



UTTARANCHAL UNIVERSITY

(Established vide Uttaranchal University Act, 2012)

(Uttarakhand Act No. 11 of 2013)

Arcadia Grant, P.O. Chandanwari, Premnagar, Dehradun, Uttarakhand

Programme Name	Pre-Ph.D. Course Work	Programme Code	23-
Course Code	DSE704	Credit	3
Year/Sem	1/1	L-T-P	3-0-0
Course Name	Human Resource Management		

Objectives of the Course:

To enable the scholar to explore the concepts and techniques of HRM that will facilitate in opting appropriate topics for research and comprehend the theoretical background in the domain of research.

UNIT I (Total Topics - 05 and Hrs. - 10 hrs.)

Introduction to Human Resource Management: Evolution of HRM, Concept, Objectives and Function of HRM, Qualities and Roles of HR Manager, Emerging Challenges of Human Resource Management.

UNIT II (Total Topics - 09 and Hrs. - 12 hrs.)

Acquisition of Human Resource Management: Job Analysis: Job Description and Job Specification. Methods of job analysis, Human Resource Planning: Purpose and Process, Recruitment and Selection: Source of Recruitment, Stages in Selection Process and techniques, Training: Training Needs, Training Methods, Career Planning and Development, Succession Planning.

UNIT- III (Total Topics - 06 and Hrs. - 12 hrs.)

Performance Appraisal and Employee Mobility: Concept, objective and Process of Performance Appraisal, Techniques of Performance Appraisal, Performance Management, Balanced Scorecard, Competency Mapping. Mobility - Promotion, Transfer, Separation: Lay-Off, Retrenchment, Voluntary Retirement Scheme.

UNIT-IV (Total Topics - 06 and Hrs. - 12 hrs.)

Compensation Management: Concept, Importance, Components of Compensation, factors Influencing compensation level, Job evaluation and its Process; Fringe Benefits, Incentive and its types.

UNIT-V (Total Topics - 05 and Hrs. - 14 hrs.)

Industrial Relations: Concept and Significance of Industrial Relations. Three parties to IR, Trade Union concept objective its importance, Employees' Grievance redressal, Industrial Disputes Causes and Settlement machinery. Collective Bargaining.

Course outcomes

CO1. To comprehend the concepts and techniques of HRM within the field of research.

CO2. To understand the need for HR research to uncover the solutions to the problem of HR.

CO3. Develop an analytical skill to carry out qualitative and quantitative research in the field



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of HR.

CO4. To analyze the current policies and practices through HR research.

CO5. To apply new ideas, methods and ways of thinking in the field of research

Reference Books

1. Ivansevich. *Human Resource Management*, TMH.
2. Mathis, Robert L & Jackson, John H. *Human Resource Management*, South Western College Publishing.
3. Muller Camen, & Croucher Leigh. *Human Resource Management: A case study approach*, Jaico Publishing House.
4. DeCenzo David & Robbins Stephen. *Personnel/ Human Resource Management*, Prentice Hall.

Text Books:

1. Aswathappa, K. *Human Resource and Personnel Management*, TMH.
2. Rao, VSP. *Human Resource Management: Text and Cases*, Excel Books.
3. Khanka S.S. *Human Resource Management*, S. Chand



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Programme Name	Pre-Ph.D. Course Work	Programme Code	23-
Course Code	DSE704 (i)	Credit	3
Year/Sem	1/1	L-T-P	3-0-0
Course Name	Finance		

Objectives of the Course:

To acquaint the students with the empirical evidence on various issues in finance, to prepare the students apply various concepts and theories in finance and equip them to identify research gaps and develop a framework of research in finance. The emphasis must be on reading and understanding of seminal as well as applied research papers which have provided empirical evidence on various issues and puzzles in finance.

UNIT I (Total Topics - 8 and Hrs. - 15 hrs.)

Corporate Finance: - Capital Budgeting Decision, practice and empirical evidence. Corporate Financing Decision, practice and empirical evidence regarding packing order, signalling, asymmetric information, effect of taxes and emerging theories of capital structure. Dividend Decision- theories, policies, practice and empirical evidence regarding Signalling hypothesis, effect of asymmetric information etc., Factors affecting capital structure choice (Micro factors like Size, Profitability, Liquidity, Tangibility, Corporate Governance etc. and Macro factors like Tax rates, Economic policies, Capital market conditions etc.), Working Capital Management, Mergers & Acquisitions and other forms of corporate restructuring- research issues and empirical evidence.

UNIT II (Total Topics - 4 and Hrs. - 10 hrs.)

Financial System- Markets and Institutions: Financial system- Research issues and empirical evidence. Banking- Efficiency, regulation, crisis and empirical evidence. Securities Markets. Derivatives Market. Bond market: Research issues and empirical evidence.

UNIT- III (Total Topics - 5 and Hrs. – 15 hrs.)

Investment Management: Fundamental Analysis, Technical Analysis and Efficient Market Hypothesis- empirical evidence and research issues. Asset pricing- Capital Asset Pricing Model and Non-Standard forms of CAPM- testing methodologies and empirical evidence. Empirical evidence on various stock market anomalies (such as Size Effect, Value Effect, Prior Return Effect, Seasonality Effect etc.).

UNIT-IV (Total Topics: 4 and Hrs. – 10 hrs.)

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, swaps.

UNIT-V (Total Topics - 7 and Hrs. – 10 hrs.)

Contemporary Issues in Finance: Contemporary issues in all areas of finance such as — Financial crisis management, volatility spill over across financial markets, financial market integration, real options, socially responsible investing (SRI), ethical investing, financial



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modelling etc). Research papers dealing with contemporary issues should be discussed.

Course outcomes

CO1. Acquire in depth understanding of the implications of the overarching strategic objectives of the organization for the finance function.

CO2. Understand the role and function of the financial system and awareness about the current structure and regulation of the Indian financial services sector.

CO3. Develop a broad knowledge and understanding of portfolio management and investment analysis.

CO4. Analyse, apply and evaluate information within the global financial environment of foreign exchange to solve problems and make informed decisions.

CO5. Examine relevant regulatory frameworks and ethical considerations applicable to contemporary issues in finance and analysis and communicate through research findings from the industry and academic evidence on some selected contemporary issue.

Reference Books

Text Books:

1. Dhmiya Sanjay. Financial Accounting for Managers, Pearson.
2. Atkinson Anthony & Kaplan Robert. Management Accounting, Pearson.
3. Khan and Jain. Management Accounting, Tata McGraw Hill.
4. Pandey, I.M. Management Accounting, Vikas Publishing

Reference Books:

1. Maheshwari S.N & Maheshwari S K. *A Text Book of Accounting for Management*. Vikas.
2. Gupta Ambrish. *Financial Accounting: A Managerial Perspective*. Prentice Hall.
3. Mukherjee. *Financial Accounting for Management*, TMH.



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Programme Name	Pre-Ph.D. Course Work	Programme Code	23-
Course Code	DSE704 (ii)	Credit	3
Year/Sem	1/1	L-T-P	3-0-0
Course Name	Marketing Management		

Objectives of the Course:

The objective of the course is to enable the scholars to gain the insights to marketing, consumer behaviour, service marketing and market research. To enable them to identify research problem by exploring emerging areas of research in marketing.

UNIT I Introduction to Marketing (Total Topics - 11 and Hrs. - 15 hrs.)

Introduction to Marketing, Core Marketing Concepts, Scope and Importance of Marketing, Marketing Vs Selling, Marketing Tasks and Approaches to Modern Marketing, Marketing Environment and Environment Scanning, Analyzing Market Environment, Marketing Challenges, Strategic Planning in Marketing Management, Marketing Planning Process, Marketing Mix - Product: New Product Development, Product Life Cycle, Product Mix decisions, Branding, Packaging, Labelling, Price: pricing and different methods of pricing, Place: Distribution, level of distribution, Promotion: promotion and promotional mix.

UNIT II Consumer Behaviour (Total Topics - 14 and Hrs. - 15 hrs.)

Nature, Importance and Scope of Consumer Behaviour, Types of Buying Behavior, Market Segmentation, Basis of Segmentation, Targeting & Positioning, Consumer Research, Consumer Decision-Making Process, Family Buying Behaviour, Post purchase behaviour, Consumer behaviour models, Consumer Motivation, Consumer Learning, Personality, Self-concept, Perception, Consumer Satisfaction

UNIT- III Marketing of Services (Total Topics - 08 and Hrs. - 10 hrs.)

Nature of Marketing of Services, Classification of services, Characteristics of services, Services v/s Physical Goods, Different types of service Attributes, Service Marketing Mix, Service product, 'People' Element in Services, Service Quality, Applications of Marketing of Services: Financial sector, IT, Tourism, Travel, Hospital, Education, Banking, Telecom, Transport

UNIT-IV Marketing Research (Total Topics - 08 and Hrs. - 10 hrs.)

Marketing Research: Need for market research, types of marketing research, stages of marketing research, Research Methods in Marketing – Quantitative and Qualitative Research in Marketing, Attitude Measurement and Scaling Techniques, Product Research, Test Marketing, Advertising Research, Media Research, Motivation Research.

UNIT-V Emerging issues in Marketing (Total Topics - 13 and Hrs. - 10 hrs.)

Green marketing, Rural and agricultural Marketing, Social Marketing, Network Marketing, Viral and Buzz Marketing, Cause Related Marketing, Event Marketing, Nucleus Marketing, Neuro-Marketing, International Marketing, Guerrilla marketing, Digital marketing, Holistic Marketing, Entrepreneurial Marketing

CO1. Acquire in-depth knowledge of core marketing concepts, approaches to modern marketing & Marketing Mix and apply these concepts for new Product Development & Promotion.

CO2. Comprehend Consumer Research Process for effective Segmentation, Targeting & Positioning; Acquire knowledge of Consumer Decision Process, Pre and Post Purchase Behaviour & Models of Buying Behaviour; and apply critical thinking in purchase decision.

CO3. Identify various concept of service marketing, relate the role of people element in services delivery; analyze the key issues of service quality & suggest innovative ideas to meet customer expectations

CO4. Recognize the basic concepts, types & stages of marketing research and apply these research-oriented skills for effective marketing strategies.

CO5. Explore various emerging issues in marketing like green marketing, social marketing, neuro-marketing, international marketing and digital marketing etc. and discover their contemporary scenario around the globe.

Reference Books

1. Kotler, P. and Armstrong, G. (2015). *Principles of Marketing*. New Delhi: Pearson Education.
2. Saxena Rajan, Marketing Management, Tata McGraw-Hill Publishing Co. Ltd., 3rd Edition.
3. Schiffman L.G., Kanuk, L.L & Kumar, S.R. Consumer Behavior, Pearson.
4. Kazmi & Batra, Consumer Behaviour, Excel books
5. Srinivasan, R. Services Marketing, PHI Learning
6. Lovelock, C.H Service Marketing, TMH
7. Naresh K. Malhotra, Essentials of Marketing Research, Pearson