SYLABII OF DOCTOR OF PHILOSOPHY  
FACULTY OF BUSINESS MANAGEMENT & COMMERCE  
SEMESTER-I (w.e.f. 2016-17)  
SCHEME OF EXAMINATION  

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SEMESTER I

AREA: RESEARCH METHODOLOGY

PHD 9101: RESEARCH METHODOLOGY

Objective: To develop an understanding of research methodology, tools and techniques required in business management research. This course will enable students to develop research proposals and conduct research.

UNIT - I

Evaluation of Types of Research and Research Designs; Theory Building in Research; Hypothesis Formulation—types and evaluation; Measurement and Scaling—types and techniques, Sampling Process and Methods; Data Collection Methods and Processes—questionnaire formulation.

UNIT - II

Analytical Techniques—usage and limitation, Univariate analysis; Bivariate analysis; Multivariate analysis.

Univariate analysis t-test; Bivariate analysis—correlation, regression, ANOVA, Chi square.

Introduction to Statistical Package for the Social Sciences (SPSS); Reporting and Thesis Writing; Referencing and Bibliography.

RECOMMENDED READINGS:

PHD 9102: QUALITATIVE RESEARCH METHODS

Objective: To equip the students with skills necessary to conduct and evaluate qualitative research.

UNIT – I

Nature of Qualitative Research- relationship and comparison of qualitative and quantitative research; Philosophical, Paradigm and Interpretative framework; Designing qualitative research study, Qualitative research approaches: Narrative research, Phenomenology research, Grounded Theory research, Ethnographic research and Case study research; Sampling in qualitative research;

UNIT – II

Data Collection techniques in qualitative research: focus groups, depth interviews including laddering, observations, projective techniques; Data analysis techniques in qualitative research, Use of Qualitative Data Analysis software (QDAS) in Qualitative research ; Writing and presenting qualitative research findings; Validation and evaluation of qualitative research ; Ethical Issues in Qualitative Research.

RECOMMENDED READINGS:
2. Charmaz K., Constructing Grounding Theory, Sage Publications
4. Lichtman, M.V. Qualitative Research for the Social Sciences. SAGE Publications.
6. Qualitative enquiry and Research Design : Choosing Among Five Approaches.
10. Uwe, F. An Introduction to Qualitative Research. SAGE Publications.
AREA: ACCOUNTING AND FINANCE

Requirement:
The student is required to review eight articles. The student should review two articles for each of the four elective subjects in this area of specialisation. While one article should be from a journal listed in Group ‘A’, and the other article should be from a journal listed in Group ‘B’ given below.

<table>
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<tbody>
<tr>
<td>1. Accounting Review</td>
<td>1. Decision</td>
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<td>6. Vision</td>
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PHD 9106: FINANCIAL REPORTING AND ANALYSIS

Objective: To help students develop the ability to analyse and assess financial reporting problems and issues by using theoretical frameworks, and to understand extant research issues in financial reporting.

UNIT - I


UNIT - II

Distress Analysis- financial statement-based prediction models versus market price-based prediction models.
Earnings Management- accrual-based versus cash-based earnings, techniques, earnings quality, earnings forecast quality.


RECOMMENDED READINGS:


PHD 9107: STRATEGIC COST ANALYSIS AND PERFORMANCE EVALUATION

Objective: To provide students with knowledge of modern cost management techniques. At the end of the course, students should be able to apply advanced knowledge of strategic cost management to organisational contexts and analyse an organisation's performance in creating value.

UNIT- I


Activity-Based Costing (ABC)- nature, designing an ABC system, activity-based management, operational and strategic application of ABC; Nature of Value-chain Analysis, application of linkage analysis in cost reduction and value addition.

Research Issues and Future Directions in Strategic Cost Analysis- ABC, target costing and life cycle costing.

UNIT- II

Functional-based Planning and Control- Budgeting- nature, administration and effectiveness; Budgeting Cycle; Activity-based Budgeting; Transfer Pricing and its Applications.

Research Issues and Future Directions in Performance Evaluation - budgeting, balanced scorecard and cost of quality.

RECOMMENDED READINGS:


PHD 9108: CORPORATE RESTRUCTURING AND VALUATION

Objective: To familiarise students with the financial and strategic issues associated with corporate restructuring and valuation and enable to identify research issues and future directions on corporate value creation through restructuring.

UNIT - I

Introduction to Corporate Restructuring- Forms of corporate restructuring– expansion strategies (mergers, acquisitions, tender offers, joint ventures, alliances), sell off strategies (spin-offs, split offs, split ups, equity carve-outs, divestitures), corporate control strategies (premium buy backs, standstill agreements, antitakeover defenses); Strategies Regarding Change in Ownership Structure- exchange offers, share repurchases, going private, leverage buyouts.

Research Issues and Future Directions in Corporate Restructuring- empirical evidence on restructuring issues such as timing and methods of payment; Impact of Restructuring Strategies on Value Creation.

UNIT - II

Introduction to Valuation- role, purpose and process; Valuation Techniques– discounted cash flow valuation, relative valuation and contingent claim valuation; Valuation of Intangibles– valuation of brands, goodwill, human resources and customer relations; Valuation of a Merged Firm– valuation of synergies, accretion-dilution analysis, growth synergies and efficiency synergies.

Research Issues and Future Directions in Valuation; Synergy and Value Creation; Valuing Declining and Distressed Companies; Trends in Valuation for Corporate Restructuring.

RECOMMENDED READINGS:
PHD 9109: FINANCIAL MARKETS AND INVESTMENT MANAGEMENT

Objective: To provide an understanding of the financial markets and investment techniques that can be used to manage a portfolio. The conceptual inputs will assist selection and evaluation of different investment avenues and how to make a portfolio, which could generate good returns. The purpose of this course is to acquaint students with the theoretical and practical aspects of investment analysis, and help the assessing contemporary research issues.

UNIT-I

Introduction to financial market- Function, Intermediaries, Participants and Structure ; Risks Faced by Financial Intermediaries and Credit crisis for Financial Institutions; Asset classes and Financial Market Instruments; Primary capital markets vs secondary markets; Securities trading, regulation and securities settlement; recent trends and future directions with empirical evidence in financial markets.

UNIT-II

Introduction to portfolio management; Risk and Risk Aversion; Capital Allocation between the Risky Asset and the Risk−Free Asset; The Capital Asset Pricing Model; Arbitrage Pricing Theory; Efficient Capital Market; Equity and Valuation Models; Financial Statement Analysis; Investment Management Strategies; Future Directions and Trends in Investment and Investment Management.

REFERENCES:


**AREA: HUMAN RESOURCE MANAGEMENT**

**Requirement:**
The student is required to review eight articles. The student should review two articles for each of the four elective subjects in this area of specialisation. While one article should be from a journal listed in Group ‘A’, and the other article should be from a journal listed in Group ‘B’ given below.

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<tr>
<td>1. Advances in Developing Human Resources</td>
<td>1. Human Capital</td>
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<td>3. HR Focus</td>
<td>3. Indian Journal of Training and Development</td>
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<td>5. International Labour Review</td>
<td>5. Prajnan</td>
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<td>7. Leadership</td>
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**PHD 9116: ORGANISATIONAL CHANGE AND DEVELOPMENT**

**Objective:** To develop an understanding about how organisations have to prepare themselves for bringing effective change effectively to succeed in the changing environment.

**UNIT – I**

Perspectives of Change, understanding change levers; Models of Change; Change Management Strategies; Effective Management of Organisational Change Process- managing change as growth, managing change as transformation, managing change as turnaround; Leadership and Organisational Change; Organisational Effectiveness and Excellence.

**UNIT - II**

Understanding Organisation Development (OD) Process; Building Collaboration within Organisations; Organisational Transformational through Teamwork; Organisation Culture and Change; Quality of Work Life and its Impact on Employees’ Performance; Work Life Balance; Power, Politics and OD; Conditions for Success and Failure of OD Programs.
RECOMMENDED READINGS:


PHD 9117: CONTEMPORARY ISSUES IN ORGANISATIONAL BEHAVIOUR

**Objective:** To help students understand the importance of human capital and its role in shaping world class organisations.

UNIT - I

Challenges and Opportunities for Organisational Behaviour; Understanding Contemporary Insights in Organisational Theory; Organic and Mechanistic Designs; Contemporary Organisational Design Ideas; Role of Various Factors in Decision Making like Individual Differences, Organisational Constraints, Perception, etc.; Causes of Job Satisfaction- job satisfaction and its impact on job performance, organisational citizenship behaviour, customer satisfaction, turnover of employees, workplace deviance; Moods and Emotions; Emotional Intelligence; Leadership Styles and Emotional Intelligence—engagement, integration and agility; Tough empathy.

UNIT - II

Organisational Commitment- affective commitment, normative commitment, continuance commitment; Role of Perceived Organisational Support on Employees’ Performance; Drivers of Employee Engagement and Job Engagement; Motivating by Job Design- the job characteristic model, redesigning jobs, contemporary work arrangements used for motivating employees; Employee Involvement Programs; Creating and Sustaining Culture, Spirituality and Organisational Culture, benefits of cultural intelligence; Learning Organisations; Warmth and Competence Model; Team Building—participative, centralisation, career pathing, cross pollination and collective ambition; Deliberately Developmental Organisations—thriving workplace.

RECOMMENDED READINGS:


**PHD 9118: PERFORMANCE AND COMPENSATION MANAGEMENT**

**Objective:** To promote understanding of issues related to the compensation/rewarding human resources and to impart skills in designing, analyzing and restructuring compensation packages.

**UNIT - I**

Introduction to Compensation- goals of compensation system, compensation strategy monetary and non-monetary rewards, fringe benefits and supplementary compensation, knowledge-based compensation, competency-based compensation; Modern Techniques of Compensation- pay band system, Employees’ Stock Option Plans, flexi-time schedules, incentive schemes, performance linked compensation, compensation package; Voluntary Retirement Scheme- approaches to deal with the workforce redundancy; Compensation Practices in Multinational Corporations; Latest Techniques of Executive Compensation including Golden parachute, Golden handcuffs, Golden Boot, Golden Handshake, Wage and Salary Administration- recent trends in wages and salaries in India.

**UNIT - II**

Introduction to Performance Management (PM) and Performance Appraisal; PM System- PM theatre; Rating-Less Appraisals for the Future of Performance Management Systems, Strategies for Performance Management, Competency Mapping, Benchmarking; Defining Key Result Areas; Result-based Performance; Merit-based Promotions; Skill-based Pay; Team-based Pay, broad banding; Profit Sharing; Balanced Score Card; Linking Salary with Potential and Performance and Other Incentive Plans impacting an Organisation’s Strategic Objectives.

**RECOMMENDED READINGS:**

PHD 9119: STRATEGIC HUMAN RESOURCE MANAGEMENT

Objective: The course is aimed at appreciating how human resource is emerging as a key resource for competitive advantage and understanding the strategic human resource framework and aligning it with organisational goals in the context of changing form of organisations in the global environment.

UNIT - I

Strategic Human Resource Management (SHRM)- Strategic role of Human Resource Management (HRM); Aligning Human Resource (HR) Systems with Business Strategy- corporate HR philosophy and company-wide HR standards; Alternative HR Systems; Planning and Implementing Strategic HR Policies- behavioural issues in strategy implementation; Different HRM-Strategies in Growing-up-companies; SHRM for Competitive Advantage; High Performance Work System (HPWS); Building Employee Recruitment, Selection and Talent Acquisition Strategies; Building Engagement through Employee Involvement; Strategic HR Issues in Managing Local and Global Businesses.

UNIT - II

Strategy Formulation; Strategy Analysis; Developing Strategic HR Interventions; Human Resource Development Audit; Human Capital Investment and Aligning HR Interventions with Business Strategy; Knowledge of Strategic HR Themes- the role of strategic HR leader; Strategies Evaluation and Control.

RECOMMENDED READINGS:

AREA: MARKETING MANAGEMENT

Requirement:
The student is required to review eight articles. The student should review two articles for each of the four elective subjects in this area of specialisation. While one article should be from a journal listed in Group ‘A’, and the other article should be from a journal listed in Group ‘B’ given below.

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<td>1. International Journal of Cross Cultural Management</td>
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<td>2. International Journal of Research in Marketing</td>
<td>2. Foreign Trade Review</td>
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<td>5. Journal of International Marketing</td>
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<td>8. Journal of Retailing</td>
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<td>9. Journal of World Business</td>
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<td>10. Marketing Science</td>
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PHD 9126: CONSUMER BEHAVIOUR

Objective: To develop in students the ability to conduct and evaluate research in the area of Consumer Behaviour by exposing them to the relevant theories, research issues and prominent research in Consumer Behaviour.

UNIT – I

Research on Perspectives on Consumer Research; Research on Attitudes, Affect and Consumer Behaviour; Experiential Consumption; Research on Information Processing including Conscious vs. Non-Conscious Processing; Research on Consumer Identity and Self.

UNIT - II
Research on Social Influence on Consumer Behaviour; Research on Children as Consumers; Research on Consumer Market in India—size, composition and characteristics; Cross Cultural Issues in Consumer Research; Research on Organisation Buyer Behaviour; Research on Trends in Consumer Behaviour.

RECOMMENDED READINGS:

1. Bijapurkar, R. *We are Like that Only: Understanding the Logic of Consumer India.* Penguin Books.

PHD 9127: MARKETING

**Objective:** To develop an ability to conduct and evaluate research in the area of Marketing by focusing on relevant theories, research issues and prominent research in the area of Marketing.

**UNIT - I**

Evolution of Marketing Theory; Theoretical Perspectives on Marketing; Research on Market Segmentation; Research on the Schemes of Product Categories and Service Categories; Product life Cycle and its Dynamics; Diffusion of New Products and Product Obsolescence.

**UNIT - II**

Research on Selected aspects of Brands—brands positioning, brand equity; Research on Pricing Issues, Price–gap analysis; Research on Customer Relationship Management; Research on Marketing Strategy—cost leadership, differentiation and focus.

RECOMMENDED READINGS


PHD 9128: CHANNEL MANAGEMENT

**Objective:** To develop in students the ability to conduct and evaluate research in the area of Channel Management by exposing them to the relevant issues and prominent research related to Channel Management.
UNIT - I

Research on Perspectives on Channel Management; Channel Power, Channel Relations and Channel Conflicts; Research on Negotiation Strategies in Channel Relationships; Research on Collaboration Issues in Supply Chain Management.

UNIT - II

Research on Impact of Electronic Commerce on Channel Strategies; Research on Sales Force- motivation, organisation structure, evaluation and control; Research on Issues in Retail Management and e- Retailing.

RECOMMENDED READINGS


PHD 9129: GLOBAL MARKETING

**Objective:** To develop in students ability to conduct and evaluate research in the area of Global Marketing and International Business by exposing them to the relevant theories, relevant issues and prominent research in Global Marketing and International Business.

UNIT - I

Theoretical Perspective in Global Marketing; Research in Global Environmental Issues; Research on Evaluation of Multi-national Corporations; Research in Select Cross Cultural Frameworks; Research in Selected ISSUES in Design of Global Marketing Mix; Research in International Logistics.

UNIT - II

Research in Selected Aspects of India’s Foreign Trade Policy; Research in Modes of Entry in International Business- Foreign Direct Investment, strategic alliances; Research in Impact of Bilateral Agreements and Multilateral Agreements; Selected Methodology Issues in Research in Global Marketing.

RECOMMENDED READINGS

3. Kumar, V. *International marketing research*. Pearson Education.
AREA: STRATEGIC MANAGEMENT

Requirement:
The student is required to review eight articles. The student should review two articles for each of the four elective subjects in this area of specialisation. While one article should be from a journal listed in Group ‘A’, and the other article should be from a journal listed in Group ‘B’ given below.

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<td>1. Asia Pacific Business Review</td>
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<td>2. Business World</td>
<td>2. Economic and Political Weekly</td>
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<td>8. Strategic Management Journal</td>
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PHD 9136: MARKET STRUCTURE AND STRATEGY

Objective: To understand the various markets under which a firm operates and the strategies a firm devises to fulfill its goals and objectives.

UNIT - I

Business Firm- types, objectives, goals, changing philosophies of the firm; Classification of Market Structures- concentration of sellers, product differentiation, ease of entry; Types and Characteristics of
Market Structures, Equilibrium under Perfect Competition, Monopolistic Competition, Monopoly, Oligopoly, Oligopsony, Oligonomy; Market Conduct and Firm's behaviour in Executing its Different Strategies, and its Response to the Realities of the Market; Market Structure, Conduct and Performance Model- traditional and modern approach.

UNIT - II

Research on Corporate Level Strategies and Different Orientations to Growth; Research Issues Related to Greenfield Projects, Joint Ventures, Acquisitions, Diversification and Vertical Integration; Different Frameworks of Business Level Strategies; Big Pivot Strategies– Blue Ocean and Red Ocean strategies followed by platform companies.

RECOMMENDED READINGS:


PHD 9137: ENVIRONMENTAL ANALYSIS

Objective: This course is designed to educate the researchers regarding the need and importance of analysis of business environment for effective strategic management.

UNIT - I

Strategic Management- basic model; Concepts of Strategic Management; Interaction of Environmental Analysis and Strategy Formulation; Environmental Scanning- meaning, types, modes, external environmental variables, analyzing the general environment tools- PEST, PESTLE, and STEEPLE, analyzing the task environment- industry analysis, Porter’s approach to industry analysis, analyzing the internal environment- organisational analysis, approaches to internal scanning-SWOT analysis (traditional approach), resource-based view, value-chain analysis.

UNIT - II

Business environment in India- historical perspective of evolution of Indian business, political environment, political system, type of government, ideologies of political parties, nature of government; Legal or Regulatory Dimensions of Business- nature of economic system, economic policies of the country; Socio-cultural Environment in India and its Affect on Strategy Formulation; Technological
Environment in India - expenditure on R&D and rate of obsolescence, forms of technological change, transfer of technology.

RECOMMENDED READINGS:


PHD 9138: GROWTH AND DEVELOPMENT STRATEGIES

**Objective:** The objective of this paper is to provide a broad overview of growth and development strategies covering concepts, theories, models and policies.

**Unit-I**


**Unit-II**


**RECOMMENDED READINGS:**

PHD 9139: STRATEGY FOR ENTREPRENEURSHIP

Objective: This subject focuses on the key and advanced concepts which are of importance to researchers for research in the area of entrepreneurship strategy.

UNIT - I
Distinguishing Features of Entrepreneurial Ventures, Entrepreneurship and Public Policy; Research on Legal and Substantiality Issues in Entrepreneurship; Research on Ethical Issues in Entrepreneurship; Research on Technology and Entrepreneurship; Research on e-commerce and Entrepreneurial Opportunity.

UNIT - II
Research on Entrepreneurship and Family business; Entrepreneurship in Small Business; Corporate Entrepreneurship; Social Entrepreneurship; Rural Entrepreneurship; Global Entrepreneurship.

RECOMMENDED READINGS:

DOCTOR OF PHILOSOPHY  
FACTORY OF BUSINESS MANAGEMENT & COMMERCE  
(2016-2017)  
SCHEME OF EXAMINATION

<p>| SEMESTER II |
|---|---|---|---|
| <strong>Area</strong> | <strong>Subject Code</strong> | <strong>Subject</strong> | <strong>Marks</strong> |
| <strong>COMPULSORY SUBJECTS</strong> | | | |
| | PHD 9201 | Cross-Functional Issues In Management | 50 |
| | PHD 9202 | Business Economics | 50 |
| | Research Methodology | PHD 9203 | Applied Business Research Methods | 50 |
| | | PHD 9204 | Econometric Methods | 50 |
| <strong>ELECTIVE SUBJECTS</strong> | | | |
| Accounting and Finance | PHD 9206 | Derivatives and Risk Management | 50 |
| | PHD 9207 | Corporate Governance and Financial Sustainability | 50 |
| Human Resource Management | PHD 9216 | Emerging Issues in Human Resource Management and Industrial Relations | 50 |
| | PHD 9217 | Human Values, Personal Effectiveness and Leadership | 50 |
| Marketing Management | PHD 9226 | Marketing Communication | 50 |
| | PHD 9227 | Contemporary Issues in Marketing | 50 |</p>
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<tr>
<th>Strategic Management</th>
<th>PHD 9236</th>
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<td>PHD 9237</td>
<td>Implementation Issues in Strategic Management</td>
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**Note:** While teaching these courses, teachers will rely even on readings from ‘A’ class journals in the area of specialisation. Details of those readings will be circulated in the assignment sheet prepared by individual teachers.
SEMESTER II

PHD 9201: CROSS-FUNCTIONAL ISSUES IN MANAGEMENT

Objective: The objective of this course is to help the students appreciate the interplay of accounting and finance with the areas of marketing and human resource management and grasp the cross-functional implications of managerial research.

UNIT – I

Interface of Accounting and Finance with Marketing- financial aspects of product line and Product Life Cycle (PLC); Financial Implications of Pricing Policies- measurement of price sensitivity; Market Share Variance Analysis; Advertising and its Impact of Financial Metrics; Customer Profitability Analysis, Customer Lifetime Value Analysis; Brand Valuation.

UNIT - II


RECOMMENDED READINGS:


PHD 9202: BUSINESS ECONOMICS

Objective: The basic objective of the course is to expose the students to fundamental concepts of business economics, and their applicability to different functional areas of management.

UNIT-I

Nature and Scope of Business Economics; Basic Concepts- scarcity, choice, resources, factors of production, opportunity cost, problems of an economy; Balancing Interest of Various Stakeholders of the Firm; Economic Profit; Determinants of Demand of Various Products; Demand Forecasting- types of demand forecasting; Production Function- economies of scale and scope, law of accelerating returns, estimating the production function; Cost Analysis- implicit cost, explicit cost, accounting cost and economic cost; Cost Theories and Cost Estimation in Context of Various Firm Activities.
UNIT-II

Different Market Forms- Perfect Competition, Monopoly- One Silicon Valley, One Wall Street, Monopolistic Competition, Oligopoly, Oligopsony, Oligonomy; Market Conduct-Performance Models; Theories Pertaining to Prices, Output and Employment Generation; Keynesian Economics, Real Business Cycle Theory; Classical Economics; Monetary and Fiscal Policies; Production Economics versus Financial Economics; Behavioural Economics.

RECOMMENDED READINGS:


RESEARCH METHODOLOGY

PHD 9203: APPLIED BUSINESS RESEARCH METHODS

Objective- To introduce the theories of inference underlying statistical methods, quantitative reasoning in empirical research, execution and interpretation of commonly used descriptive and inferential statistical technique.

UNIT – I

Multivariate Analysis: Logistics regression; Exploratory Factor Analysis; Multidimensional Scaling; Cluster Analysis; Discriminant Analysis.

UNIT – II

Developing and Evaluation of a Scale; Confirmatory Factor Analysis, Validity and reliability, canonical correlation.

RECOMMENDED READINGS:
PHD 9204: ECONOMETRICS METHODS

**Objective:** To develop an understanding of the basic theory and application of econometric methods as applied to business and management research.

**UNIT – I**

Introduction to Econometrics; Methodology of Econometrics; Nature of Regression Analysis, Statistical Versus Deterministic Relationships ; Introduction to Two-Variable Regression Analysis, Assumptions and Violations of Classical Normal Linear Regression Model, Multiple Linear Regression; Assumptions of Multicollinearity and Heteroscedasticity; Dummy Variable Regression Models, Logistic Regression.

**UNIT – II**


Introduction to Structural Equation Modelling; Path Analysis; Model Fit; Modification Indices (Using AMOS).

**RECOMMENDED READINGS:**


**AREA: ACCOUNTING AND FINANCE**

**Requirement:**

The student is required to write two ‘working papers’ (one working paper in each elective) by the end of the second semester. The topic selected should be from the student’s area of specialisation. The topics of these papers have to be different from the topic on which a research proposal was written in Semester I.
PHD 9206: DERIVATIVES AND RISK MANAGEMENT

Objective: To provide students with knowledge of types of derivative instruments and hybrids in the context of financial risk management. At the end of the course students will be able to identify the research issues and future directions in domain of derivatives and risk management.

UNIT - I

Derivatives and their Valuation; Forward Contracts; Futures Contracts; Swap Contracts- swap pricing; Options; Fixed Income Derivatives; Equity Derivatives- single index futures, single stock futures, equity options, equity swaps, variance swaps; Currency Derivatives andCommodity Derivatives. Research Issues and Future Directions in Derivatives- empirical evidence on the use of financial derivatives by companies, options pricing strategies and applications, global crisis and derivatives.

UNIT - II


RECOMMENDED READINGS:


PHD 9207: CORPORATE GOVERNANCE AND FINANCIAL SUSTAINABILITY

Objective: The objective of the course is to provide students with a firm grounding in range of basic issues at stake in governance, environmental finance, and sustainable investing. At the end of the course students will be able to identify the research issues and future directions in the domain of corporate governance and financial sustainability.

UNIT - I

Theories, Concepts and Practices of Corporate Governance; international Corporate Governance; Board Committees; Role, Selection, Compensation, Removal of Board of Directors; Succession Planning;
Governance of Financial and Other Reporting; Strategic Planning and Governance of Risk; External Corporate Governance Stakeholders; Empirical Evidence on Issues such as Board Processes, Executive Remuneration, Risk Management and Globalisation and How They Impact Corporate Governance; Future Directions and Trends in Corporate Governance.

UNIT - II

The Emergence of Financial Sustainability; Concepts and Tools for Developing Financial Sustainability; Sustainable Investments; Strategies for Managing Environmental Change; Research Issues and Future Directions in Financial Sustainability; Research related to the Relationship between Finance and Sustainability, including Environmental Products, Emissions Trading, and Socially Responsible Investing, Future Directions and Trends in Financial Sustainability.

RECOMMENDED READINGS:

7. AREA: HUMAN RESOURCE MANAGEMENT

Requirement:
The student is required to write two ‘working papers’ (one working paper in each elective) by the end of the second semester. The topic selected should be from the student’s area of specialisation. The topics of these papers have to be different from the topic on which a research proposal was written in Semester I.

PHD 9216: EMERGING ISSUES IN HUMAN RESOURCE MANAGEMENT AND INDUSTRIAL RELATIONS

Objective: To understand emerging issues affecting management of human resources and industrial relations.

UNIT - I

UNIT - II

Workplace Violence; Social, Economic, Technical, Political Factors Affecting Industrial Relations (IR) in Changing Business Environment; Management of Industrial Conflict; Collective Bargaining in India; Worker’s Participation- schemes and their evaluation; Trade Unions and IR; Comparative Industrial Relations and Policy in U.K., U.S.A, Japan, Germany and Russia; IR- future trends; Managing Indiscipline; Globalization and Changing Face of IR; Role of Government in Managing IR, Technology and IR; Labor Law Reforms in India; Labor Market Flexibility; Social Protection of Workers.

RECOMMENDED READINGS:


PHD 9217: HUMAN VALUES, PERSONAL EFFECTIVENESS AND LEADERSHIP

Objective: To understand various aspects concerning human values, personal effectiveness and leadership.

UNIT - I

Morals, Values and Ethics Inculcating Integrity and Work Ethics, Moral Philosophy and Practice, Moral Competence, Moral Muteness and Moral Intelligence of Managers; Value-based Management; Holistic Effectiveness and Human Values, Art and Science of Value-based Action; Manifestations of Unethicality, Institutionalization of ethics; Towards Enlightened Governance.

UNIT - II

Effective Life and Time Management; Cultural Congruence and Competitive Effectiveness; Spiritual Foundations of Personal Effectiveness.

Understanding the Inspiration, Elation, Dilemmas and Issues of Becoming and Being a Leader- enabling others to become and be a leader; Designing and Leading a Learning Organisation- performance goals versus learning goals; Leadership Theories and Styles- value driven leadership.

RECOMMENDED READINGS:


**AREA: MARKETING MANAGEMENT**

**Requirement:**

The student is required to write two ‘working papers’ (one working paper in each elective) by the end of the second semester. The topic selected should be from the student’s area of specialisation. The topics of these papers have to be different from the topic on which a research proposal was written in Semester I.

**PHD 9226: MARKETING COMMUNICATION**

**Objective:** To develop in students the ability to conduct and evaluate research in the area of Marketing Communication by exposing them to the relevant theories, research issues and prominent research related to the role of the Marketing Manager as the Communication Manager of the organisation.

**UNIT - I**

Research in Theoretical Perspectives in Marketing Communication; Research on Persuasion; Research on Audience Types; Research on Communication Outcomes.

Advertising- research in advertising strategies, message content, types of appeals; Research about Advertising Industry; Unique Methodology Issues in Advertising Research.

**UNIT - II**

Research in Message Channel- public relations, point of purchase, word of mouth, product package; Media Research; Research in Digital Marketing Communication; Special Issues related to Marketing Communication for Brand Building; Cross Cultural Issues in Marketing Communication Research; Research on Special Issues related to Marketing Communication of Services.

**RECOMMENDED READINGS**

PHD 9227: CONTEMPORARY ISSUES IN MARKETING

Objective: To develop in students the ability to conduct and evaluate research in select contemporary Marketing issues. Many of these issues are the result of the unique social, political and economic environment in India.

UNIT - I

Research on Social and Political Consequences of Failure of Marketing Infrastructure; Research on Rural Markets and Rural Marketing; Research on Bottom of Pyramid markets; Research in Impact of Government Policy on Pricing, Research in Issues related to Pricing of Public Goods; Research on Performance and Evaluation of Marketing Organisations that are Non Corporate Private Sector.

UNIT - II

Research in Social Media Marketing; Marketing related Corporate Social Responsibility (CSR) initiatives; Research in Ethical issues in Marketing; Marketing Implications of Current Medical Research - Sensory Marketing, Neuro Marketing; Innovative Research Techniques in Marketing.

RECOMMENDED READINGS:


AREA: STRATEGIC MANAGEMENT

Requirement:
The student is required to write two ‘working papers’ (one working paper in each elective) by the end of the second semester. The topic selected should be from the student’s area of specialisation. The topics of these papers have to be different from the topic on which a research proposal was written in Semester I.

PHD 9236: ISSUES IN GLOBAL STRATEGIC MANAGEMENT

Objective: To inculcate in students an appreciation for the aspects of strategic management that are specific to the global context.

UNIT – I

Research on Theories of International Trade; Research on Global Convergence- ‘Death of Distance’; Research on Frameworks for Selection of Foreign Markets; Research on Comparison of Bilateral Agreements and Multilateral Agreements; Research on Challenges Faced by Indian Companies in their Globalization Efforts; Research on Managing Political Risk.
UNIT – II

Research on Different Modes of Entry Especially Foreign Direct Investment, Franchising, Build Operate Lease Transfer; Research on Adaptation vs Standardization; Research on ‘born global’ Firms; e-commerce and Global Strategy; Research on Cross Cultural Negotiation; Unique Implementation Issues of Global Firms; Research Methods for Global Strategic Management.

RECOMMENDED READINGS:


PHD 9237: IMPLEMENTATION ISSUES IN STRATEGIC MANAGEMENT

Objective: To discuss key aspects of the implementation phase of strategic management.

UNIT – I

Research on Role of Strategic Implementation in the Success of Business; Research on Board of Directors- composition and performance; Research on Conflicting Viewpoints on Corporate Governance; Research on Implementing the Specific Strategies of Diversification, Mergers and Acquisitions, Joint Ventures; Research on Different Implementation Skills Required by Different Business Level Strategies.

UNIT- II

Research on the Process of Strategic Decision Making; Research on Relationship of Strategy and Structure; Research on the Role of the following with respect to Implementation of Strategy– leadership, organisational culture, business processes, incentives, control system.

RECOMMENDED READINGS:


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