

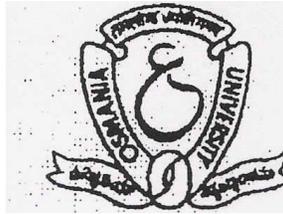
(Applicable to the batch of scholars admitted in the academic year 2022-2023 and onwards)

Ph. D. Course Work (Commerce)

BoS in COMMERCE, OU

Ph.D. Course Work

SYLLABUS



**Faculty of Commerce
Osmania University
Hyderabad, Telangana State.**

2022

(Applicable to the batch of scholars admitted in the academic year 2022-2023 and onwards)

Ph. D. Course Work (Commerce)

BoS in COMMERCE, OU

PH.D. COURSE WORK SYLLABUS STRUCTURE - 2022

Sl. No.	Paper	Title of the Paper	Periods Per Week	Duration of Exam (Hrs)	Max. Marks
1.	I (RMPE) (Common)	Research Methodology and Publication Ethics	4	3	100
		SPECIALISATION (Any one)			
1.	II(F)	Finance	4	3	100
2.	II (A)	Accounting	4	3	100
3.	II (B&I)	Banking & Insurance	4	3	100
4.	II (MM)	Marketing Management	4	3	100
5.	II (MGT)	Management	4	3	100

(Applicable to the batch of scholars admitted in the academic year 2022-2023 and onwards)

Ph. D. Course Work (Commerce)

BoS in COMMERCE, OU

**COMMON (RMPE)
PAPER-I**

RESEARCH METHODOLOGY AND PUBLICATION ETHICS

Periods per Week: 4

Max Marks: 100

Credits: 4

Duration of Exam: 3 Hours

Objective: To familiarize and acquaint the student with application of knowledge about research methodology and understanding publication ethics.

A. RESEARCH METHODOLOGY:

UNIT I: INTRODUCTION:

Foundations of Research: Meaning, Objectives, Motivation, Utility. Concept of theory, empiricism, deductive and inductive theory. Characteristics of scientific method - Understanding the language of Research - Concept, Construct, Definition, Variable. Types of Research – Steps in Research Process – Research Methodology – Criteria for Good Research – Research Problem identification, sources and formulation of a research problem - Research Design: Need – Components of a Research Design - Review of Literature – Identification of gaps in existing literature and objective formulation.

UNIT II: SAMPLING DESIGN, SOURCES OF DATA, QUESTIONNAIRE DESIGN:

Concept of Sampling, Types of sampling (Random and Non-Random) – Determination of Sample size – Characteristics of a good sampling – Sampling and non-sampling Errors – Measurement & Scaling – Types of Scales: Comparative & Non-Comparative – Validity and Reliability - Levels of measurement -Nominal, Ordinal, Interval, Ratio. - Sources of Data (Primary Vs Secondary) – Question types (open ended Vs Closed Ended), Questionnaire Design steps, characteristics of a good questionnaire, Questionnaire checklist.

UNIT III: ANALYSIS OF DATA, HYPOTHESIS TESTING & REPORT WRITING:

Editing – Coding – Tabulation - Tools of Analysis – Descriptive Vs Inferential, Univariate, Bivariate and Multivariate tools of Analysis - Hypothesis concept – features, significance, types, determination of levels of significance, degrees of freedom – Type I & Type II Errors, Power of a Test, Steps in Hypothesis Testing- Parametric and Non-Parametric tools of Analysis –Choice of appropriate tools of analysis. Fallacies of Interpretation - Report writing – contents of a report – Characteristics of a good report – precautions for writing the report – Citation – Bibliography & references – Structural Equation Model – Advance Excel, SPSS.

B. PUBLICATION ETHICS:

UNIT – IV: PHILOSOPHY AND ETHICS:

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

Scientific Conduct: Ethics with respect to research in science disciplines and research in social sciences, Intellectual honesty and research integrity, scientific misconducts: Falsification, Fabrication and Plagiarism (FFP), Redundant publications: Duplicate and overlapping publications, salami slicing, Selective reporting and misrepresentation of data.

Publication Ethics: Publication Ethics : Definition, importance, Best practices / standards setting initiatives and guidelines: COPE, WAME etc., Conflicts of interest, Publication misconduct : Definition, concept, problems that lead to unethical behavior and vice versa, types, Violation of publication ethics, authorship and contributorship, Identification of publication misconduct, complaints and appeals, predatory publishers and journals. References (APA Vs. MLA). Bibliography.

UNIT – V: OPEN ACCESS PUBLISHING:

Open access publications and initiatives, SHERPA/Romeo online resource to check publisher copyright & self-archiving policies, Software tools to identify predatory publications developed by SPPU, Journal finder / journal suggestion tools viz. JANE, Elsevier Journal finder, Springer Journal Suggester etc..

Publication Misconduct: Subject specific ethical issues, FFP, authorship, Conflicts of interest, Complaints and appeals: Examples and fraud from India and abroad. Use of plagiarism softwares like Turnitin, Urkund and other open source software tools.

Databases and Research Metrics: Indexing databases, Citation databases: Web of Science, Scopus etc., ISSN Vs ISBN, Impact Factor of journal as per Journal Citations Report, SNIP, SJR, IPP, Cite Score, Metrics: h-index, g-index, i-10 index, almetrics.

(Applicable to the batch of scholars admitted in the academic year 2022-2023 and onwards)

Ph. D. Course Work (Commerce)

BoS in COMMERCE, OU

SUGGESTED READINGS:

1. Sriwastava, S. C. : Foundation of Social Research and Economics Techniques, Himalaya Publishing House
2. Chou, Ya-Lun : Statistical Analysis with Business and Economics Applications, 2nd Eds., New York, Hold Rinchart and Wrintston
3. Clover, Vernon t and Balsely, Howerd L : Business Research Methods, Colombus O. Grid, Inc
4. Emary C. Willima : Business Research Methods, Illinois : Richard D. Irwin Inc. Homewood
5. Sharma H.D. and Mukherji S. P. : Research Methods in Economics and Business, New York : The Macmillan Company
6. Gerber R. and Verdoom, P.J. : Research Methods in Economics and Business, New York, The Macmillan Company
7. Courtis J.K. (ed.) Research and Methodology in Accounting & Financial Management
8. Menden HYall and Varacity : Reinmuth J.E. : Statistics for Management and Economics
9. Krishnaswami O.R. : Methodology of Research in Social Sciences, Himalaya Publishing House
10. Research Methodology- C. R. Kothari
11. Marketing Research : Naresh Malhotra
12. Business Research: Uma Sekharan

References for Research Ethics:

1. Bird, A (2006), *Philosophy of Science*, Routledge
2. MacIntyre, Alasdair (1967) *A Short History of Ethics*, London
3. P. Chaddah, (2018) *Ethics in Competitive Research: Do not get scooped: do not get Plagiarized*, ISBN : 978-9387480865
National Academy of Sciences, National Academy of Engineering and Institute of Medicine. (2009),
4. *On Being a Scientist: A Guide to Responsible Conduct in Research: Third Edition*. National Academies Press.
Resnik, D. (2020, December 23).
5. *What is ethics in research & why is it important?* National Institute of Environmental Health Sciences, Retrieved from
<https://www.niehs.nih.gov/research/resources/bioethics/whatis/index.cfm>
6. Becall, J. (2012), *Predatory publishers are corrupting open access*. *Nature*, 489 (7415), 179- 179.
<https://doi.org/10.1038/489179a>
Indian National Science Academy IINSA),
7. *Ethics in Science Education, Research and Governance* (2019), ISBN: 978-81-939482-1-7.
8. https://www.insaindia.res.in/pdf/Ethics_Book.pdf

(Applicable to the batch of scholars admitted in the academic year 2022-2023 and onwards)

Ph. D. Course Work (Commerce)

BoS in COMMERCE, OU

SPECIALIZATION: FINANCE (F)
PAPER-II
FINANCE

Periods Per Week: 4

Max Marks: 100

Credits: 4

Duration of Exam: 3 Hours

Objective: To familiarize and acquaint the student with understanding and application of financial management tools and techniques.

UNIT-I: CORPORATE AND PERSONAL FINANCE:

(a) Corporate Finance: Standard Finance Theories: Assumptions and Limitations – New Concepts / Approaches in Finance – New Institutions – Innovative Financial Products / Instruments – New Financial Markets – New Financial Services – New Financial Regulations

(b) Personal Finance: Personal Financial Planning – Process – Personal Financial Statements and Analysis – Personal Tax Planning – Investment Planning – Insurance Planning – Retirement Planning – Estate Planning

UNIT-II: BEHAVIOURAL AND CLIMATE FINANCE:

(a) Behavioural Finance: Meaning – Nature – Scope – Objectives – Application – Investment Decision Cycle: Judgment under Uncertainty: Cognitive Information Perception – Peculiarities (Biases) of Quantitative and Numerical Information Perception - Representativeness – Anchoring - Exponential Discounting - Hyperbolic Discounting

(b) Climate Finance: Financial Concepts relating to Sustainable Development (including Environmental, Social and Governance) - Key Drivers and Players - Identifying Climate Change-related Risks: Policy Changes - Technological Advancement - Access to Capital - Shifting Customer and Stakeholder Expectations - Scenario Analysis and Risk Management - Offsetting Risk to the Capital Markets: Weather Derivatives and Catastrophe Bonds – Sovereign Green Bonds

UNIT-III: FINTECH AND REGULATION:

(a) FinTech: Meaning - FinTech Evolution – Fintech Regulation - RegTech – Digital Currency - Digital Financial Services - Digital Finance and Alternative Finance - Digitization of Financial Services - FinTech & Funds - Crowd Funding–P2P and Marketplace Lending - AI in Smart Regulation and Fraud Detection – Regulatory Sandboxes – Smart Regulation – Redesigning Better Financial Infrastructure

(b) Regulation: History of Data Regulation – Data in Financial Services –Application of Data Analytics in Finance - Methods of Data Protection: General Data Protection Regulation Compliance and Personal Privacy – How AI is Transforming the Future of FinTech – Digital Identity – Change in Mindset: Regulation 1.0 to 2.0 (KYC to KYD) - Challenges of Data Regulation - Data is the New Oil: Risk of Breach – The Future of Data-Driven Finance

UNIT-IV: ECONOMETRIC APPLICATIONS TO FINANCE-I:

(a) Classical Time Series Analysis: Utility of Time Series Analysis – Components of Time Series Data – Measurement of Trend, Seasonality and Cycles – Moving Averages and Smoothing Techniques to Time Series Analysis - Classical Time Series Decomposition Models – Additive and Multiplicative Models – Forecasting using Smoothing Techniques and Time Series Decomposition Methods – Applications in Finance

(b) Tools of Modern Time Series Analysis: Stochastic and Stationary Process – Tests of Stationary – Trend vs Difference Stationary Process – Dickey-Fuller and Augmented Dickey-Fuller Tests – Spurious Regression and Co-integration of Time Series – Engle-Granger Test – CRDW Test – Error Correction Mechanism

UNIT-V: ECONOMETRIC APPLICATIONS TO FINANCE-II:

(a) Univariate Time Series Analysis and Forecasting: Linear Time Series Analysis – Autocorrelation Function and Partial Auto-correlation Function – Auto-regressive (AR) Models, Moving Average (MA) Models, Box-Jenkins (BJ) ARMA and ARIMA Models – Identification – Estimation and Forecasting with ARIMA Models – Economic Applications

(b) Multivariate Time Series Analysis and Forecasting: Vector Autoregressive (VAR) Models – Advantages and Problems – Estimation and Forecasting with VAR – Impulse Response Function – Johansen Co-integration Test on VAR – Granger Causality Test – Applications in Finance

SUGGESTED READINGS:

(1) Abdul Rafay: FinTech as a Disruptive Technology for Financial Institutions, IGI Global; (2) Anil Markandya Et Al: Climate Finance: Theory And Practice, World Scientific; (3) Axel Michaelowa and Anne-Kathrin Sacherer: Hand Book of International Climate Finance, Elgar Online; (4) Bernardo Nicoletti: The Future of FinTech: Integrating Finance and Technology in Financial Services, Palgrave; (5) Bhaumik, S. K.: Principles of Econometrics: A Modern Approach Using EViews, Oxford University Press; (6) Brooks, Chris: Introductory Econometrics for Finance, Cambridge University Press; (7) Chris Brooks: Introductory Econometrics for Finance, Cambridge University Press; (8) Cooray T.M.J.A.: Applied Time Series – Analysis and Forecasting, Narosa Publications; (9) Damodar N Gujarati and Sangeetha: Basic Econometrics, Tata McGraw-Hill; (10) Entrepreneurs and Visionaries, John Wiley; (11) Gitman, Joehnk and Billingsley: Personal Financial Planning, Cengage; (12) Hair, Anderson, Tatham and Black: Multivariate Data Analysis, Pearson Education India; (13) Lucy F. Ackert and Richard Deaves: Understanding Behavioural Finance, Cengage; (14) Madala, G.S.: Introduction to Econometrics, Willey Indian Pvt. Ltd; (15) Murali S. and Subbakrishna K.R.: Personal Financial Planning, HPH; (16) Shyamala, S.: Introductory Econometrics, Vishal Publishing Company; (17) Suchita Singh and Shilpa Bahl: Behavioural Finance, Vikas; (18) Susanne Chishti and Janos Barberis: The FINTECH Book: The Financial Technology Handbook for Investors; (19) Theo Lynn, John G. Mooney, Pierangelo Rosati, Mark Cummins: Disrupting Finance: FinTech and Strategy in the 21st Century, Palgrave; (20) Wooldridge. J.: Econometrics, Cengage Learning.

(Applicable to the batch of scholars admitted in the academic year 2022-2023 and onwards)

Ph. D. Course Work (Commerce)

BoS in COMMERCE, OU

SPECIALIZATION: ACCOUNTING (A)
PAPER-II
FINANCIAL STATEMENT ANALYSIS

Periods per Week: 4

Max Marks: 100

Credits: 4

Duration of Exam: 3 Hours

Objective: To familiarize and acquaint the student with understanding and application of analysis of financial statement \ techniques.

UNIT-I: FINANCIAL STATEMENT ANALYSIS:

Introduction to Business Analysis – Types of Business Analysis - Components of Business Analysis: Business Environment and Strategy Analysis, Accounting Analysis, Financial Analysis, Prospective Analysis, Valuation – Basis of Analysis of Financial Statements: Planning Business Activities, Financing Activities and Operating Activities – Financial Statements Reflect Business Activities: Balance Sheet, Income Statement, Statement of Shareholders' Equity, Statement of Cash Flows and Additional Information – Analysis Tools: Comparative Statements; Common-Size Statements, Trend Analysis, Ratio Analysis, Cash Flow Analysis and Valuation. (Theory only)

UNIT-II: FINANCIAL REPORTING AND ANALYSIS:

Reporting Environment: Statutory Financial Reports, Factors affecting Statutory Financial Reports – Nature and Purpose of Financial Reporting: Desirable Qualities of Accounting Information, Important Principles of Accounting, Relevance and Limitations of Accounting – Accrual Accounting Framework – Concept of Income: Economic Concept of Income, Accounting Concept of Income – Fair Value Accounting - Introduction to Accounting Analysis: Need for Accounting Analysis, Earnings Management and Process of Accounting Analysis. (Theory only)

UNIT-III: ANALYZING FINANCING ACTIVITIES, INVESTING ACTIVITIES AND OPERATING ACTIVITIES:

Analyzing Financing Activities: Analyzing Current Liabilities, Non-Current Liabilities, Analyzing Leases, Analyzing Post Retirement Benefits, Contingencies and Commitments, Shareholders' Equity – Analyzing Investing Activities: Current Assets: Cash and Cash Equivalents, Receivables, Prepaid Expenses, Analyzing Inventories, Accounting for Long-term Assets - Analyzing Plant, Property and Natural Resources - Depreciation – Analyzing Intangible Assets - Analyzing Operating Activities: Income Measurement: Income Concepts – Non-Recurring Items – Revenue Recognition – Deferred Charges – Interest Charges – Income Taxes. (Theory only)

UNIT-IV: CREDIT ANALYSIS:

Liquidity: Liquidity and Working Capital: Current Assets and Liabilities, Working Capital Measure of Liquidity, Current Ratio Measure of Liquidity, Cash-Based Ratio Measures of Liquidity, Operating Activity Analysis of Liquidity: Accounts Receivables Liquidity Measures, Inventory Turnover Measures, Liquidity of Current Liabilities (Including Problems)

Capital Structure and Solvency: Basics of Solvency: Importance of Capital Structure, Motivation for Debt Capital, Adjustments for Capital Structure Analysis – Capital Structure Composition and Solvency - Earning Coverage. (Including Problems)

UNIT-V: DISTRESS ANALYSIS:

Introduction – Need for Corporate Failure Analysis – Means of Bailing out of Distress –Research Findings on Causes of Sickness – Concepts on Sickness, Distress, Failure and Insolvency –Stages of Financial Distress – Signals, Symptoms of Industrial Sickness, Financial Distress – Prediction of Corporate Failure/Industrial Sickness: Univariate Analysis: Beaver's Contribution in Predicting Corporate Failure – Multivariate Analysis: Altman's Multiple Discriminant Analysis, Linear Regression Model, Residual Analysis and Ligit Profitability Analysis (Including Problems on Sickness Prediction)

SUGGESTED READINGS:

1. K.R. Subramanyam & John J. Wild "Financial Statement Analysis" McGraw Hill Education (India) Private Limited, New Delhi
2. Charles S. Gibson: "Financial Statement Analysis", Cengage Learning India Private Limited; New Delhi
3. Gokul Sinha ""Financial Statement Analysis" PHI Learning Private Limited, New Delhi.
4. Lyn M. Fraser & Aileem Ormiston "Understanding Financial Statements" PHI, New Delhi
5. Ambrish Gupta "Financial Accounting for Management An Analytical Perspective" Pearson; New Delhi
6. Earl. K. Stice & James D. Stice "Financial Accounting Reporting & Analysis" Cengage Learning India Pvt. Ltd.
7. Carl s. Warren, James M. Reeve & Jonathan E. Duchac "Financial Accounting Concepts, Methods and Applications" Cengage, Learning India Pvt. Ltd.
8. Sharma RK & Shashi K. Gupta "Management Accounting" Kalyani Publishers, New Delhi
9. Malcolm Smith, "Research Methods in Accounting"" Sage Publications Ltd, New Delhi
10. D.S.Rawat, "Guide to Ind-AS (Converged IFRS)" Taxmann Publishers, New Delhi

JOURNALS & NEWS PAPERS:

1. Chartered Accountant, Journal, ICAI,
2. Management Accountant, Journal, ICWAI
3. Economic Times,
4. Business Line

(Applicable to the batch of scholars admitted in the academic year 2022-2023 and onwards)

Ph. D. Course Work (Commerce)

BoS in COMMERCE, OU

SPECIALIZATION: BANKING AND INSURANCE (B&I)

PAPER-II

BANKING AND INSURANCE

Periods per Week: 4

Max Marks: 100

Credits: 4

Duration of Exam: 3 Hours

Objective: To provide a broader understanding of the banking, insurance and risk management with reference to Indian financial system and its constituents.

UNIT-I: DEVELOPMENT AND LEGAL FRAMEWORK OF BANKING:

Introduction to Indian Banking - Structure and Genesis of the Indian Banking Industry – RBI: The Regulating Authority of Indian Banking - Reforms in the Banking Sector - Non-Performing Assets (NPAs) – Basel-III: Implications for Indian Banking - Loans and Advances: Priority Sector Lending – Export Credit - Project and Working Capital Financing - Treasury and Funds Management in Indian Banking - Grievance Mechanism - Emerging Issues (Theory only)

UNIT-II: BANKING CAPITAL MANAGEMENT:

Capital Management - Economic Capital - Balance Sheet Management - Regulatory Capital Requirements for Banks - Potential Changes in Capital – Regulation - Reserve Adequacy Test - Materializing diversification Benefits through Capital Structure - Investment of Capital and Balance Sheet Segmentation (Theory only)

UNIT-III: RISK MANAGEMENT IN BANKS:

Changing Scenario of Risk Management – Types of Risk in Banks: Capital Allocation for Operational Risk – Managing Off-balance Sheet Exposure – Financial / Liquidity / Market Risks: Mitigation of Basis Risk - Value at Risk – Risk Management in Banks: Asset Liability Pricing – Forex Risk – Credit Risk Exposure Management – Sources of Risk – Measures for Identifying and Controlling Risks: Market Risk – Gap Analysis – Liquidity Risk – Credit Risk – Operational Risk (Theory only)

UNIT-IV: RISK MANAGEMENT AND INSURANCE:

Concept of Risk – Classification of Risk – Risk Management – Risk Management Process – Classifying Loss Exposures – Risk Control Measures – Risk Financing – Insurance – Social and Economic Values of Insurance (Theory only)

UNIT-V: DEVELOPMENT AND LEGAL FRAMEWORK OF INSURANCE:

Emerging Trends and New Developments in Insurance Industry - Designing the Insurance Services - Pricing and Promotion of Insurance Services – Policy Servicing and Claims Settlement – Insurance-Financial ratio: **a)** Earning Ratio-Premium growth – Risk retention, Loss Ratio, Expenses Ratio – Combined Ratio – Investment field, Net Earnings Ratio – Return on Network - **b)** Liquid Ratio: Liquid assets to Technical Reserve, Liquid assets to current liabilities - **c)** Solvency Ratio: Solvency ratio, opportunity leverage ratio – **d)** Other related Ratio

SUGGESTED READINGS:

(1) Sehti, Jyotsma., Bhatia, Nishwan., Elements of Banking and Insurance, Prentice Hall of India, New Delhi, 2016; (2) Mohapatra, S. R., Acharya, D., Banking and Insurance, Prentice Hall of India, New Delhi, 2017; (3) Prakash, N. R. M., Banking, Risk and Insurance Management, Vikas Publication, 2016; (4) Loomba, Jatinder., Risk Management and Insurance Planning, Prentice Hall of India, New Delhi, 2014; (5) Bessis, Joel., Risk Management in Banking, Wiley, Padstow, Cornwall, U.K., 2015; (6) Weert. F. D., Bank and Insurance Capital Management, Wiley, Padstow, Cornwall, U.K., 2011; (7) Shashidharan K. Kutty, Managing Life Insurance, PHI; O.P. Agarwal, Banking and Insurance, HPH.

(Applicable to the batch of scholars admitted in the academic year 2022-2023 and onwards)

Ph. D. Course Work (Commerce)

BoS in COMMERCE, OU

SPECIALIZATION: MARKETING MANAGEMENT (MM)
PAPER-II
MARKETING MANAGEMENT

Periods per Week: 4

Max Marks: 100

Credits: 4

Duration of Exam: 3 Hours

Objective: To familiarize and acquaint the student with understanding and application of marketing management concepts and marketing research tools and techniques.

UNIT - I: ORIENTATION OF MODERN MARKETING AND ANALYZING MARKET OPPORTUNITIES:

Marketing Tasks and Approaches to Modern Marketing, Marketing Environment and Environment Scanning, Analyzing Market Environment. Role of Marketing in Corporate sector in Recent era: 4Ps & beyond, Marketing Challenges, Marketing information system and Marketing Research, Rural Marketing-Definition-Evolution-Characteristics of Indian Rural Market-Rural Marketing vs Urban Marketing-Differentiating urban and rural markets-Opportunities and Challenges in Indian Rural Markets. Strategic Planning in Marketing Management. - Digital Marketing

UNIT - II: SERVICE MARKETING:

Concepts, Characteristics and Classification. Marketing Mix for Services. Problems in marketing of Services. Marketing Strategies for Service Firms. A brief study of Specific Services.: Tourism, Hospitality, Banking and Insurance Services. Customer Evaluation of Service Quality: Gaps Model for improving the Quality of Service - knowledge gap, standards gap, delivery gap, communications gap. Service Recovery. SERVQUAL - Service Recovery – Customer responses to service failures, Customer Recovery Expectations, Service Recovery Strategies; Service Guarantees. Service Blue printing; Physical Evidence – Services scape effects on behavior; Physical Evidence Strategy.

UNIT - III: MEASUREMENT PROCESS IN MARKETING RESEARCH:

Measurement in Marketing, Difficulties in Measurement, Concepts of Validity and Reliability; Attitude Measurement: Importance of Attitude in Marketing, Nature of Attitudes and their Measurement, Attitude Scaling Procedures, Thurston Scale, Likert Scale, Paired Comparison Scale, Semantic Differential Scale and Multi-Dimensional Scale (MDS) and Their Applications. Applied Marketing Research: Demand Measurement and Forecasting, Product Research, Advertising Research, Distribution Research, Sales Control Research, Pricing Research, Motivation Research. Customer Relationship Management – Components – Framework -Factors Influencing CRM -Use of Statistical Package for Social Sciences (SPSS) and other Statistical Packages in Marketing Research

UNIT – IV: SUPPLY CHAIN MANAGEMENT & RETAIL MARKETING:

Components of SCM, Physical Distribution System; Distribution Channels, Types & Functions, Selection, Cooperation and Conflict Management.

Retail Marketing: Retailing in India, Significance of retail industry, Marketing retail equations, new role of retailers, Indian retail scenario and its future prospects, Retail Formats and Theories, Theories of retail development, Concept of retail life cycle, Classification of retail stores, the role of franchising in retail. FDI in retail. Understanding the Retail Consumers: The factors influencing retail shopper, Consumer decision making process, changes in the Indian consumer, the use of market research as a tool for understanding markets and consumers, Store Locations.

UNIT – V: EMERGING ISSUES IN MARKETING:

Green Marketing, Holistic Marketing, Network Marketing, Event Marketing, Nucleus Marketing; Mergers and Acquisitions: Regulatory Framework, Marketing Issues and Relevance in 21st century business Enterprises Competing through E-Marketing – Components of e-marketing, Impact of e-Marketing on marketing Strategy – Sustainability Practices in Marketing.

SUGGESTED READING:

1. Kotler Philip, Marketing Management, Prentice-Hall of India
2. Kotler Philip & Keller, Principles of Marketing, Prentice-Hall of India
3. Saxena Rajan, Marketing Management, Tata McGraw-Hill Publishing Co. Ltd.
4. Philip Kotler, Kevin L. Keller, Abraham Koshi and Mithileshwar Jha, "Marketing Management: A South Asian Perspective", Pearson Education.
5. David L. Kurtz and Louis E. Boone, "Principles of Marketing", Cengage Learning.
6. K. Douglas Hoffman and John E. G. Bateson "Services Marketing", Cengage Learning.
7. V. S. Ramaswamy and S. Namakumari, "Marketing Management: Global Perspective Indian Context", Macmillan Publishing House.
8. Valarie Zeithaml, D D Gremler, et. al., Services Marketing, 4th Edition, TMH, New Delhi
9. Lovelock Christopher H. Managing Services: Marketing Operations and Human Resources, Englewood Cliffs, New Jersey, Prentice Hall Inc.
10. Rajendra Nargundkar, Services Marketing, TMH
11. R Srinivasan, Services Marketing, Indian Context, Prentice Hall
12. Ravi Sankar, Services Marketing, Excel Books, New Delhi
13. Hoff Man and Bateson, Marketing of Services, Cengage learning Ltd, New Delhi
14. James A Fitzmmons & Mona J Fitzmmons, Service Management: operation, Strategy, Information, Technology, 5th Edition, TMH, New Delhi

(Applicable to the batch of scholars admitted in the academic year 2022-2023 and onwards)

Ph. D. Course Work (Commerce)

BoS in COMMERCE, OU

SPECIALIZATION: MANAGEMENT (MGT)
PAPER-II
MANAGEMENT

Periods per Week: 4

Max Marks: 100

Credits: 4

Duration of Exam: 3 Hours

Objective: To make the students apply the concepts and dimensions of management, organizational behaviour, human resource management, and industrial relations in managing organizations for effective performance.

UNIT-I: MANAGEMENT AND ORGANISATIONAL BEHAVIOUR:

Management: Concept and Foundations of Management, Evolution of Management Thoughts; Managerial Functions - Planning, Organizing, Controlling; Decision Making; Role of Manager, Managing in a global environment, Flexible Systems Management; Social Responsibility and Managerial Ethics; Process and customer orientation; Managerial processes on direct and indirect value chain.

Organizational Behaviour: (OB) – Features – Scope – Fundamentals - Concepts of OB – Challenges and opportunities for OB – Concept of Positive Organizational behavior. Organizational Effectiveness: Approaches – Factors Affecting Organizational Effectiveness

UNIT-II: MANAGING INDIVIDUAL AND GROUP BEHAVIOUR:

Conceptual model of organization behaviour; The individual processes- personality, values and attitude, perception, motivation, learning and reinforcement, work stress and stress management; Group Process – Fundamentals of Groups – Stages of Development- Important Factors influencing Team Effectiveness – Cohesiveness – Norms The dynamics of organizational behaviour- power and politics, conflict and negotiation, communication; The Organizational Processes - Networked and virtual organizations.

UNIT-III: HUMAN RESOURCE MANAGEMENT:

HR challenges; HRM functions; The future challenges of HRM; Strategic human resources Management; Human resource planning; Job Design Job analysis; Job evaluation; Recruitment and selection; Training and development; Promotion and transfer; Compensation management and benefits; Employee morale and productivity; Human resources accounting and audit; Human resource information system; International human resource management

UNIT-IV: MANAGING AND LEADING FOR HIGH PERFORMANCE:

High Performance Organisations- Motivation- Change and Development- Communication -Leadership. Career Planning and Development -Performance Management -Succession Planning- Managing Culture and Climate-Managing Diversity- Work Environment and Quality of Work Life - Knowledge Based Organisation- Learning Organisation-

UNIT-V: INDUSTRIAL RELATIONS:

Industrial Relations Systems – Grievances Meaning- and Grievance Redressal System Industrial Conflict- Industrial Disputes -Trade Unions: - Role of Trade Union in New Economy - Collective Bargaining: Types: Essential conditions for the success of Collective Bargaining. - Mechanism of settling disputes under the Industrial Dispute Act -Workers’ participation in management- A Critical analysis of labour reforms in India (This includes labor codes).

SUGGESTED READINGS:

1. Robins P. Stephen & Judge: Organizational Behavior, Pearson, New Delhi. 2. Greenberg and Baron: Behaviour in Organisation. 3. Daft: Organisation Theory and Design, Thomson. 4. Fred Luthans: Organizational Behavior, McGraw Hill, New Delhi. 5. Bohlander: Human Resource Management, Thomson. 6. David A. DeCenzo and Stephen P. Robins: Personnel/ Human Resource Management, PHI. 7. Biswajeet Pattanayak: Human Resource Management, PHI. 8. Sharma: Human Resource Management. 9. Mathis: Human Resource Management. 10. Sadri, Jayasree, Ajgaonkar: Geometry of HR, Himalaya. 11. Subba Rao P: Personnel and Human Resource Management, Himalaya. 12. VSP Rao, Human Resource Management, Vikas, 8. Gupta CB, Human Resource Management Sultan Chand & Son.

--