

Pre Ph.D.(Management)

**Faculty of Management Studies
DIT University Dehradun**



**Course Structure
for
Pre Ph.D. (Management) Course Work
Session: 2017-18**

Pre Ph.D.(Management)

Course Category	Course Code	Course Name	Periods			Credits
			L	T	P	
DC	MS621	Research Methodology	4	0	0	4
DC	MS722	Advanced Data Analysis	4	0	0	4
DE		Elective 1	4	0	0	4
DE		Elective 2	4	0	0	4
DC	DS001	Seminar	0	0	2	1
		Total Credits				17

List of Electives

S.No.	Subject Code	Course
1	MS736H	Organizational Development and Change Management
2	MS739H	Advance Organizational Behavior
3	GBZ610	Strategic Management
4	GBZ030	Consumer Behavior
5	GBZ660	Talent and Acquisition Management
6	GBZ6B0	Retail Management
7	GBZ6C0	Performance and Talent Management

Note: Apart from above listed Elective courses, Research Scholar may choose any course across departments being offered at PG level, if it is required/suggested by the Research Committee.

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Subject Code	MS621	Subject Title	Research Methodology						
LTP	4 0 0	Credit	4	Subject Category	UC	Year	1 st	Semester	I / II

UNIT – I

Fundamentals of Research: Defining research, Objectives of research, types, research process, deductive and inductive reasoning;

Identifying and formulating a research problem, Literature review: Search for existing literature (World Wide Web, Online data bases), Review the literature selected (Case studies, review articles and Meta-analysis), Develop a theoretical and conceptual framework, Writing up the review,

Definition of variables: Concepts, indicators and variables, Types of variables, Types of measurement scales, Constructing the Hypothesis- Null(Research) and alternative, one-tailed and two-tailed testing, errors in testing. Ethical and Moral Issues in Research, Plagiarism, tools to avoid plagiarism – Intellectual Property Rights – Copy right laws – Patent rights

UNIT – II

Research Design: Design of Experiments: Research Designs -Exploratory, Descriptive and Experimental, Experimental designs- Types of Experimental Designs

UNIT – III

Sampling, Sampling distribution, and Data Collection: Sampling distribution, Normal and binomial distribution, Reasons for sampling, sampling technique, sampling errors.Sources of Data-Primary Data, Secondary Data, Data Collection methods

UNIT – IV

Statistical Data Analysis: Descriptive and inferential statistical analysis. Testing of hypothesis with Z-test, T-test and its variants, Chi-square test, ANOVA, Correlation, Regression Analysis, Introduction to data analysis data using SPSS20.0

UNIT – V

Research Report: Writing a research report- Developing an outline, Formats of Report writing, Key elements-Objective, Introduction, Design or Rationale of work, Experimental Methods, Procedures, Measurements, Results, Discussion, Conclusion, Referencing and various formats for reference writing of books and research papers, Writing a Research Proposal.

Books Recommended:

1. Ganesan R, Research Methodology for Engineers , MJP Publishers, Chennai. 2011
2. C.R.Kothari, "Research Methodology", 5th edition, New Age Publication,
3. Cooper, "Business Research Methods", 9th edition, Tata McGraw hills publication
4. Walpole R.A., Myers R.H., Myers S.L. and Ye, King: Probability & Statistics for Engineers and Scientists, Pearson Prentice Hall, Pearson Education, Inc. 2007.
5. Anderson B.H., Dursaton, and Poole M.: Thesis and assignment writing, Wiley Eastern 1997.
6. Bordens K.S. and Abbott, B.b.: Research Design and Methods, McGraw Hill, 2008.
7. Morris R Cohen: An Introduction to logic and Scientific Method (Allied Publishers) – P 197-222; 391–403

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Subject Code	MS736H	Subject Title	Organizational Development and Change Management						
LTP	4 0 0	Credit	4	Subject Category	UC	Year	1 st	Semester	I / II

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Subject Code	MS739H	Subject Title	Advance Organizational Behavior						
LTP	4 0 0	Credit	4	Subject Category	UC	Year	1 st	Semester	I / II

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Subject Code	GBZ610	Subject Title	Strategic Management						
LTP	4 0 0	Credit	4	Subject Category	DE	Year	1 st	Semester	I / II

UNIT-1:

Introduction: Basic concepts of strategic management. Strategic decision-making. levels. & Process of strategic management strategic intent: Vision, Mission, Goals and Objectives. Organization Appraisal—organizational capabilities in various Functional areas and Strategic Advantage Profile. Methods and techniques used for organizational appraisal (Value chain analysis, Financial and non financial analysis, historical analysis, Industry standards and benchmarking, balanced scorecard and key factor rating). Identification of Critical Success Factors (CSF).

UNIT-2:

Environmental Appraisal—Concept of environment, components of environment (Economic, legal, social, political and technological). Environmental scanning techniques- ETOP, QUEST and SWOT (TOWS)., External and internal assessments- porter’s five force model, IFE, EFE & CPM matrix used for assessments.

UNIT-3:

Corporate level strategies-- Stability, Expansion, Retrenchment and CoMBTination strategies. Corporate restructuring. Concept of Synergy. Business level strategies— Cost leadership, Differentiation and Focus strategies Strategic Analysis and choice The input, matching (TOWS, SPACE, BCG IE,& grand strategy matrix) and Decision stages (QSPM) of strategic analysis choice.

UNIT-4:

Strategic Implementation-nature of strategic implementation, polcies, resouse allocation, managing conflicts, managing structure with strategy (functional structure, divisional structure, SBU), restructuring, Reengineering & E-engineering, managing resistance to change, strategic budget allocation, Human resource concerns while implementing Corporate cultre & leadership-Leading the strategic execution process.

UNIT-5:

Strategy review evaluation and control-Nature of strategy evaluation, strategy-evaluation framework, measuring organizational performance, taking corrective actions. Levels of strategic control, contingency planning & auditing. Managing strategic change-process, determining need for change, styles and tactics of change management.

Text Books:

1. Fred.R.David Strategic Management-concepts & cases-Prentice Hall Publication
2. A Thompson,Mararet A Peteraf, John E GaMBTle, A J Strckland, A K Jain.Crafting & Executing strategy-concepts and cases
3. Ansoff, H Igor - Corporate Strategy
4. Charles W L Hill and G R Jones- Strategic Management Theory
5. Azhar Kazmi - Business Policy

Reference Books:

1. Thomos L Wheelen and J D Hunger- Strategic Management
2. Hamel G and Prahalad C K - Competing for the Future

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Subject Code	GBZ030	Subject Title	Consumer Behavior						
LTP	4 0 0	Credit	4	Subject Category	DE	Year	1 st	Semester	I / II

Unit I: Introduction

Introduction to Marketing & Consumer Behavior, Psychology & Consumer Behavior, Buyer Various Aspects, Models of Comprehensive Buyer Behavior, Overview of Consumer Behavior Decision Process, Case study

Unit II: External Influencers

Culture, Social Class Variables Impacting Consumer Behavior, Sub Culture, Reference Group Variables Impacting Consumer Behavior, Family Variables Impacting Consumer Behavior, Learning and Memory, Case Study

Unit III: Psychological Influencers -1

Personality and concept of self, Motivation, Emotion, Perception, Information Processing, Problem Recognition, Individual Determinants of Consumer Behaviour – Needs and Motivation, Personality and Self Concept, Perception, Learning, Attitude

Unit IV: Business Buying Behaviour

Models of Industrial Buying Behavior, Patterns of Industrial Buying Behavior in India, Diffusion of Innovation, Perception, Trust, Selectivities, Cross-cultural Consumer Behavior, Case Study

Unit V: Selected Research Papers:

Four Research papers based on TAM, TRA,TPB, UTAUT, SOR models

Text Books

1. *Consumer Behaviour, Shiffman and Kanuk , Pearson Publication, 5e.*

Reference Books:

1. *Hoyer, Wayne and Deborah McInnis. Consumer Behavior. Boston: Houghton Mifflin*
2. *Kardes, Frank (2008), Consumer Behavior Science and Practice, Sputh-Western*
3. *Solomon, Michael, Gary Bamossy, Søren Askegaard, and Maragreth Hogg (2009), Consumer Behaviour: A European Perspective, 3rd Edition, Pearson Roger D Blackwell ,Paul W Miniard ,James F Engel, —Consumer Behavior]], 1st India Edition, 2008, South Western*
4. *Del Hawkins, David Mothersbaugh, Amit Mookerjee, —Consumer Behavior: Building Marketing Strategy]], 11th Edition, 2010, , Tata McGraw Hill*

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Subject Code	GBZ660	Subject Title	Talent and Acquisition Management						
LTP	4 0 0	Credit	4	Subject Category	DE	Year	1 st	Semester	I / II

Unit 1: Talent Acquisition: Concept, Differentiate sourcing from selection, Acquisition work Flow, Job analysis, Person Job Fit and Person Organization Fit, Selection Methods, Legal Compliance , Halo Effect and Recency Effect, Interview, Interview Question design Candidate Evaluation, On-boarding , On-boarding Ideas

Unit 2: Basics of Talent Management - Talent:- engine of new economy, difference between talents and knowledge workers, leveraging talent, the talent value chain, elements of talent friendly organizations, talent management process.

Unit 3: Talent Management System - Components and benefits of Talent Management System; creating TMS, challenges of TMS; building blocks of talents management: competencies - performance management, evaluating employee potential

Unit 4: Talent Planning - Concept, succession management process; cross functional capabilities and fusion of talents; talent development budget, contingency plan for talent; building a reservoir of talent, compensation management within the context of talent management

Unit 5: Developing and Retaining Talent - Potential identification and development, employee retention- motivation and engagement, engaging talent through coaching and mentoring, Return on talent; developing talent management information system.

Text Books:

1. The Talent management hand Book, Lance A Berger & Dorothy R Berger, TMH
2. Chowdhary, Subir, The Talent Era, Pearson Education, New Delhi
3. Chowdhary, Subir, Management 21C, Financial Times/Prentice Hall International
4. Capelli Peter (2008). Talent on Demand: Managing Talent in Age of Uncertainty. Harvard Business Press.
5. Allan Schweyer (2004). Talent Management Systems: Best practices in Technology Solutions for Recruitment, Retention
6. Kavin Oaks & Pat Galagan, The Executive Guide to Talent Management, First Edition, ASTD, USA, 2011

Reference Books:

1. Lance A. Berger & Dorothy R. Berger, The Talent Management handbook, second edition, Tata McGraw-Hill, New Delhi,, 2011
2. Marshall Goldsmith & Louis Carter, Best Practices in Talent Management, First Edition, Wiley Publishers, San Francisco.
3. T.V Rao, Hurconomics for Talent Management, First Edition, Pearson, New Delhi, 2011.
4. Kaye Thorne & Andy Pellant, Guide to Managing Talent, First Edition, Page Publications, 2007.

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Subject Code	GBZ6B0	Subject Title	Retail Management						
LTP	4 0 0	Credit	4	Subject Category	DE	Year	1 st	Semester	I / II

UNIT I: Nature and Importance of Retailing:

Basic terminologies in retail, history of retailing, the retail theories, paradigm shift in retailing, Retailing in the modern era. Market dynamics and SWOT analysis.

Reference paper: Retail Management Mr. Bankim R. Vaja, Ijrar- International Journal of Research and Analytical reviews, [volume 2 i issue 1 i jan.- march 2015]

UNIT II: Retail formats, Positioning & Promotion.

RETAIL FORMATS, CLASSIFICATION OF RETAILERS, E-RETAILING, POSITIONING & PROMOTION.

REFERENCE PAPER: ONLINE CONSUMER EXPERIENCE IN E-RETAILING: AN EMPIRICAL MODEL OF ANTECEDENTS AND OUTCOMES, SUSAN ROSE^A MOIRA CLARK^{A1} PHILLIPS AMOUEL^{B2} NEIL HAIR^{C3}, JOURNAL OF RETAILING VOLUME 88, ISSUE 2, JUNE 2012, PAGES 308-322

UNIT III: Location and Pricing in Retail

Retail Perspective, Understanding the Retail Customer, Location strategy, Retail Pricing-Strategies and techniques.

REFERENCE PAPER: CUSTOMER EXPERIENCE MANAGEMENT IN RETAILING: AN ORGANIZING FRAMEWORK, DHRUV GREWAL^A MICHAEL LEVY^{B1} V. KUMAR^C JOURNAL OF RETAILING, VOLUME 85, ISSUE 1, MARCH 2009, PAGES 1-14

UNIT IV: Merchandise and Store Management

Merchandise and Store Management

Store functions and operations, Layout, Shrinkage and loss prevention, Merchandise selection and planning, 7R model of merchandise planning process, category management.

UNIT V: Creating & Sustaining Value and Trends in Retailing

Retail Marketing Communication, Customer relationship management, Supply Chain Management. Mall Management.

Text Book:

1. Retail Marketing Management by David Gilbert, Pearson

Reference Books

1. Retail Marketing in modern age by Prashant Chaudhary, Sage
2. Retailing, Patrick. M. Dunne, Robert F. Lusch, David A. Griffith, Thomson.

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Subject Code	GBZ6C0	Subject Title	Performance and Talent Management						
LTP	4 0 0	Credit	4	Subject Category	DE	Year	1 st	Semester	I / II

Unit1: Introduction to Performance Management

Evolution of Performance Management - Performance appraisal meaning and definition, performance management, Planning Managee Performance and Development - Monitoring Managee Performance & Mentoring Managee Development- Annual Stock Taking

Unit 2: Managing organizational and individual performance

Organisational and individual performance plans , Components of Managee performance and development plan, setting mutual expectations and performance criteria, Planning for Manager's performance and Development

Unit 3: Monitoring, Mentoring and Stocktaking

Supervision and Monitoring – process, periodic feedback, problem solving, Judgment vs analysis, efficient feedback , Tools for stocktaking

Unit 4: Performance Appraisal

Purpose, methods, 360 Degree performance appraisal, designing and implementing performance appraisal systems, Managing rewards on appraisals

Unit 5: Developing High Performers

Leadership and their role, Change Agents, Team oriented organizations, developing high performing teams

Text Book :

1. Prem Chadha: *Performance Management*, Macmillan India, New Delhi, 2003.

Reference Books :

1. Prem Chadha: *Performance Management*, Macmillan India, New Delhi, 2003.
2. Michael Armstrong & Angela Baron, *Performance Management: The New Realities*, Jaico Publishing House, New Delhi, 2002.
3. T.V.Rao, *Appraising amd Developing Managerial Performance*, TV Rao Learning Systems Pvt Limited, Excel Books, 2003.
4. David Wade and Ronad Recardo, *Corporate Performance Management*, Butter Heinemann, New Delhi, 2002.
5. Henderson : *Compensation Management in a Knowledge Based World 9/e* Pearson Education.