

مولانا آزاد نیشنل اردو یونیورسٹی
मौलाना आज़ाद नेशनल उर्दू यूनिवर्सिटी
MAULANA AZAD NATIONAL URDU UNIVERSITY
(A Central University established by an Act of Parliament in 1998)
Accredited 'A' Grade by NACC
Gachibowli, Hyderabad – 500 032



Department of Management & Commerce

Syllabus

Ph.D. (Commerce)

Course Work

2020-21

Department of Management & Commerce**Course Structure****Ph.D. (Commerce)****Course Work**

Sr. No.	Compulsory / Elective	Course Code	Course Title	Credits
1	Compulsory	PHCM101CCT	Research Methodology in Commerce	4
2	Compulsory	PHCM	Research and Publication Ethics	2
2	Compulsory	PHCM102CCT	Commerce & its Dimensions	4
3	Elective (Any One)	PHCM101DST	Financial Management	4
		PHCM102DST	Human Resource Management	
		PHCM103DST	Marketing Management	
			Total Credits	14

Course Code	Course Title	Paper
PHCM101CCT	Research Methodology in Commerce	1
Scheme of Instruction	Scheme of Examination	
Total Duration : 60 Hrs	Maximum Score : 100	
Periods / Week : 3+1 L/t	Internal Evaluation : 30	
Credits : 4	End Semester : 70	
Instruction : Lecture +	Exam Duration : 3 Hrs	
Mode : tutorial		

Course Objectives:

- To develop broad comprehension of research area.
- To enable student understand methods and concepts related to Research.
- To enable student to develop research proposal and to work with research problem.

Course Outcomes:

- The learner will be able to define research problem.
- The learner will be able to test the hypothesis with the help of different statistical tools.
- The learner will be able to write research report.

Unit	Course Content	Instruction Hours
I	Meaning, Objective and scope of Research - Types of Research Process - Concepts of Research Methodology and research methods- Research design - Types of designs Problems discovery and formulation. Hypothesis - Meaning and types of formulation. Sampling design - Sample size and its estimation-Data collection - Sources and types of data - Tools of data collection - Questionnaire-Schedules - Data Collection techniques; Survey methods, Experimentation, Observation.	
II	Measurement and Scaling - Nominal, ordinal, interval and Ratio - Attitude scale construction and measurement, Rating Scales. Semantic Differential (SD) - Use of scales in statistical analysis-Schedules for interviews- Preparation and standardization, Development of survey instruments- Item analysis for the questionnaires.	
III	Testing of Hypothesis: Non-Parametric Tests - Rank, Test- Sign Test- Man Whitney U test, Chi-square, Correlation Co-efficient-Regression Analysis- Parametric test - Z test- One way classification of ANOVA - Two-way classification of ANOVA.	
IV	Report Writing - Planning and organizing Research Report, Format of Research Report, different steps in writing reports, layouts of the research report, mechanics of writing a research report: Standard methods of quoting - Presenting the result: Written and Oral Reports, Short and long reports, uses of abstracts, format of research reports, presentation of statistics - Text Semi Tabular and Graphic, References and uses of	

	references. Bibliography and preparation of Bibliography.	
Examination and Evaluation Pattern:		
Text Books and References:		
1.	Kothari, C. R. (2005) Quantitative Technique, New Delhi, Vikas Publication House.	
2.	Krishnaswami O. R. (1988) Methodology of Research in Social Science, Himalaya Pub. House. Sadhu, Singh, Research Methodology in Social Science Bhandarkar, Research Methodology	
3.	Bhattacharya, D. K. (2004) Research Methodology, New Delhi, Excel Books.	
4.	Gupta, Santosh (2005) Research Methodology and Statistical Techniques, Deep and Deep Publications.	
5.	Bajpai S. R. (1975) Methods of Social Survey and Research, Kitab ghar, Kanpur.	
6.	Hans Raj (1988) Theory and Practice in Social Research, Surjeet Publication, Kolhapur.	
7.	Gautam, N. C. (2004) Development of Research tools, New Delhi, Shree Publishers.	
8.	Chandera A. and Sexena T. P. (2000) Style Manual, New Delhi, Metropolitan Book Comp. Ltd.	
9.	Shukla, J. J. (1999) Theories of Knowledge, Ahmadabad, Karnavati Publication.	
10.	Brymann, Alan and Carmer, D. (1995) Qualitative data analysis for social scientist, New York, Routledge Publication.	
11.	Best J. W. and Khan J. V. (2005) Research in Education New Delhi, Prentice Hall India.	

Course Code
PHCM

Course Title
Research and Publication Ethics

Paper
2

Scheme of Instruction

Total Duration : 30 Hrs
Periods / Week : 2
Credits : 2
Instruction Mode : Lecture +
tutorial

Scheme of Examination

Maximum Score : 50
Internal Evaluation : 15
End Semester : 35
Exam Duration : Hrs

Course Objectives:

Course Outcomes:

Unit	Course Content	Instruction Hours
THEORY		
I	PHILOSOPHY AND ETHICS 1. Introduction to philosophy: definition, nature and scope, concept, branches 2. Ethics: definition, moral philosophy, nature of moral judgements and relations.	3
II	SCIENTIFIC CONDUCT 1. Ethics with respect to science and research 2. Intellectual honest and research integrity 3. Scientific misconducts: falsification, fabrication, and plagiarism. 4. Redundant publications: duplicate and overlapping publications, salami slicing 5. Selective reporting and misrepresentation of data.	5
III	PUBLICATION ETHICS 1. Publication ethics: definition, introduction and importance 2. Best practices/standards setting initiatives and guidelines: COPE, WAME, etc. 3. Conflicts of interest 4. Publication misconduct: definition, concept, problems that lead to unethical behavior and vice versa, types 5. Violation of publication ethics, authorship and contributor ship 6. Identification of publication misconduct, complaints and appeals 7. Predatory publishers and journals	7
PRACTICE		
IV	OPEN ACCESS PUBLISHING 1. Open access publications and initiatives 2. SHERPA/RoMEO online resource to check publisher copyright and self-archiving policies. 3. Software tool to identify predatory publications developed by SPPU 4. Journal finder/ journal suggestion tools viz. JANE, Elsevier	4

	Journal Finder, Springer Journal Suggester, etc.	
V	PUBLICATION MISCONDUCT A. Group Discussions (2 hrs) 1. Subject specific ethical issues, FFP, authorship 2. Conflicts of interest 3. Complaints and appeals: examples and fraud from India and abroad B. Software tools (2 hrs) Use of plagiarism software like Turnitin, Urkund and other open-source software tools.	4
VI	DATABASES AND RESEARCH METRICS A Databases (4 hrs) 1. Indexing databases 2. Citation databases: Web of Science, Scopus, etc. B. Research Metrics (3 hrs) Impact Factor of journal as per journal citation report, SNIP, SJR, IPP, Cite Score. Metrics: h-index, g index, i10 index, altmetrics	7
Examination and Evaluation Pattern:		
Text Books and References:		

Course Code PHCM102CCT	Course Title Commerce and its Dimensions	Paper 3	
Scheme of Instruction		Scheme of Examination	
Total Duration	: 60 Hrs	Maximum Score	: 100
Periods / Week	: 3+1 L/t	Internal Evaluation	: 30
Credits	: 4	End Semester	: 70
Instruction Mode	: Lecture + tutorial	Exam Duration	: 3 Hrs

Course Objectives:

- To develop broad understanding of commerce.
- To enable student understand the core concept of research areas in commerce.

Course Outcomes:

- The learner will be able to find research areas in commerce.
- The learner will be able to define research problems in specific areas.

Unit	Course Content	Instruction Hours
I	Banking Banking , Emergence of Banks – Global and Indian Perspective, Journey of Banking in India, Role of Banks as important Aids to Trade, Functions of Banks, Contribution in GDP and effect on Indian Economy. Regulatory Framework: Banking Regulation Act, RBI Act, SEBI, IRDA, RBI regulations with regard to Nationalized & Cooperative Banks, Private Banks, Foreign Banks. Types of Banks & Banking: Nationalized & Co-Operative Banks, Regional Rural Banks, Scheduled Banks, Private Banks, Foreign Banks, Wholesale and Retail Banking, MUDRA Bank and Payment Banks	
II	Insurance Insurance: Basics of Insurance: Basic understanding of insurance products, types of insurance policies – Role of IRDA, Insurance industry in India. General Insurance: Types of liabilities covered, extent of insurance value, and conditions Life Insurance: Basic concept of Life Insurance, its beneficiaries and its types, Concept of Term Insurance and its various types, Traditional Life Insurance and its difference from Term Insurance, Whole Life Policy and Endowment Policy and the differences between them. ULIP and its comparison with conventional plans and Mutual Funds. Marketing Channels in Insurance Markets: Various channel members in the Industry such as Insurance Agents, Distributors, etc. Basic Understanding: Property and casualty/liability insurance, Commercial Insurance, Health Insurance	
III	Entrepreneurship Entrepreneurship and Economic Development; A Typology of Entrepreneurs; Entrepreneurial Competencies: The Entrepreneur's Role, Task and Personality - Entrepreneurial	

	Skills: creativity, problem solving, decision making, communication, leadership quality; McClelland's N-Ach theory, self - analysis, personal efficacy, culture & values, risk-taking behavior, technology backup. Factor Affecting Entrepreneurial Growth: Economic, Non-Economic Factors; EDP Program; Entrepreneurial Training; Traits/Qualities of an Entrepreneurs: Entrepreneur; Manager Vs. Entrepreneur, The Early Career Dilemmas of an Entrepreneur, Defining Survival and Success, Entrepreneurship as a Style of Management, The Entrepreneurial Venture and the Entrepreneurial Organization. Entrepreneurial Process. Steps of entrepreneurial process: Deciding - Developing - Moving - Managing - Recognizing	
IV	Corporate, Rural and Micro Finance Financial statements, analysis, cash flow, funds flow, ratios, working capital management, Capital budgeting, Micro finance & Rural Finance: Players and Approaches; - Lessons from micro finance and historical interventions, Rural finance: approach, delivery channels and actors involved, and linkages, Triangle of micro finance and the role of Business Development Services (BDS) in rural finance. Non- Banking Financial Companies, Linkages with Private Money Lenders, Emerging Trends in rural banking, Microcredit, NGO involvement. Reforms in rural credit system.	
Examination and Evaluation Pattern:		
Text Books and References:		
1.	Financial Management by Khan & Jain (TATA McGraw Hill)	
2.	Contemporary Financial Management by Rajesh Kothari (Macmillan Publication)	
3.	Financial Management by I. M. Pandey (Vikas Publication)	
4.	Corporate Finance, Theory and Practice, Aswath Damodaran (Wiley Publication)	
5.	Financial Management Principle and Practices by S. Sudarsana Reddy (Himalaya Publication)	
6.	Fundamentals of Financial Management by Sheeba Kapil (Pearson Publications)	
7.	Financial Management by Dr. E. B. Khedkar and Dr. D. B. Bharati	

Course Code PHCM101DST	Course Title Financial Management	Paper 4 (A)
Scheme of Instruction		Scheme of Examination
Total Duration	: 60 Hrs	Maximum Score
Periods / Week	: 3+1 L/t	Internal Evaluation
Credits	: 4	End Semester
Instruction Mode	: Lecture + tutorial	Exam Duration
		: 3 Hrs

Course Objectives:

- To understand various concepts related to financial management.
- To study in detail, various tools and techniques in the area of finance.
- To develop the analytical skills this would facilitate the decision making in Business situations.

Course Outcomes:

- The learner will be able to comprehend in detail the concepts of Financial Management.
- The learner will be able to focus on research gaps in the area of Financial Management.

Unit	Course Content	Instruction Hours
I	Financial Planning & Strategy Strategic Decision framework, Project Planning, Capital Budgeting Decisions, Preparation of Project Report, Dividend theories and determinants of Dividend Policies, Working Capital Management, Current Assets Management, Framing of Credit Policy and its administration, Working Capital norms and standards	
II	Financial Services & International Finance Indian Capital Markets, Raising Capital abroad, ADRs GDRs Foreign currency bonds etc. International Capital Budgeting, International Working Capital Management, Foreign exchange exposures, Foreign exchange Derivatives, Foreign exchange risk management, International Financial Institutions, Foreign Direct Investments, Money Market Operations, Long term Lending organizations in India, Short term Lending organizations in India, Rural Credit: Sources, problems and prospects	
III	Financial Risk Management Concept, Nature and sources of risk, Risk Management Process, levels and reporting, Value at risk and its measurement, Cash flow at risk and its measurement, Asset Liability Management, Capital Adequacy measurement, Forward and future contracts, Swaps & Options, BOPM & Black and Scholes Model, Amalgamations, Absorptions and Restructuring, Mergers and acquisitions, Capital Market Instruments, Option Pricing Models, Commodity Derivatives, OTC Derivatives	
IV	Accounting for Amalgamations The acquisition process, Mergers in specific sectors in India,	

	Problems of M&A in India, Legal aspects of M&A, Corporate Restructuring, Financial Restructuring, Cross border M&As	
Examination and Evaluation Pattern:		
Text Books and References:		
1.	Financial Management by Khan & Jain (TATA McGraw Hill)	
2.	Contemporary Financial Management by Rajesh Kothari (Macmillan Publication)	
3.	Financial Management by I. M. Pandey (Vikas Publication)	
4.	Corporate Finance, Theory and Practice, Aswath Damodaran (Wiley Publication)	
5.	Financial Management Principle and Practices by S. Sudarsana Reddy (Himalaya Publication)	
6.	Fundamentals of Financial Management by Sheeba Kapil (Pearson Publications)	

Course Code	Course Title	Paper
PHCM102DST	Human Resource Management	4 (B)
Scheme of Instruction		Scheme of Examination
Total Duration	: 60 Hrs	Maximum Score : 100
Periods / Week	: 3+1 L/t	Internal Evaluation : 30
Credits	: 4	End Semester : 70
Instruction Mode	: Lecture + tutorial	Exam Duration : 3 Hrs

Course Objectives:

- To understand various concepts, approaches Strategies and issues in Human Resource Management.
- To study in detail, various tools and techniques in the area of Human Resource.

Course Outcomes:

- The learner will be able to comprehend in detail the concepts of Human Resource Management.
- The learner will be able to focus on research gaps in the area of Human Resource Management.

Unit	Course Content	Instruction Hours
I	Human Resource Management HR Process, HR System, HR Strategies, Recent trends in HRM, HRIS: concept, types, merits and demerits, The concept of line and staff, Sustainable competitive advantage, International HRM, Outsourcing: Concept, types merits, demerits	
II	Human Resource Development Scope needs objectives of HRD, Strategic framework of HRD, HR Audit, HR research, HR Policies, Career Planning, Career Development: concept and various models, Role of training and development in HRD, Human Resource accounting	
III	Organizational Development Concept history and characteristics of OD, Models and theories of planned change, Intervention strategies, Types of interventions, Organizational Process approaches and theories, Organizational restructuring, Reengineering, Strategic interventions, Organizational Culture: concepts, conducive culture	
IV	Leadership Traits, styles, skills, behaviors of Leadership, International framework for Leadership analysis, Personality types and Leadership, Leadership and cultural values, CSR and Leadership, Leadership Development efforts, Leadership and Change Management, Leadership models, Effective Leadership	
Examination and Evaluation Pattern:		
Text Books and References:		
	Human Resource Management by Narayanappa, Scitech Publication	
	Personnel/ Human Resource Management by David DeCenzo, Stephen Robbins,	

	Prentice Hall of India,2008, 3 rd Edition
	Human Resource Management by J. John Bernardin, Tata McGraw Hill Publishing, 4 th Edition
	Human Resource Management, A case study approach, Muller Camen, Croucher Leigh, Jaico Publishing House
	HRM Ethics & Employment Ashly Pennington, Rob Macklin, Tom Campbell, 2 nd Edition
	Human Resources Management by Gary Dessler Managing
	Human Resources by R.S. Dwiwedi
	Human Resources Management by V.P. Michael
	Human Resources Management by Mirza& Zaiyadin
	Human Resources Management by L.M. Prasad
	Human Resources Management by Ashwathappa
	Managing Human Resources by Arun Monappa

Course Code PHCM103DST	Course Title Marketing Management	Paper 4 (C)
Scheme of Instruction		Scheme of Examination
Total Duration : 60 Hrs	Maximum Score : 100	
Periods / Week : 3+1 L/t	Internal Evaluation : 30	
Credits : 4	End Semester : 70	
Instruction Mode : Lecture + tutorial	Exam Duration : 3 Hrs	

Course Objectives:

- To develop comprehensive understanding of Marketing Mix Decisions, Marketing Strategies and Consumer behavior.
- To emphasize the need, importance and process of Marketing Planning.
- To sensitize the students to the dynamic nature of Marketing Function.

Course Outcomes:

- The learner will be able to comprehend in detail the concepts of Marketing Management.
- The learner will be able to focus on research gaps in the area of Marketing Management.

Unit	Course Content	Instruction Hours
I	Product and Pricing Decision Product mix , product Line , Packaging , Branding , Product Modification and deletion, Product Strategy and Planning, New product development: Theories and models, Generic product development process, Product portfolio Analysis : BCG , GE , Ad Little , Shell International Risk Return Analysis, etc., Market Structure analysis , Segmentation and targeting, Segmentation and targeting, Product Positioning and re positioning Strategies, Pricing Strategies, International pricing Strategies, Rural Market Pricing strategies, India Specific Pricing strategies,	
II	Place and Promotion Decisions Marketing Channels, Levels of Distribution, Functions and Flows of each channel, Channel Management, Retail Marketing: features functions and process, Franchising and licensing, retailing in India, Merchandising, Retailing Strategies, E-Commerce, Marketing Communications Process, Promotion Mix, Advertising objectives and Strategies, personal Selling approaches and Selling Process, Sales Management, Customer Relationship Management	
III	Consumer Behavior Consumer buying decision process, Theories of Motivation and Personality and their Marketing implications, Concept of perception and its impact on Marketing Strategies, Learning principles and their Marketing implications, Culture, sub-culture, cross-cultural marketing, Family life cycle and reference groups, Information search and evaluation of alternatives, Pre and Post Purchase behaviors, Traditional models of Consumer behavior, Contemporary models of Consumer behavior	

IV	Service Marketing Characteristics, scope of Service Marketing, Goods and Services Continuum, Service Marketing Mix, SERVOQUAL, Service Marketing Strategies: Segmenting, Pricing, place & Promotions	
Examination and Evaluation Pattern:		
Text Books and References:		
	Marketing Management - Philip Kotler, Kevin Lane Keller, Abraham Koshy, Mithileshwar Jha, Pearson, 13th Edition	
	Marketing Management, Rajan Saxena, TMGH, 4th Edition	
	Marketing by Lamb Hair Sharma, Mc Daniel Cengage Learning 2012	
	Marketing Management, Ramaswamy & Namakumari, Macmillan, 4th Edition. Marketing Management Karurakaran Himalaya	