
CO 4	Learning the basics of market research and consumer behaviour.
CO 5	Understanding the intricacies of sales function.

Ph.D. in Management

Course Code	: PAFM-104			
Course Name	: Financial Management			
Semester	: 1st			
	L	T	P	C
	2	1	1	4

Course Objective:**Course Contents:****Unit I**

Nature and scope of Financial Management. Valuation Concepts—Risk and Return; Valuation of securities; Pricing theories—capital asset pricing model and Arbitrage pricing theory Understanding financial statements and analysis thereof.

Unit II

Capital budgeting decisions: Risk analysis in capital budgeting and Long-term sources of finance

Unit III

Capital structure-Theories and Factors; Cost of capital Dividend Policies—Theories and Determinants

Unit IV

Working Capital Management—Determinants and Financing: Cash management; Inventory management; Receivables management.

Unit V

Elements of Derivatives Corporate risk management Mergers and Acquisitions. International Financial Management

Text Books:

TB1. Van Horne James C.: Financial Management and Policy, Prentice Hall of India, 12th Ed, 2008.

TB2: Brearly, R.A. and Myers S.C.: Principles of Corporate finance, McGraw Hill, 6th Edition.

TB3. Prassana Chandra: Financial Management. McGraw Hill.

Reference Books:

RB1. Pandey, I.M: Financial Management. 9th Ed. Vikas Publishing.

RB2. Khan and Jain: Financial Management. McGraw Hill.

RB3. Financial Decision Making: Concepts and Cases, John J Hampton ISBN-13: 978-0133152500

Course outcomes (COs):

CO 1.	Outlining the basics of financial management in business particularly the time value of money and the risk return framework.
CO 2	Appraising the theories of capital structure and leverage and learning techniques to optimize them.
CO 3	Displaying the concept of cost of capital for the various sources of capital.
CO 4	Examining the theories defining dividend policies in a firm and understand the importance of working capital management in managing the current assets.
CO 5	Highlighting the strategies of corporate restructuring available to a firm.