



Ref: GGSIPU/USMS/BOS/2016/

Dated: 29/06 /2016

MINUTES OF THE MEETING

Minutes of the meeting of Board of Studies held on 28.06.2016 at 11.00 AM in the in the Conference Room, D-502,USMS.

The following Members were present:

- | | | |
|-----|---|-------------------------------------|
| 1. | Prof. Sanjiv Mittal | Dean and Chairman |
| 2. | Prof. Kurshid Ahmad Butt,
(Dean & Director, Faculty of Commerce & Management
University of Kashmir, Srinagar) | External Member |
| 3. | Prof. Suresh K. Chadha
(Chairman, University Business School
Punjab University, Chandigarh) | External Member |
| 4. | Prof. N. Malati
(Director, DIAS, Rohini, Delhi) | External Member |
| 5. | Dr. Shamsheer Singh
(Acting Director, BCIPU, Dwarka, Delhi) | External Member |
| 6. | Prof.R.K. Mittal | Member |
| 7. | Prof. Anu Singh Lather | Member |
| 8. | Prof. A.K. Saini | Member |
| 9. | Prof. Neena Sinha | Member |
| 10. | Prof. Udit Taneja | Member |
| 11. | Prof. Vijita S. Aggarwal | Member |
| 12. | Prof. Puja Khatri | Member |
| 13. | Dr. Sanjay Dhingra | Member |
| 14. | Dr. Shilpa Jain | Special Invite as Ph. D Coordinator |
| 15. | Dr. Ashish Kumar | Member |
| 16. | Dr. Gagan Deep Sharma | Member |

The following Members were not present:

- | | | |
|----|---|-----------------|
| 1. | Prof. B.B. Bhattacharya
(Ex Vice-Chancellor, JNU, Delhi) | External Member |
| 2. | Mr. Rahul K. Mitra
(Director, KPMG, Gurgaon) | External Member |
| 3. | Prof. C.P. Shrimali
(Acting Director, MDI, Gurgaon) | Member |
| 4. | Prof. Meenakshi Handa | Member |
| 5. | Prof. Shalini Garg | Member |

The agenda for the meeting was as follows:

1. Eligibility criteria for the Admission of Foreign Students in MBA & MBA(FM).
2. Approval of Synopsis of following Scholars:

S.No.	Scholar's Name	Roll No./Batch
1	Ms. Jiveta Chaudhary	90010020212
2	Ms. Shefali	90020021213
3	Ms. Prachi	90016021213
4	Ms. Rekha Mishra	90017021213
5	Ms. Sumedha Dutta	90042020114
6	Ms. Simran Kaur	90041020114
7	Ms. Nishat Ahtesham	90035020114
8	Ms. Shipra Sharma	90039020114
9	Ms. Swadha Agarwal	90044020114
10	Ms. Nidhi Singh	90034020114
11	Mr. Dinesh Rawat	90030020114
12	Ms. Ridhi Bhatia	90038020114

3. Cancellation of Ph. D. of following Scholars:

S.No.	Scholar's Name	Roll No./Batch
1	Mr. Sham Arora	90033020110
2	Ms. Monica Mor	90025020110
3	Mr. Rituraj Saroha	90018021213
4	Ms. Manisha Sabharwal	90032020114
5	Mr. Manish Sharma	90031020114
6	Mr. Surya Prakash Rathi	90043020114
7	Ms. Silki Khanna	90040020114
8	Ms. Nitika Sharma	90041021215

4. Approval of syllabus of the following programs:

a) Ph. D. Course work of Research Scholars in USMS

b) Post Graduate Diploma in Human Resource Planning & Development run by National Institute of Labour Economics Research & Development, Narela, Delhi.

5. Approval of Panel of Examiners of the following programs for the year 2016-2017:

- i) Ph. D. Course work
- ii) MBA (Gen)
- iii) MBA (IB)
- iv) MBA (Weekend)
- v) MBA (FM)
- vi) MBA (IT)
- vii) B. Com (H)
- viii) BBA
- ix) BBA (B&I)
- x) BBA (CAM)
- xi) BBA (MOM)
- xii) BHMCT

6. Utilization of excess amount of MBA (Weekend) program for installing ACs in the Class Rooms of USMS.

7. Any other matter with the permission of the Chair.

The agenda was discussed and the following decisions were taken:

1. The Board of Studies deliberated on eligibility criteria for the admission of foreign students and recommended that TOEFL and IELTS score be kept as eligibility criteria for foreign students coming from non English speaking Countries and no such requirement be there for students coming from English speaking Countries. The decision was taken in the Academic Program Committee of USMS in its meeting held on 02.06.2016. The same decision was upheld by the members of Board of Studies of USMS. It should be read as:

Foreign nationals seeking admission in any category

- (i) Self Financing Students
(ii) Through "In Absentia" category; needs to fulfill the following eligibility criteria:-

Must possess the English Proficiency certificate of TOEFL (minimum 70) or IELTS (minimum 6 band) scores is mandatory for foreign students at the time of submission of application form for Post Graduate program of Management of the University, except for student coming from English speaking countries. If the candidate is unable to provide any of these score certificate or English Proficiency Certificate then the candidate will not be eligible for admission.

2. The Synopsis of the Ph. D. Scholars were discussed and following corrections in the titles were made and finally approved by the members of Board of Studies:

S. No.	Scholar's Name	Roll No./Batch	Supervisor	Title of the Research
1	Ms. Jiveta Chaudhary	90010020212	Prof. Anu Singh Lather	Developing Lean Learning Organization- A Study of Lean Enablers in Select Indian Manufacturing Firms.
2	Ms. Shefali	90020021213	Prof. Vijita S. Aggarwal	Children's Influence in Family Purchase Decisions: A comparative Study of Indian Children and Japanese Expats Children in India.
3	Ms. Prachi	90016021213	Prof. Vijita S. Aggarwal	Impact of Service Quality on Customer Satisfaction: A Comparison of Indian and Taiwanese Organised Grocery Retail.
4	Ms. Rekha Mishra	90017021213	Prof. A.K. Saini	Impact of Technological and Organizational Capability on Business Intelligence Success in Energy Sector.
5.	Ms. Sumedha Dutta	90042020114	Prof. Puja Khatri	Impact of Servant Leader Ship, Positive Organizational Behaviour, Psychological Ownership on Employees' Turnover Intentions in ITES.

6.	Ms. Simran Kaur	90041020114	Prof. Anu Singh Lather	Impact of Perceived Organizational Justice, Emotional-Social Intelligence on Job Performance of Associates in Select Service Sector Organizations.
7.	Ms.Nishat Ahtesham	90035020114	Prof. Sanjiv Mittal	Impact of Microfinance Schemes on Socio- Economic Well-being of Rural Farmers in Punjab.
8.	Ms. Shipra Sharma	90039020114	Prof. Shalini Garg	Was referred back for re-doing the synopsis
9.	Ms.Swadha Agarwal	90044020114	Prof. R.K. Mittal	Innovation Capabilities and Competitiveness of Auto Component Cluster Firms.
10	Ms. Nidhi Singh	90034020114	Prof. Neena Sinha	A Study of Consumer Intention to Adopt Mobile Wallets.
11.	Mr. Dinesh Rawat	90030020114	Prof. R.K. Mittal & Prof. Vijita S. Aggarwal	Impact of Business Networks on Performance of Firms in Auto Component Clusters of India.
12	Ms. Ridhi Bhatia	90038020114	Prof. Uditaneja	Determinants of Value Proposition for e-Health Services

3. All the cases of Cancellation of Ph. D. Registration were approved by BOS.

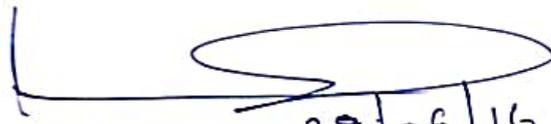
4. The BOS Members suggested the following changes in the Syllabus:

- i) In Ph. D. Syllabus, instead of Philosophy of Management, it was suggested that a paper on Contemporary and Emerging Issues in various specializations of Management (HR, Marketing, Finance, Strategy/IB, IT) shall be included. A separate syllabus for these different specializations shall be framed which has been done and stands approved by the members of BOS.
- ii) In the syllabus of Post Graduate Diploma in Human Resource Planning & Development to be offered by National Institute of Labour Economics Research & Development, it was suggested to include a paper of Management Practices and Organizational Behaviour in 1st Semester and Education Planning should go in the 2nd Semester to have uniformity and accordingly it was done. The paper of Dissertation and comprehensive Viva-Voce will be of 6 credits which was also agreed. Hence the Members of the BOS approved the syllabus of Post Graduate Diploma in Human Resource Planning & Development to be offered by National Institute of Labour Economics Research & Development from the next Academic Session.

5. The BOS authorized the Dean to approve Panel of Examiners for all the above mentioned courses for the year 2016-2017.

6. The BOS members approved that the surplus amount out of 30% share from MBA program on Weekend basis be utilized for installing ACs in the class rooms. They were of the opinion that since these executives are from reputed industries therefore proper infrastructure needs to be provided to them so that they can become brand ambassadors for other programs of USMS and also contribute in the placement of the students of other flagship programs of the School.

The meeting ended with a vote of thanks to the Chair.


29/06/16
(Prof. Sanjiv Mittal)
Dean, USMS

Copy to:

1. All BOS Members
2. AR to Hon'ble Vice-Chancellor.
3. Guard File

**Scheme of Examination
&
Syllabi
for
Course Work
for
Doctor of Philosophy (Ph.D.)
in
Management**

[With effect from Academic Session 2016-2017]



GURUGOBINDSINGHINDRAPRASTHA UNIVERSITY
Sector-16 C, Dwarka, New Delhi 110078.
www.ipu.ac.in

Entrepreneurship | Employability | Skill Development

SEMESTER – I			
S. No	Course Code	Course Title	Credits
1.	902001	Basics of Research	3
2.	902002	Contemporary Issues in Functional Areas	3
	902002A	Contemporary Issues In Finance	3
	902002B	Contemporary Issues In Human Resource	3
	902002C	Contemporary Issues In Marketing	3
	902002D	Contemporary Issues In Strategic Management & International Business	3
	902002E	Contemporary Issues In Information Technolgy	3
SEMESTER – II			
3.	902003	Research Methodology in Management	3
4.	902004	Review of Literature	3

1. For Course Code 902001, 902002 and 902003 the examination for each course shall be of out of 100 marks comprising of
 - a) Mid – Semester Examination of 40 marks
 - b) End – Semester Examination of 60 marks
 Mid-semester Examination for each course shall be an Internal Examination of 40 Marks to be held during the semester.
 The End-Semester Examination shall be of 60 marks. The end-semester examination shall be of 3 hours duration and shall be held at the end of the semester. The setting of the Question Paper for the end-term examination will be arranged by the Secrecy Branch from the panel of examiners approved by Board of Studies (BOS).
2. For Course Code 902004, the respective Supervisors will be required to submit the topic of review of literature within three months of the joining of the Scholar duly signed by the supervisor and scholar. For evaluation, the scholar will submit a written report and also give an oral presentation of the Literature Review before the School Research Committee (SRC) and the marks will be assigned by the Supervisor out of 100 Marks and the same are required to be approved by the SRC.
3. In order to complete the course work, a student has to earn 9 credits out of 12.
4. Seventy-five percent attendance is compulsory for the course work.

BASICS OF RESEARCH

COURSE CODE : 902001

CREDITS: 3

Objective: To acquaint the student with the concepts of research, research design and research process and to inculcate a scientific research approach in them.

UNIT I: Meaning, Purpose and Nature of research; Epistemological Issues; Ontological Issues; Quantitative versus Qualitative Research; Problem Definition- Meaning, Importance, Types and Formulation; Statement of research objectives and research questions; Research Process; Research Designs: Exploratory, Descriptive and Casual; Hypothesis: Meaning, Types and Hypothesis Formulation. Constructs: Constitutive and Operational Definition. Variables: Meaning and Types. Review of Literature-Purpose, sources and process.

UNIT II: Qualitative Research Methods: Phenomenology, Ethnography, Netnography, Case studies. Focus Groups: Planning and Conducting,; online focus groups; Depth Interviews: Planning and Conducting. Projective Techniques-Types; Observation Methods & Tools, Content Analysis; Qualitative Data Analysis. Quantitative Research Methods: Scales of Measurement; Rating Scales: Types and Construction; Data Collection Instruments-Construction and Testing.

Unit III:

Reliability: Concept, Types and Measures, Factors influencing the reliability of test scores; improving reliability of test scores. **Validity-** Concept and Types, Statistical methods for calculating validity, factors influencing validity, Relation of validity to reliability.

Unit IV:

Sampling: Rationale; Defining target population, sampling frame, sampling units; **Sampling Methods:** Types of probability and non-probability sampling techniques; Determining sample size; Considerations in sample design. **Sampling & Non Sampling Errors.** **Report Writing:** Research Report Components, Process of report writing, features of good reports, **Oral Presentation of Report, Writing research papers.**

Text Books:

1. Bryman, A. & Bell, E. (2011). *Business Research Methods*. Oxford University Press.
2. Cooper, D. R. and Schindler P. S. (2009). *Business Research Methods*. Tata McGraw Hill Education Pvt. Ltd.

Reference Books:

3. Montgomery, D.C. (2013). *Design and Analysis of Experiments* (Eighth ed.) (International Student Edition). John Wiley & Sons.
4. Cochran, W.G. (2007). *Sampling Techniques* (Third ed.). John Wiley & Sons.
5. Chawla and Sondhi (2016). *Research Methodology*. Vikas Publishing House
6. Phanse, Sameer (2016). *Research Methodology: Logic, Methods and Cases*. Oxford University Press.

CONTEMPORARY ISSUES IN FUNCTIONAL AREAS

SEMESTER I

AREA: ACCOUNTING AND FINANCE 902002 A: CONTEMPORARY ISSUES IN FINANCE

Objective: To familiarize the students with the functioning of financial world and to enable them to identify, understand and manage the challenges involved.

Requirement: The candidate is required to supplement the theoretical resources with relevant research studies.

Unit – I

Analysis of financial statements; financial reporting; IFRS; upcoming accounting practices – human resource accounting, forensic accounting, economic value added, monetary value added, sustainability accounting and integrated reporting, governance related issues; Emerging issues in Accounting

Unit – II

Sources of finance, capital structure decision, dividend decision, asset pricing models, management of ecological and holistic challenges through finance function; Emerging issues in Corporate Finance

Unit – III

Functions and structure of financial markets, fundamental analysis, technical analysis, efficient market theory, financial derivatives, behavioral issues in finance and investment; Emerging issues in Financial Markets

Unit – IV

Global capital flows, global financial market linkages, financial crises and their management, financial management challenges in globally integrated world; Emerging issues in International Finance.

Suggested Readings:

1. Fundamentals of Financial Management – Van Horne and Wachowicz (Jr) – Pearson Education
2. Accounting Theory – Belkaoui – Cengage Learning
3. International Corporate Finance – Madura – Cengage Learning
4. Financial Reporting: An Accounting Revolution – Beaver – Prentice Hall
5. Financial Markets and Institutions – Mishkin – Prentice Hall
6. Fundamentals of Investments – Alexander, Sharpe and Bailey – Prentice Hall
7. An Introduction to Derivatives and Risk Management – Chance and Brooks – Cengage Learning
8. Value Investing and Behavioral Finance – Parikh – McGraw Hill Education

AREA: HUMAN RESOURCE MANAGEMENT
902002 B: CONTEMPORARY ISSUES IN HUMAN RESOURCE

Requirement:

The student is required to review eight articles in his area of specialization. The journals will be prescribed by the concerned supervisor.

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

UNIT – I

A brief history of Human Resource Management, HRM and organizational effectiveness. The challenge of Human Resource Management: global challenges, technology challenges, managing change, managing talent, cost concerns, responding to markets and social issues. Demographic and employee concerns (demographic changes, cultural changes, diversity). Role, competencies and responsibilities of HR Manager.

UNIT –II

Strategic Human Resource Management- Strategic Planning, Environmental analysis, internal analysis, strategy formulation/ implementation/ evaluation and assessment. Strategic alignment and flexibility for future. People and the HRM Diagnostic framework. Global HRM: A global perspective. The expatriate manager in MNC. The legal and ethical climate of global HRM.

UNIT – III

Creating high performance work systems- The fundamental principles of high performance work systems, anatomy of high performance work systems. Assessing strategic alignment : The HR Scorecard. Fitting/ implementing and outcomes of high performance work systems.

UNIT -IV

Organisational Change Process- managing change as growth, managing change as transformation, managing change as turnaround; Leadership and Organisational Change; Understanding Organisation Development (OD) Process; Organisational Transformational through Teamwork; Organisation Culture and Change; Quality of Work Life and its Impact on Employees' Performance; Work Life Balance. Latest papers on contemporary HR issues.

TEXT BOOKS:

1. Snell, Bohlander and Vohra. *Human Resource Management*. Cengage Learning
2. John M Ivancevich. *Human Resource Management*. McGrawHill

RECOMMENDED READINGS:

1. Brown D.R., & Harvey, D.A. *An Experiential Approach to Organization Development*. Pearson Education.
2. Cummings, T.G. & Worley, C.G. *Organization Development and Change*. Cengage Learning.
3. Bass, B.M. *Leadership Psychology and Organizational Behavior*. Greenwood Publishing Group.
4. Kandula, S.R. *Performance Management: Strategies, Interventions, Drivers*. Prentice Hall.
5. Armstrong, M., & Baron, A. *Handbook of Strategic HRM: The Key to Improved Business*. Kogan Page.
6. Greer, C.R. *Strategic Human Resource Management: A General Managerial Approach*. Pearson

AREA: MARKETING MANAGEMENT
902002 C: CONTEMPORARY ISSUES IN MARKETING

Objective: *To develop the ability to understand and evaluate extant theory and research and to design and conduct research on problems and issues in the area of marketing by exposing scholars to the relevant theories, research issues and prominent research in the field.*

UNIT - I

Evolution of Marketing Theory; Theoretical Perspectives on Marketing; Market Orientation, Integrated Marketing Societal Marketing, Holistic Marketing

Readings:

- Jaworski, B. and Kohli, A. (1993). Market orientation: Antecedents and consequences. *Journal of Marketing*, 57, 53–70.
- Kohli, A. and Jaworski, B. (1990). Market orientation: The construct, research propositions, and managerial implications. *Journal of Marketing*, 54, 1-18.
- Narver, J. and Slater, S. (1990). The effect of a market orientation on business profitability. *Journal of Marketing*, 54, 20–35.
- Keller, Kevin Lane and Kotler, Philip (2006). Holistic Marketing: A broad, integrated perspective to marketing management. In J. N. Sheth, & R. S. Sisodia (Eds.), *Does Marketing Need Reform? Fresh Perspectives on the Future*. (pp. 153-157). M.E. Sharpe.

Consumer Decision Making : Involvement and Information Processing, Theory of Planned Behaviour, Theory of Reasoned Action

Readings:

- Madden, Thomas J., Ellen, Scholder, Pamela & Ajzen, Icek. (1992). A comparison of the theory of planned behavior and the theory of reasoned action. *Personality and Social Psychology Bulletin*, 18 (1), 3-9.

Customer Creativity and Marketing Strategy: Customer Co-creation-Benefits and Challenges

Readings:

- O'Hern, Matthew S. and Rindfleisch, Aric. (2010). Customer co-creation: A typology and research agenda. Naresh K. Malholtra (Ed.) *Review of Marketing Research*. (pp. 84-106). Armonk, NY: M.E. Sharpe,.

UNIT – II

Designing, Developing, Maintaining and Measuring Customer Based Brand Equity

Readings:

- Keller, K.L. (1993). Conceptualizing, measuring, and managing customer-based brand equity. *Journal of Marketing*, 57(1), 1-22.
- Yoo, Boonghee & Donthu, Naveen, (2001). Developing and validating a multidimensional consumer-based brand equity scale. *Journal of Business Research*, 52(1), 1-14.

Integrated Marketing Communication: Definition, Key Features, Benefits, IMC campaigns

Readings:

- Kliatchko, J. (2008). Revisiting the IMC constructs: A revised definition and four pillars. *International Journal of Advertising*, 27(1), 133–160.

Experiential Marketing: Benefits, Strategies, Challenges.

Readings:

- Schmitt, Bernd & Zarantonello, Lia. (2013). Consumer experience and experiential marketing: A critical review. In Naresh K. Malhotra (Ed.) *Review of Marketing Research*, Volume 10, (pp. 25 – 61). Emerald Group Publishing Limited.

Customer Relationship Management: 4 Cs concept, Stages in CRM, Life Time Value and Loyalty Marketing,

Readings:

- Reinartz, Werner, Krafft, Manfred & Hoyer, Wayne D. (2004). The customer relationship management process: Its measurement and impact on performance. *Journal of Marketing Research*, 41(3) 293-305.
- Payne, Adrian & Frow, Pennie. (2005). A strategic framework for customer relationship management. *Journal of Marketing*, 69(4) 167-176.

UNIT – III

Creating Customer Value in Services

Readings:

- Martelo Landroquez, Silvia, Barroso Castro, Carmen & Cepeda-Carrión, Gabriel. (2013). Developing an integrated vision of customer value. *Journal of Services Marketing*, 27(3), 234 – 244.

Measuring Service Quality

Readings:

- Cronin, J. Joseph, Jr. and Taylor, Steven A. (1992) Measuring service quality: a reexamination and extension. *Journal of Marketing*, 56(3), 55-68.
- Parasuraman, A., Zeithaml, V.A. & Berry, L.L. (1994). Alternative scales for measuring service quality: A comparative assessment based on psychometric and diagnostic criteria. *Journal of Retailing*, 70(3), 201–230

Issues in Marketing & Management of Services: Travel & Tourism, Financial Services, Health Care and Hospitality.

UNIT IV

Digital Marketing: Antecedents of consumer willingness to buy online, Dimensions of Online customer experience, E-marketing mix, Social Media as a marketing tool

Readings:

- Kumar, A., Bezawada, R., Rishika, R., Janakiraman, R., & Kannan, P. K. (2016). From social to sale: The effects of firm-generated content in social media on consumer behavior. *Journal of Marketing*, 80(1), 7–25

Green Marketing: Motivation for firms adopting green marketing, problems and challenges, Consumer attitudes to green marketing

Readings:

- Peattie, Ken & Crane, Andrew. (2005). Green marketing: legend, myth, farce or prophesy? *Qualitative Market Research: An International Journal*, 8 (4) 357 – 370.

Cause Related Marketing: Definition , Rationale, Consumer attitudes towards cause related marketing,

Readings:

- Ladero, M.M.G., Casquet, C.G. & Singh, J. (2015). Understanding factors influencing consumer attitudes toward cause-related marketing. *International Journal of Nonprofit and Voluntary Sector Marketing*, 20, 52–70.
- Vanhamme, J., Lindgreen, A., Reast, J., and Popering, N. van. (2012). To do well by doing good: improving corporate image through cause-related marketing. *Journal of Business Ethics*, 109, (3), 259-274..

Social Marketing: Definition and Scope, Social Marketing Mix, Problems and Challenges, Social Marketing Campaigns

Readings:

Readings:

- Hastings, G. & Saren, M. (2003). The critical contribution of social marketing: theory and application. *Marketing Theory*, 3(3), 305–22.

Ethical Issues in Marketing

REFERENCE BOOKS

- Kotler, P. Keller, K.N. Koshy, A. & Jha, M. *Marketing Management : A South Asian Perspective*. 14th Edition, Pearson Education India.
- Keller, Kevin Lane, Parameswaran, M. G. & Jacob, Isaac. *Strategic Brand Management: Building, Measuring, and Managing Brand Equity*. 4th Edition, Pearson Education India.
- Lovelock, Christopher H. & Wirtz, Jochen. *Services Marketing (People, Technology, Strategy)*. 7th Edition, Pearson Education India.
- Hawkins, Del , Motherbaugh, David L. & Mookerjee, Amit. *Consumer Behavior: Building Marketing Strategy*. 12th Edition, MCGraw Hill Education.

AREA: STRATEGIC MANAGEMENT & INTERNATIONAL BUSINESS
902002 D: CONTEMPORARY ISSUES IN STRATEGIC MANAGEMENT & INTERNATIONAL BUSINESS

Requirement:

The student is required to review eight articles in his area of specialization. The journals will be prescribed by the concerned supervisor.

Objective: *This course is designed to educate the researchers regarding the need and importance of strategic management and international business.*

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

Strategy Implementation: Resource Allocation; Structural Considerations and Organisational Design; Leadership and Corporate Culture; Fundamental and Operational Strategies; Plans and Policies. Strategy Evaluation: Importance and Nature of Strategic Evaluation; Strategic and Operational Control; Evaluation Process for Operational Control; Evaluation Techniques for Strategic and Operational Control. Contemporary issues in the area of Strategic Management.

UNIT - III

Theories of Growth and Development- balanced *versus* unbalanced growth, theory of Big Push, critical minimum efforts theories; Technological Change and Development; International Trade Theory and Development Strategy- traditional and modern theory of international trade, international trade strategies for development, export promotion *versus* import substitution, industrialization strategies, foreign investment and development.

UNIT – IV

Research on Theories of International Trade; Research on Global Convergence- 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. Research on Different Modes of Entry Especially Foreign Direct Investment, Franchising, Research on Cross Cultural Negotiation; Unique Implementation Issues of Global Firms; Research Methods for Global Strategic 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 (2003). *International Management: Managing across borders and culture*. Pearson Education.
6. Daniels, John D. and Radebaugh, Lee H. (2005). *International Business*. Wiley India.

AREA: INFORMATION TECHNOLOGY
902002 E: CONTEMPORARY ISSUES IN INFORMATION TECHNOLOGY

Requirement:

Students are required to review eight articles in their area of specialization. The journals will be prescribed by the concerned supervisor.

Objective: *This course is designed to educate the researchers regarding the need and importance of information technology in different areas of managing business.*

Unit I

Information Systems: Data, Information, Knowledge. Meaning, Role and Types of Information Systems. Strategic Role of Information Systems. Integrating Information Systems with Business Strategy, Value Chain Analysis. Supply Chain Management, Customer Relationship Management, ERP. Planning for Information Systems: Identification of Applications, Business Planning Systems and Critical Success Factors, Method of Identifying Applications. Emerging Concepts in Information System Design and Application.

UNIT II

Introduction to Databases, Data Warehousing, Data Mining and their Applications. Structured and Unstructured Data Mining. Knowledge Management, KDD. Emerging Research Trends in Databases and Analytics

Unit III

E-Governance: Evolution, Present status, Models of E-governance, Challenges of E-governance, Digital Divide, Benefits and Challenges of E-governance. E-Commerce: Types of E-commerce, Elements of E-commerce, E-commerce Security, Threats, EDI, EFT, Electronic payment systems and their types, Mobile commerce. Emerging Trends in E-governance and E-commerce.

Unit IV

Information Technology Infrastructure Management, Assessment and Evaluation of IT Systems. Performance Evaluation, Security and Privacy Issues in IT Systems. Challenges. Emerging Trends in IT Infrastructure Management.

The faculty teaching the course will assign various readings/cases to be read as a part of the course.

References

1. Kenneth C. Laudon & Jane P. Laudon (2016). *Management Information Systems: Managing the Digital Firm*. Pearson India, 14th Edition.
2. Avi Silberschatz, Henry F. Korth & S. Sudarshan (2013). *Database Systems Concepts*. 6th Edition.
3. Lynda M Applegate, Robert D. Austin and Deborah L Soule. (2014). *Corporate Information Strategy and Management-Text and Cases*, McGraw Hill 8th Ed.
4. Henry C. Lucas, Jr. (2008). *Information Technology: Strategic Decision Making for Managers*. Wiley India.
5. Micheal E Whitman and Herbet J Mattord (2012). *Principles of Information Security*, Cengage Learning, 4th Ed.
6. Dave Chaffey (2009), *E-Business and E-commerce Management*, Pearson Education, 3rd Ed.

SEMESTER-II
RESEARCH METHODOLOGY IN MANAGEMENT

COURSE CODE: 902003

CREDITS: 3

Objective: To acquaint the students with the concepts, tools and techniques of data analysis and the process of effective report writing.

UNIT – I

Descriptive Statistics of a series: Measures of central tendency, measures of dispersion, measures of skewness and kurtosis, correlation- meaning, Karl Pearson's coefficient of correlation, Spearman's rank coefficient of correlation.

UNIT – II

Theory of Estimation: Meaning and concept of Estimation, Types of Estimation, Properties of an estimator, Methods of Estimation-maximum likelihood method of estimation, Standard error of estimator, confidence limits of different parameters, Statistical Inference: Hypothesis – Process of Hypothesis Testing, Types of error, One Sample and Two Sample tests, Normal Distribution, Student's t-distribution, Chi square distribution and F Distribution. Kolmogorov-Smirnov Test, t-Test, ANOVA, ANCOVA, Chi Square Test, Mann Whitney-U test, Kruskal-Wallis Test, Rank Test.

UNIT – III

Exploratory Factor Analysis, Regression-meaning, nature, relationship with correlation, regression equations, linear vs non linear regression, multiple regression.

UNIT – IV

Multivariate Analysis: Confirmatory Factor Analysis, Structural Equation Model, Path Analysis, Cluster Analysis, Discriminant and Conjoint Analysis, Time Series Analysis.

Text Books:

1. Levin, R.I. and Rubin, D.S. (2009). *Statistics for Management* (Seventh ed.). New Delhi: Pearson Education.
2. Hair, J.F., Black, W.C., Babin, B.J., Anderson, R.E. (2013). *Multivariate Data Analysis* (Seventh ed.). Pearson Education.

Reference Books:

3. Johnson, R.A., & Wichern, D.W. (2012). *Applied Multivariate Statistical Analysis* (Sixth ed.). New Delhi,; Prentice Hall of India.
4. Zikmund, W.G. et al (2013). *Business Research Methods* (Eighth ed.). New Delhi: Cengage Learning.

REVIEW OF LITERATURE

COURSE CODE : 902004

CREDITS: 3

Objective: To help students to understand and evaluate the research conducted in the relevant area of interest

Course Content:

Report of Literature Review to be submitted based on

1. Chronological and geographical comparison and
2. Classification of research studies in the relevant area on the basis of problem studied, techniques applied, variables used and results of the studies.

Note:-

1. For this course, the respective Supervisors will be required to submit the topic of the review of Literature within three months of the joining of the Scholar duly signed by the supervisor and scholar. For evaluation, the scholar will be required to submit a written report and also give an oral presentation of the Literature Review before the School Research Committee (SRC) and the marks will be assigned by the Supervisor and the same are required to be approved by the SRC.
2. The scholar has to submit only one copy of the written report of review of Literature.