

**SCHOOL OF MANAGEMENT STUDIES, PUNJABI UNIVERSITY, PATIALA**

**PROGRAMME OF STUDY**

**MBA Ph.D Course Work**

**2014-2015**

5111 Research Methodology in Management	100
5112 Advanced Computer Applications for Research	100
5113 Business Policy and Strategic Management	100

**Elective Courses**

The candidates need to select any one course from the following elective courses.

5114 Contemporary Issues in Finance and Accounting	100
5115 Contemporary Issues in Marketing Management	100
5116 Contemporary issues in Human Resource Management	100

## 5111 Research Methodology in Management

Max. Marks: 100  
Internal Marks: 50  
External Marks: 50

### Objective:

In this course the student will become familiar with research methodologies such as survey and field research, questionnaire design, content analysis, analysis of existing data, focus group, individual and group observation (including participatory observation) etc. The course will also introduce students to the safeguards against errors in both data collection and data analysis and reporting. In addition, the course will draw the attention of MANAGEMENT RESEARCH students to an important but often neglected aspect of social research, i.e. ethical issues in social research, covering such topics as voluntary participation, anonymity and confidentiality and the need to adhere to professional code of ethics. How each method is, or may be, related to contemporary policy issues will be an integral part of the course.

### Course Syllabus

#### Group I:

**The Nature of Research:** Identifying the underlying conceptual elements of the research issue; Analyzing a Research Issue; The aims of research, Theoretical Approaches to Research

**Research Designs:** Experimental Designs, Survey method; Rationale behind choosing an appropriate Research Design for different types of Research Study

**Review of the Instruments for Measuring Respondent Communication:** Questionnaire Design; Interviews; Other techniques

**Qualitative Research Methods:** A case study approach; data collection; analysis and presentation of results in qualitative studies.

#### Group II:

**Selecting Subjects for a Research Study:** Definition of research population, Sampling techniques, Sample size, Non-Response, Measurement error and bias in surveys

**Statistical Estimation:** Understanding the nature of sampling error; Estimation of sampling error for several parameters

**Statistical Significance and Statistical Testing:** General steps in a Statistical test; Understanding statistical significance; Review of a number of statistical tests widely used in business research

#### Group III:

**Review of Multivariate Statistical Techniques:** What is a causal relationship; examining causal relationships; review of a number of multivariate statistical techniques widely used in business research. Reporting and Presentation of Research Findings. This will be driven by a number of case studies using international business articles and large quantitative data sets

#### Additionally students will be:

- Trained in the use of relevant statistical software for analyzing and presenting quantitative research data.
- Shown how to conduct an **extensive literature review** of their chosen research topic

### Recommended Texts

- Saunders M, Research Methods for Business Students, Prentice Hall (2002)
- Piekarri R, Handbook of Qualitative Research Methods for International Business, Edward Elgar (2004)
- Sukaran U, Research Methods for Business: A skill building approach, Wiley (1992)

- Rudestam K, Surviving your Dissertation: A comprehensive guide to content and process, 2nd ed, Sage (2001)
- Jankowicz AD, Business Research Projects, 2nd Ed, Chapman and Hall (1995)
- Moser CA et al, Survey Methods and Investigation, 2nd Ed, Dartmouth Publishing (1993)
- Bryman A, Doing Research in Organisations, Routledge (1988)
- Cresswell JW, Research Design: Qualitative and Quantitative Approaches, Wiley (1994)
- Brannick T et al, Business Research Methods: Strategies, Techniques and Sources, Oak Tree Press (1997)
- SPSS Base 12.0 Users Guide, SPSS Publications (2003)
- Gill J. et al, Research Methods for Managers, Paul Chapman Publishing (1997)

### **Instructions for the Paper-Setter**

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three groups, i.e., I, II and III. The question paper will consist of nine questions; three from each group.

### **Instructions for the Candidates**

Candidates will be required to attempt five questions in all, selecting not more than two questions from each group.

## 5112 Advanced Computer Applications for Research

Max. Marks: 100  
Internal Marks: 50  
External Marks: 50

### Objectives

To develop knowledge and understanding of Ph.D students on the various aspects of Advanced Computer Applications. The course aims to impart the data analytical capabilities using Microsoft Excel and SPSS to the research scholars. To choose statistical tests based on the goal of your data analysis and the characteristics of the dependent and independent variables. The application of SPSS to data analysis will facilitate the Research Scholars in completing their thesis.

### Course Syllabus

#### Group I:

**Microsoft Word** – Writing and Printing Reports, Mail merge.

**Microsoft Power Point** – Creating effective presentations

**HTML** – Web site designing using Microsoft FrontPage.

#### Group II:

**Microsoft Excel** – Formulas, Graphs, Basis statistical formulae.

**Contents of advanced excel:** Introduction, Using Excel lists, Creating a List, Sorting, To perform a Simple Sort, To Sort by Multiple Columns, Data Forms, Adding Data Using the Data Form, Finding Records Using Criteria, Filtering Data, AutoFilter, Advanced Filters, Special Features for Filtered Lists, Totals and Subtotals Total, Managing Windows, Multiple Windows, Splitting Windows, Freezing Panes, Linking Data, Analysis tool pack, Analysis by goal seek, Analysis by pivot tables.

#### Group III:

**An Overview of SPSS:** Mouse and keyboard processing, frequently –used dialog boxes, editing output, Printing results, Creating and editing a data file

**Managing Data:** Listing cases, replacing missing values, computing new variables, recording variables, exploring data, selecting cases, sorting cases, merging files, Data Importing and Validation.

**Graphs:** Creating and editing graphs and charts.

**Frequencies:** Frequencies, bar charts, histograms, percentiles.

**Descriptive Statistics:** Measures of central tendency, variability, deviation from normality, size and stability. Cross Tabulation and chi-square analyses, the means Procedure

**Bivariate Correlation:** Bivariate Correlation, Partial Correlations and the correlation matrix

**The T-test procedure:** Independent –samples, paired samples, and one sample tests

**The one way ANOVA procedure:** One way analysis of variance

**General Linear Modules (GLM):** Two –way analysis of variance, Three –way analysis of variance and the influence of covariates Simple Linear Regression, Multiple regression analysis, Multidimensional scaling, Factor analysis, Cluster analysis

### Reference Books:

- Learning Web Design: A Beginner's Guide to HTML, Graphics, and Beyond (Paperback) by Jennifer Niederst, Publisher: Shroff.
- Data Analysis Using Microsoft Excel (Paperback) by Sah Narayan Ash Publisher: Excel Books (2009)
- Practical Statistics Using Microsoft Excel (CD Rom Included) by Dibyojyoti Bhattacharjee, Publisher: ASIAN BOOKS

- Spss For Dummies (Paperback) By Arthur Griffith , Publisher: wiley .

**Instructions for the Paper-Setter**

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**Instructions for the Candidates**

Candidates will be required to attempt five questions in all, selecting not more than two questions from each group.

## 5113 Business Policy and Strategic Management

Max. Marks: 100  
Internal Marks: 50  
External Marks: 50

### Objective

The objective of the subject is to make Ph.D. students conversant with a set of management strategies which specify the firm's product-market position, the directions in which the firm seeks to grow and change the competitive tools it will employ, the strengths it will seek to exploit and the weaknesses it will seek to avoid.

### Course Syllabus

#### Group I:

**Strategic Management and Business Policy:** Basic Framework, Overview of Strategic Management Process, Characteristics of Strategic Management, The need for defining strategic intent through Vision & Mission statements

**Environmental Scanning:** The current Indian & International Business Environment, Types of Strategies, Guidelines for crafting strategies, Tailoring strategies to fit specific Industry. Environmental Threat and Opportunity Profile (ETOP), Organizational Capability Profile – Strategic Advantage Profile, Corporate Portfolio Analysis, SWOT Analysis.

**Formulation of Strategy:** Various Stages and Components of Strategy; Corporate level strategies-- Stability, Expansion, Retrenchment and Combination strategies. Concept of Synergy, Corporate Restructuring.

#### Group II:

**Business level strategies**—Generic Alternatives of Differentiation, Low Cost & Focus., Developing Core Competence & Distinctive Competence; The Alternatives of Market Penetration, Product Development, Market Development, Diversification & its types including vertical integration.

**Process based business transformation strategies** (Total Quality Management, Business Process Reengineering, Competitive Benchmarking and IT-enabled Value Chain Management through ERP) **Business level strategies**—Generic Alternatives of Differentiation, Low Cost & Focus.; Developing Core Competence & Distinctive Competence; The Alternatives of Market Penetration, Product Development,

**Strategic Analysis and Choice:** Corporate level analysis, BCG, GE Nine cell, Porter's Five Forces Model of Competition, Mc Kinsey's 7s Framework Hofer's product market evolution and Shell Directional policy Matrix, Qualitative factors in strategic choice

**Distinctive competitiveness:** Selection of matrix while considering all models discussed above, Implementation of strategy: Analysis and development of organizational policies-marketing, production, financial, personnel and management information system.

#### Group III:

**Strategy implementation:** Issues in implementation - Project implementation - Procedural implementation, Procedural implementation - Resource Allocation - Budgets - Organization Structure - Matching structure and strategy

**Behavioural issues:** Leadership style – Corporate culture – Values – Power – Social responsibilities – Ethics- Building a capable organization,

**Strategy Evaluation:** Importance. Symptoms of malfunctioning of strategy – Organization anarchies, Operations Control and Strategic Control.

**Measurement of performance:** Measures of Performance, Analyzing variances – Role of organizational systems in evaluation, Rescheduling of resources-Techniques for improving organization effectiveness.

**New Business Models and strategies for Internet Economy** Impact of Globalisation & e-commerce - E-Commerce Business Model and Strategies - Internet Strategies for Traditional Business - Key success factors in E-Commerce. Cases in strategic management

**Recommended Texts**

- Lawrence R. Jauch, William F. Glueck, *Business Policy and Strategic Management*, McGraw-Hill, 5<sup>th</sup> Edition.
- John A. Pearce II, R.B. Robinson, Jr., *Strategic Management*, 3<sup>rd</sup> Edition, A.I.T.B.S. Publications, Delhi.
- Fred R. David, *Strategic Management - Concepts and Cases*, Pearson Education, 10<sup>th</sup> Edition’.

**Instructions for the Paper-Setter**

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three groups, i.e., I, II and III. The question paper will consist of nine questions; three from each group.

**Instructions for the Candidates**

Candidates will be required to attempt five questions in all, selecting not more than two questions from each group.

## 5114 Contemporary Issues in Finance and Accounting

Max. Marks: 100  
Internal Marks:50  
External Marks: 50

### Course Overview

The objective of this course is to acquaint the students of Ph.D. with the advanced knowledge of finance and accounting function. The course is designed to provide researchers in management field with an acquaintance to the emerging issues in accounting and finance. Researchers and Practitioners virtually need to acquire such knowledge for application and in the analysis and interpretation of accounting and financial data.

### Course Syllabus

#### Group I:

**An Overview of Financial Management and Policy:** Conceptual Framework, Global Financial environment, Constituents of Financial Sector, Reforms measures in Financial Institutions and Markets, Risk and return analysis in Financial Management

**Emerging Trends in Financial markets:** Capital Market and Money Market., Sub-prime crisis-Reasons, impact, remedies and lessons to be learnt.

**Pricing of IPOs :** Conceptual and research issues.

**Integration of capital markets:** Reasons and techniques to measure such integration.

#### Group II:

**Issues in Corporate Restructuring:** Need, Methods of restructuring, Mergers and Acquisitions, Divestiture, Contracting Out, Outright Sale, Disinvestments, 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

**Financial risk management-**Rationale, Significance, types of financial risks. Role of derivatives in managing financial risk

#### Group III:

**Contemporary Accounting:** Human Resource Accounting, Environment Accounting, Social Accounting and Value added Accounting

**Strategic Cost management:** Rationale, Significance, techniques-Activity Based Costing, Life Cycle Costing and Target Costing.

**Financial Reporting:** Indian GAAP, An overview of International Financial Reporting Standards, Convergence of Accounting Standards and IFRSs. Need for online reporting.

**Performance Measurement:** Residual Income, Economic Value Added, Market Value Added; Balanced Score Card

### Recommended Texts

- J.J. Hamton, *Financial Decision Making: Concepts, Problems and Cases*, Prentice-Hall of India, 4<sup>th</sup> Edition.
- Khan and Jain, *Financial Management*, Tata McGraw-Hill Publishing Co. Ltd., 4<sup>th</sup> Edition.
- Stephan A. Ross, Randolph W. Waterfield and Jeffery Jaffe, *Corporate Finance*, Tata McGraw-Hill Publishing Co. Ltd., 7<sup>th</sup> Edition.
- Richard A. Brealey and Stewart C. Meyers, *Principles of Corporate Finance*, Tata McGraw-Hill Publishing Co. Ltd., 6<sup>th</sup> Edition.
- Management and Cost Accounting, Colin Drury, Thompson, 2007, Sixth Edition
- Charles T. Horngren, George Foster and Srikant M. Datta, *Cost Accounting: A Managerial Emphasis*, Prentice-Hall of India, New Delhi, 12<sup>th</sup> Edition.
- Charles T. Horngren, *Introduction to Management Accounting*, Prentice-Hall of India, New Delhi, 12<sup>th</sup> Edition, 2007.

### **Instructions for the Paper-Setter**

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three groups, i.e., I, II and III. The question paper will consist of nine questions; three from each group.

### **Instructions for the Candidates**

Candidates will be required to attempt five questions in all, selecting not more than two questions from each group.

## 5115 Contemporary Issues in Marketing Management

Max. Marks: 100  
Internal Marks:50  
External Marks: 50

### Objective

- To develop knowledge and understanding of Ph.D. students on the various aspects of modern marketing management
- To enable students to identify research issues in the specialization area
- To develop insight of students as to the area and topic in the area that they may work up to develop their Ph.D. proposals

The course aims to develop understanding of the Modern day marketing functions in the corporate enterprises and various research and policy implications.

### Course Syllabus

#### Group 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, Strategic Planning in Marketing Management

**Consumer Behavior:** Factors Influencing, Consumer Buying Behavior Process, Models and Scaling Techniques; Market Segmentation, Targeting and Positioning.

**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.

#### Group II:

**Applied Marketing Research:** Demand Measurement and Forecasting, Product Research, Advertising Research, Distribution Research, Sales Control Research, Pricing Research, Motivation Research. Use of Statistical Package for Social Sciences (SPSS) in Marketing Research,

**Managing Service:** Idea, Institution, Person, Place and Event

**Customer Evaluation of Service Quality:** Gaps Model for improving the Quality of Service - knowledge gap, standards gap, delivery gap, communications gap. Service Recovery.

#### Group III:

**Supply Chain Management:** Components of SCM, Physical Distribution System; Distribution Channels, Types & Functions, Selection, Cooperation and Conflict Management

**Retail Marketing:** Forms of Retail organization – levels of organization. Retail Organization Structures; Demographic Analysis in Retailing - Age distribution population, Income Urbanization, shrinking household, working women, diversified minorities. Emerging Trends and research Issues in Retailing.

**Geographic Analysis in Retailing:** Regional market, metro geography, non-metro geography. Gaining Strategic advantage through customer service – nature of customer service, customer service strategies

**Global Marketing:** Rationale, India and World trade, Foreign Trade policy in Indian context, Constraints in Global marketing, Destination wise and Commodity Wise Trends; Outsourcing and its marketing Implications for home and host countries.

**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.

### **Recommended Texts**

- Kotler Philip & Armstrong, G., *Principles of Marketing*, Prentice-Hall of India, , 2008.
- Kotler Philip, *Marketing Management*, Prentice-Hall of India, 2007.
- Kotler Philip & Keller, *Principles of Marketing*, Prentice-Hall of India, 2007.
- Saxena Rajan, *Marketing Management*, Tata McGraw-Hill Publishing Co. Ltd., 3<sup>rd</sup> Edition.

### **Instructions for the Paper-Setter**

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three groups, i.e., I, II and III. The question paper will consist of nine questions; three from each group.

### **Instructions for the Candidates**

Candidates will be required to attempt five questions in all, selecting not more than two questions from each group.

## 5116 Contemporary issues in Human Resource Management

Max. Marks: 100

Internal Marks: 50

External Marks: 50

### Course Overview

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.

### Course Syllabus

#### Group I:

**An overview of Human Resource Management:** Framework of HRM in the present day corporate sector; environmental scanning, building up skills for effective HR manager. HRM in the Global Context

**Human Resource Planning:** Factors affecting, process, and barriers. Stock taking, Work Force Flow Mapping, Age and Grade Distribution Mapping; Behavioural factors in Human Resource Planning; Wastage Analysis, Retention, Redeployment and Exit Strategies;

**Manpower Search:** Recruitment Strategies and Selection Process in Corporate Sector. Models and Techniques of Manpower Demand and Supply Forecasting,

**Analyzing Work and Designing Jobs:** Induction, Placement, Socializing, Promotion and Succession. Job Analysis, Evaluation and Job description

#### Group II:

**Career Management:** Issues in Career Planning and Development, Performance Planning, Coaching, Potential Appraisals, Multi-skilling, Training and Retraining, Measuring Training Effectiveness

**Retention Strategies:** Need for Retention, Causes of attrition of managerial personnel in modern day service and manufacturing organizations. Managing Separations and Rightsizing. Managing Change in Organisations.

**Emerging Issues in Performance Management:** Rationale, Methods of Performance Appraisal and Potential Evaluation.

**Compensation Management and Incentive Regime:** Importance, Methods of Compensation, Incentives, Sharing Productivity Gains and Profits, Employee Stock Option Plans; Employee Empowerment

**Stress Management:** Measurement and Coping strategies; Improving Quality of Work Life and its measures

#### Group III:

**Industrial Relations and Technological Change:** Constituents, Causes of Industrial Unrest and Remedial Measures, Regulatory Framework, Employment Security and Management of Redundancies.

**Collective Bargaining:** Collective Bargaining in India, UK, USA (developed and developing nations). Concept, forms and models of workers' participation in management,

**Ethical Issues in Human Resource Management:** Need and Implications of Ethics for Human Resource Management

**International Human Resource Management:** Dynamics of HRM in Multinational Corporations.

**Recommended Texts**

- Garry Desseler, *Human Resource Management*, Prentice-Hall of India Pvt. Ltd., New Delhi, 10<sup>th</sup> Edition.
- Edwin B. Flippo, *Personnel Management*, McGraw-Hill Book Company, 6<sup>th</sup> Edition.
- Raymond Noe, Wright, Gerhart & Hollenbeck, *Human Resource Management – Gaining A Competitive Advantage*, Tata McGraw –Hill Publishing Company Ltd., New Delhi, 5<sup>th</sup> Edition.

**Instructions for the Paper-Setter**

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three groups, i.e., I, II and III. The question paper will consist of nine questions; three from each group.

**Instructions for the Candidates**

Candidates will be required to attempt five questions in all, selecting not more than two questions from each group.

## 5112 Advanced Computer Applications for Research

Max. Marks: 100  
Internal Marks: 50  
External Marks (Practical): 50

### Objectives

To develop knowledge and understanding of Ph.D students on the various aspects of Advanced Computer Applications. The course aims to impart the data analytical capabilities using Microsoft Excel and SPSS to the research scholars.

### Course Syllabus

#### Group I:

**Charts:** Bar chart, Histogram, Scatter Diagram, Pie chart, trend line

**Formulas:** Overview and type of formulas,

*Logical functions:* AND, OR, IF, NOT, TRUE, FALSE

*Selected Statistical Functions:* Mean, Median, Mode, Average, Standard Deviation, Correlation, Variance

*References:* Absolute, Relative and Mixed references

*Operators:* arithmetic, comparison, text concatenation, and reference

**What-if analysis:** scenarios, data tables, and Goal Seek.

**Summary reports:** Overview of PivotTable and PivotChart reports

**Some Advanced Statistical Techniques:** Bivariate Correlation, correlation matrix, z test, Independent sample t test, paired sample t test, One way analysis of variance, Two way analysis of variance, Simple Linear Regression.

#### Group II:

**SPSS Environment:** Entering data, Creating a variable, Creating coding variables, types of variables, missing values.

**Exploring data:** Graphing methods such as Histograms, Understanding descriptive statistics and box plots.

**Test of normality of data and homogeneity of variance.**

**Correlation:** Scatter plot, *Bivariate Correlation:* Pearson's and Spearman's Correlation coefficient. Partial Correlation.

**Regression:** Simple and Multiple Linear Regression and assessing the overall fit of model.

**Comparing two means:** Independent and dependent t test

**Comparing more than two means:** One way analysis of variance, Two way analysis of variance

**Non-Parametric tests:** Chi Square, Mann-Whitney test, Wilcoxon Signed Rank test, Kruskal Wallis test, Friedman's ANOVA.

**Reduction of data by using Factor analysis**

### Recommended Texts

- Ajai S. Gaur, *Statistical Methods for Practice and Research: A Guide to Data Analysis Using SPSS*, Response Books, 2009.
- Joseph Schmuller, *Statistical Analysis with Excel for Dummies*, 2013
- Mark Dodge, Craig Stinson, *Microsoft Excel 2010: Inside Out*, Prentice Hall of India, 2010.

### Instructions for the Paper-Setter

The external paper will carry 50 marks and will be in the form of practical and viva-voce.