

5111 Research Methodology in Management

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

Objective:

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

Course Syllabus

Section I

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

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

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

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

Section II

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

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

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

Research Ethics: Ethical Practices in Research

Section III

Review of Multivariate Statistical Techniques: What is a causal relationship; examining causal relationships; review of a number of multivariate statistical

techniques widely used in business research. Reporting and Presentation of Research Findings

This will be driven by a number of case studies using international business articles and large quantitative data sets

Additionally students will be:

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

Recommended Texts

1. Saunders M, Research Methods for Business Students, Prentice Hall (2002)
2. Piekarri R, Handbook of Qualitative Research Methods for International Business, Edward Elgar (2004)
3. Sukaran U, Research Methods for Business: A skill building approach, Wiley (1992)
4. Rudestam K, Surviving your Dissertation: A comprehensive guide to content and process, 2nd ed, Sage (2001)
5. Jankowicz AD, Business Research Projects, 2nd Ed, Chapman and Hall (1995)
6. Moser CA et al, Survey Methods and Investigation, 2nd Ed, Dartmouth Publishing (1993)
7. Bryman A, Doing Research in Organisations, Routledge (1988)
8. Cresswell JW, Research Design: Qualitative and Quantitative Approaches, Wiley (1994)
9. Brannick T et al, Business Research Methods: Strategies, Techniques and Sources, Oak Tree Press (1997)
10. SPSS Base 12.0 Users Guide, SPSS Publications (2003)
11. Gill J. et al, Research Methods for Managers, Paul Chapman Publishing (1997)

Instructions for the Paper-Setter

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

Instructions for the Candidates

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

5112 Workshop on Teaching Technology in Management

Objective : Objective of the paper is to sensitize the doctoral students with the techniques and methodology of using techniques for teaching of management classes.

Teacher-Centered Approach to Learning: Teacher as a role model: pre requisites;

Tools and techniques used for teaching in Teacher Centered learning ;

Student-Centered Approach to Learning,

Tools and techniques used for Student centered learning.

Cooperative learning techniques;

["Think-Pair-Share"](#) technique

Tools and Techniques used for cooperative learning techniques

Case Method as a techniques for teaching;

Case method in action;

Developing cases for class room teaching.

Books:

1. Education for Judgment by David A.Garvin; HBS Publishing (1991)
2. Theory and Practice of case method of instruction by B.Bhattacharyya, Excel Books(2007).
- 3. Preparing Teachers for a Changing World: What Teachers Should Learn and Be ; by Linda Darling-Hammond, John Bransford; John Wiley and Sons(2005)**

Evaluation

The students will be evaluated on continuous evaluation basis and the marks are assigned as under:

Case Development and writing:	20 marks
Exhibiting teaching skills	30 marks
Class participation	20 marks
External viva/practical	30 marks
Total	100 marks

5113 Contemporary Issues in Business & Strategic Management

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

Objective

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

Course Syllabus

Section 1

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

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

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

Section 2

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

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

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

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

Section 3

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

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

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

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

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

Recommended Texts

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

Instructions for the Paper-Setter

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

Instructions for the Candidates

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

5114 Contemporary Issues in Finance and Accounting

Max. Marks: 100

Internal Marks:50

External Marks: 50

Course Overview

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

Course Syllabus

Section I

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

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

Pricing of IPOs : Conceptual and research issues.

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

Section II

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

Mergers and Acquisitions: motives, considerations in M & A decisions, Synergy Value, Due Diligence Process, Business Valuation Methods, Evaluation of Mergers and Acquisitions and regulations

Behavioral finance; Conceptual and research Issues, Micro Financing in India; Financial inclusion and role of banks

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

Section III

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

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

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

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

Recommended Texts

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

Instructions for the Paper-Setter

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

Instructions for the Candidates

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

5115 Contemporary Issues in Marketing Management

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

Objective

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

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

Course Syllabus

Section I

Orientation of Modern Marketing and Analyzing Market Opportunities:

Marketing Tasks and Approaches to Modern Marketing, Marketing Environment and Environment Scanning, Analyzing Market Environment.

Role of Marketing in Corporate sector in Recent era: 4Ps & beyond, Marketing Challenges, Marketing information system and Marketing Research, Strategic Planning in Marketing Management

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

Measurement Process in Marketing Research: Measurement in Marketing, Difficulties in Measurement, Concepts of Validity and Reliability; Attitude Measurement: Importance of Attitude in Marketing, Nature of Attitudes and their Measurement, Attitude Scaling Procedures, Thurston Scale, Likert Scale, Paired Comparison Scale, Semantic Differential Scale and Multi-Dimensional Scale (MDS) and Their Applications.

Section II

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

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

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

Section III

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

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

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

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

Emerging Issues in Marketing: Green Marketing, Holistic Marketing, Network Marketing, Event Marketing, Mergers and Acquisitions: Regulatory Framework, Marketing Issues and Relevance in 21st century business Enterprises

Competing through e-Marketing – Components of e-marketing, Impact of e-Marketing on marketing Strategy.

Recommended Texts

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

Instructions for the Paper-Setter

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

Instructions for the Candidates

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

5116- CONTEMPORARY ISSUES IN HUMAN RESOURCE MANAGEMENT

Max. Marks: 100

Internal Marks: 50

External Marks: 50

Course Overview

The student should be able to critically analyze organizational situations, prescribe courses of action necessary for problem solving, and integrating the steps necessary for effective implementation. Upon completion, the Ph.D. student should be able to indicate and explain various research issues in HR interventions that may be required when dealing with the work environment, people, and problems.

Course Syllabus

Group I: An overview of Human Resource Management: Framework of HRM in the present day corporate sector. Human Resource Management in the global context Role of HRM in strategy implementation. HRM in case of mergers and acquisitions.. Performance management, Competency Mapping. Managing Diversity: Diversity and discrimination issues at workplace. Gender Issues: Glass Ceiling and Job segregation.

Group II: Work Life Balance, Occupational Stress. Organizational Justice. Aggression at work place: Consequences, Attitudes and their measurement, Job Satisfaction, Job Involvement, Organizational Commitment, Organizational Citizenship Behaviour. Personality: measurement and implications. Emotional Intelligence.

Group III: Theory of multiple intelligences, Spiritual Intelligence and Ethics. Motivation, Role of Equity and Equity Sensitivity. Emotions; Emotional Labour, consequences. Politics in organizations: group dynamics. Leadership: theories. Managing Attrition. Expatriate Adjustment Issues.

Recommended Texts

- Garry Desseler, Human Resource Management, Prentice-Hall of India Pvt. Ltd., New Delhi, 15th Edition.
- Edwin B. Flippo, Personnel Management, McGraw-Hill Book Company, 6th Edition.

- Raymond Noe, Wright, Gerhart & Hollenbeck, Human Resource Management – Gaining A Competitive Advantage, Tata McGraw –Hill Publishing Company Ltd., New Delhi, 9th Edition.
- Robbins, Judge & Sanghi, Organizational Behaviour, Pearson Education 13th Edition.

Instructions for the Paper-Setter

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

Instructions for the Candidates:

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

5117-CONTEMPORARY ISSUES IN OPERATIONS MANAGEMENT

The objective of this course is to have the students extend their knowledge of the diverse operations / productions scenario in Indian and International context. They should be able to critically analyze operational issues in manufacturing & service sector. Upon completion, PhD students should have developed insights into the emerging issues of Operations Management vis-à-vis maintaining facilities and processes; managing inventories, apply quantitative analysis to operation management decisions and control manufacturing process capabilities.

GROUP I:

Contemporary Scope of Operations Management: Emerging issues of Production Management, Functional dependence, Strategic Operations Management.

Manufacturing systems: Distinctiveness and utility of various production systems

Facility Layouts: Effectiveness of the diverse manufacturing layouts in contemporary scenario – Product, Process, Fixed, Cellular, Hybrid layouts.

New Product Planning and Design: Developing New Products, Product Life Cycles.

Location Decisions: Analyzing Location Decisions, Models of Locational Analysis.

Forecasting Material: Qualitative & Quantitative Forecasting Models, Forecasting Errors.

Supply Chain Management: Contemporary and research issues.

GROUP II:

Project Reviewing Techniques: Project Evaluation and Control techniques, Critical Path Method, Crashing of time and costs.

Application of O.R. techniques to Operations Management: Linear Programming, Transportation, Assignment, Sequencing and Game Theory.

Inventory Control and Management: Contemporary issues in Inventory Management, Inventories Categorization, Selective Inventory Control Systems; Inventory Control Models – with & without shortages, Quantity discounts, Economic Production Quantity (EPQ). Codification of Inventories.

Enterprise Resource Planning; Just-in-Time Management.

GROUP III:

Statistical Process Control: Managing Quality, Causes of Variations, Quality Costs and components.

Probability distributions: Normal, Binomial and Poisson distributions.

7 Tools of Statistical Quality Control: Fish-bone Diagrams, Check Sheets, Pareto Diagrams, Scatter Diagrams etc.

Control Charts for Attributes and variables: Designing Mean, Range, p, c, u charts – Construction, Interpretation and Limitations.

Operating Characteristic Curves: Designing Sampling Plans.

Acceptance Sampling Techniques: Single, Double, Sequential plans.

REFERENCES

1. **Operations Management** – *Lee J. Krajewski* – Pearson Education
2. **Operations Management** – *William Stevenson* – Tata Mc Graw Hill
3. **Production & Operations Management** – *Joseph S Martinich* – Wiley India Publications
4. **Modern Production & Operations Management** – *Elwood S. Buffa* – Wiley Eastern
5. **Production & Operations Management** – *Everett Adams & Ebert* – Prentice Hall of India
6. **Production & Operations Management** – *Norman Gaither* – Dryden Press
7. **Production & Operations Management** – *Raymond Mayer* – Mc Graw Hill
8. **Applied Production & Operations Management** – *Evens, Anderson* – West Publishing
9. **Operations Management** – *McClain & Thomas* – Prentice Hall of India

Instructions for the Paper-Setter

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

Instructions for the Candidates:

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

5118- CONTEMPORARY ISSUES IN TOURISM MARKETING & MANAGEMENT

Max. Marks.: 100

Internal Marks: 50

External Marks: 50

Objective

To develop knowledge and understanding of Ph.D students on the various aspects of modern tourism and relevant marketing and management concepts

To enable students to identify research issues in specialization area

To develop insight of students as to the area and topic in the area that they may work up to develop their Ph.D proposals

The course aims to develop professional researchers who can understand tourism and thereby guide the tourism development of their region via conceptual clarity and research

Course Syllabus

Group I

Tourism Industry: meaning, definition & trends at the global level, role of tourism in economy, tourism and economic development, Western model of tourism industry and their relevance for developing economies, tourism demand determinants, elasticity and estimation.

Classification and categorization of tourism: Adventure tourism, cultural and pilgrimage i.e. Place of religions, historical archaeological, architectural and monumental significance, fairs and festivals, conference and conventions, Event tourism. Tour and vacation packages.

Group II

Tourism Marketing:

Measurement Process in tourism marketing research: Analyzing research Opportunities & applied Research: relevant metrics in tourism their measurement and forecasting, destination Research, Advertising Research, Management of tourism services & tourist evaluation of service quality and ambience: The five gap model of service quality in tourism gaps model for improving the quality of service failure, service recovery.

Tourism & Marketing: Marketing Models, Market Segmentation, Targeting and Positioning, Destination marketing destination branding, Event marketing.

Consumer Behavior: Importance of Studying Consumer Behavior, Process, Consumer decision making: Howard- Sheth, Engell Kollat-Blackwell Models; Tourist souvenir & gifting behavior; Cross Cultural consumer behavior; Factors influencing, Consumer Buying Behavior, Psychological factors, Social Factors, Cultural and Sub cultural factors, Personal Factors.

Group III:

Understanding financial issues in tourism sector: Public and Private sector tourism organizations, tourism infrastructure, investment and return on investment; Forex issues.

Understanding Human resource issues in tourism sector: HR dynamics and issues in tourism; HR planning, cross cultural issues, Employee safety issues.

Competing through e-marketing: Technology and tourism: Internet Marketing, SEO, travel apps components of e-marketing, Impact of e-marketing on marketing strategy of tourism sector.

Emerging Issues in Tourism: Ecological issues in tourism, Social impact of tourism, Cultural impact of tourism

Recommended Texts

Marketing Travel & Tourism by Middletom

International Encyclopedia of tourism management by P.C.Sinha.

Dynamics of tourism by R.N.Kaul

Witt, Stephon, F., Moutinho, Luiz (eds.) Tourism marketing and management handbook, prentice hall international (UK) Ltd.

Sheela. A.M., Economics and Hotel Management, New age International Publication (P) Ltd., New Delhi.

Kotler P., Bowen J.T. , Makens J.C., (2010), Marketing for hospitality and tourism, Pearson Prentice Hall

Kamra K.K., Economics of tourism

Lonely Planet (Various countries)

Instructions for the Paper-Setter

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Instructions for the Candidates:

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

School of Management Studies

Punjabi University Patiala

Programme of Study

Ph. D Course Work (2018-2019)

5111 Research Methodology in Management	100
5112 Workshop on Teaching Technology in Management	100
5113 Contemporary Issues in Business & Strategic Management	100

Elective Courses

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

5114 Contemporary Issues in Finance and Accounting	100
5115 Contemporary Issues in Marketing Management	100
5116 Contemporary issues in Human Resource Management	100
5117 Contemporary Issues in Operation Management	100
5118 Contemporary Issues in Tourism Marketing & Management	100

