



## **Research Degree Programmes**

### **Coursework for Doctor of Philosophy (Ph.D) in Management (PHDMGMT)**

### **Ph.D. Syllabus**



**School of Management of Studies**  
इन्दिरागांधीराष्ट्रीयमुक्तविश्वविद्यालय  
**Indira Gandhi National Open University**

# New Delhi - 110068

## STRUCTURE OF PRE- PhD COURSE WORK (MANAGEMENT DISCIPLINE)

July 2024 Batch

S. No.	Course Code	Course Title	Credit	Nature of Course
1	RMS-001	Research Methodology	6	Compulsory
2	RMSE-001/002/003/004/005	Area wise advanced course of study/readings	6	Elective
3	RMS-003	Review of Literature and presentation	4	Compulsory
4	RPE-001	Research and Publication Ethics	2	Compulsory

**\*Important Note:**

Based on the research area of the scholar, the scholar has to select any of the following one course w.r.t **Area Wise advanced course of study/readings**

### 1. Research Methodology (RMS-001)

This part will cover the approaches of research, research design, data collection methods, sampling and sampling techniques, interpretations of report writing and limitations.

**Evaluation methodology:**

Term end exam: 50%

### 2. Area wise advanced course of study and readings (RMSE-001/002/003/004/005)

This course will cover the specialized area of the research pursued by the student (s) in a specific area. The course outlines and dynamics for each functional area will be decided in the respective expert committee meetings.

**Evaluation methodology:**

Continuous assessment in the form of seminar; **weightage 30%**

The mode of assignment will be decided by the concerned faculty.

**Term end exam: 70%**

### 3. Review of Literature and presentation (RMS-003)

The review of literature will be based on the area of topic selected by the student.

- comprehensive literature review and presentation on the selected topic.
- **Evaluation methodology:**
  - 50% evaluated by external expert and 50% by supervisor.

- 50% review of Literature and 50% Presentation.
- Presentation cum Viva: 50%

## **RMS-001: RESEARCH METHODOLOGY**

### **6 credits**

- 1. Introduction to Research Methods:** Role and objectives of research and research questions, types of research and various research designs (exploratory, descriptive, experimental and diagnostic research), research process.
- 2. Conceptualization and Research Theory Building:** Identification of constructs (what, how, why, who, where and when) and their nature; research proposition and hypothesis building.
- 3. Sampling:** Objectives and Principles of Sampling, Types of Sampling, Sampling Methods, Sampling Plans, Sampling Error, Sampling Distributions: Theory and Design of Sample Survey, Census Vs Sample Enumerations, Sampling and Non-Sampling Errors.
- 4. Qualitative Methods:** Nature and theory ; measurement and operationalization in qualitative research settings; methods of data collection: interviews, focused group discussions, documents, observation, data bases and interpretive structuring methods; data analysis: data reduction, causal inference, and qualitative data analysis software (NVivo, Atlas.ti, UCINET, QCA); ethnography; grounded theory methods;); content analytical methods and discourse analysis; issues and problems with qualitative research; comparing qualitative and quantitative research methods.
- 5. Empirical Research Methodology & Measurement:** Phases of an empirical research, evaluation of previous research through case selection and measurement decisions, production of the study's results, their interpretation and their reporting. Data and their Collection: Collection, Organization, Presentation, Analysis and Interrelation of Primary and Secondary Data. Measurement in research: overview of measurement scales, different phases, classification and testing (reliability, and validity) scales, designing questionnaires and interviews, data resources. Sources of errors in measurement, Techniques of developing measurement tools.
- 6. Statistical Methods:** Sampling adequacy tests, EFA and CFA, cluster analysis; descriptive statistics, uni-variate statistical multivariate analysis techniques and their application Parametric & non-parametric tests, introduction to sample tests for uni-variate and bi-variate analysis using normal distribution, f-test, t-test, z-test, U-test, Kruskal-Wallis test, chi square test; Hypothesis and Hypothesis testing ; multiple regression, analysis of variance, principal components analysis, cluster analysis, (multinomial) logistic regression, and multidimensional scaling, structural equation modeling: SPSS AMOS.

7. **Case study for research:** Selection of case situation; types of case (empirical and secondary data bases, action research), experimentation: inductive and deductive; steps in case analysis, simulation and triangulation.
8. **Interpretations and Report Writing:** Meaning of interpretation, techniques of interpretation, precautions in interpretation, significance of report writing, steps in report writing, layout of report and precautions in writing research reports. Limitations of research methodology: Ethics in Research, Philosophy of research.

**Suggested References books:**

- Research Methodology by C.R. Kothari
- Research Methodology: Methods and Techniques by C.R. Kothari
- Business Research Methods by Donald Cooper and Pamela Schindler
- Elementary Statistics in Social Research: Essentials by Jack A. *Levin* and James Alan Fox

Case Study Research: Design and Methods by Robert Yin

**AREAWISE ADVANCED COURSE OF STUDY AND READINGS:  
FINANCIAL MANAGEMENT (RMSE-001)  
6 credits**

**1. Corporate Finance**

The basics of risk, risk measurement and hurdle rate in practice, measuring return on investments.

Capital Budgeting and capital budgeting decisions under uncertainty and risk

Capital Structure

Dividend decision and policy

**2. Asset Pricing and Financial Markets**

Consumption and Investment.

Investors' behaviour,

Market equilibrium,

Pricing of securities

**Efficient Capital Markets:** Theory. Efficient Capital Market: Evidence.

CAPM and APT Pricing

Portfolio choice, complete and incomplete markets

Single and Multiple factor model

Markowitz Model of Portfolio Analysis

Mean Variance optimization Model

Asset pricing, pricing with no arbitrage,

The behaviour of financial markets during crises

**Information Asymmetry:** Agency Cost Theory and Signaling

**3. Derivatives**

**Contingent Claims:** options – call; put option, trading in India.

Futures Contracts and Market, Real Options, Types of real option.

Black-Scholes and other contingent claims pricing models

**4. Strategic Finance**

Financial Restructuring

Financial Engineering

**5. Valuations**

Theories of asset pricing and corporate finance

Valuation principles and practice

Valuation of shares and business

Valuation methods and financing decisions in the presence of taxation, agency frictions, and asymmetric information.

## **6. International Finance**

Off shore financing

Foreign exchange exposure and risk and risk management

Portfolio consideration of Multinational financial Management

## **7. Accounting**

Accounting standards

Forensic Accounting

Disclosures

Accounting Manipulations

## **8. Financial Econometrics**

**Regression analysis:** Least squares estimation, maximum likelihood estimation, instrumental variable estimation, and generalized method of moments estimation, with applications to linear models, many and weak instrument problems, limited dependent variable models, and violation of assumptions.

**Time series analysis:** ARIMA, testing for unit roots, Stationary and non stationary time series, co- integration in single equations and multivariate systems ,VAR.  
Structural Equation modeling

## **9. Panel Data Analysis**

Panel data models and co integration, Modeling and forecasting financial time series

## **10. Data Mining and Predictive Analysis**

**Data Mining and Predictive Analysis:** Data Preparation, Classification, Statistical analysis, Clustering and enhancing model performance

## **11. Contemporary issues in finance and economics**

### **Recommended Readings:**

- Campbell, Lo and MacKinlay: The Econometrics of Financial Markets.
- D Romer (1996) Advanced Macroeconomics, McGraw-Hill Advanced Series in Economics, New York.
- D. Acemoglu, Introduction to Modern Economic Growth, Princeton University Press, (2009)
- R J Barro & X Sala-i-Martin (1997). Economic Growth, McGraw-Hill.
- M Obstfeld & K Rogoff (2000). Foundations of International Macroeconomics, MIT Press.
- P Aghion & P Howitt (1998). Endogenous Growth Theory, MIT Press

**AREAWISE ADVANCED COURSE OF STUDY AND READINGS:  
HUMAN RESOURCE MANAGEMENT (RMSE-002)  
6 credits**

**1. Organisational Behaviour**

- Organizational behaviour: Classical to contemporary framework in OB
- Organizational commitment: Organizational ethics, social responsibility, organizational citizenship behavior, leadership issues, change management.
- Contemporary issues in organizational behaviour: Creativity and innovation, emotional intelligence, stress management; organizational justice and control, quality of work life, work life balance, organizational culture and diversity.

**2. Human Resource Management**

- Human Resource Management: Current Framework of HRM, HRM in global context, Strategic HRM, Challenges of HRM.
- HRM Functions: Recruitment, career development, compensation management, employee engagement, retention and outsourcing.
- Contemporary issues in human resource management: impact of fourth industrial revolution, impact of artificial intelligence, attrition and issues in HRM.

**3. Industrial Relations**

- Industrial relations :Concept , scope and approaches to industrial relations, constitutional and legal framework of industrial relations, collective bargaining, dispute settlement machineries, grievance handling, participative management, negotiation
- Trade unionism: Trade union development and functions, trade union structure, registration and recognition, managerial unionism and employers' organisations
- Contemporary issues in industrial relations: emerging models of industrial relations globally, current status of trade unions, emerging challenges, issues in collective bargaining, dynamics of participative forums, new dispute resolution machineries.

**Recommended Readings:**

1. F. Luthans, 2010, Organizational behaviour (12<sup>th</sup> Ed.). New York: McGraw Hill.
2. S. P. Robbins, Judge, 2010, Organizational behaviour. New York: Prentice Hall.
3. M. Armstrong Armstrong's Handbook of Human Resource Management Practice, 2017, Kogan Page.
4. Edwin B. Flippo, Personnel Management, McGraw-Hill Book Company.
5. C. S. Venkatratnam, Industrial Relation, 2006, Oxford University Press.
6. Ratna Sen, Industrial Relations in India, Mc Milan.

## RMSE-003-MARKETING MANAGEMENT

### 1. Introduction to Marketing

What is marketing? Concept of exchange; Marketing orientation; Concept of Marketing Mix- 4 Ps and 7Ps; Functions of Marketing; The marketing environment (Economic, socio-cultural, ecological, technological, politico-legal); creating customer value, customer lifetime value; consumer buying behavior; factors affecting consumers' behavior.

### 2. Target Market Selection

Marketing Strategy; The STP process, Segmentation basis; Target Marketing; Positioning; Marketing Research.

### 3. Marketing Mix

Product levels; classification; New product development; process of adoption, PLC; **Pricing Decisions:** Developing pricing strategies; concept of price and cost. **Marketing Communication:** Marketing communication mix; Integrated marketing communication; advertising; sales promotion; public relations; Direct Marketing; Personal selling. **Distribution Decisions:** Channel Management; channel intermediaries; logistics management; Retailing.

### 4. Sectoral Applications

**Services Marketing:** Nature of services; services marketing mix; service quality; service recovery. **Business to Business Marketing:** characteristics; organizational buying behavior. **Rural Marketing:** Characteristics, challenges and strategies. Not-for-Profit Marketing: Characteristics; strategies. **International Marketing**

### 5. Emerging Trends in Marketing

Online, social media and mobile marketing; Sustainable marketing; social responsibility and ethics.

### Recommended Readings

1. Kotler, Philip and Keeler, Lane. Kevin (2016). Marketing Management. Pearson Education, India
2. Baines, Paul, Fill, Chris and Page, Keely (2015). Marketing. Asian Edition adapted by Piyush K. Sinha. Oxford University Press, New Delhi
3. Kotler, Philip and Armstrong, Gary (2016). Principles of Marketing. Pearson Education, India



4. Verma, V. Harsh and Duggal, Ekta (2015). Marketing. Oxford University Press. New Delhi, India

## **AREAWISE ADVANCED COURSE OF STUDY AND READINGS: OPERATIONS MANAGEMENT: RMSE-004**

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### **6 Credits**

1. **Introduction-** elements of operations and supply chain management (OSCM), potential career opportunities in operations and supply chain management (OSCM), major concepts that define operations and supply chain management (OSCM) field, efficiency, effectiveness and value.
2. **Strategy-** sustainable business strategy and its relation to operations and supply chain management (OSCM), operations and supply chain strategy, implementation of operations and supply chain strategy, strategies and implications relative to business risk, evaluate productivity in operations and supply chain management (OSCM).
3. **Project Management-** what projects are and how projects are organized, analyze projects using network planning models, evaluate projects using earned value management, implementation of network planning models and earned value management in commercial software packages
4. **Logistics, Distribution and Transportation-** Logistics in India current context, logistics driven location decisions, factors affecting logistics, Transportation elements in logistics, innovations in logistics and importance of logistics in supply chains, logistics services and intermediaries, service providers, and outsourcing in logistics
5. **Operations Consulting-** need and importance, operations consulting process, tool-kit, data analysis and solution development, cost impact and pay-off analysis, Business process reengineering(BPR)
6. **Contemporary issues in OSCM and relevant topics**

### **Recommend Books**

1. Richard Chase; Ravi Shankar; F. Robert Jacobs, Operations and Supply Chain Management, 14e, McGraw-Hill Education

S K. Nandi and S L . Ganapathi, Logistics Management, OUP Higher Education Division

## **AREAWISE ADVANCED COURSE OF STUDY AND READINGS: GENERAL MANAGEMENT (RMSE-005)**

**6 credits**

1. **Introduction to General Management in 21<sup>st</sup> century:** Evolution of Management Theory, Schools of thoughts, Industrial organization, resource Based Model

2. **Business Economics**

Strategy and economics; boundaries of the firm; market & competitive analysis; cost functions; demand & supply; theory of the firm; economies of scale & economies of scope; market competitive analysis; core competence and business process outsourcing.

3. **International Business**

Introduction; theories of international trade & investments; globalization of markets and internationalization of firms; environment of international business; Foreign Direct Investment & collaborative ventures; global sourcing;; marketing and global firm; HRM in global firm; Financial Management in global firms; Operations & logistics in global firms; Focal firms in international business.

4. **Strategic Management**

Concepts & techniques of strategic management; strategic decisions; strategic management as a continuous process; analysis of macro environment; industry analysis; organizational direction: mission & goals; corporate level strategies; business level strategies; functional strategies; implementation of strategy; strategic control; strategic management and the world marketplace; strategic management and not-for-profit organization; performance of firm and competitive advantage; global strategy and organization.

5. **Contemporary issues in Management**

Total Quality Management, Technology management; knowledge management; creativity & innovation; change management; learning organization; corporate governance & CSR activities; ethical issues in management.

### **RECOMMENDED READINGS:**

1. Spender, J. C. Business Strategy: Managing Uncertainty, Opportunity, and Enterprise. Oxford, University Press.
2. Nelson, C. A. International Business-A Manager's Guide to Strategy in the Age of Globalism. Emerald Group Publishing Limited.
3. Porter, M.E. Competitive Strategy and Competitive Advantage. Free Press.

4. Galbraith, J.R., & Kazanjian, R.K. *Strategy Implementation: Structure, Systems and Process*. West Publishing Co.
5. Deresky. *International Management: Managing across borders and culture*. Pearson Education.
6. Daniels, John D. and Radebaugh, Lee H. (2005). *International Business*. Wiley India.
7. Besanko, D, Dranone, D, Shanley, M and Schaffer, S. *Economics of Strategy*. Wiley, India.
8. Cavusgil, Tamer. S, Knight, Gary, Berger, Riesen. R, John. *International Business Strategy, Management and the new realities*. Prentice hall.
9. Khanna, V.N, Vrat, Prem, sahay, B.S and Shankar, Ravi. *TQM Planning, design and implementation*. New Age international Publishers.
10. Koontz, Harrold (2010). *Essentials of Management*. Tata McGraw Hill.



**INDIRA GANDHI NATIONAL OPEN UNIVERSITY  
SCHOOL OF MANAGEMENT STUDIES**

**COURSE WORKSTRUCTURE (PhD MANAGEMENT)  
July 2024 Batch**

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- **Evaluation methodology:**
  - 50% evaluated by external expert and 50% by supervisor.
  - 50% review of Literature and 50% Presentation.

#### Sessions Planned:

S. No.	Course Code & Title	Session
1	RMS-001: Research Methodology	75
2	RMSE-001/002/003/004/005: Area-wise advanced course of study/readings	60
3	RMS-003: Review of Literature and Presentation	45
	<b>Total</b>	<b>180</b>

