GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY
Sector – 16C Dwarka, New Delhi – 110078
(Coordination Branch)

F.No. IPU/JR(C)/44th AC/2018/454   Dated:04/07/2018

Circular

The 44th meeting of the Academic Council of the University was held on 03/05/2018. Please find enclose herewith the proceedings of the 44th meeting of the Academic Council for kind information.

(Registrar)
coordination112@gmail.com

F.No. IPU/JR(C)/44th AC /2018/   Dated:04/07/2018

1) All Deans and Directors of Guru Gobind Singh Indraprastha University
2) Prof. Sanjiv Mittal, Professor, University School of Management Studies
3) Prof. U.K. Mandal, Professor, University School of Chemical Technology
4) Prof. Udayan Ghose, Professor, University School of Information Communication & Technology
5) Dr. Nimisha Sharma, Associate Professor University School of Biotechnology
6) Dr. Gulshan Kumar, Asst. Professor, University School of Basic and Applied Science.

Copy for kind information of the competent authority:
(i) AR to the Vice Chancellor GGSIP University
(ii) SO to the Pro-Vice Chancellor GGSIP University
(iii) AR to the Registrar GGSIP University

(Registrar)
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GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY

SECTOR – 16 C, DWARKA, NEW DELHI - 110078

GURU GOBIND SINGH
INDRAPRASTHA
UNIVERSITY

FORTY FOURTH MEETING OF THE ACADEMIC COUNCIL

DATE   : 03rd May, 2018 (Thursday)

TIME   : 03.30 P.M. Onwards

VENUE: (Conference hall, Vice Chancellor's Secretariat)

PROCEEDINGS OF 44th ACADEMIC COUNCIL MEETING

INDEX OF PROCEEDINGS

Sa

10	AC44.10	To ratify (i)Syllabus of M.Tech. (Bio Chemical Engg.) for B.Tech./M.Tech.(Bio-Chemical Engineering/Dual Degree Programme (ii) minor modification of Chemical Engg. Courses, being taught at the University School of Biotechnology for B.Tech. (Biotechnology) students, implemented from the Academic Session 2017-2018.	11
11	AC44.11	To consider and approve the harmonization of evaluation structure of LLM (Regular) programme, offered by University School of Law and Legal Studies in accordance with existing norms of Ordinance -11 of the University.	11
12	AC44.12	To consider and approve the harmonization of the Paper Code and Paper ID of Subjects being taught in LLM programme of One year duration offered by University School of Law and Legal Studies.	11
13	AC44.13	To consider and approve the Syllabus, Curriculum, Evaluation Scheme, CET Syllabus and Eligibility Criteria for, Post Basic B.Sc. Nursing Programme to be implemented from the Academic Session 2018-2019.	12
14	AC44.14	To ratify the change in Curriculum of M.Phil. Clinical Psychology programme, implemented from the Academic Session 2017-2018.	12
15	AC44.15	To ratify the minor modification of Ph.D. Course work, offered by University School of Biotechnology, implemented from the Academic Session 2017-2018.	13
16	AC44.16	To ratify the Scheme of Examination and syllabi of Ph.D. Course work, offered by University School of Basic and Applied Sciences, implemented from the Academic Session 2017-2018.	13
17	AC44.17	To ratify the Ph.D. course work, offered by University School of Environment Management, implemented from the Academic Session 2017-2018.	13
18	AC44.18	To consider and approve the recommendations with respect to the grievance of B.Tech. programme students for mandatory papers.	14
19	AC44.19	To ratify the Admission Brochure of the University for the Academic Session 2018-19, Part-A containing details of various Programmes being offered, CET form filling Procedure, CET (s) to be conducted, eligibility conditions, syllabus of CET (s), Counselling Procedures etc., Part-B containing various Appendices, Part-C Counselling Schedule Summary and Part-D Refund Policy .	14

			14-15
20	AC44.20	To consider and approve the Course outline and Scheme of Examination and detailed Course content of the three year Bachelor of Arts (Honours) English Programme to be implemented from the Academic Session 2018-2019 in various affiliated institutions of the University.	
21	AC44.21	To consider and approve the adoption of the University Grants Commission (Minimum Qualifications for Appointment of Teachers and other Academic Staff in the Universities and colleges and measures for the Maintenance of Standards in Higher Education)(4th Amendment),Regulations,2016 ,notified vide the University Grants Commission notification no.F1-/2016 (PS/Amendment), New Delhi, dated 11th July,2016.	15
22	AC44.22	To consider and approve the Ph.D. Course work offered at University School Information Communication & Technology from the Academic Session 2018-2019 onwards.	15
23	AC44.23	To ratify the Ph.D. Course work offered at University School Information Communication & Technology from the Academic Session 2017-2018 onwards.	15
24	AC44.24	To consider and approve number of credits for the award of B.Voc Printing Technology.	16
25	AC44.25	To consider and approve the change in subject codes of the subjects named as (a) Data Communication and Networks (6th Semester Instrumental and Control Engg) from ETEC 310 - ETIC -312 applicable for batch 2015-2016 onwards for B.Tech. in Affiliated Institutions.	16
26	AC44.26	To consider and approve the suggestions regarding issue of Diploma, Advance Diploma and B. Voc as deliberated by the committee under the chairmanship of Controller of Examinations (O).	16
27	AC44.27	To consider and approve (i) Introduction of two new electives on basic and advanced entrepreneurship as a part of the M.Tech.(Biotechnology) Scheme and curriculum 2016, to be implemented from the Academic Session 2018-2019. (ii) The minor corrections in the course codes as incorporated in the B.Tech.(Biotechnology) Curriculum (2016 scheme) in the subjects taught by the University School of Basic & Applied Sciences as per the original course codes approved by the Board of School of Studies of USBAS.(The remaining scheme and course contents shall remain the same).	17

28	AC44.28	To consider and approve the revised Course Content, (Syllabus) of MBA (Disaster Management) Weekend Programme, offered by Centre for Disaster Management Studies, to be implemented from Academic Session 2018-2019 onwards.	17
29	AC44.29	To co-opt maximum 10 expert members for their special knowledge as per the provisions of Statute 11 Sub-Section (viii) of Section (1) of the Guru Gobind Singh Indraprastha University Act to be members of the Academic Council.	18
30	AC44.30	To consider and approve the regulations under Ordinance 12 for programmes leading to the Degree of Doctor of Philosophy (Ph.D.)	18

Agenda Item No. AC44.05: To ratify the minor revision(Inclusion of Course in GST) the Courses: BBA(G),BBA(B&I),BBA(TTM),B.COM(H) and all undergraduate and Post Graduate Courses offered by University School of Management Studies implemented from the Academic Session 2017-2018.

The Academic Council ratified the minor revision (Inclusion of Course on GST)in the BBA(G),BBA(B&I),BBA(TTM), B.COM(H) and all undergraduate and Post Graduate Courses, offered by the University School of Management Studies, implemented from the Academic Session 2017-2018.

The ratified minor revision (Inclusion of Course on GST) is annexed as Annexure –IV,page (IV-01).

Agenda Item No. AC44.06: To ratify the Course Work for Ph.D. programme offered by University School of Management Studies, implemented from the Academic Session 2017-2018.

The Academic Council noted that course work for Ph.D programme of the University School of Management Studies, is prepared in accordance to the University Grants Commission (Minimum Standards and Procedure for Award of M.Phil. / Ph.D. Degrees) Regulations, 2016.

Accordingly the Academic Council ratified the Ph.D. course of University School of Management Studies, implemented from the Academic Session 2017-2018.

The ratified Ph.D. course of University school of Management Studies is annexed as Annexure –V,page (V-01).

Agenda Item No. AC44.07: To ratify the Syllabus, Course content and Scheme of Examination of the M.Phil. (English), 2 Semesters (one year) duration Course, implemented from the Academic Session 2017-2018.

The Academic Council noted that course work for M.Phil. (English) of the University School of Humanities and Social Sciences Studies.

The Academic Council ratified the Syllabus, Course content and Scheme of Examination of the M.Phil. (English), 2 Semesters (one year) duration Course, offered by the University School of Humanities and Social Sciences, implemented from the Academic Session 2017-2018.

The ratified Syllabus, Course content and Scheme of Examination are annexed as Annexure–VI,page (VI-01).

Scheme of Examination
&
Syllabus

of

Course Work

for

Doctor of Philosophy (Ph.D.)
in
Management Studies

[With effect from Academic Session 2017-2018]

UNIVERSITY SCHOOL OF MANAGEMENT STUDIES
GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY
Sector-16 C, Dwarka, New Delhi 110078.

Entrepreneurship | Employability | Skill Development

Approved in the Academic Council Meeting 44th meeting held on 03/05/2018 vide agenda item 44.06 w.e.f. 2017

UNIVERSITY SCHOOL OF MANAGEMENT STUDIES
GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY

SCHEME OF EXAMINATION-PhD COURSE WORK IN MANAGEMENT STUDIES

SEMESTER – I				
S. No	Course Code	Course Title	Credits	
1.	902001	Research Methodology	4	Core
2.	902002	Review of Literature	4	Core
3.	902003	Emerging Research Issues in Finance	4	Elective
4.	902004	Contemporary Issues in HR & OB	4	Elective
5.	902005	Contemporary Research Issues in Marketing	4	Elective
6.	902006	Current Issues in Strategic Management	4	Elective
7.	902007	Research Issues in Information Technology	4	Elective
8.	902008	Emerging Issues in International Business	4	Elective

1. A scholar has to undertake three courses during the course work. The Course Code 902001 and 902002 are Core Papers. A scholar shall be offered one elective course out of the 6 Elective courses mentioned above, based on specialization and research area of the scholar.

2.
   I) For courses other than 902002 the examination shall be of out of 100 marks comprising of
      a) Mid – Semester Examination   25 marks
      b) End – Semester Examination   75 marks
      Mid-semester Examination for each course shall be an Internal Examination of 25 Marks to be held during the semester for which the respective teacher may give written examination, presentation, project, term paper.
      The End-Semester Examination shall be of 75 marks.

   II) For Course Code 902002, the respective Supervisors will be required to submit the broad area of review of literature within one month of the joining of the Scholar duly signed by the supervisor and scholar. The evaluation of the course shall be as follows
      a)   Continuous Internal Evaluation by Supervisor   40 marks
      b)   End Term Evaluation by External Examiner   60 marks
      For End Term evaluation, the scholar will submit a written report and also give an oral presentation of the literature reviewed before the external examiner.

3. In order to complete the course work, a scholar has to earn 12 credits.
4. Seventy-five percent attendance is compulsory for the course work.

Ph.D. Course Work

USMS

PROGRAM OUTCOMES

PO1: Demonstrate substantive knowledge and ability to teach courses in their area of research/specialization.

PO2: Apply analytical and methodological skills to evaluate and conduct research in their area of specialization and other related areas.

PO3: Independently design and conduct original research in their area of specialization.

PO4 Demonstrate the ability to communicate the results of their research in a clear and effective manner.

PO5: Apply the understanding for the high ethical concerns and standards in carrying out business research, teaching, and service.

UNIVERSITY SCHOOL OF MANAGEMENT STUDIES
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RESEARCH METHODOLOGY

COURSE CODE: 902001   **CREDITS: 4**

Objective: *To acquaint the student with the concepts of research, research design, research process concepts, tools and techniques of data analysis and the process of effective report writing.*

COURSE OUTCOMES (COs):

CO1: Identify, classify and compare different types of research and research; designs.
CO2: Develop process of research.
CO3: The ability to apply the knowledge of research methodology, research questions, specific research objectives and hypotheses.
CO4: Explain different types of data, data sources, sampling techniques and demonstrate ability to collect appropriate quantitative and qualitative data.
CO5: Discuss the steps in scale development, apply statistical tests of determine validity and reliability interpret test results and discuss their implications.
CO6: Apply qualitative and quantitative techniques, descriptive and inferential statistics with the aid of statistical software packages and demonstrate the ability to draw inferences from the results.

UNIT I
Meaning, Purpose and Nature of research; Research; Problem: Formulation; Research Objectives and Research Questions; Research Process; Research Designs; Hypothesis: Formulation. Constructs; Variables; Review of Literature: Citation databases

UNIT II
Sampling: Defining target population, sampling frame, sampling units; Sampling Methods; Determining sample size; Considerations in sample design. Sampling & Non Sampling Errors.
Test Construction: Measurement Scales, Steps in test construction, Reliability, Validity; Report Writing: Research Report Components, Process of report writing, Writing research papers.

UNIT III
Descriptive Statistics of a series, Normal Distribution, Measures of Skewness and Kurtosis, Standard Error, Confidence limits of different parameters
Statistical Inference: Hypothesis Testing, Types of error, Parametric and Non Parametric Tests: Assumptions, Techniques and Applicability, Correlation, Regression

UNIT IV
Advanced Data Analysis: Exploratory and Confirmatory Factor Analysis; Discriminant Analysis; Cluster Analysis; Conjoint Analysis; Time Series Analysis; Structural Equation Modeling; Path Analysis; Partial Least Square (PLS) Technique

RECOMMENDED READINGS
1. Cooper, D. R. and Schindler P. S. (Latest Edition). *Business Research Methods*. Tata McGraw Hill Education Pvt. Ltd.
2. Hair, J.F., Black, W.C., Babin, B.J., Anderson, R.E. (Latest Edition). *Multivariate Data Analysis*. Pearson Education.
3. Montgomery, D.C. (Latest Edition). *Design and Analysis of Experiments* (International Student Edition). John Wiley & Sons.
4. Cochran, W.G. (2007). *Sampling Techniques* (Latest Edition). John Wiley & Sons.
5. Johnson, R.A., & Wichern, D.W. (Latest Edition). *Applied Multivariate Statistical Analysis New Delhi,* Prentice Hall of India.
6. Zikmund, W.G. et al (Latest Edition). *Business Research Methods*. New Delhi: Cengage Learning.

UNIVERSITY SCHOOL OF MANAGEMENT STUDIES
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REVIEW OF LITERATURE

COURSE CODE: 902002   **CREDITS: 4**

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

COURSE OUTCOMES (COs)

CO1: Understand the process of review of Literature and its relevance for formulations of research problems.

CO2: Identify and classify various sources of literature and demonstrate the ability to access them.

CO3: Demonstrate the familiarity with published work in academic journals and other publications that focus on relevant area of research and identify pioneering works and seminal contributions to identify the research gaps.

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 one month of the joining of the Scholar duly signed by the supervisor and scholar. For external evaluation, the scholar will be required to submit a written report and also give an oral presentation of the literature reviewed before External Examiner

2. The scholar has to submit only one copy of the written report of Review of Literature.

UNIVERSITY SCHOOL OF MANAGEMENT STUDIES
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EMERGING RESEARCH ISSUES IN FINANCE

COURSE CODE: 902003   **CREDITS: 4**

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.*
Course Outcomes (COs):
CO1:   Understand the underlying concepts, principles and practices associated with contemporary financial management.
CO2:   Integrate and apply knowledge of accounting principles to develop insight of sustainability accounting and integrated reporting.
CO3: Develop the understanding of complexity of global capital flows and globally integrated financial system.
CO4: Analyze and develop critical perspective of financial management issue to formulate research problem.

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.
RECOMMENDED READINGS
1. Van Horne, J.C. & Wachowicz, J.M. (Jr). (Latest Edition). *Fundamentals of Financial Management*. Pearson Education
2. Belkaoui, A.R. (Latest Edition). *Accounting Theory*. Cengage Learning
3. Madura, J. (Latest Edition). *International Corporate Finance*. Cengage Learning

4. Beaver, J.H. (Latest Edition). *Financial Reporting: An Accounting Revolution*. Prentice Hall
5. Mishkin, F.S. & Eakins, S.G. (Latest Edition). *Financial Markets and Institutions*. Pearson Education.
6. Alexander, G.J., Sharpe, W.F. & Bailey, J.V. (Latest Edition). *Fundamentals of Investments*. Pearson Education
7. Chance, D.M. & Brooks, R. (Latest Edition). *An Introduction to Derivatives and Risk Management*. Cengage Learning
8. Parikh, P. (Latest Edition). *Value Investing and Behavioral Finance*. McGraw Hill Education

UNIVERSITY SCHOOL OF MANAGEMENT STUDIES
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CONTEMPORARY ISSUES IN HR & OB

COURSE CODE: 902004   **CREDITS: 4**

Objective: *To develop an understanding about how organizations have to prepare themselves for managing their human resources effectively to succeed in the changing environment.*

Course Outcomes (COs):
CO1:   Understand the underlying concepts, principles and practices associated with contemporary financial management.
CO2:   Integrate and apply knowledge of accounting principles to develop insight of sustainability accounting and integrated reporting.
CO3: Analyze and develop critical perspective of financial management issue to formulate research problem.
CO4: Develop the understanding of learning of global capital flows and globally integrated financial system.

UNIT I
HRM: Functions, Models; HR Roles- HR Generalist & HR Specialist, HR Competencies; The challenge of Human Resource Management: global challenges, technology challenges, managing talent, competency development, cost concerns, responding to markets and social issues; Employee concerns (demographic changes, cultural changes, inclusion & diversity)

UNIT II
Strategic Human Resource Management in Present day Organizations, Global HRM: A global perspective, Legal and Ethical climate of global HRM. eHRM, High performance work systems: Fundamental principles, Anatomy, Creation, Outcomes; HR Scorecard, HR Analytics, Latest papers on contemporary HR issues.

UNIT III
Current Issues in Organization Behavior: Employee Engagement, OB & CSR, Work-Family Studies, Organizational Change and Development, Groups and Teams Studies, Leadership-Trends and Issues, Organizational Justice, Citizenship, Performance

UNIT IV
Positive Psychology and Workplace, Personality and Individual Differences, Cognition and Decision Making, Mindfulness, Antisocial Behavior, Spirituality, Self, Social, and Organizational Identity, Emotions at workplace, Interpersonal Relations & Transactional Analysis, Latest papers on contemporary OB issues.

RECOMMENDED READINGS
1. Robins, S.P., Judge, T.A., & Vohra, N. (Latest Edition). *Organizational Behavior* Pearson
2. Dessler, G. & Varkkey, B. (Latest Edition). *Human Resource Management*. Pearson

3. Saunders, M., Millmore, M., Lewis, P, Thornhill, A. & Morrow, T. (Latest Edition). *Strategic Human Resource Management: Contemporary Issues*. Pearson
4. Cummings, T.G. & Worley, C.G(Latest Edition). *Organization Development and Change*. Cengage Learning.

SUGGESTED READINGS FROM JOURNALS

1. Andrevski, G., Richard, O., Ferrier, W.J., & Shaw, J.D. (2011). Racial diversity and firm performance: The mediating role of competitive intensity. *Journal of Management.* 40 (3): 820-844

2. Aquino, K., Tripp, T.M., & Bies, R.J. (2006). Getting even or moving on: Power, procedural justice, and types of offense as predictors of revenge, forgiveness, reconciliation, and avoidance in organizations. *Journal of Applied Psychology*, 91: 653-668.

3. Baer, M. (2012). Putting creativity to work: the implementation of creative ideas in organizations. *Academy of Management Journal*, 24: 82-98.

4. Barley, S. (2006). When I write my masterpiece: Thoughts on what makes a paper interesting. *Academy of Management Journal*, 49, 16-20.

5. Bartunek, J.M., Rynes, S.L., & Ireland, R.D. (2006). What makes management research interesting, and why does it matter? *Academy of Management Journal*, 49, 9-15.

6. Bendersky, C., & Shaw, N.P. (2012). The downfall of extraverts and the rise of neurotics: The dynamic process of status allocation in task groups. *Academy of Management Journal*, *56*: 387-406.

7. Bohner, G., & Dickel, N. (2011). Attitudes and attitude change. *Annual Review of Psychology*, 62: 391-417.

8. Boxall, P. & Macky, K. (2009). Research and theory on high-performance work systems: progressing the high-involvement stream, *Human Resource Management Journal*

9. Buller, P.F. & McEvoy, G.M. (2012). Strategy, human resource management and performance: Sharpening line of sight, *Human Resource Management Review,* 22(1): 43-56

10. Colquitt, J.A., & Rodell, J.B. (2011). Justice, trust, and trustworthiness: A longitudinal analysis integrating three theoretical perspectives. *Academy of Management Journal,* 54: 1183-1206.

11. Dineen, B.R., Noe, R.A., Shaw, J.D., Duffy, M.K., & Wiethoff, C. (2007). Level and dispersion of satisfaction in teams: Using foci and social context to explain the satisfaction—absenteeism relationship. *Academy of Management Journal*, 50: 623-643.

12. Draganidis, F. & Mentzas, G. (2006). Competency based management: a review of systems and approaches. *Information Management and Computer Society*, 14(1): 51-64

13. Dries, N. (2013). The psychology of talent management: A review and research agenda, *Human Resource Management Review,* 23(4): 272-285

14. Frederickson, B.L. (2001). The role of positive emotions in positive psychology: The broaden and build theory of positive emotions. *American Psychologist*, 56: 218-226.

15. Gelfand, M. J., Raver, J. L., Nishii, L., Leslie, L. M., Lun, J., Lim, B. C. et al. (2011). Differences between tight and loose cultures: A 33-nation study. *Science,* 332: 1110-1114.

16. Gosling, S., Ko, S., Manarelli, T., & Morris, M. (2002). A room with a cue: Personality judgments based on offices and bedrooms. *Journal of Personality and Social Psychology*, 82: 379-398.
17. Hackman, J.R. & Wageman, R. (2005). When and how team leaders matter. *Research in Organizational Behavior*, 26: 37-74.
18. Heine, S.J., Buchtel, E.E., & Norenzayan, A. (2008). What do cross-cultural comparisons of personality traits tell us? The case of conscientiousness. *Psychological Science*, 19: 309-313.
19. Herman, T., Lam, C., Lawrence, S., & Huang, X. (2013). When my supervisor dislikes you more than me: The effect of dissimilarity in leader-member exchange on coworkers' interpersonal emotion and perceived help. *Journal of Applied Psychology*. 98 (6): 974-88
20. Jia, L., Shaw, J.D., Tsui, A.S., & Park, T.Y. (2014). A social-structural perspective on employee-organization relationships and team creativity. *Academy of Management Journal.* 57 (3): 869-891
21. Jiang, K., Lepak, D.P., Han, K., Hong, Y., Kim, A. & Winkler, A.L. (2012). Clarifying the construct of human resource systems: Relating human resource management to employee performance, *Human Resource Management Review,* 22(2): 73-85
22. Judge, T.A., Hurst, C., & Simon, L.S. (2009). Does it pay to be smart, attractive, or confident (or all three?) Relationships among general mental ability, physical attractiveness, core self-evaluations, and income. *Journal of Applied Psychology*, 94: 742-755.
23. Lam, C., Van der Vegt, G. S., Walter, F. & Huang, X. (2011). Harming high performers: A social comparison perspective on interpersonal harming in work teams. *Journal of Applied Psychology*, 96: 588-601.
24. Le, H., Oh, I-S., Robbins, S. B., Ilies, R., Holland, E., & Westrick, P. (2011). Too much of a good thing: Curvilinear relationships between personality traits and job performance. *Journal of Applied Psychology,* 96*:* 113-133*.*
25. Lengnick-Hall, M., Lengnick-Hall, C.A., Andrade, L.S., & Drake, B. (2009). Strategic human resource management: The evolution of the field. *Human Resource Management Review*
26. LePine, J. A., Erez, A., & Johnson, D. E. (2002). The nature and dimensionality of organizational citizenship behavior: A critical review and meta-analysis. *Journal of Applied Psychology*, 87: 52-65.
27. Liu, D., Liao, H., & Loi, R. (2012). The dark side of leadership: A three-Level investigation of the cascading effect of abusive supervision on employee creativity. *Academy of Management Journal,* 55: 1187-1212.
28. Markoulli, M. (2017). Mapping human resource management: Reviewing the field and charting future directions, *Human Resource Management Review*
29. Marler, J.H. & Fisher, S.L. (2013). An evidence-based review of e-HRM and strategic human resource management, *Human Resource Management Review,* 23(1): 18-36
30. Oishi, S., Diener, E., & Lucas, R.E. (2007). The optimum level of well-being: Can people be too happy? *Perspectives on Psychological Science*, 2: 346-360.
31. Penner, L. Dovidio, J., Pillavin, J., & Schroeder, D. (2004). Prosocial behavior: Multilevel perspectives. *Annual Review of Psychology*, 56: 365-392.

32. Rockstuhl, T., Dulebohn, J.H., Ang, S., & Shore, LM. (2012). Leader–member exchange (LMX) and culture: A meta-analysis of correlates of LMX across 23 countries. *Journal of Applied Psychology*, 97: 1097-1130.
33. Sabharwal, M. (2014). Is diversity management sufficient? Organizational inclusion to further performance, *Public Personnel Management*
34. Shao, R., Aquino, K., Freeman, D. (2008). Beyond moral reasoning: A review of moral identity research and its implications for business ethics. *Business Ethics Quarterly*, 18: 513-540.
35. Shaw, J.D., Dineen, B.R., Fang, R., & Vellella, R.V. (2009). Employee-organization exchange relationships, HRM practices, and quit rates of good and poor performers. *Academy of Management Journal*, 52: 1016-1033.
36. Shaw, J.D., Zhu, J., Duffy, M.K., Scott, K.D., Shih, H., & Susanto, E. (2011). A contingency model of conflict and team effectiveness. *Journal of Applied Psychology*, 96: 391-400.
37. Stone, D.L. & Dulebohn, J.H. (2013). Emerging issues in theory and research on electronic human resource management (eHRM), *Human Resource Management Review,* 23(1): 1-5
38. Tepper, B.J. (2007). Abusive supervision in work organizations: Review, synthesis, and research agenda. *Journal of Management*, 33: 261-289.
39. Van Der Vegt, G. & Bunderson, J.S. (2005). Learning and performance in multidisciplinary teams: The importance of collective team identification. *Academy of Management Journal*, 48: 532-547.
40. Van der Vegt, G., Van de Vliert, E., & Huang, X. (2005). Location-level links between diversity and innovative climate depend on national power distance. *Academy of Management Journal*, 48: 1171-1182.

UNIVERSITY SCHOOL OF MANAGEMENT STUDIES
GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY

CONTEMPORARY RESEARCH ISSUES IN MARKETING

COURSE CODE: 902005   **CREDITS: 4**

Objective: *To develop in the scholars the ability to understand and evaluate extant theory and research in the area of marketing and to design and conduct studies on relevant problems and issues by exposing them to pertinent marketing principles and frameworks, prominent research works and critical and emerging issues in the field.*

Course Outcomes (COs):

CO1: Understand the contemporary research issues in marketing.

CO2: Integrate and apply knowledge of consumer analysis to develop insight of their buying behavior.

CO3: Develop the understanding of the motivation of firms for adopting green marketing, societal marketing and the ethical challenges they face.

CO4: Analyze and develop critical perspective of marketing management to identify the key research themes in the marketing area.

UNIT I

Evolution of Marketing Theory: Market Orientation, Societal Marketing, Holistic Marketing

Readings:
- Jaworski, Bernard J.. and Kohli, Ajay K.. (1993). Market orientation: Antecedents and consequences. *Journal of Marketing*, 57, 53–70.
- Kohli, Ajay K.. and Jaworski, ernard J. (1990). Market orientation: The construct, research propositions, and managerial implications. *Journal of Marketing*, 54, 1-18.
- Narver, John C. and Slater, Stanely F. (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 Behavior, 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.
- Campbell, Margaret C. & Goodstein, Ronald, C. (2001). The moderating effect of perceived risk on consumers' evaluation of product incongruity: Preference for the norm. Journal of Consumer Research, December, 439-49.

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, Jerry. (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 10,25 – 61. Emerald Group Publishing Limited.

UNIT III

Creating Customer Value in Services & Measuring Service Quality

Readings:

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

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
- Venkatesan, R &. Kumar, V. (2004) A Customer Lifetime Value Framework for Customer Selection and Resource Allocation Strategy. Journal of Marketing: October 2004, Vol. 68, No. 4, pp. 106-125

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:
- Zhou, Lina, Dai,Liwei, &Zang, Dongsong. (2007). Online shopping acceptance model - a critical survey of consumer factors in online shopping. *Journal of Electronic Commerce Research,* Volume 8, No.1, 41-42, 44-62.

- Stephen, A.T. (2016) The role of digital and social media marketing in consumer behavior. *Current Opinion in Psychology,*Vol.1, 17-21.
- 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.

Social Marketing: Definition and Scope, Social Marketing Mix, Problems and Challenges, Social Marketing Campaign.
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
- Murphy,Patrick E. (2015) Marketing Ethics, *Wiley Encyclopedia of Management*, Volume 2, 83-95
- Singhapakdi, Anusorn & Vitell, Scott J.C. (1990). Marketing Ethics: Factors Influencing Perceptions of Ethical Problems and Alternatives. *Journal of Macromarketing*,Volume 10, 1 4-18.

RECOMMENDED READINGS:
1. Kotler, P. Keller, K.N. Koshy, A. & Jha, M. (Latest Edition). *Marketing Management: A South Asian Perspective*. Pearson Education India.

2. Keller, Kevin Lane, Parameswaran, M. G. & Jacob, Isaac.*(Latest Edition). Strategic Brand Management: Building, Measuring, and Managing Brand Equity*. Pearson Education India.
3. Lovelock, Christopher H. & Jochen. W. (Latest Edition). *Services Marketing (People, Technology, Strategy.* Pearson Education India.
4. Hawkins, D., Motherbaugh, D. L. & Mookerjee, A. (Latest Edition). *Consumer Behavior: Building Marketing Strategy*. McGraw Hill Education.

UNIVERSITY SCHOOL OF MANAGEMENT STUDIES
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CURRENT ISSUES IN STRATEGIC MANAGEMENT

COURSE CODE: 902006   **CREDITS: 4**

Objectives: *To introduce the major theoretical perspectives and contemporary issues in strategic management; to provide an interdisciplinary perspective on contemporary issues in strategic management; and to develop students' skills in critiquing academic research*

Course Outcomes:
On completion of this course, scholars will be able to:

CO1: Understand the basic concepts, principles and practices associated with strategy Formulation, implementation and control.
CO2: Integrate and apply knowledge of strategic management from holistic and multi-functional perspectives.
CO3: Analyze and develop critical perspective of strategic management issue to formulate research problem.
CO4: Synthesize the learning to provide meaningful solutions to the socio-economic issues of relevance.

UNIT I

Strategic Management: The Evolutionary Path; Interaction of Environmental Analysis and Strategy Formulation; Strategy Implementation and Strategic Evaluation; Strategic and Operational Control, Strategic Performance Measurement, Blue Ocean Strategy and Balanced Scorecard

UNIT II

Managing Innovation and Quality Management, Business Excellence Models , Sustainability and Corporate Social Responsibility, Technological Development and Entrepreneurship; Small and Medium-Sized Enterprises; Social enterprise, Managing business for the Bottom of the Pyramid

UNIT III

Digital Strategy: Effects of digitization and technology on business strategy, Strategy and Business Analytics; Platform competition, ICT Innovation and Development Informatics

UNIT IV

Effects of digitization and technology on organizational structure, Strategic Agility and Organizational Design; IT and new organizational possibilities: Crowd-based organizations and other forms of collective intelligence

RECOMMENDED READINGS

1. Aquilani B., Silvestri C., Ruggieri A., Gatti C., (2017) "A systematic literature review on total quality management critical success factors and the identification of new avenues of research", The TQM Journal 29, 184-213

2. Furman, J., Gawer, A.,Stern, S., & Silverman, B. S. (Eds.). (Latest Edition) Entrepreneurship, Innovation, and Platforms, Emerald Group Publishing.

3. Rodzvilla, J. (Latest Edition). *Blue Ocean Shift: Beyond Competing-Proven Steps to Inspire Confidence and Seize New Growth,* Hachette Books

4. Van Alstyne, M., & Parker, G. (2017). Platform Business: From Resources to Relationships. GfK Marketing Intelligence Review, 9(1), 24-29.

5. Akter, S., Wamba, S. F., Gunasekaran, A., Dubey, R., & Childe, S. J. (2016). How to improve firm performance using big data analytics capability and business strategy alignment? International Journal of Production Economics, 182, 113-131.

6. Peppard, J., & Ward, J. (Latest Edition). *The strategic management of information systems: Building a digital strategy*. John Wiley & Sons.

7. Christensen, C., & Raynor, M. (Latest Edition). *The innovator's solution: Creating and sustaining successful growth.* Harvard Business Review Press.

8. Sharma, A. (Latest Edition). *Crowdsourcing Critical Success Factor Model: Strategies to harness the collective intelligence of the crowd*. London School of Economics (LSE), London.

9. Howe, J. (2006). *The rise of crowdsourcing*. Wired magazine, 14(6), 1-4.

10. Chan, K.W. & Mauborgne. R. (Latest Edition). *Blue Ocean Strategy*. Boston, MA: Harvard Business School Press.

11. Kaplan, R. S., and D. P. Norton. (Latest Edition). *Strategy Maps: Converting Intangible Assets into Tangible Outcomes*. Boston, MA: Harvard Business School Press.

12. Schumpeter, J., & Backhaus, U. (2003). The Theory of Economic Development. Joseph Alois Schumpeter, 61-116.

13. Bartlett, C., & Ghoshal, S. (Latest Edition). *Managing Across Borders: The Transnational Solution*. Boston, MA: Harvard Business School Press

14. Ghemawat, P.D., Pisano, C.G. & Rivkin, J. (Latest Edition). *Strategy and the Business Landscape*. Upper Saddle River, NJ: Prentice Hall

15. Christensen, C. (Latest Edition) *The Innovator's Dilemma: When Technologies Cause Great Firms to Fail*. Boston, MA: Harvard Business School Press

16. Brandenburger, A. M., and B. J. Nalebuff. (Latest Edition). *Co-opetition*. New York, NY: Doubleday & Company.

17. Collis, D., & Montgomery. C. (Latest Edition).*Corporate Strategy: Resources and the Scope of the Firm*. Westport, CT: Irwin Press

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RESEARCH ISSUES IN INFORMATION TECHNOLOGY

COURSE CODE: 902007   **CREDITS: 4**

Objective: *This course is designed to educate the researchers regarding the need and importance of information technology in different areas of managing business.*
Requirement: *Students are required to review eight articles in their area of specialization. The journals will be prescribed by the concerned supervisor.*

Course Outcomes:

CO1   Develop command of the conceptual frameworks of information systems and the emerging technologies

CO2 Assimilate the knowledge of the processes of organizations and the key role that information systems play.

CO3 Apply a framework for evaluating information-related ethical dilemmas commonly faced by organizations.

CO4 Discernment of various issues in technology use by society, organizations and individuals.

CO5 Analyze and develop critical perspective of information management issue to formulate research problem.

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

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

RECOMMENDED READINGS
1. Laudon, K.C. & Laudon, J.P. (Latest Edition). *Management Information Systems: Managing the Digital Firm*. Pearson India
2. Silberschatz, A., Korth, H.F. & Sudarshan. S (Latest Edition). *Database Systems Concepts*. McGraw Hill
3. Applegate, R. D. Soule, A. & Soule. D.L. (Latest Edition). *Corporate Information Strategy and Management-Text and Cases*, McGraw Hill
4. Lucas, H.C. Jr. (Latest Edition). *Information Technology: Strategic Decision Making for Managers*. Wiley India.
5. Whitman, M.E. & Mattord, H.J. (Latest Edition). *Principles of Information Security*, Cengage Learning.
6. Chaffey, D. (Latest Edition). *E-Business and E-commerce Management*, Pearson Education, 3rd Ed.

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CONTEMPORARY ISSUES IN INTERNATIONAL BUSINESS

COURSE CODE: 902008   **CREDITS: 4**

Objectives: *To Survey and assimilate the major theoretical perspectives and issues in international business*

Course Outcomes

CO1 Demonstrate a critical understanding of the drivers of international business

CO2 Develop an understanding of the links between international business and contemporary political and economic structures

CO3 Critically evaluate the significance and impact of the contemporary international business developments

CO4 Assess the implications of cross cultural negotiation, collaborations, including aspects of ethics and diversity management

CO5 Formulate research prepositions based on the review of the literature covering international business environment research and analysis, and Multinational Enterprises' strategies

UNIT I

Internationalization and contemporary globalisation theories; International business environment research and analysis; Managing across borders and cultures – functions and processes; The nature and scope of international business management; Globalization of industries; Issues in cross cultural negotiation and diversity management

UNIT II

Global Strategic Management:, Organization of multinational enterprises, Building global networks, and the changing managerial tasks under conditions of globalization, , International entry strategies and entry models; International marketing; Creating and gaining competitive advantage in international environment

UNIT III

The significance of multinational corporations; International marketing strategies; Marketing decisions for the intercultural environment; Marketing mix in international markets; Products and brands for international market; International distribution; Pricing decisions for international market; Integrated Marketing Communications in international context; Public Relations for international market; Strategic alliances and mergers.

UNIT IV

Technology, innovations and operations in global environment; Managing technology and competitiveness; Technology and business operations – creating new value for the customer;

Creating global technology strategy and technology intelligence, International collaborative technology strategy; Global operations strategy; Strategic technology management for improving operations performance; Globalisation and regional economic integrations.

RECOMMENDED READINGS

1. Luo, Y., & Shenkar, O. (2017). The Multinational Corporation as a Multilingual Community: Language and Organization in a Global Context in Language in International Business (pp. 59-92). Springer International Publishing.

2. Najaf, R., Najaf, K., & Shah, I. H. (2017). Strategic Alliances for International Business and Global Competition. International Journal of Information, Business and Management, 9(3), 131.

3. Cavusgil, S. T., Knight, G., Riesenberger, J. R., Rammal, H. G., & Rose, E. L. (Latest Edition). *International Business*. Pearson

4. Luthans F. and Doh J. (Latest Edition). *International Management: Culture, Strategy, and Behavior,* McGraw-Hill/Irwin, Latest Edition

5. Johnson, G., Scholes, K. (Latest Edition). *Exploring Corporate Strategy*, Pearson Education,

6. Deresky, H. (Latest Edition). *International Management: Managing Across Borders and Cultures, Text and Cases*, Prentice Hall

7. Papanastassiou M. & Pears, R. (Latest Edition). *The Strategic Development of Multinationals: Subsidiaries and Innovation*, Palgrave Macmillan,

8. Newlands, D. & Hooper, M. J. (Latest Edition). *The Global Business Handbook: The Eight Dimensions of International Management*, Gower.

9. Verbeke A.   (Latest Edition). *International Business Strategy: Rethinking the Foundations of Global Corporate Success*, Cambridge University Press.

10. Spulber D.F. (Latest Edition). *Global Competitive Strategy*, Cambridge University Press.