

Pre Ph.D. (Management)

School of Liberal Arts & Management
DIT University, Dehradun



Course Structure
for
Pre Ph.D. (Management)
Course Work
Session: 2020-21

Pre Ph.D. (Management)

Course Structure

Year: 1st

Trimester : I

Semester I						
SL No.	Course Code	Subject Name	L	T	P	Credits
1	MB901	Research Methodology	4	0	0	4
2	MB902	Advanced Data Analytics	4	0	0	4
3	CPE-RPE	Research and Publication Ethics	2	0	0	2
4		(Course 1 from elective -1/2/3/4)	4	0	0	4
5		(Course 2 from elective -1/2/3/4)	4	0	0	4
6	MB903	PhD Seminar	0	0	2	1
		Total	18	0	1	19

Elective – 1 (Marketing)						
SL No.	Course Code	Subject Name	L	T	P	Credits
1	MB921	Advanced Digital Marketing	4	0	0	4
2	MB922	Advanced Consumer Behavior	4	0	0	4
3	MB923	Advanced Brand Management	4	0	0	4
4	MB924	Advanced Retail Management	4	0	0	4
5	MB925	Advances in Service Marketing	4	0	0	4

Pre Ph.D. (Management)

Elective – 2 (Human Resource Management)						
SL No.	Course Code	Subject Name	L	T	P	Credits
1	MB931	Industrial Relations and Labour Laws	4	0	0	4
2	MB932	Advanced Organization Behavior	4	0	0	4
3	MB933	Organization Development and Change	4	0	0	4
4	MB934	Advances in Performance Management Practices	4	0	0	4
5	MB935	Advanced Techniques of Training and development	4	0	0	4

Elective – 3 (Finance)						
SL No.	Course Code	Subject Name	L	T	P	Credits
1	MB941	Advanced Financial Accounting	4	0	0	4
2	MB942	Advanced Cost and Management Accounting	4	0	0	4
3	MB943	Understanding Financial Derivatives	4	0	0	4
4	MB944	Advances in Tax Management	4	0	0	4
5	MB945	Project Finance	4	0	0	4

Elective - 4 (Banking and Insurance)						
SL No.	Course Code	Subject Name	L	T	P	Credits
1	MB951	IT in Banking	4	0	0	4
2	MB952	General Bank Operation	4	0	0	4
3	MB953	Risk Management and Insurance	4	0	0	4
4	MB954	Investment Banking	4	0	0	4
5	MB955	Rural banking	4	0	0	4

Pre Ph.D. (Management)

Summary of Credit

Year	Semester	Credit		Credit
		Theory	Practical	
First Year	I	18	1	19
Total				19

Category wise classification of the Credit -

Category	Max Credit	Min Credit
UC		
AC		
SC		
DC	8	8
HE		
DE	8	8
OE		
EC		
PRJT/THESIS/ST/IND	1	1
VAT/EEP/APT		

Pre Ph.D. (Management)

Subject Code	MB901	Subject Title	Research Methodology						
LTP	4 0 0	Credit	4	Subject Category	DC	Year	First	Semester	Ist

Course Objective:

The main objective of this course is to make students understand the nuances of carrying out effective research. Scholars will become aware about to the research process and other associated concepts.

Course Pre/Co- requisite (if any) :Business Statistics, Understanding about writing project.

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.

Learning Outcome

After the end of this course, student shall be able to

- Carry out effective research

Pre Ph.D. (Management)

- Write good research papers
- Understand importance of intellectual property rights and consequences of plagiarism
- Understand how to write a doctoral level research

Text Books:

1. C.R.Kothari, "Research Methodology", 5th edition, New Age Publication,

Reference Books:

1. Cooper, "Business Research Methods", 9th edition, Tata McGraw hills publication
2. 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.
3. Bordens K.S. and Abbott, B.b.: Research Design and Methods, Mc Graw Hill, 2008.
4. Morris R Cohen: An Introduction to logic and Scientific Method (Allied Publishers) – P 197 -222; 391 – 403

Pre Ph.D. (Management)

Subject Code	MB902	Subject Title	Advanced Data Analytics						
L T P	4 0 0	Credit	4	Subject Category	DC	Year	First	Semester	Ist

Course Objective:

The main objective of this course is to make students understand the advanced statistical techniques and tools that may be used while carrying out a good research. This course will especially help students in performing meaningful analysis on empirical data.

Course Pre/Co- requisite (if any) :Business Statistics

UNIT-1:Measures of Central Tendency and Dispersion

mean, median, mode, Properties and applications, Range, Mean deviation, Standard deviation, Coefficient of Variation, Skewness, Kurtosis.

UNIT-2 Probability and Probability Distributions

Sample space and Events, The addition rule and complements Conditional Probability & the General Multiplication Rule. Random variable (discrete and continuous) and probability distribution, Properties of the Normal Distribution, The Binomial Probability Distribution, The Poisson Probability Distribution

UNIT-3 Hypothesis Testing, Descriptive and Inferential Statistics:

Sampling theory; Formulation of Hypotheses; Testing hypothesis using Z test, t-test, F-test and Chi-Square test. Correlation, Linear regression (Least-Squares method),

UNIT-4Advanced data Analysis Tools-1:

Multiple regression, Discriminant Analysis, Logistics Regression, Cluster Analysis

UNIT-5Advanced data Analysis Tools-2:

Conjoint Analysis, Multi-Dimensional Scaling, Factor Analysis (Exploratory and Confirmatory), Structural Equation Modelling.

Learning Outcome

After the end of this course, student shall be able to

- Understand variety of advanced data analysis tools that could be used in research
- Choose and apply a statistical analysis tool for a given research issue
- Present the results in realistic and practical manner for effective decision making

Text Books:

1. Marketing research, Naresh Malhotra, 6th e, Pearson Publications

Reference Books:

1. Multivariate Data Analysis, Joseph F. Hair Jr. William C. Black, Barry J. Babin, Rolph E. Anderson, Pearson Publication

Pre Ph.D. (Management)

Subject Code	MB903	Subject Title	PhD Seminar						
L T P	0 0 0	Credit	1	Subject Category	DC	Year	First	Semester	Ist

Course Objective:

The main objective of this course is to make students understand how to conduct an elementary research in prescribed domain & topic and present the same in front of departmental research committee.

Course Pre/Co- requisite (if any) :Basic business communication course

Learning Outcome

After the end of this course, student shall be able to

- Choose a topic for research in consultation with her/his Phd supervisor
- Carry out elementary research
- Present the research in front of Departmental Research Committee

Pre Ph.D. (Management)

Subject Code	MB921	Subject Title	Advanced Digital Marketing						
LTP	4 0 0	Credit	4	Subject Category	DE	Year	I	Semester	1 st

Course Objective:

This course aims to give students an insight into new age digital marketing tools such as SEM, SEO, Online PR etc.

Course Pre/Co- requisite (if any):Basics of Computer Application in Business

UNIT-1:INTRODUCTION TO DIGITAL MARKETING

Digital Marketing Fundamentals – Definition, Different Terminologies (E-marketing, online marketing, web marketing, internet marketing), key constituents of Digital Marketing, scope of Digital marketing (Applications), Digital Marketing Plan, Concept of e-Business & e-commerce, Revenue or Business Models

Digital Marketing Revolution -Historical evolution of Internet, Changing face of media & Impact of Digital Channels, Digital Marketing Industry

Digital Marketing Environment - Political, Economic, Socio-cultural, Technological, Ethical and Legal Issues: Ethical codes, Privacy issues, Digital Property (Patents, Copyright, Trademarks, licenses), Different types of online payment modes, E-Security –Firewalls,

UNIT-2:DIGITAL MARKETING STRATEGY

Digital Marketing Research - Data Driven strategy, Electronic Marketing information Systems, monitoring Social Media , Web Analytics tools

Online Consumer Behaviour – Customer Personas, Online Consumer Behaviour models, Online exchanges and outcomes.

Segmentation, Targeting and Positioning (STP) – three markets (Business, Government, Consumer), Segmentation bases (Geographic, Demographic, Psychographic, Behavioural), Targeting Online Customers, Differentiating and positioning Online

UNIT-3: DELIVERING THROUGH DIGITAL MARKETING

Conceptualizing and Developing a Website – conceptualizing online Product (benefits, attributes, branding etc.), Researching Site User’s requirement (Usability, Web Accessibility, and Localization), Reviewing Competitors’ website, Designing the information architecture, Website Prototyping, Domain Name registration, Hosting a website.

Introduction to Website designing tools – Website designing editors (HTML, Dreamweaver 8), elements of site design, site design and structure, Page design, Content Design, Testing of Content, Other standardized website designing free resources (Google sites, blogs, Webs etc.) Pricing and Distribution of Digital Offer.

Pre Ph.D. (Management)

UNIT-4: DIGITAL MARKETING COMMUNICATION TOOLS

Integrated Marketing Communication (IMC), IMC tools- SEO, SEM, Affiliate marketing, Online PR, Banner Advertising, Email Marketing, Differences in Advertising through traditional & Digital Media, Setting Online Marketing objectives - Conversion Marketing Objectives, Timescales for Objective setting, Campaign Cost Objectives

Online Promotion Techniques –

UNIT-5: MARKETING THROUGH SOCIAL MEDIA

The Horizontal Revolution, Strategic Planning with Social Media, The **four zones of social media** Social Consumers, Social Communities, Social Publishing, Social Entertainment, Social Commerce, Creating and analyzing business pages on social networking sites such as Facebook, Twitter, LinkedIn, Google+, role of Virtual communities and blogs, Social Media for Consumer Insight, Social Media Metrics, **Maintaining And Monitoring The Online Presence**, Defining Performance Metrics framework, Tools and techniques for collecting metrics and summarizing results, The Maintenance Process, Content Management Process.

Learning Outcome- At the end of this course the student will be able to -

1. understand what digital marketing is and how it has become indispensable for every firm
2. learn and apply new age digital marketing tools such as SEM, SEM, Affiliate marketing etc.
3. understand how research is taking place in digital marketing space.

Text Books

1. Digital Marketing: Strategy, Implementation and Practice, 5/E, Dave Chaffey, Pearson.

Reference Book:

1. e-Marketing: Strass, El-Ansary, Frost
2. Social Media Marketing: Strategies for Engaging in Facebook, Twitter & Other Social Media by Liana Li Evans, Pearson Publication.
3. Social Median Marketing Book; By Dan Zarrel, O'Reilly Media. 2009.

Pre Ph.D. (Management)

Subject Code	MB922	Subject Title	Advanced Consumer Behavior						
LTP	4 0 0	Credit	4	Subject Category	DE	Year	I	Semester	1 st

Course Objective:

The main objective of this course is to enable students understand the individual as well as organization buying behavior. Students will also learn about various influencers that shape buyers behavior

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

Learning Outcome- At the end of this course the student will be able to -

1. Understand the process and influencers of buyer behaviour of organizations as well as that of individuals.
2. Understand important theories and models in the field of consumer buying behaviour
3. Apply these models for understanding any new age business phenomenon

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, Spath-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

Pre Ph.D. (Management)

Subject Code	MB923	Subject Title	Advanced Brand Management						
LTP	4 0 0	Credit	4	Subject Category	DE	Year	I	Semester	1 st

Course Objective:

The main objective of this course is to enable students understand various concepts and theories related to brand management.

Unit I: Introduction

Brand –Meaning, Definition, Evolution of Brands, Brand elements, Functions of Brand to consumer, Role of Branding Product Vs Brand, Brand Management, Strategic Brand Management Process-Meaning, Steps in Brand Management Process, Strong Indian Brands

Unit II: Customer Based Brand Equity

Customer Based Brand Equity-Meaning, Model of CBBE, Brand building blocks-Resonance, Judgments, Feelings, performance, imagery, salience-Brand Building Implications, David Aaker's Brand Equity Model. Brand Identity & Positioning: Brand identity prism, Point of parity & Point of difference in brand positioning, Core Brand values, Brand mantras, Internal branding.

Unit III: Brand Elements for Brand equity

Selecting brand element - Brand name decisions, Brand Associations, Logos, Symbols, Characters, Slogans, Packaging. Leveraging Brand Knowledge, Brand extensions

Unit IV: Measuring Brand Performance

Measuring & Interpreting brand performance- Brand Value chain, Designing Brand Tracking studies, Establishing brand Equity Management Systems.

Unit V: Measuring Brand Equity and sustaining brands

Methods and Techniques for measuring Brand Equity- Quantitative Techniques & Qualitative Techniques, Comparative methods-Brand based comparisons, marketing based comparisons-Conjoint Analysis, Holistic methods. Managing Brand Equity: Brand Reinforcement, Brand Revitalization, Brand Crisis.

Learning Outcome- At the end of this course the student will be able to -

1. Understand what branding is and how branding decisions are taken
2. Learn what customer based brand equity is and understand how to measure customer based brand equity
3. Understand important theories and models in the field of brand management
4. Learn how to create sustainable brands

Text Books

1. Kevin Lane Keller, "Strategic brand Management", Person Education, New Delhi, 2013.4e

Reference Books:

1. Lan Batey Asian Branding – "A great way to fly", Prentice Hall of India, Singapore 2012.
2. Jean Noel, Kapferer, "Strategic brand Management", The Free Press, New York, 2005.

Pre Ph.D. (Management)

Subject Code	MB924	Subject Title	Advanced Retail Management						
LTP	4 0 0	Credit	4	Subject Category	MM	Year	I	Semester	1 st

Course Objectives:

The objective of this paper is to enable students understand the impact of retailing on the economy, comprehend retailing's role in society and, conversely, society's impact on retailing, See how retailing fits within the broader disciplines of business and marketing, recognize and understand the operations-oriented policies, methods, and procedures used by successful retailers in today's global economy and know the responsibilities of retail personnel in the numerous career positions available in the retail field.

Unit I:

Introduction: Growing Importance of Retailing, Factors Influencing Retailing, Strategic Retail Planning Process, Retail Organization, Retail Models and Theory of Retail Development, Business Models in Retail, Modern retail formats in India Retailing in rural India, Environment and Legislation for Retailing.

Unit II:

Setting up Retail organization: Retail location Research and Techniques, Objectives of Good store Design, Controlling Costs and Reducing Inventories Loss, Responsibilities of Store Manager, Store Record and Accounting System, Coding System, Logistic and Information system, Strategies, Quick Response System.

Unit III:

Supply Chain Management : Challenges in Supply chain management, Supply chain Network, Forecasting-Importance, Sourcing and vendor selection, Routing and Route sequencing, Inventory Management, Rational of Discounts of Bulk Purchase, Lead Time Uncertainty and Product availability, Cross Docking and Collaborative Planning.

Unit IV: Retail Planning:

Human Resource Management in Retailing Recruitment, Selection and Training needs for Employees, Relationship Marketing in Retailing, Social Marketing in Retailing, Brand Management, Financial Performances and Financial Strategy, Accounting Methods, Calculation of Profitability of Retail Stores Consumer Protection Act 1986, Consumer's Rights

Unit V:

Electronic Retailing: Role of IT in Business, Influencing Parameters for use of IT in Retailing, Efficiency in Operations Effective Management of Online catalogues, Direct Retailing Methods Database Management, Data warehousing, Critical Analysis of E-Retailing Strategies and Customer Relationship Management.

Course Outcome

At the end of this course the student will be able to understand

Pre Ph.D. (Management)

1. The contribution of retailers to the product value chain.
2. Consumer motivations, shopping behaviors, and decision processes for evaluating retail offering and purchasing merchandise and services.
3. The traditional bases for segmentation and how segmentation can inform retail strategy.
4. How retailers differentiate their offering as an element in their corporate strategy.
5. Factors affecting strategic decisions involving investments in locations, supply chain and information systems, and customer retention programs.
6. Tactics (pricing, merchandise assortment, store management, visual merchandising, customer service) for extracting profit from a retail offering.

Text Books

1. Retailing Management (8th ed.) by Michael Levy & Barton A. Weitz, 2012, McGraw-Hill Irwin. ISBN-13 9780073381046.

Reference Books:

- Retailing Management, Text and Cases, 2nd edition, Swapna Pradhan, Tata McGraw Hill Publishing, New Delhi, 2007
- The Art of Retailing, 2nd Reprint, A J Lamba, Tata McGraw Hill, New delhi, 2008

Pre Ph.D. (Management)

Subject Code	MB925	Subject Title	Advanced Service Marketing						
L T P	4 0 0	Credit	4	Subject Category	MM	Year	I	Semester	1 st

Course Objectives:

The objective of this course is to supplement basic marketing and marketing strategy courses by focusing on problems and strategies specific to marketing of services. Problems commonly encountered in marketing services -- such as inability to inventory, difficulty in synchronizing demand and supply, difficulty in controlling quality -- will be addressed. Strategies used by successful services marketers to overcome these difficulties will be discussed.

Unit I: Introduction:

Introduction to Services: Nature of Services; Characteristics of Services – Intangibility, Inconsistency, Inseparability and Inventory; Search, experience and credence attributes, Classification of Services; Consumer versus Industrial Services.

Unit II: Services Marketing Mix:

Introduction to the 7 Ps of Services Marketing Mix; Product-Service Continuum; Standalone service products; Service products bundled with tangible products; Service Life Cycle

Unit III: Customer Satisfaction & Service Quality:

Customer Satisfaction & Service Quality: Monitoring and Measuring customer satisfaction, Order taking and fulfillment; Service Guarantee - Handling complaints effectively; Defects, Failures and Recovery. Concept and Importance of quality in Services; How customers evaluate service performance.

Unit IV: Service Quality Models:

Service Quality Models Parsuraman- Zeithamal-Bitner (PZB) Gaps Model, SERVQUAL, and SERVPERF – Gronroos model.

Unit V: Selected Research Papers:

Service Marketing Mix, Service quality, Service sector, Service Industry, Applying technology to service settings, e-services.

Learning Outcome- At the end of this course the student will be able to -

1. Explain the unique challenges of services marketing, including the elements of product, price, place, promotion, processes, physical evidence, and people.
2. Design service quality measurements to build customer loyalty and evaluate the effectiveness and efficiency of customer service offerings.
3. Explain service blueprinting, the integration of new technologies, and other key issues facing today's customer service providers and service managers.
4. Conduct a services audit plan for a service firm.

Text Books

1. Valarie A. Zeithaml and Mary Jo Bitner et al, Service Marketing, the fourth edition, McGraw-Hill, 2006 OR THE LATEST VERSION

Reference Books:

1. Christopher Lovelock & Jochen Wirtz, Services Marketing: Global Edition, 7/E, 2012, Pearson Higher Education.
2. Manfred Bruhn, Services Marketing: Managing the Service Value Chain, ©2005 • Financial Times Press.

Pre Ph.D. (Management)

Subject Code	MB931	Subject Title	Industrial Relations and Labour Laws						
LTP	4 0 0	Credit	4	Subject Category	DE	Year	I	Semester	1 st

Course Objective:

The main objective of this course is to enable students understand the individual as well as organization buying behavior. Students will also learn about various influencers that shape buyers behavior

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

Learning Outcome- At the end of this course the student will be able to -

1. Understand the process and influencers of buyer behaviour of organizations as well as that of individuals.
2. Understand important theories and models in the field of consumer buying behaviour
3. Apply these models for understanding any new age business phenomenon

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, SørenAskegaard, 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

Pre Ph.D. (Management)

Subject Code	MB932	Subject Title	Advanced Organization Behavior						
LTP	4 0 0	Credit	4	Subject Category	DE	Year	I	Semester	1 st

Course Objective:

The main objective of this course is to enable students understand the individual as well as organization buying behavior. Students will also learn about various influencers that shape buyers behavior

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

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Unit V: Selected Research Papers:

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

Learning Outcome- At the end of this course the student will be able to -

1. Understand the process and influencers of buyer behaviour of organizations as well as that of individuals.
2. Understand important theories and models in the field of consumer buying behaviour
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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, SørenAskegaard, 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

Pre Ph.D. (Management)

Subject Code	MB933	Subject Title	Organization Development and Change						
LTP	4 0 0	Credit	4	Subject Category	DE	Year	I	Semester	1 st

Course Objective:

The main objective of this course is to enable students understand the individual as well as organization buying behavior. Students will also learn about various influencers that shape buyers behavior

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

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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

Learning Outcome- At the end of this course the student will be able to -

1. Understand the process and influencers of buyer behaviour of organizations as well as that of individuals.
2. Understand important theories and models in the field of consumer buying behaviour
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Text Books

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Reference Books:

1. Hoyer, Wayne and Deborah McInnis. Consumer Behavior. Boston: Houghton Mifflin
2. Kardes, Frank (2008), Consumer Behavior Science and Practice, Spath-Western
3. Solomon, Michael, Gary Bamossy, Søren Askegaard, and Maragret 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

Pre Ph.D. (Management)

Subject Code	MB934	Subject Title	Advanced Performance Management Practices						
LTP	4 0 0	Credit	4	Subject Category	DE	Year	I	Semester	1 st

Course Objective:

The main objective of this course is to enable students understand the individual as well as organization buying behavior. Students will also learn about various influencers that shape buyers behavior

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

Learning Outcome- At the end of this course the student will be able to -

1. Understand the process and influencers of buyer behaviour of organizations as well as that of individuals.
2. Understand important theories and models in the field of consumer buying behaviour
3. Apply these models for understanding any new age business phenomenon

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, Spath-Western
3. Solomon, Michael, Gary Bamossy, Søren Askegaard, and Maragret 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

Pre Ph.D. (Management)

Subject Code	MB935	Subject Title	Advanced Techniques of Training and Development						
LTP	4 0 0	Credit	4	Subject Category	DE	Year	I	Semester	1 st

Course Objective:

The main objective of this course is to enable students understand the individual as well as organization buying behavior. Students will also learn about various influencers that shape buyers behavior

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

Learning Outcome- At the end of this course the student will be able to -

1. Understand the process and influencers of buyer behaviour of organizations as well as that of individuals.
2. Understand important theories and models in the field of consumer buying behaviour
3. Apply these models for understanding any new age business phenomenon

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, Spath-Western
3. Solomon, Michael, Gary Bamossy, Søren Askegaard, and Maragret 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

Pre Ph.D. (Management)

Subject Code	MB941	Subject Title	Advanced Financial Accounting						
LTP	4 0 0	Credit	4	Subject Category	DE	Year	I	Semester	1 st

Course Objective:

The main objective of this course is to enable students to understand the developments in accounting. Students will also learn about contemporary issues in accounting.

Unit I: Introduction

Aspects of Accounting, Accounting Standards, Comparative Study of basic concepts of international accounting standards, US GAAP and Indian accounting standards, IFRS implementation and Challenges in India, Adoption of IFRS Worldwide and in India, Case Study

Unit II: Financial Reporting & Analysis

Conceptual framework for Preparation and Presentation of Financial Statements; Understand the relationship among Net Income, Balance Sheet, Cash Flows and Profitability Analysis, Financial Reporting in respect of various financial institutions, Case Study

Unit III: Developments in Accounting

Departmental Accounts, Accounting for branches including Foreign branches, Environmental reporting, Corporate Social reporting, Human resource reporting, Accounting for financial instruments, Forensic Accounting- Economic Crime investigation, Fraud Deterrence Internal/ External Audit, Case Study

Unit IV: Study of Emerging Areas

Strategic cost management techniques-Activity Based Costing, Life Cycle Costing and Target Costing; Value based methods- Residual Income, Economic Value Added, Market Value Added; Balanced Score Card; Contemporary issues in mergers and acquisitions, Future of Corporate Reporting: Online reporting- An Empirical understanding, Case Study

Unit V: Selected Research Papers:

Four Research papers based on IFRS, Forensic Accounting, Balanced Score Card and Merger and Acquisition.

Suggested Readings:

Bodle, K., Cybinski, P. and Monem, R. (2016), "Effect of IFRS adoption on financial reporting quality", *Accounting Research Journal*, Vol. 29 No. 3, pp. 292-312.

DiGabriele, J. and Huber, W. (2015), "Topics and methods in forensic accounting research", *Accounting Research Journal*, Vol. 28 No. 1, pp. 98-114.

Bigliardi, B. and Ivo Dormio, A. (2010), "A balanced scorecard approach for R&D: evidence from a case study", *Facilities*, Vol. 28 No. 5/6, pp. 278-289

XU, Jianhuan. Growing through the merger and acquisition. (2017). *Journal of Economic Dynamics and Control*. 80, 54-74. Research Collection School of Economics.

Pre Ph.D. (Management)

Learning Outcome- At the end of this course the student will be able to -

1. Understand the accounting standards, US GAAP, Indian AS and IFRS.
2. Understand the financial reporting and analysis of corporations and institutions.
3. Know about the developments and emerging areas in accounting.

Text Books

1. Advanced Financial Accounting, Theodore Christensen and David Cottrell and Cassy Budd, McGraw Hill, 12th e.

Reference Books:

1. Joe Ben Hoyle and Thomas Schaefer and Timothy Douppnik. Fundamentals of Advanced Accounting, McGraw Hill Publication, 7th e.
2. Beams, Anthony, Bettinghaus & Smith. Advanced Accounting. Pearson. Global Edition. 13th e

Pre Ph.D. (Management)

Subject Code	MB942	Subject Title	Advanced Cost and Management Accounting						
LTP	4 0 0	Credit	4	Subject Category	DE	Year	I	Semester	1 st

Course Objective:

The main objective of this course is to enable students to analyze and evaluate information for **cost** ascertainment, planning, control and decision making.

Unit I: Inventory System

Turnover of Material: ABC Analysis; VED Analysis; JIT, Aims and Objectives of JIT, Methodology in Implementation of JIT. Material Requirement Planning (MRP-I), Aims, Methodology, Methods of Operations, Requirement for Implementation of MRP-I, MRP-I and Inventory Management. Zero Inventory system. Case Study

Unit II: Process and Uniform Costing

Comparison of Process Costing and Job Costing, Inter Process Profits, Work in Progress and Equivalent Production. Uniform Costing and inter firm comparison Presentation of cost information – diagrammatic and graphic presentation. Costing reports – Requisites; steps; types; review

Unit III: Budgetary Control, Standard and Marginal Costing

Budgetary Control: Preparation of Cash Budget; flexible budget and master budget; Cost ratios; Zero base budgeting; performance budgeting. Standard Costing – Application; Overhead and sales variance: revision variance; Control of variances; Accounting procedure. Marginal Costing and Break even analysis. Case Study

Unit IV: Managerial Decisions and Cost Accounting:

Pricing, Accepting Special Offer, Profit Planning. Make or Buy Decision, Determining Key-Factor, Determining Sales- Mix, Determining Optimum Activity Level, Performance Evaluation, Alternatives Methods of Production, Cost Reduction & Cost Control.

Unit V: Selected Research Papers:

Four Research papers based on Inventory management, budgetary control, cost-volume-profit analysis, Pricing decisions

Suggested Readings:

1. Harrington, T., Lambert, D. and Vance, M. (1990), "Implementing an Effective Inventory Management System", *International Journal of Physical Distribution & Logistics Management*, Vol. 20 No. 9, pp. 17-23.
2. Lal Joshi, P. and Abdulla, J. (1996), "Budgetary Control and Performance Evaluation Systems in Corporations in Bahrain", *Asian Review of Accounting*, Vol. 4 No. 2, pp. 125-144.
3. Phillips, P. (1994), "Welsh Hotel: Cost-Volume-Profit Analysis and Uncertainty", *International Journal of Contemporary Hospitality Management*, Vol. 6 No. 3, pp. 31-36.
4. Christopher, M. (1982), "Value-in-use Pricing", *European Journal of Marketing*, Vol. 16 No. 5, pp. 35-46.

Learning Outcome- At the end of this course the student will be able to –

1. Understand the inventory system, process and uniform costing.
2. Understand important theories and models in the field of consumer buying behaviour
3. Apply these models for understanding any new age business phenomenon

Text Books

Approved by the Academic Council at its 14th Meeting held on 20.04.2020

Pre Ph.D. (Management)

1. Cost Accounting – A Managerial Emphasis, Horngren, Foster & Datar, Prentice Hall
2. Fundamental Managerial Accounting Concept, Edmonds, Edmonds and Tsay, Mc Graw Hill

Reference Books:

1. Advanced Cost and Management Accounting, V.K. Saxena & C.D. Vashist, Sultan Chand & Sons
2. Advanced Cost & Management Accounting – Problems & Solutions, V.K. Saxena & C.D. Vashist, Prentice Hall

Pre Ph.D. (Management)

Subject Code	MB943	Subject Title	Understanding Financial Derivatives						
LTP	4 0 0	Credit	4	Subject Category	DE	Year	I	Semester	1 st

Course Objective:

The main objective of this course is to enable students understand the financial derivatives, its trading and get understanding with future, forwards, options and swaps

Unit I: Introduction

Financial Derivatives - Introduction, economic benefits of derivatives - Types of financial derivatives - Features of derivatives market - Factors contributing to the growth of derivatives - functions of derivative markets - Exchange traded versus OTC derivatives -traders in derivatives markets - Derivatives market in India.

Unit II: Futures and Forwards

Futures and forwards - differences-valuation of futures, valuation of long and short forward contract. Mechanics of buying & selling futures, Margins, Hedging using futures -specification of futures - Commodity futures, Index futures, interest rate futures – arbitrage opportunities.

Unit III: Swaps

Financial Swaps - features and uses of swaps - Mechanics of interest rate swaps – valuation of interest rate swaps – currency swaps – valuation of currency swaps

Unit IV: Options

Options: Types of options, option pricing, factors affecting option pricing – call and put options on dividend and non-dividend paying stocks put-call parity - mechanics of options -stock options - options on stock index - options on futures – interest rate options. Concept of exotic option. Hedging & Trading strategies involving options, valuation of option: basic model, one step binomial model, Black and Scholes Model, option Greeks. Arbitrage profits in options.

Unit V: Selected Research Papers:

Four Research papers based on Derivatives, Future and forwards, Swaps and Options

Suggested Readings:

1. Karathanasis, G., Sogiakas, V. and Toudas, K. (2012), "Derivatives listing strategy", *Journal of Financial Regulation and Compliance*, Vol. 20 No. 3, pp. 307-321.
2. Ali, J. and Bardhan Gupta, K. (2011), "Efficiency in agricultural commodity futures markets in India", *Agricultural Finance Review*, Vol. 71 No. 2, pp. 162-178.
3. Doffou, A. (2019), "Testing derivatives pricing models under higher-order moment swaps", *Studies in Economics and Finance*, Vol. 36 No. 2, pp. 154-167.
4. Dias, S. and Ryals, L. (2002), "Options theory and options thinking in valuing returns on brand investments and brand extensions", *Journal of Product & Brand Management*, Vol. 11 No. 2, pp. 115-128.

Learning Outcome- At the end of this course the student will be able to -

1. Demonstrate an understanding of the uses of financial engineering and risk management approaches and techniques used by modern organisations.

Pre Ph.D. (Management)

2. Apply their knowledge of derivatives in solving problems involving financial risks including foreign exchange risk, interest rate risk, credit risk and portfolio risks.

Text Books

1. Gupta S.L., FINANCIAL DERIVATIVES THEORY, CONCEPTS AND PROBLEMS PHI, Delhi, Kumar S.S.S. FINANCIAL DERIVATIVES, PHI, New Delhi, 2007

Reference Books:

1. Chance, Don M: DERIVATIVES and Risk Management Basics, Cengage Learning, Delhi.
2. Stulz M. Rene, RISK MANAGEMENT & DERIVATIVES, Cengage Learning, New Delhi.

Pre Ph.D. (Management)

Subject Code	MB944	Subject Title	Advances in Tax Management						
LTP	4 0 0	Credit	4	Subject Category	DE	Year	I	Semester	1 st

Course Objective:

The main objective of this course is to enable students understand the the provisions and procedure to compute total income under five heads of income i.e. salaries, house property, profits & gains from business & profession, capital gains and other sources. Students must be aware with a working knowledge of principles and provisions of GST and Customs Law.

Unit I: Direct Taxes : Basic concepts - Definitions - Assesses - Assessment year - Previous Year - Income - Residential Status - Scope of Total Income - Exempted income - Agricultural income - Capital income and expenditure - Revenue Income and expenditure.

Unit II: Heads of Income -: Income from Salaries - Income from House property - Income from Business or Profession - Depreciation. Income under the head capital gains - Income from other sources - Deductions from Gross Total Income. Computation of Total Income - Individual - Firm - Companies - MAT - Tax Deducted at Source - Advance Tax - Interest payable - Set off and Carry forward of losses - PAN - Rates of Tax. Preparation of return of income: - Manually - On-line filing of Returns of Income & TDS. - Provision & Procedures of Compulsory On-Line filing of returns for specified assesses.

Unit III: Indirect Taxes: Customs Duties - Definitions - Goods - Imported goods - Export goods - Levy of Customs duty - Exemptions from customs Duty - Baggage Rules.

Unit IV: Goods and Service Tax: Background of GST, Rationale for GST; Structure of GST (SGST, CGST, UTGST & IGST); GST Council, GST Network, State Compensation Mechanism, Registration. Eligible and Ineligible Input Tax Credit.

Unit V: Selected Research Papers:

1. Nishita Gupta, (2014), Goods and service tax: its impact on Indian Economy, CASIRJ, Volume:5, issue:3, 10-13
2. R.V. Deshpandey, (2012), Tax reforms in India, Indian Streams Research Journal, Vol.II, Issue VII, 1-2
3. Jaspreet Kaur, Goods and service tax (GST) and its impact; International Journal of Applied Research 2016; 2(8): 385-387.
4. ShakirShaik, S.A.Sameera, Sk.C. Firoz. Does Goods and Services Tax (GST) Leads to Indian Economic Development?; IOSR Journal of Business and Management (IOSR-JBM). Volume 17, Issue 12 .Ver. III (Dec. 2015), PP 01-05

Learning Outcome- At the end of this course the student will be able to –

1. To understand the provisions and procedure to compute total income under five heads of income i.e. salaries, house property, profits & gains from business & profession, capital gains and other sources
2. To provide students with a working knowledge of principles and provisions of GST and Customs Law.
3. To understand the provision and procedure for clubbing & aggregation of incomes and set-off & carry forward of losses.
4. To understand the various deductions to be made from gross total income U/s 80-C to 80-U in computing total income.

Pre Ph.D. (Management)

Text Books

- 1) Singhania, Vinod K., and Singhania, Monica. Students' Guide to Indirect Taxes, Taxmann Publications Pvt. Ltd., Delhi.
- 2) Ahuja, Girish .,& Gupta, Ravi. Indirect Taxes, Flair Publication Pvt. Ltd.

References Books

1. Dinkar Pagare, Business Taxation, Sultan Chand & Sons, New Delhi.
2. Balachandran V, Indirect Taxation, Sultan Chand & Sons, New Delhi.
3. Govindan M.S, Indirect Taxes Made Easy, Sitaraman& Co, Chennai.
4. Datey V.S, Indirect Taxes, Taxman Publications, New Delhi.
5. Jayakumar.A, Indirect taxes, Learntech Press, Trichy.
6. The Central Goods and Services Tax, 2017 2.

Pre Ph.D. (Management)

Subject Code	MB945	Subject Title	Project Finance						
LTP	4 0 0	Credit	4	Subject Category	DE	Year	I	Semester	1 st

Course Objective:

The main Objective of the course is to understand what project finance is, it's necessary elements, why it is used, how it is used, its advantages and its disadvantages. Students should be able to identify projects that meet the essential criteria for a project financing and know how to create the structure for a basic project financing. The necessary elements critical to project financing to include product markets, technology, sponsors, operators, off takers, environment, consultants, taxes and financial sources.

Unit I: Introduction – Project Finance Overview and Fundamentals

Project: Definition, features, types • Infrastructure creation: Features, Significance, Bottlenecks • Resource Allocation Framework • Value chain analysis of the project

Unit II: Project Costing & Appraisal

Breakdown structure of the project • Factors affecting the cost of the project • Life cycle costing and Activity Based Costing • Costing with alternative configuration/specifications • Appraisal: Marketing, Technical, Political, Financial, Social • Preparation of detailed project report.

Unit III: Financial Analysis and Appraisal Criteria

Estimation of cost of project & Means of financing • Estimates of sales and production • Working capital requirement and financing • Projected cash flows of project • Basic principles of measurement of cash flows, NPV • BCR • PI • Payback and Discounted Payback • IRR & MIRR • Accounting rate of return • Investment appraisal

Unit IV: Cost of Capital and Arrangement of Funds

Types & Measure of risk • Sensitivity & Scenario Analysis • Special decision situations • Calculation of cost of Capital : CAPM, Inflation • Weighted cost of capital: Book Value & Market Proportions. • Traditional sources of financing (Equity shares, preference shares, Debentures/bonds, loan from financial institutions) • Alternative sources of financing (Foreign Issues, FDI & FII, ECB, Private Equity, Securitization, Venture Capital etc.) • Public Private Partnerships: Forms, Guidelines, Problems, Issues

Unit V: Selected Research Papers

1. Veena, K. P., & Pathi, S. N. (2017). Impact of Merger and Acquisition on Performance of Indian Overseas Bank: An Analysis. *International Journal of Multifaceted and Multilingual Studies*, 3(12).
2. Ramakrishnan, K., 2007. Mergers in Indian Industry: Performance and Impacting Factors. *Business Strategy*, pp. 1-7.
3. Rishi, D., & Rao .N (2005). Capital Budgeting Practices: A Perceptual Study, *Sri Lankan Journal of Management*, 10(1&2), 93-97.
4. Kaplan, S., 1989. The effects of management buyouts on operating performance and value. *Journal of Financial Economics* 24, 217-254.

Learning Outcome- At the end of this course the student will be able to –

1. Identify projects that meet the essential criteria for a project financing and know how to create the structure for a basic project financing.
2. Study the necessary elements critical to project financing to include product markets, technology, sponsors, operators, offtakers, environment, consultants, taxes and financial sources.

Approved by the Academic Council at its 14th Meeting held on 20.04.2020

Pre Ph.D. (Management)

Text Books:

1. Chandra Prasanna : Projects Planning, Analysis, Financing, Implementation, and Review : 5th Edition, Tata McGraw Hill, 2002
2. Choudhary S., Project Management, Mc-Grawhill, 2006

Reference Books:

1. Choudhary S., Project Management, Mc-Grawhill, 2006
2. Desai, Vasant, Project Management, Himalaya Publishing House, 2006
3. Esty, Benjamin C., Modern Project Finance: A Casebook, Wiley, 2003
4. Gopalkrishnan P. & V E Ramamoorthy, Textbook of Project Management, Macmillan, 1993
5. Harvey, Maylor, Project Management, Pitman Publishing, 1996
6. N. Janardhan Rao & Amit Singh Sisodiya, Public Private Partnership Model in India : Concepts, Issues and Outlook, Icfai University Press, 2009

Pre Ph.D. (Management)

Subject Code	MB931	Subject Title	Industrial Relations and Labour Laws						
L T P	4 0 0	Credit	4	Subject Category	HRM	Year	I	Semester	1st

Course Objective:

- To give students insights in to the Industrial Relations scenario in India
- Make students understand important Laws governing Industrial Relations
- Create an understanding about the role of government, society and trade unions in HR

Unit I: Introduction

Industrial Relations: Definition - Scope - Functions - History of Industrial relation in India, - Three actors and their roles in IR: Approaches to IR-HR Relations approach-Gandhian approach-Marxian approach and Dunlop's Systems approach. Standing order

Unit II: Settlement of Machinery to resolve Industrial Disputes

Negotiation, Mediator. Arbitration- Work Committees, Conciliation officer, Board of Conciliation, Court of enquiry, Labour Court, Industrial Tribunal, National Tribunal, Role of Judiciary & its impact on industrial relation
Collective Bargaining: Definition ,Structure, types, Scope, - Role of Government in collective bargaining, Indian conditions in collective bargaining ;Worker participation in management (WPM), concept, Nature, objectives , Functions forms of WPM

Unit III: Industrial Unrest

Industrial Unrest: concept; Employee grievances - Disciplinary action - Domestic enquiry - Strikes - Lock - outs - Prevention of strikes and lockouts - Settlement of dispute. Role of Human Resource Development in Developing Industrial Relation- Industrial Relation Democracy, Industrial peace.

Unit IV: Law Relating to Industrial Relations

Trade Union Act, 1926, Factory Act 1948, Workmen's Compensation Act, 1923 Employees provident fund and miscellaneous provisions Act, 1952. Maternity Benefit Act, 1961. Fatal Accident Act 1857, the Minimum Wages Act, 1948, the Payment of Gratuity Act, 1972. Latest amendment in all acts.

Unit IV: Selected Research Papers:

Four Research papers based on Industrial Relations in India, collective bargaining in India, Employee grievances and law relating to industrial relations

Learning Outcome After completion of this course, student will be able to

1. Understand labour related laws that are applicable to business organization at workplace
2. Appreciate rationale behind the laws and possible enforcement problems

Text book [TB]:

- P.K Padhi, Labour & Industrial Laws, Second Edition, PHI, 2012, New Delhi.

Pre Ph.D. (Management)

Reference books [RB]:

- ArunMonappa, RanjeetNambudiri&PatturajaSelevraj, Industrial Relations &labour Laws, Tata McGraw-Hill, Second Edition, 2012, New Delhi.
- H.L Kumar, Labour Laws-Everybody should know,Sixth Edition, Universal Law Publishing,2011, New Delhi.
- Rao, D. S. (1998). Inter-state water disputes in India: constitutional and statutory provisions and settlement machinery. Deep and Deep Publications

Pre Ph.D. (Management)

Subject Code	MB932	Subject Title	Advanced Organization Behavior						
L T P	4 0 0	Credit	4	Subject Category	HRM	Year	I	Semester	I

Course Objective: To enhance understanding of the dynamics of interaction between individual and the organization; Facilitate a clear perspective to diagnose and effectively handle human behavior issues in organization; Develop greater insight into their own behavior in interpersonal and group team situations; Acquire skills in influencing people in organizations; To help students to become aware of the influence of organizational structures and designs on the attitudes and performance of people working in organizations.

Unit I: Introduction

Organizational Behavior- Nature, Importance and Scope; Models of OB; Workforce Diversity; Emerging Challenges for Management and OB, Foundations of Individual Behavior, Perception, learning, Values, Attitudes, Personality, and Emotions; Transactional Analysis; Johari Window; Motivation-concept, process and Theories

Unit II: Organization culture and Conflict Management

Organizational Culture & Climate, Organizational Learning- Importance and Theories; Organizational Conflicts; concept, Style of conflict management, Functional and Dysfunctional Conflicts, Stages in Conflict.

Unit III: Power and Politics

Power & Politics –Concept of Authority & Power; Sources of Power, Unequal Power in Organization, Organizational Politics, Dysfunctional Aspects of Politics, Stress Management

Unit IV: Group and team formation, Leadership

Team Building and Group Dynamics; Working Teams and Team Effectiveness; Intra-Team Dynamics; Leadership: concept, types and theories of leadership.

Unit IV: Selected Research Papers:

Four Research papers based on Model of OB, Personality, Motivation, Organizational culture, Stress Management, leadership,

Learning Outcomes:After the completion of the course the must be able to:

1. Identify Key Facets of Organizational Culture
2. Recognize the Complexities of Organizational Change
3. Identify the role of organizational development practicenor.
4. Diagnose Management Problems and Recommend Appropriate Solutions

Reference books [RB]:

- Organizational Behaviour, understanding and managing life at work, 7th Ed., Johns, G., & Saks, A. Pearson.
- Organizational Behaviour, 7 th ed. ,by Luthans, Fred McGraw-Hill, New York
- Organizational behaviour, 9th edition by Stephen P.Robbins.Prentice Hall International, Inc.

Pre Ph.D. (Management)

Subject Code	MB933	Subject Title	Organization Development and Change						
L T P	4 0 0	Credit	4	Subject Category	HRM	Year	I	Semester	I

Course Objective: Upon completion of course, students should gain a thorough understanding of the organization's ability to assess its current functioning and ability to achieve goals. Students should gain the ability to implement tools of intervention to effectively bring about major change in a way that gains support of organization members

Unit I: Organizational Development: An Overview and Introduction to Organizational Development, Evaluating and institutionalizing OD Interpersonal group processes, The OD process, Organizational development in global settings, OD in healthcare, schools, and public sector. Future Trends in Organization Development

Unit II: Organizational Development and Reinvention: Organizational development solutions to international business problems, organizational development interventions, Empowerment and Interpersonal Interventions, Management theories and practices in organizational development. Role of the Organizational Development (OD) Practitioner, Team Development, Intergroup Development Goal Setting

Unit III: Organizational change overview: Organizational transformation and renewal, theories of organizational change, Resistance to change, the Change model. Nature of planned change, collecting and analyzing information, Process intervention and consulting, Leading & managing change. Planned & Managed Change. Types of Change Agents.

Unit IV: Diagnosis of Change: Internal and external change agents, The Diagnostic Process, Action research, Organizational culture, Systems theory, Individual change, Group & Interpersonal Dynamics of Change, Barriers to change, the learning organization, Current issues in change management

Unit IV: Selected Research Papers: Four Research papers based on Organizational development, Organizational change, measuring organizational cultures, and organizational change

Learning Outcome: After completion of this course, student shall be able to –

- Understand and describe the elements that facilitate and constrain change in organization development.
- Understand managerial/leadership roles in facilitating positive change
- Incorporate information about ethical dilemmas when studying change interventions.
- Propose change strategies for enhancing institutionalization of change.

Text book [TB]:

- Brown, D. R. (2011), An Experiential Approach to Organizational Development, 8 th Edition, ISBN-13: 978-0-13-610689-0
- Cummings, T. G. & Worley, C. G. (2009). Organization development and change (9th edition). Canada: South-Western Cengage Learning

Pre Ph.D. (Management)

Reference books [RB]::

- Beer, M and Hohria, N.(Eds).(2000)Breaking the code of change. Boston, MA: Harvard Business School Press.
- Bradford, D.L. &Burke, W. W. (2005). Reinventing organization development: New approaches to change in organizations. California: Pfeiffer.
- Brown, D. R. (2011). An experiential approach to organizational development. (8th ed). New Jersey: Pearson Education, Inc.
- De Guia, F. (2000). Culture change: key to organization development: A success story. Makati City: Florence de Guia& Associates.
- Cheung-Judge, M. Y., &Holbeche, L. (2011). Organization development: a practitioner's guide for OD and HR. London: Kogan Page.

Pre Ph.D. (Management)

Subject Code	MB934	Subject Title	Advanced Performance Management Practices						
LTP	4 0 0	Credit	4	Subject Category	HRM	Year	I	Semester	1st

Course Objective:

To apprise the students about the importance of Performance Management in Organizations and impart an understanding of the process of managing performance to achieve the organization's current and future objectives.

Unit I: Introduction

Performance Management: Introduction, Process of Performance Management, Practices of Performance Management, Performance Appraisal & Potential Appraisal, Developing and Implementing a Performance Management in Organization, Performance Management as a system

Unit II: Performance Management Analysis

Performance Management Analysis & Application: Reward System: Types of Rewards, Designing Reward System, Characteristics of an Effective Performance Reward Plan. Using Performance Management, Systems Data for HR Decisions and Performance Improvements

Unit III: Performance management Techniques

Performance Management Techniques: Competency Mapping as a Performance Management Tool, 360 Feedbacks and Assessment Centres, Performance Management Practices of Different Companies, Theories and Framework of PMS, Balanced Scorecard, Performance Management system at Organizational Level.

Unit IV: Performance consulting

Performance Consulting: Concept, the Need for Performance Consulting, Role of the Performance Consulting, Contracting for Performance Consulting Services

Unit V: Selected Research Papers:

1. **DeNisi, A. S., & Pritchard, R. D. (2006).** Performance appraisal, performance management and improving individual performance: A motivational framework. *Management and organization review*, 2(2), 253-277.
2. **De Waal, A., & Kourtit, K. (2013).** Performance measurement and management in practice: Advantages, disadvantages and reasons for use. *International Journal of Productivity and Performance Management*, 62(5), 446-473.
3. **Beer, M., & Ruh, R. A. (1976).** Employee growth through performance management. *Harvard Business Review*, 54(4), 59-66.
4. **Güngör, P. (2011).** The relationship between reward management system and employee performance with the mediating role of motivation: A quantitative study on global banks. *Procedia-Social and Behavioral Sciences*, 24, 1510-1520.
5. **Helm, C., Holladay, C. L., Tortorella, F. R., & Candio, C. (2007).** The performance management system: applying and evaluating a pay-for-performance initiative. *Journal of Healthcare management*, 52(1), 49.
6. **Antonioni, D. (1996).** Designing an effective 360-degree appraisal feedback process. *Organizational Dynamics*, 25(2), 24-38.
7. **Draganidis, F., & Mentzas, G. (2006).** Competency based management: a review of systems and approaches. *Information management & computer security*, 14(1), 51-64.
8. **Evans, N. (2005).** Assessing the balanced scorecard as a management tool for hotels. *International Journal of contemporary Hospitality management*, 17(5), 376-390.

Pre Ph.D. (Management)

9. Kaplan, R. S., & Norton, D. P. (1992). The balanced scorecard: measures that drive performance.
10. Ferreira, A., & Otley, D. (2009). The design and use of performance management systems: An extended framework for analysis. *Management accounting research*, 20(4), 263-282.
11. Smither, J. W., & London, M. (Eds.). (2009). *Performance management: Putting research into action* (Vol. 21). John Wiley & Sons.
12. Moynihan, D. P., & Pandey, S. K. (2010). The big question for performance management: Why do managers use performance information?. *Journal of public administration research and theory*, 20(4), 849-866.

Learning Outcome- At the end of this course the student will be able to

1. Shared a common understanding on how performance management practices can be effectively utilized to raise the performance of individuals and teams.
2. Enhanced their skills in setting clear expectations and objectively measuring individual performance using objectives and competencies as key measures
3. Diagnose Management Problems and Recommend Appropriate Solutions

Text Books

1. Armstrong, M. (2009). *Armstrong's handbook of performance management: An evidence-based guide to delivering high performance*. Kogan Page Publishers.
2. Bhatia, S. K. (2007). *Performance Management: Concepts, Practices and Strategies for Organisation Success*. Deep and Deep Publications.

Reference Books:

1. Rao, T.V. (2017). *Performance Management: Toward Organizational Excellence*. New Delhi: Sage Publishers.
2. Rao, T.V. (2005). *Performance Management and Appraisal Systems*. New Delhi: Sage Publishers.
3. Suri, G.K. (2008). *Performance Measurement and Management*. New Delhi: Excel Publications.
4. Armstrong, M., & Murlis, H. (2007). *Reward management: A handbook of remuneration strategy and practice*. Kogan Page Publishers.
5. Robinson, D. G., & Robinson, J. (2008). *Performance consulting: A practical guide for HR and learning professionals*. Berrett-Koehler Publishers.

Pre Ph.D. (Management)

Subject Code	MB935	Subject Title	Advanced Techniques of Training and Development						
LTP	4 0 0	Credit	4	Subject Category	HRM	Year	I	Semester	1 st

Course Objective: The course aims at exposing the learner to the Concept and practice of training and development in the modern organisational setting through the pedagogy of case discussions and recent experiences.

Unit I: Introduction

Concepts and Rationale of Training and Development; overview of training and development systems; organizing training department; training and development policies; linking training and development to company's strategy; Requisites of Effective Training ; Role of External agencies in Training and Development. TNA, Approaches for TNA, output of TNA, methods used in TNA.

Unit II: Overview of Training Methodologies

Logic and Process of Learning; Principles of Learning; Individual differences in learning, learning process, learning curve, learning management system; Criteria for Method Selection; Skills of an Effective Trainer; Use of Audio-Visual Aids in training, Development Techniques for enhancing decision-making and interpersonal skills, Case-study, in-basket exercise, special projects, multiple management Programme Learning, Action learning, Syndicate Work, Games, Action Maze, Role Play; Demonstration and Practice Monitoring; Coaching; Self Diagnostic Skills, Experience Learning, Discovery Learning, Brain Storming, Counselling, Position Rotation, Team Building, and Sensitivity Training

Unit III: Evaluation of Training and Development

Reasons for evaluating Training and development programs, Problems in evaluation; Evaluation planning and data collection, different evaluation frameworks, Problems of Measurement and Evaluation; Costing of training, measuring costs and benefits of training program, obtaining feedback of trainees; Methods of evaluating effectiveness of Training Efforts ; Kirkpatrick

Model of Training Effectiveness; Training issues resulting from the external environment and internal needs of the company

Unit IV: Emerging Trends in Training and Development

Gamification, team training and six sigma training; Electronic Enabled Training Systems (EETS)-Concept and types, benefits and challenges in using EETS; concerns in implementation of EETS – availability, incorporation, extension, and learning renewals for EETS; use of EETS and its up scalability; follow up activities; Training and development initiatives of some selected companies from private and public sectors and MNCs.

Unit V: Selected Research Papers:

1. Harris, M., & Bick, E. (2011). *The Tavistock Model: Papers on child development and psychoanalytic training*. Karnac Books.
2. Noe, R. A., & Peacock, M. (2008). Employee training and development.
3. Tannenbaum, S. I., & Yukl, G. (1992). Training and development in work organizations. *Annual review of psychology*, 43(1), 399-441.
4. Hunt, D. M., & Michael, C. (1983). Mentorship: A career training and development tool. *Academy of management Review*, 8(3), 475-485.
5. Aguinis, H., & Kraiger, K. (2009). Benefits of training and development for individuals and teams, organizations, and society. *Annual review of psychology*, 60, 451-474.
6. Campbell, J. P. (1971). Personnel training and development. *Annual review of psychology*, 22(1), 565-602.
7. Latham, G. P. (1988). Human resource training and development. *Annual review of psychology*, 39(1), 545-582.

Pre Ph.D. (Management)

8. Kirkpatrick, D., & Kirkpatrick, J. (2006). *Evaluating training programs: The four levels*. Berrett-Koehler Publishers.
9. Freeman, D. (1989). Teacher training, development, and decision making: A model of teaching and related strategies for language teacher education. *TESOL quarterly*, 23(1), 27-45.
10. Salas, E., Tannenbaum, S. I., Kraiger, K., & Smith-Jentsch, K. A. (2012). The science of training and development in organizations: What matters in practice. *Psychological science in the public interest*, 13(2), 74-101.

Learning Outcome:

Upon successful completion of this course, the student will have reliably demonstrated the ability to:

1. explain the role of training and development in human resources management.
2. Describe the psychology of the learning process on which training is based.
3. Analyze the training needs of an organization.
4. Assess, design, access and implement various methods, techniques and sources of training.
5. Evaluate the value of the training once completed from the individual employee and the organization's viewpoint.

Text Books

1. Prior, John, Handbook of Training and Development, Jaico Publishing House, Bombay.
2. Craig, Robert L., Training and Development Handbook, McGraw Hill.

Reference Books:

1. Trlove, Steve, Handbook of Training and Development, Blackwell Business.
3. Warren, M.W. Training for Results, Massachusetts, Addison-Wesley.
4. Garner, James, Training Interventions in Job Skill Development, Addison-Wesley.
5. Kenney, John; Donnelly, Eugene L. and Margaret A. Reid, Manpower Training and Development, London Institute of Personnel Management
6. Noe, Raymond A., and Amitabh DeoKodwani, Employee Training and Development, Tata McGraw Hill.
7. Blanchard, P. Nick, James W. Thacker and V. Anand Ram, Effective Training: Systems, Strategies, and Practices, Dorling Kindersley (India) Pvt. Ltd.
8. Rolf, P., and UdaiPareek, Training for Development, Sage Publications Pvt. Ltd.
9. Michalak, Donald, and Edwin G. Yager, Making the Training Process Work, Writers Club Press.
10. Jack J. Phillips, Hand book of Training Evaluation and Measurement Methods, Routledge.
11. Dayal, Ishwar, Management Training in Organisations, Prentice Hall.

Pre Ph.D. (Management)

Subject Code	MB951	Subject Title	IT in Banking						
LTP	4 0 0	Credit	4	Subject Category	DE	Year	I	Semester	1 st

Course Objective:

This course aims to give students an insight into financial markets which is changing immediately, the basic topics to be covered in this course are: technology in banks, technology applications, technology management risk management, decision making process in banking.

Course Pre/Co- requisite (if any):Basics of Computer Application in Business

UNIT 1- Introduction to information technology: information technology and its implications, introduction to computing, introduction to software, networking systems

UNIT 2- Information systems and technology: introduction to information systems, database management systems, data warehousing, data mining

UNIT 3- Technology application in banking: banking software, electronic clearing and settlement systems, plastic money

UNIT 4- Technology management in banking: e learning environment, electronic commerce and banking, RBI reports on technology

UNIT 5- Information system security controls: computer security, communication security, disaster management. Information system audit, competitive bid process

Learning Outcome- At the end of this course the student will be able to -

1. understand the importance of IT in banking
2. differentiate information systems and information technology in banking
3. classify various electronic clearing and settlements in banks

Text book [TB]:

1. Information Technology By Indian Institute Of Banking And Finance, Macmillan

Reference Book:

1. Digital Banking By Indian Institute Of Banking And Finance, Macmillan
2. Security In Electronic Banking By Indian Institute Of Banking And Finance, Macmillan
3. Information Technology, Data Communications & Electronic Banking, By Indian Institute Of Banking And Finance, Macmillan

Pre Ph.D. (Management)

Subject Code	MB952	Subject Title	General Bank Operations						
LTP	4 0 0	Credit	4	Subject Category	DE	Year	I	Semester	1 st

Course Objective: The main objective of this course is to enable students

1. understand the latest economic development trends and deal with processes that take place in financial environment
2. apply knowledge in order to explain banking services;
3. understand process and format of banking payments,
4. Analyze and assess banking customers' creditworthiness.

UNIT 1- Introduction to General Bank Operations

Front End Operations and Back Office Operations, Clearing Process, Cash Management System, Cheque Truncation

UNIT 2- Deposit and Credit Management

Bulk Deposit and Bank's Profitability, Credit Appraisal Process and Securities Valuation, Classification of Deposit Accounts, Classification of Loans and Advances, NPA and its Management, Credit Creation

UNIT 3- Marketing and Technology Management

Key Marketing Concepts, Competitor Analysis, Product Development and its Pricing, Distribution Channels of Banking Services, Information Technology in Banking

UNIT 4- Management of International Banking and Human Resource

Performance Management through Reward System, Account Operations in Non-Residents Accounts, Operation in Nostro and Vostro Accounts, Training and Development of Banking Staff

UNIT 5- Modern Banking Practices in India

Scope of Bancassurance, Risk Management in Banks, Rural Banking and Financial Inclusion - Models of Financial Inclusion, Green Banking and Ethical Banking, Calculation of CAR

Learning Outcome- At the end of this course the student will be able to -

1. Identify the formalities and routine procedures followed by operation department in banks
2. categories the banking assets in terms of individual performance and related prudential norms
3. evaluate the financial performance and adequacy of internal control through risk management practices.

Text book [TB]:

1. Banking Operations by Colin Watson, Global Professional Publishing, 2013

Reference Book:

1. General Bank Management By Vasavada.G, Kumar.S, Rao. U, Pai.S, Macmillan
2. General Bank Management By eds. Macmillan, 2005

Pre Ph.D. (Management)

Subject Code	MB953	Subject Title	Risk Management and Insurance						
LTP	4 0 0	Credit	4	Subject Category	Banking	Year	I	Semester	1 st

Course Objective: The course aims to provide the students with a broad understanding of risk and insurance as a means to manage it.

Unit I: Introduction to Risk Management and Risk Identification: Risk-Risk and Uncertainty-Types of Risk-Burden of Risk-Sources of Risk-Methods of handling Risk-Degree of Risk-Management of Risk, Risk Management Process-Identification Loss exposures-Analyzing Loss exposures-Objectives of Risk Management-Select the Appropriate Risk Management Technique- Implement and Monitor the Risk Management Program-Risk Management by Individuals and Corporations-Risk Management objectives-Need for a Rationale for Risk Management in Organizations- Understanding the cost of Risk-Individual Risk Management and the Cost of Risk-Risk Management and Societal Welfare.

Unit II: Risk Measurement: Evaluating the Frequency and Severity of Losses-Risk Control-Risk Financing Techniques-Risk Management Decision Methods-Pooling Arrangements and Diversification of Risk, The Changing Scope of Risk Management-Insurance Market Dynamics-Loss Forecasting-Financial Analysis in Risk Management --Decision Making- Other Risk Management Tools

Unit III: Insurance Risk and regulation of Insurance: Definition and Basic Characteristics of Insurance-Requirements of an Insurable Risk-Adverse Selection and Insurance-Insurance vs. Gambling Insurance vs. Hedging- Types of Insurance-Essentials of Insurance Contracts. Insurance Act 1938- eligibility-Registration and Capital requirement-Investment of assets-Approved investments-Licensing of insurance agents- IRDA-Duties and powers of IRDA-IRDA Act 1999-IRDA regulations for general insurance-reinsurance, life insurance, micro insurance, licensing of insurance agents, registration of insurance companies and protection of policyholders interest.

Unit IV: Life Insurance Basics of Life Insurance-Classification on the Basis –Duration-Premium Payment-Participation in Profit-Number of Persons Assured-Payment of Policy Amount-Money Back Policies-Unit Linked Plans.

Annuities-Need of Annuity Contracts, Annuity V/s Life Insurance, Classification of Annuities. **General Insurance-**Laws Related to General Insurance-General Insurance Contract-General Insurance Corporation (GIC)-Performance Private and Public General insurance companies. **Health Insurance, Fire Insurance, Marine Insurance-Motor insurance, travel insurance, transit insurance, underwriting and claims management**

Unit V: Selected Research Papers: risk management, General insurance, Life insurance

1. Stulz, R. M. (1996). Rethinking risk management. Journal of applied corporate finance, 9(3), 8-25.
2. Skipper, H. D. (2008). Risk management and insurance: perspectives in a global economy. John Wiley & Sons.
3. Gordon, L. A., Loeb, M. P., &Sohail, T. (2003). A framework for using insurance for cyber-risk management. Communications of the ACM, 46(3), 81-85.
4. Kumar, C., Dyrnaes, D., Von Kaenel, T., Goodwin, J., Wayman, J., Trivelpiece, C., ...& Jenkins, A. (2006). U.S. Patent Application No. 10/537,636.
5. MacMinn, R. D. (1987). Insurance and corporate risk management. Journal of Risk and Insurance, 658-677.
6. Meulbroek, L. (2002). The promise and challenge of integrated risk management. Risk Management and Insurance Review, 5(1), 55.
7. Nocco, B. W., &Stulz, R. M. (2006). Enterprise risk management: Theory and practice. Journal of applied corporate finance, 18(4), 8-20.
8. Colquitt, L. L., Hoyt, R. E., & Lee, R. B. (1999). Integrated risk management and the role of the risk manager. Risk Management and Insurance Review, 2(3), 43-61.

Pre Ph.D. (Management)

9. Power, M. (2004). The risk management of everything. The Journal of Risk Finance, 5(3), 58-65.
10. Holzmann, R., & Jørgensen, S. (2001). Social risk management: A new conceptual framework for social protection, and beyond. International Tax and Public Finance, 8(4), 529-556.

Learning Outcome- At the end of this course the student will be able to

1. Identify and categorise the various risks face by an organization.
2. Explain the various risk control measures available
3. Design a risk management program for a business organization.
4. Apply the insurance mechanism in risk management. 6. Describe the management of international risk.

Text Books:

1. George, E. Rejda, Principles of Risk Management and Insurance, Pearson Education.
2. Mishra, M. N., Principles and Practices of Insurance, S. Chand and Sons.

Reference Books:

1. Dorfman, Marks S., Introduction to Risk Management and Insurance, Pearson
2. Gupta. P.K, Insurance and Risk Management, Himalaya Publishing House.
3. Black, K. and H.D. Skipper, Life and Health insurance, Pearson Education
4. Crane, F., Insurance Principles and Practices, John Wiley and Sons, New York.
5. Vaughan, E. J. and T. Vaughan, Fundamentals of Risk and Insurance, Wiley & Sons

Pre Ph.D. (Management)

Subject Code	MB954	Subject Title	Investment Banking						
LTP	4 0 0	Credit	4	Subject Category	DE	Year	I	Semester	1 st

Course Objective:

The main Objective is to provide students with the necessary theoretical and conceptual tools used in investment banking. It also provides the intellectual framework used in the investment banking process: financial analysis, valuation and the mechanics of deal structuring.

Unit I: Introduction to Investment Banking: Evolution of investment banking in India, scope, management of debt and equity, corporate advisory services, project advisory services, loan syndication venture financing, private equity, M & A , financial engineering ,structural analysis of investment banking industry.

Unit II: Financial market: Government Securities Market, Primary and Secondary Market for G.sec, Call Money Market: Money market, Treasury Bill Market, Commercial Paper and Certificate of Deposit, Discount and Finance house of India, Corporate Debt Market Recent Developments.

Unit III: Merchant Banking: Nature and Scope of Merchant Banking-Regulation of Merchant Banking Activity-Overview of Current Indian Merchant Banking Activity Scene-Structure of Merchant Banking Industry-Primary Market in India and Abroad-Professional Ethics and Code of Conduct-Current development, Procedural Aspects of Primary Issues-Pre-Issues Management-Regulatory Aspects-Advertising and Marketing, Post Issue Management-Rights Issue.

Unit IV: Raising Finance from International Market and corporate restructuring: Intermediaries, euro-dollar market, Instrument-ADR/GDR,FCCB,ECB-Regulatory aspects, Economic Rationale of corporate restructuring, Debt Restructuring expansion, tender offers,sell-offs,spinoff, divestitures, M&A-Leal aspects and Accounting aspects.

Unit V: Selected Research Papers:

1. Alhadeff, David A. 1960 Credit Controls and Financial Intermediaries. American Economic Review50 : 655–671
2. Basch, Antonin 1964 Financing Economic Development. New York: Macmillan.
3. Biknbaum, Eugene A. 1958 The Growth of Financial Intermediaries as a Factor in the Effectiveness of Monetary Policy. International Monetary Fund, Staff Papers6 : 384–426.
4. KHUSRO, A. M. 1957 Liquidity Preference in India. Indian Economic Review3, no. 3: 24–40.

Learning Outcome_ At the end of this course the student will be able to –

1. To provide students with the necessary theoretical and conceptual tools used in investment banking.
2. To provides the intellectual framework used in the investment banking process: financial analysis, valuation and the mechanics of deal structuring.

Text Books:

1. Investment Banking ,Pratap G Subramanyum,Tata Mc Graw Hill

Reference Books:

1. Investment Banking and Financial services, IUP
2. Damodaran On valuation, AswathDamodaran /Wiley Publications
3. Primary Market and IPO,ICFAI Pulications
4. SEBI Guidelines,Nabhi Publications
5. Merger,Acquisitions and Other Restructuring Activities,Donald M. DePamphilis,Elsevier Academic Press

Pre Ph.D. (Management)

Subject Code	MB955	Subject Title	Rural Banking						
LTP	4 0 0	Credit	4	Subject Category	DE	Year	I	Semester	1 st

Course Objective:

The main Objective is to provide students with the necessary theoretical and conceptual tools used in investment banking. It also provides the intellectual framework used in the investment banking process: financial analysis, valuation and the mechanics of deal structuring.

Unit I- Indian banking system: Classification of banks, role and function of RBI and apex financial institutions, nationalization era

Unit II - Rural India: Demographics and characteristics of rural society, agriculture economy, economic features, rural development policies, rural issues

Unit III-Deposit mobilization& Credit Management: Types of deposits, jandhan scheme features and challenges, strategies for resource mobilization types of loans, loan document and procedures, charge creation on security, challenges of non-performing assets in agriculture

Unit-IV Priority sector financing and govt. initiatives and financing Rural Development: Priority sector advances, poverty alleviation programmes, rural housing and education loan regulation of rural financing services, rural credit institutions, financing agriculture and allied activities, financing of rural non-farm sector, SME finance

Unit V- Financial inclusion: Concept of bottom of pyramid, models of financial inclusion, lead bank scheme, Problems and prospects in rural banking: emerging trends in rural banking, transaction cost and risk cost, micro credit and SHG model

Learning Outcomes:

- Understand the special challenges of rural areas that are traditionally associated with rural and agricultural credit directed to the poor.
- Build a deeper understanding of the fundamental issues of rural finance.
- Have skills in conducting a rural and agricultural portfolio assessment and loan analysis – applying 5 C's in rural finance.
- Be familiar with several innovative models and alternate ways of offering rural finance services.
- Gain skills in conducting seasonality analysis, preparing cash flows, assessing risk and appraising loans.
- Develop an understanding of new and innovative loan products and savings approaches for agriculture and rural areas.

Text Books:

1. Rural banking by S C Bandyopadhyay, Macmillan

References:

1. Micro-Finance Perspectives and Operations by Indian Institute of Banking and Finance, Macmillan
2. Introduction to Banking by Vijayaragavan Lyengar, Excel Books