



**MAHATMA GANDHI UNIVERSITY**

*The University Moto is "Academic Excellence"*

**DEPARTMENT OF MANAGEMENT STUDIES**

**Pre - Ph. D SYLLABUS**

**2017-2018**

## DEPARTMENT OF MANAGEMENT STUDIES

### PRE – Ph.D SYLLBUS

SUB. CODE	PAPER	TITLE
MG.R 1701	I (Common Paper)	RESEARCH METHODOLOGY
<b>PAPER II (Choose any one) Specialisation paper</b>		
MG.R 1702	II	GENERAL MANAGEMENT
MG.R 1703	II	FINANCIAL MANAGEMENT
MG.R 1704	II	MARKETING MANAGEMENT
MG.R 1705	II	HUMAN RESOURCE MANAGEMENT
MG.R 1706	II	TOURISM THEORIES, PRACTICES AND PHILOSOPHIES

## MG.R 1701: RESEARCH METHODOLOGY

### Objective:

#### Unit-I

**Research:** Need and Significance of Research; Methods of research- Pure, Applied, Exploratory, Descriptive, Causal and Experimental designs.

**Research Process:** Problem identification, Literature review, Research objectives, Data collection, Data analysis, Interpretation and Report writing.

#### Unit-II

Measurement and Scaling: Concept of measurement; Reliability and validity; Types of scales – Nominal, Ordinal, Interval and Ratio scales.

Sample design: Concept of sampling; sampling methods; sample size determination; sampling errors.

Questionnaire: Design; pilot study and developing the final questionnaire, data editing, coding.

#### Unit-III

Hypotheses testing: Types of Hypotheses; Procedure for testing the hypotheses.

Parametric tests: Large sampling tests- tests for proportions, Test for means, Test for S.D's; Small sample tests- Testing for means, t-test, ANOVA– one way and two way classifications and Chi-square test, Association of attributes and inferences.

#### Unit-IV

Correlation: Types, Karl Pearson's and Spearman's rank correlation

Regression Analysis: Least square fit for a linear regression, two lines of regression, properties of regression coefficients, multiple linear regressions

Time series analysis: Components, models – Additive, Multiplicative and Mixed, Trend analysis

#### Unit-V

Cluster analysis: Conducting and determination of number of clusters, applications

Factor analysis: Conducting and determining the factors, applications

Conjoint analysis: Conducting and the procedure of analysis

MDS: Determination of number of dimensions, labelling, assumptions and limitations.

Discriminant Analysis: procedure and applications

Research report: Components, principles in report writing, improving the efficiency of report writing, Harvard business referencing.

### REFERENCE BOOKS:

1. Donald R. Cooper, Pamela S. Schindler: *Business Research Methods*, 8/e, TMH, 2009.
2. William G. Zikmund, *Business Research Methods*, Cengage, 2006.
3. Alan Bryman & Emma Bell, *Business Research Methods*, 2/e, Oxford, 2008.
4. Richard I Levin & David S. Rubin, *Statistics for Management*, 7/e. Pearson, 2008.
5. C.R Kothari: *Research Methodology Methods & Techniques*, 2/e, Vishwa Prakashan, 2009.
6. C.B. Gupta & Vijay Gupta, *An introduction to Statistical Methods*, Vikas, 2009.
7. J.K.Sachdeva, *Business Research Methodology*, Himalaya, 2009.
8. Nargundkar, *Marketing Research Tests and Cases*, TMH, 3/e, 2009.

## **MG.R-1702 GENERAL MANAGEMENT**

### **Unit 1**

Introduction: Management - Concept, Nature, Significance and Process. An overview of the Functions of Management. POSDCORB- Planning, Organising, Directing, Co-ordinating, Reporting and Budgeting. Levels of Management, Evolution of Management Thought – Classical, Neo- Classical, Systems and Contingency Approaches.

### **Unit 2**

Strategic Management – Concept and Role of Strategy, Process of Strategic Management, Strategic Intent, Strategic Fit, , Environment Analysis – Internal and External, Strategic Choice, Competitive Advantage- Sustaining Competitive Advantage, Strategic Position- Situation specific strategies, Strategy Implementation and Control

### **Unit 3**

International Business – Importance, Nature and Scope, Modes of Entry into International Business, International Business Environment, Regional Economic Integration, Issues – Counterfeits, Labour Issues, Cultural Differences, Supply Chain and Logistics.

### **Unit 4**

Concept of Entrepreneurship, Role of Entrepreneurs in Economic Development, Factors Impacting Entrepreneurial Development, New Venture Planning- Project Management, Challenges and Issues, Women Entrepreneurs, Social Entrepreneurship, Sustainable Entrepreneurship.

### **Unit 5**

Ethics in Management, Corporate Governance, Framework in India – SEBI Guidelines, Whistle Blowing, Corporate Social Responsibility – Drivers and Initiatives. Contemporary Trends – Customer Relationship Management, Business Process Re-engineering, Total Quality Management, Knowledge Management, e- Commerce.

### **Reference Books:**

1. Jon L Pierce and Donald G. Gardner, “Management and Organizational Behavior”, Cengage Learning India (P) Limited.
2. LaurieJMullins, “Management & Organizational Behavior”, 7ed.,2006, Pearson.
3. Harold Koontz and Heinz Weihrich, Essentials of Management, TMH, 2007.
4. Richard L. Daft, “The New Era of Management”, Cengage Learning India (P) Limited.
5. Michael A. Hitt, J. Stewart Black, and Lyman W. Porter, “Management”, 2006 Pearson.
6. Richard Pettinger, “Organizational Behavior”, 2010 Routledge.
7. John M. Ivancevich: OrganizationalBehavior& Management, TMH, 2009
8. Jennifer George and Gareth Jones “Understanding and Managing Organizational Behavior”, Published by Pearson Education Inc.
9. Certo and Certo: Modern Management,10/e,PHI,2009
10. Stephen P. Robbins, Jennifer George and Gareth Jones, “Management and Organizational Behavior”, Pearson Education Inc.
11. K. Aswathappa, “Organizational Behavior”, Himalaya Publishing House.

## MG.R-1703 FINANCIAL MANAGEMENT

**Objective:** The objective of the course is to provide the necessary basic inputs and tools to manage the finance function. The course has been designed to provide the research students with knowledge of emerging issues and trends in financial markets and new innovations in the financial sector. The emphasis in the course will be on the practical knowledge along with the conceptual understanding of the subject. The course also aims at providing an international perspective in the field to the students. After the completion of the course, the students should be able to understand the management of finances of the business organization

**Unit – 1: Introduction to the Finance Function and Capital Structure Decisions– Objective:** Profit or Wealth Maximization and EPS Maximization. An overview of Managerial Finance functions - Time value of money: present value, future value of money and the basic valuation models.

**Capital Structure Decisions:** Concept and measurement of cost of capital, Debt vs. Equity, cost of equity, preference shares, equity capital and retained earnings, weighted average cost of capital and marginal cost of capital. Capitalisation, financial leverage, operating leverage and composite leverage. EBIT-EPS Analysis, Indifference Point/Break even analysis of financial leverage.

**Unit – 2: Issues in Corporate Restructuring:** Need, Methods of restructuring, Mergers and Acquisitions, Divestiture, Contracting out, Outright sale, Disinvestment, leveraged buyout.

**Mergers and Acquisitions:** Motives, considerations in M&A decisions, Synergy Value, Due Diligence Process, Business Valuation Methods, Evaluation of Mergers and Acquisitions and regulations. **Behavioral Finance**, Conceptual and Research Issues, Micro Financing in India, Financial inclusion and role of Banks.

**Unit – 3: Dividend Theories:** The Modigliani Miller Theory, NI, NOI Theory and Traditional Theory –A critical appraisal- Dividends and value of the firm - Relevance of dividends, the MM hypothesis, Factors determining Dividend Policy. Dividends and valuation of the firm-the basic models. Declaration and payment of dividends. Bonus shares. Rights issue, share-splits, Walter Model and Gordon Model.

**Unit – 4: Multinational Financial Management:** Its organization, Opportunities and challenges of Multinational Corporations; Foreign Exchange Markets: Spot market, Forward market. Mechanism of foreign exchange management, Derivatives: forwards, futures, options, swap.

**Unit – 5: Investment Valuation and Stock Market Regulations in India:** Asset Pricing Models- Stock Valuation Models- Risk Assessment Models, Bond Valuation- Duration and Convexity , Hedge Funds- Risk and Investments. Stock Exchanges in India: Listing of Scrips, On-Line Trading, Depositories, Trading, Settlement. Regulation of Indian Capital Market: SEBI, Stock Exchange Board. Stock Indices, Role of FIIS, Mutual Funds, and Investment Bankers in the Stock market.

## References

1. MY Khan and PK Jain: Financial Management--Text and Problems, TMH. 2009.
2. Collin Barrow: Practical Financial Management, Kogan Page,2009
3. Srivastava: Financial Management and policy, Himalaya, 2009
4. Berk: Financial Management, Pearson, 2009.
5. Kapil Sheeba, " Financial Management" Pearson.
6. Jonathan Berk, Peter, "Financial Management" Pearson.
7. Sharan Vyuptakesh, " Fundamentals of Financial Management" Pearson.
8. James C Van harne, " Financial Management & Policy" Pearson
9. Vij madhu, " International Financial Management" Excel Book.
10. Bhalla VK & S Shiva ramu, " International Business Environment & Management" Anmol publication.
11. Mike. W. Peng, " International Business" Cengoye Learning.
12. J. Fred. Weston, Mark L. michell, J. Harold Mulherin, " Take Overs, Restructing & Corporate Governance" Pearson Education Inc.
13. M. Y. Khan " Indian Financial System" Tata McGraw-HiLL Publishing Company Ltd., New Delhi.
14. Srivastava, *Financial Management and policy*, Himalaya, 2009
15. S.N.Maheswari, *Financial Management*, Vikas, 2007.
16. Chandra Bose D, *Fundamentals of Financial Management*, PHI-2006
17. I. M. Pandey, *Financial Management*, 9/e Vikas, 2007.

## MG.R 1704 MARKETING MANAGEMENT

The objective of this course is to prepare students to read and understand the literatures and stimulate new research interests in the field of marketing.

### Unit

- 1. Marketing** – Basics, Present day importance of marketing in national and global context; Consumer Behaviour – Decision Making Perspectives, Improving the judgement process, Theories of consumer behaviour; Services Marketing Mix. Strategies for dealing with intangibility, inventory, inconsistency and inseparability.
- 2. Research Methods in Marketing** – Marketing Information System – Marketing Research System and Marketing Decision Support System. Quantitative and Qualitative Research in Marketing, Product Research, Test Marketing, Advertising Research, Media Research, Motivation Research. Trends in marketing research.
- 3. Strategic Marketing** – Customer, Competitor and Environmental Analysis; SWOT Analysis, BCG Framework model, Porter's Model, GE Model, McKinsey Model, Market Leader, Challenger, Follower and Niche Strategies; Guerilla Marketing, Market Entry/Exit Decision; Marketing Mix Strategies; Sustaining Competitive Advantage and Core Competence.
- 4. Logistics and Supply Chain Management;** Retail Merchandising – Retailers' Marketing Mix, Product Merchandising and Display, Vendor Relations, Pricing and Mark Downs, e-retailing, Customer Relationship Management – Customer Life Time Value Customer Acquisition Development and Retention, Brand and Customer Equity. Customer Experience management.
- 5. Entrepreneurial Marketing** – New Venture Initiation, Low budget or no budget Market Research, Alternatives to high cost advertising. Multinational Marketing – Overseas Market Research, Legal Dimensions of Multinational Marketing, New Techniques, Social Enterprises. The Social Impact of Marketing – Social Impact Analysis.

### References:

1. Kotler, P., Marketing Management; Analysis, Planning, Implementation and Control, New Delhi, MacMillan
2. Schiffman, L.G. and Kanuk, L.L., Consumer Behaviour, New Delhi, PHI.
3. Belch, G.E. & Belch, M.A., Introduction to Advertising and Promotion, Chicago, Irwin.
4. Porter, M.E., Competitive Advantage : Creating, Sustaining Superior Performance, New York, Free Press.
5. Keegan, W., Global Marketing Management, Englewood Cliffs, New Jersey, PHI.
6. Levy, M & Barton, A.W., Retailing Management, Irwin, London.

## MG.R. 1705 HUMAN RESOURCE MANAGEMENT

### OBJECTIVE:

The student should be able to critically analyze organizational situations, prescribe courses of action necessary for problem solving, and integrating the steps necessary for effective implementation. Upon completion, the Ph.D. student should be able to indicate and explain various research issues in HR interventions that may be required when dealing with the work environment, people and problems.

### UNIT-1:

**Human Resource Management:** Nature and Significance – Functions of HRM– Trends in HRM – Qualities and Role of HR Manager – HRM Model – HRM in a Changing Environment – Job design – Job Analysis – Objectives and Methods of Job Analysis.

**Organizational Change & Development:** Measurement and Coping strategies for frustration, Stress & Burn out. Quality of Work Life, Work Life Balance, Motivation, Leadership Styles, Job Satisfaction, Organization Culture, Organizational Effectiveness

### UNIT -2:

**Human Resource Planning:** Objectives, Process, Factors affecting HR Planning – Recruitment: Purpose, Factors Influencing, and Sources of Recruitment– Selection: Concept, Significance, and Process – Placement, Induction and Socialization – Recent Trends in Recruitment and Selection for Domestic and Global Firms – Compensation Management: Meaning and its Concepts – Classification and Compensation Strategies – Executive Compensations: Issues and Challenges – Compensation Trends in Changing Economy -

### UNIT- 3:

**Employee Training and Development:** Significance, Methods, and Training Procedure – Evaluating Effectiveness of Training – Management Development Programs: Concept, Skills to be Developed, and Evaluating its Effectiveness – Performance Appraisal: Objectives, Methods, Developing and Administering an Appraisal program – Limitations to its Effectiveness.

### UNIT - 4:

**Emerging Trends in Union Management Relations** – Dynamics of Conflict and Collaboration – Issues and changing trends in Collective Bargaining – Role of Labour Administration: Conciliation, Arbitration and Adjudication – Strategic Role of HRM – Planning and Implementing Strategic HR Policies – Talent & Retention Strategies – HR strategies to Increase Firms Performance.

### UNIT -5:

**Introduction to Global HRM** – HR Challenges at Global Level – Managing Global Human Resources – HR and the Internationalization of Business – Improving International Assignments Through Selections – Training and Maintaining Global Employees – Developing Global Employees, HRD Ethics and Audit.

### REFERENCES BOOKS:

1. Monappa. A& Saiyaddin.M., *Personnel Management*, Tata Mc Graw Hill
2. De Cenzo.& Stephen P.Robbins, *Personnel/ Human Resource Management*, Prentice Hall of India.
3. Dessler, *Human Resource Management*, 10th Edition, Pearson Education.
4. Singh.N.K., *Human Resources Management*, Excel Books.



5. P.Subba Rao, *Human Resource Management and Industrial Relations*, Himalaya Publishing House.
6. Aswathappa.K., *Human Resource and Personnel Management*, 2nd Edition, Tata McGraw Hill.
7. V.S.P.Rao, *Human Resources Management*, Excel Books.
8. Pattanyak, *Human Resource Management*, Prentice Hall of India.
9. Flippo E.E., *Personnel Management*, Mcgraw Hill.
10. Mammoria C.B., *Personnel Management*, Himalaya Publishers
11. Raymond Noe, Wright, Gerhart & Hollenbeck, *Human Resource Management - Gaining A Competitive Advantage*, Tata McGraw - Hill Publishing Company Ltd., New Delhi, 5th Edition.
12. Snell Scott & Bohlander George: *Human Resource Management* , Cenage Learning India Pvt. Ltd., New Delhi.
13. Werener J M & Desimone RL: *Human Resource Development*, Cenage Learning India Pvt. Ltd., New Delhi.
14. Regis Richard; *Strategic HRM & Development*, Excel Books, New Delhi.
15. Pareek U; *Understanding Organizational Behaviour*, Oxford University Press.
16. Kaushal SL; *Business Ethics*, Deep & Deep Publications, New Delhi.
17. Sen Ratna; *Industrial Relations in India*, Mac Millan, New Delhi.
18. Rao TV; *HRD Audit*, Response Books, New Delhi.
19. Kandula SR; *Strategic Human Resource Development*, PHI, Pvt. Ltd., New Delhi.
20. Hodgetts RM & Hegar KW, *Modern Human Relations at Work*, Thomson South Western.

**PH.D (TOURISM MANAGEMENT)**  
**MG.R 1706**  
**TOURISM THEORIES, PRACTICES AND PHILOSOPHIES**

This paper will help the scholars gain conceptual clarity on the evolved theories, practices and philosophies with regard to the tourism and its allied activities.

**UNIT I**

**Tourism and Its Theories:** Different Tourism Systems- Leiper, Mill-Morrison, Mathieson & Wall and Butler's Tourism Area Life Cycle (TALC) - Doxey's Irridex Index – Demonstration Effect – Crompton's Push and Pull Theory, Stanley Plog's Allo-centric and Psycho-centric Model of Destination Preferences, Theory of Travel Motivations. Tourism Industry Network- Direct, Indirect and Support Services, Basic Components of Tourism - Transport- Accommodation- Facilities & Amenities, Horizontal and Vertical Integration in Tourism Business, Trends of Tourism Business

**UNIT II**

**Travel Business:** Travel Agent & Tour Operator- Types of Itinerary - Resources and Steps for Itinerary Planning - Tour Formulation and Designing Process for FITs & GIT, Group Tour Planning and Components – Special Interest Tours (SITs), Tour Packaging: Importance of Tour Packaging – Classifications of Tour Packages - Components of Package Tours, Components of Tour Cost, Travel Documentation, Operation of Package Tour, Trends of Travel Business

**UNIT III**

**Destination Planning and Development:** Destination Lifecycle, Destination Management Systems, Destination Zone, Tourism Policy & Formulation of Tourism Policy, Approaches to Policy Implementation, Stages in Tourism Planning Process - Roles of Public and Private Sectors, Environment Impact Assessment (EIA), Five-Year Plans for Tourism Development, in India, WTO Guidelines for Planners, Environmental Management Systems, EMS), Destination Vision, Competitive Sustainable Destination-Destination Mapping, Destination Marketing Mix – Destination Competitiveness – Distribution Channels- Marketing Communication and Strategies, Destination Image, Place, Branding, Positioning, Trends in Destination Planning and Management

**UNIT IV**

**Tourism Impacts:** Social, Cultural, Economical, Technological, Environmental, Physical Impacts, Commoditization, Tokenism, Displacement effects, Demonstration Effects, Carrying Capacity, Types of Carrying Capacity, Community Participation, Theory of Community Participation By Arnstein (1969) and Selin & Chavez (1995), Decrease of Citizen Power, Decrease of Tokenism and non participation, Theory of Community-based Tourism, Collaboration Process, Level of Community participation and Power Redistribution and Visitor Impact management

**UNIT V**

**Sustainable Tourism Development:** Evolution, Meaning, Principles, Key Dimensions of Sustainability, Stockholm Conference 1972 ( Human & Environment), World Conservation Union 1980 – World Commission on Environment & Development (WCED) 1987 and Brundtland Commission - Rio Declaration 1992 – Kyoto Protocol 1997 – World Summit on

Sustainable Development (WSSD) 2002 - Global Warming & Climate Change 10 Rs-Agenda 21 for Travel and Tourism Industry - World Conference on Sustainable Tourism 1995 - Globe 90 Conference - Berlin Declarations - Bali Declarations 2005 - Cape Town Declarations 2002 and Kerala Declarations, Ecotourism- Quebec Declaration 2002 - Kyoto Protocol 1997 - Oslo Declaration 2007, Standardization and Certification, Measures to Ensure Sustainable Tourism- Limits to Acceptable Change, Limits to Growth, Protected Area Visitor Impact Management (PAVIM), Visitor Management System (VMS), Trends in Sustainable Tourism Practices

## REFERENCE BOOKS

1. Goeldner, C.R. & Brent Ritchie, J.R. (2006). *Tourism, Principles, Practices, Philosophies*. John Wiley and Sons, New Jersey.
2. Page Stephen J. Brunt Paul, Graham, B., and Cornell .J (2007). *Tourism: A Modern Synthesis*. Thomson Learning. London. U.K.
3. Gee, Chuck Y., James C. Makens,, and Dexter J.L. Choy. (1989). *The Travel Industry*, Van Nostrand Reinhold, New York.
4. Youell, R.(1998). *Tourism-An Introduction*. Addison Wesley Longman, Essex.
5. Michael M. Coltman. (1989). *Introduction to Travel and Tourism- An International Approach*. Van Nostrand Reinhold, New York.
6. Burkart A.J., Medlik S. (1974). *Tourism - Past, Present and Future*. Heinemann, London.
7. Roday. S, Biwal. A & Joshi. V. (2009). *Tourism Operations and Management*, Oxford University Press, New Delhi.
8. Gunn, C. (2002).*Tourism Planning: Basic, Concepts and Cases*, Cognizant Publication.
9. Morgan, N, Pritchard, A & Pride, R. (2001). *Destination Branding: Creating the Unique Proposition*, Butterworth and Heinemann,.
10. Butler, R.W. (2006).*Tourism Area Life Cycle: Applications and Modifications*, Channel View Publications.
11. Tang, C.H. & Jones, E.E. (2005). *Tourism SMEs, Service Quality and Destination Competitiveness*, CABI Publishing,
12. Singh,S. Timothy, D.J. & Dowling, R.K. (2003). *Tourism in Destination Communities*, CABI Publishing,
13. Crouch, D.I. J.R. Ritchie, B.&Kossatz, H.G. (2003). *Competitive Destination: A Sustainable Tourism Perspective*, CABI Publishing,
14. Murphy, P. E.(1986).*Tourism: A Community Approach*. Methuen, New York.
15. Inskip, E. (1991). *Tourism Planning: An Integrated and Sustainable Development Approach*. Van Nostrand Reinhold, New York.
16. Sinclair, M.T. &Stabler, M. (1997). *Economics of Tourism & Development*, Routledge, New York.
17. Varshney, R.L. &Maheswari K.L. (2004). *Managerial Economics*. Sultan Chand, New Delhi.

**DEPARTMENT OF MANAGEMENT STUDIES  
MAHATMA GANDHI UNIVERSITY  
NALGONDA, TELANGANA**

RESEARCH PROGRAMME (M.PHIL./PHD), 2017-18

**Paper - I**  
**Time: 3 Hours**

**Model Question paper  
RESEARCH METHODOLOGY**

**Maximum Marks: 100**

**PART- A**  
**(ANSWER ALL THE SHORT QUESTIONS)**

**5 \*4 = 20 MARKS**

**Unit wise**

- 1.
- 2.
- 3.
- 4.
- 5.

**PART – B**  
**(ANSWER ALL THE FOLLOWING ESSAY QUESTIONS) 5\*16 = 80 MARKS**

**Answer the following questions. All questions carry equal marks 5 x 20 = 100 Marks**

6a). Explain the rationale behind selecting various types of research approaches in business management.

Or

b). “A well defined research problem is half solved” – Justify it with apt examples.

7a). Explain the concept of sampling error. Briefly explain various types of sampling errors encountered in business management research. What is the procedure for avoiding non-response error in marketing research?

Or

b).What is the need for formulating hypotheses in business management research? Explain the procedure of formulating and testing hypotheses for two population means (dependent samples).

8 a). Explain the concept of measurement error. What are various tools and techniques for attitude measurement in consumer research related to FMCG products?

Or

b). what is reliability and validity of measurement. Explain procedure for testing reliability and validity of survey instrument used in your research.

9). i) .Describe procedure for conducting small sample Mann-Whitney U-test in human resources management research.

ii). Use Kruskal-Wallis test to determine whether there is significant difference in the following populations. Use  $\alpha = 0.05$  level of significance.

Population-1 15 19 24 20 35 -

Population -2 25 35 32 22 24 -

Population-3 34 31 37 40 26 32

Or

- i). Explain procedure for hypotheses testing for multiple regression analysis.  
ii). A sample survey of 5 families was taken and figures were obtained with respect to their annual savings  $x_1$  (Rs in 100's), annual income  $x_2$  (Rs in 1000's), and family size  $x_3$ . The data is summarised in the table below:

Family Annual savings ( $x_1$ ) Annual Income ( $x_2$ ) Family size ( $x_3$ )

1 10 16 3

2 5 13 6

3 10 21 4

4 4 10 5

5 8 13 3

- (a) Find the least-square regression equations of  $x_1$  on  $x_2$  and  $x_3$ , (b) Estimate the annual savings of a family whose size is 4 and annual income is Rs16,000.

**10** a). What is meant by research report? What are various stages of report writing?

Or

- b). Explain criteria for good research report. Justify the criteria.