

Course Curriculum of Pre-Ph D. Programme for Integrated Ph D. in Commerce

Paper 1: Recent Advances in the Subject	Marks: 100
Time: 3 hours	Minimum Marks: 50

*Note: The Candidate shall be required to attempt one of the two questions from each unit.
All questions carry equal marks.*

Unit - I

Organizational Behavior & Human Resource Management: The field of organizational behavior; Attitudes: Job satisfaction, Organizational Commitment; Psychological Contract; Organizational Citizenship behavior; Organizational Justice; organizational Culture; Emotional intelligence; work-life balance.

Introduction To HRM; Strategic Human Resource Management; Discrepancies between Academic Research & HRM Practices; Measuring and improving HR Management Results; Managing Human Resource in Entrepreneurial Firms; Compensating Employees; Employee Relations.

Unit - II

Accounting & Finances: Accounting Theory: Nature, Foundation and Role. Emergence of Accounting through Accounting Structure Theory, Interpretational Theory, Decision-Usefulness Theory. Approaches to Accounting Through-Deductive Vs. Inductive Approach, Positive vs. Pragmatic, Authoritarian, Sociological, Economic, and Ethical Approaches.

Advances in Financial Decisions, Investment Decisions & Dividend Decisions; Corporate Restructuring as Strategy to Create and deliver superior Values; Strategic Financial Management Theories & Models to Enhance Shareowners Wealth; Corporate Social Responsibility & Intellectual Capital; Comparative Analysis of Islamic & Conventional Financial Theories & Systems; Micro Finance & Financial Inclusions; Entrepreneurship & Start-up Schemes; Selectivity & Timing Skills of Fund Managers; Performance analysis of Primary & Secondary Capital Markets; Interdependence of International Capital Markets; Behavioral Finance; Testing Various Capital Market Hypotheses/ Theories

Unit - III

Marketing Management & Services Marketing: Major Marketing Management Philosophies'; Market Segmentation Process. Positioning and Differentiation: Tools of Differentiation; Product Decision and Strategies; Brand Positioning; Brand Identity; Equity and Packaging. Product and Service Price; Pricing Strategies. Marketing through Channel Partners; Channel Conflict- Management and Resolution. Promotional Decisions; Promotional Mix; Promotional Objectives and Strategies.

Differentiating Services; Consumer behavior in Services; Customer Expectations and Perceptions; Service Quality, Customer Satisfaction and Loyalty, GAP Model- A Conceptual Tool to Identify and Correct Service. Relationship Marketing; Developing and Managing Relationship Strategies.

Unit - IV

International Business: New Trade Theories; Paul Krugman's Strategic Rivalry Theory, Michael Porter's Competitive Advantage Theory; India's Foreign Trade Profile. Directional and Compositional Changes in Trade. Role of SEZs in India's Foreign Trade Enhancement; Regional Trade Integrations: Type of RTAs, New Trends; Raising Capital from Overseas Markets: ADRs and GDRs; International Response to Climate Change: Financing Climate Change, Compliance Market Vs. Voluntary Markets; WTO: Issues and Challenges, Non-Agriculture Market Access (NAMA) and Agriculture Market (AMA); GATS, New Issues; FDI and FII- Private Equity and Hedge Funds.

Suggested Readings:

1. *Stephen P. Robbins, Timothy A. Judge & Neharika Vohra, Organizational Behavior. Persons Education, India.*
2. *Gary Dessler, BijuVarkkey. Fundamentals of Human Resource Management. Person Education India.*
3. *Anthony, J. Rucci, Stephen P. Kirn, & Richard T. (1998), "Quinn Employee Customer Profit Chain at Search" Harvard Business Review. January-February;*
4. *Wayne F. Cascio (2006), "The Economic Impact of Employee Behavior on Organizational Performance". California Management Review, Vol. 48, No.4; William D.*
5. *Guth & Renato Tagiuri (1965), "Personal Values & Corporate Strategy". Harvard Business Review, Sep.-Oct. 1965;*
6. *Lale, R K and JawaharLal, Accounting Theory, Himalaya Publishing House.*
7. *Nobes Christopher and Parker Robert- Comparative International Accounting, Person Education.*
8. *Rathore Shirin, International Accounting, Prentice Hall of India.*
9. *Kotlap P, Keller K, Koshy A, and Jha M. Marketing Management; Prentice-Hall of India;*
10. *Ramaswamy V.S. and Namakumari. Marketing Management. S, Macmillan India Ltd.;*
11. *Saxena Rajan; Marketing Management; Tata McGraw-Hill.*
12. *Valarie A. Zeitham & Mary Jo Bitner. Services Marketing: Integrating Customer Focus Across the Firm. McGraw Hill, India.*

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Paper 2: Methodology	Marks: 100
Time: 3 hours	Minimum Marks: 50

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All questions carry equal marks.*

Unit – I

Research and Scientific Method: Sound reasoning for useful answers: deduction, induction, combination of induction and deduction. The language of research – concepts, definitions, variables, propositions, hypotheses, theory, and models.

Structuring the research proposal: problem statement, research objectives, literature review, importance of the study, research design, data analysis, nature and form of results, budget, schedule, facilities and special resources, project management, bibliography.

Unit – II

Questionnaires Development and Measurement: constructing and refining the measurement questions, drafting and redrafting the instrument, redesigning the questioning process, alternative response strategies.

Measurement: Measurement scales, sources of differences, characteristics of good measurement, relationship between attitudes and behavior, attitude scaling, selecting a measurement scale, research objectives, response types, data properties, number of dimensions

Unit – III

Sampling and Sampling Distribution: Why sampling, what is a good sample, types of sample design, steps in sampling design, sample size determination and practical considerations. Sampling distribution.

Hypothesis Testing: Z test, t-test, design and analysis of experiments – Analysis of variance, completely randomized design, randomized complete block design, Latin square design. Measures of association, multivariate analysis – SEM, factor analysis.

Unit – IV

Tools of Analysis: For testing efficient market hypotheses: Runs test, Parametric and non-parametric tests etc. CARG: Its Usage; logarithm- anti log, beta, Alpha applications; ANOVA- its application in financial data; Revealed Comparative Advantage (RCA), its formulae & applications; application of E-VIEWS software; correlation, regression, multiple regression.

Report Writing: Short reports, long reports, research report components, prefatory items, introduction, methodology, findings, conclusion, appendices, bibliography, writing the report, presentation considerations, presentation of statistics, oral presentations, audio-visuals.

Suggested Readings:

1. *R. Panneerselvam “Research Methodology” PHI Learning Private Limited, New Delhi.*
2. *Naresh K Malhotra “Marketing Research: An Applied Orientation”, Pearson Education, New Delhi.*
3. *N Krishnaswamai; Appa Ayer Siva Kumar; M. Mathirajan, “Management Research Methodology: Integrated of Principles, Methods and Techniques” Pearson Education, New Delhi.*
4. *Harper W. Boyd Jr; Ralph Westfall; Stanley, F. Stacsch; Richard D. Irwan, “Marketing Research” Inc and all India Travelers Booksellers.*
5. *Joseph F. Hair Jr; Robert D. Bash; David J. Ortinau, “Marketing Research” McGraw Hill International Editions”.*
6. *Fredrich J. Gravatta; Lamy B. Wallnall “Statistics for the Behavioral Sciences”, West Publishing Company, Tata McGraw Hill Publishing Co. Ltd, New Delhi.*
7. *Ronald R. Cooper & Pamela S. Schindler, “Business Research Methods”, Tata McGraw Hill Education Ltd, New Delhi.*

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The Candidate is required to opt for one of the following four specialized papers relevant to his/her area of interest/ specialization.

Specialized Papers:

3.1: International Business

3.2: Marketing Management

3.3: Organizational Behaviour & Human Resource Management

3.4: Accounting & Finance

Specialized Paper 3.1 : International Business	Marks: 100
Time: 3 hours	Minimum Marks: 50

*Note: The Candidate shall be required to attempt one of the two questions from each unit.
All questions carry equal marks.*

Unit – I

Evolution of International Business as a knowledge area, factors affecting international Business, Barriers to International Business- tariff and non-tariff Barriers. Globalization- Drivers of globalization, Stages of Globalization, Impetus of Globalization to International Business.

Unit – II

Theories of International Trade, Mercantilism, Theory of Absolute Cost Advantage, and Comparative Cost advantage Theory, Porter’s National Competitive Advantage Theory. Global Trade- Merchandise Trade and Services Trade, India’s Foreign Trade- Composition and Direction, Current FTP of India, Regulation.

Unit – III

International Investment: Foreign Direct Investment (FDI), Costs and Benefits of FDI, Sectorial caps, Foreign Direct Investment in India and Foreign portfolio Investment (FPI). IMF and World Bank Group: IBRD, IDA, IFC, ICSID and MIGA, World Trade Organization (WTO), Principles, Role and Functions of WTO in development of International Trade, Policies of WTO. NAMA and AMA issues, Futures of WTO.

Unit – IV

Foreign Exchange: Exchange rate, Direct and Indirect Quotas, Interest rate parity theory (IRPT), Covered Interest Arbitrage, Currency Pegging, determinants of Exchange Rate, Fisher’s Theory, Fisher Effect on Interest rate, Convertibility of Rupee, ADR’s and GDR’s. Economic Integration and Regional trade Blocks- types: FTA, Customs Union, Common Market, and Economic Union. SAARC, ASEAN, NAFTA and European Union.

Suggested Readings:

1. *F. Adhikary, Manab, Global Business Management, Macmillan, New Delhi.*
2. *Black and Sundaram, International Business Environment, PHI, New Delhi.*
3. *F. Buckley, Ardin, The Essence of International Money, Prentice Hall of India, New Delhi.*
4. *Bhattacharya, B., Going International Response Strategies for Indian Sector, Wheeler Publishing, New Delhi.*
5. *Letiche, John M, International Economics Policies and Theoretical Foundations, Academic Press, New York.*

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Specialized Paper 3.2 : Marketing Management	Marks: 100
Time: 3 hours	Minimum Marks: 50

Note: The Candidate shall be required to attempt one of the two questions from each unit. All questions carry equal marks.

Unit – I

Basics of Marketing: Concept and Domain of Marketing, Changes in the Philosophies guiding Marketing Operations, Marketing Management: Tasks, Process and Challenges; Customer Orientation, Customer Value and Customer Satisfaction.

Unit – II

Consumer Behaviour: Basics of Consumer Behaviour, Personal Determinants of Consumer Behavior; Group Determinants of Consumer Behavior; Consumer Behaviour in Services; Customer Expectations of Service; Customer Perceptions of Service; Examining linkages of Service Quality with Customer Value, Satisfaction and Re-purchase Intentions.

Unit – III

Services Marketing: Concept and characteristics of services, Developments in Services Marketing and contributions to Core Marketing Discipline; Services Marketing Triangle, Augmented Services Mix, Matching of Demand and Capacity and its Strategies.

Unit – IV

Relationship Marketing: Need for Relationship Marketing from Firm and Customer Perspectives; Developing and Managing Relationship Strategies; Customer Feedback and Service Recovery; Customer Complaining Behaviour; Service Recovery Strategies.

Suggested Readings: (Latest editions)

1. Kotlap P, Keller K, Koshy A, and Jha M., *Marketing Management, Prentice-Hall of India*
2. Ramaswamy V.S. and Namakumari, *Marketing Management, Macmillan India Ltd.*
3. SaxenaRajan, *Marketing Management, Tata McGraw-Hill.*
4. Valarie A. Zeithaml & Mary Jo Bitner, *Services Marketing: Integrating Customer Focus Across the Firm. McGraw Hill, India.*
5. Schiffman Leon, Joseph W and Ramesh K, *Consumer Behaviour, Pearson Education, India*
6. Kenneth E Clow and Donald E. Baack, *Advertising, Promotion and Marketing Communications, Pearson Education, India.*

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Specialized Paper 3.3 : Organisational Behavior & HRM	Marks: 100
Time: 3 Hours	Minimum Marks: 50

*Note: The Candidate shall be required to attempt one of the two questions from each unit.
All questions carry equal marks.*

Unit – I

Organisational Behaviour: Introduction; Personality development, Determinants of Personality, Personality traits relevant to OB; Motivation: Early & Contemporary theories of Motivation; Organisational Conflict, Conflict Management Styles.

Unit – II

Leadership Styles, Models and Theories of Leadership; Power & Politics; sources & Consequences of Power, Organisational Politics, and Types of Political Activity; Organisational culture: Hofstede's culture typology.

Unit – III

Origin and Development of Human Resource Management (HRM); Models of HRM; Characteristics of High Performance Work systems; Financial Impact of HR activities; Strategic HRM; Emerging HR Issues in global and Indian Context.

Unit – IV

Employee Training: Assessing Training Needs & Designing Training Programmes; Performance Management: Concept & Purpose; Uses & Methods of Performance Appraisal; appraisal biases & solutions; Potential Appraisal.

Suggested Readings: (Latest editions)

1. *Stephen P. Robbins, Timothy A, Judge & Neharika Vohra. Organisational Behaviour. Pearson Education, India.*
2. *Fred Luthans, Organisation Behaviour. McGraw Hill Book Company.*
3. *Cascio Wayne, F. Managing Human Resources: Productivity, Quality of Life, Profits. Tata McGraw Hill, New Delhi (7th Edition).*
4. *Biswajeet, Pattanayak, Human Resource Management. Prentice hall India, New Delhi.*

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Specialized Paper 3.4: Accounting & Finance	Marks: 100
Time: 3 Hours	Minimum Marks: 50

Note: The Candidate shall be required to attempt one of the two questions from each unit. All questions carry equal marks.

Unit - I

International accounting harmonisation: Need & process of harmonisation. Institutional efforts in harmonisation. Impediments to harmonisations of accounting practices. Accounting for foreign currency translation, basic principles for translation. Indian accounting standards governing foreign currency translations. International transfer pricing; factors governing transfer pricing policy, methods of setting transfer prices.

Unit - II

Developments in accounting reporting: requirements for interim financial reporting by companies in India. Segment reporting: Accounting issues. Information about operations in different business segments within the country, information about foreign operations. Accounting and reporting for corporate social responsibility: legal provisions and companies' practices. Accounting and reporting for intangible assets. Forensic accounting: concept and application.

Unit - III

Corporate Restructuring: Meaning and Reasons, Process, Broad Areas of Corporate Restructuring and Implications, Business Process Re-engineering, Financial Restructuring: Stock split and its theories, Bonus Shares, Shares Buyback, Leverage Buy-out, Demerger and Joint Venture, Management buy-out, Management buy-in, Strategic Alliance, Reverse Merger, Sell-off, Divestures, Slump Sale, Equity Carve-out.

Unit - IV

International Trade Finance: Need for Export Finance, Modes of payment in International Finance, Pre-Shipment Trade Finance. International Capital Market, Exchange Rate Management, International Diversification, Real Options, Hedge Funds, ETFs, Credit Derivatives, Financial Market Integration.

Suggested Readings:

1. *Baker, Richard E., Advanced Financial Accounting, McGraw Hill, International edition.*
2. *Rathore, Shirin, International Accounting, Tata McGraw Hill.*
3. *Mohapatra, Das, A K, International Accounting, Prentice Hall of India.*
4. *Nobes, Christopher & Parker, Robert, International Accounting, Pearson Education.*
5. *Brealey Richard A. & Steward C. Myers, Corporate Finance, McGraw Hill New York.*
6. *Block, Stanley B., Geoffrey Ahlert, Foundations of Financial Management, Richard D. Irwin, Homewood, Illinois.*
7. *Chandra Prasanna, Financial Management, Tata McGraw Hill, New Delhi.*
8. *Pandey I.M, Financial Management, Vikas Publishing House Delhi.*
9. *Shapiro, Alan C., Multinational Financial Management, Wiley India Pvt. Ltd.*

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