Programme Curriculum Document

PhD Programme in Management

The Icfai Foundation for Higher Education
(Declared as deemed-to-be University U/S 3 of UGC Act, 1956)
Hyderabad

REGISTRAR
THE ICFAI FOUNDATION FOR HIGHER EDUCATION
(Deemed-to-be-University Under Section 3 of the UGC Act, 1956)

ICFAI FOUNDATION FOR HIGHER EDUCATION * HYDERABAD

The ICFAI Foundation for Higher Education

The ICFAI Foundation for Higher Education is a Deemed-to-be University established in the year 2008 under section 3 of the UGC Act, 1956. The University is a member of the Association of Indian Universities (AIU) and Association of Commonwealth Universities (ACU). IFHE campus is a 92 acre lush green sylvan campus with built-up area of over 16 lakh sq. ft. The campus is fully Wi-Fi enabled and equipped with the state-of-the-art facilities like amphitheaters, auditoriums, academic blocks, fully equipped library block, computer center, language lab, hostels, canteen, etc.

IBS, Hyderabad

IBS Hyderabad (Faculty of Management) is a constituent of the ICFAI Foundation for Higher Education (IFHE). Since its establishment in 1995, IBS has grown impressively and achieved widespread recognition from business and industry, academic circles and professional bodies. IBS offers high quality programs in different areas of management to a cross section of students. IBS has a reputation of innovative program design and delivery, quality courseware, personalized instruction, strong industry interface, research, consultancy and publications.

Eligibility Criteria for PhD Program in Management (Full time/ Part time):

Graduation (any discipline) with 50% and above marks with medium of instruction as English and
Post graduation in Management (full time with specialization in Marketing/ Finance/ Human Resource Management/ Operations from an UGC approved University) with 55% and above marks
or A professional qualification like CFA/ CA/ CWA/ CS with 55% and above marks.

All applicants should have completed a minimum of 17 years of education (on 10+2+3+2 or 10+2+4+2 basis).

1. **Duration of the Program**
   1.1 PhD Program, both full time and part time, shall be for a minimum duration of 4 years, including the course work and a maximum of Eight years.
   1.2 Extension beyond the above limits or early submissions (before 4 years) will be governed by the decision of the competent authority and ratification by the Academic Council.
2. **Procedure for Admission**
   2.1 PhD Entrance Test shall be conducted by each Faculty. Each Faculty shall have its own modalities as approved by the competent authority.
   2.2 M.Phil degree holders, UGC-NET/JRF/CSIR-NET/SLET/GATE qualified candidates are exempted from the entrance test.
   2.3 In case of management stream, Candidates with GMAT® score of 500 & above, CAT percentile of 60 & above, IBSAT qualified are exempted from the entrance test.
   2.4 Final selection process consists of Interview (which may include research aptitude test and micro presentation)

REGISTRAR
THE ICFAI FOUNDATION FOR HIGHER EDUCATION
(Deemed-to-be-University Under Section 3 of the UGC Act, 1956)
ICFAI FOUNDATION FOR HIGHER EDUCATION HYDERABAD

3. **Semester Registration**

3.1 PhD Students have to register for every semester at the beginning of each semester. If a student does not register for a semester without seeking exemption, his/her name may be removed from the rolls of PhD program.

4. **PhD Program Structure**

The Ph. D Program Structure				
Year	**Semester I**		**Semester II**	
	Course Title	**Credits**	**Course Title**	**Credits**
	Research Methods-1	4	Research Methods-2	4
	Advanced Strategic Management	4	SHMM703, SHFI703, SHHR703, SHOM703	4
I	SHMM701, SHFI701, SHHR701, SHOM701	4	SHMM704, SHFI704, SHHR704, SHOM704	4
	SHMM702, SHFI702, SHHR702, SHOM702	4	SHMM705, SHFI705, SHHR705, SHOM705	4
	Total credits	**16**	**Total credits**	**16**
Summer Research Project **PhD Qualifying Examination**				
II	DAC Formation, PhD Thesis Proposal Development, Progress Seminars			
III	PhD Thesis Proposal Submission, Progress Seminars			
IV	Thesis Data Seminar, PhD Thesis Proposal Submission and Viva Voce			

4.1 Minimum credits required for Ph. D program is 32.

4.2 Upon successfully clearing the PhD qualifying exam, the full time PhD students are required to give at least one PhD Proposal preparation seminar in every semester. Upon successful thesis proposal defense, full time PhD students are required to give at least one PhD Thesis Progress Seminars in every semester until they submit the thesis for evaluation.

4.3 Upon successfully clearing the PhD qualifying exam, the part time PhD students are required to give one PhD Proposal preparation seminar in every 4 months. Upon successful thesis proposal defense, part time PhD students are required to give at least one PhD Thesis Progress Seminars in every 4 months until they submit the thesis for evaluation.

REGISTRAR
THE ICFAI FOUNDATION FOR HIGHER EDUCATION
(Deemed-to-be-University Under Section 3 of the UGC Act, 1956)

ICFAI FOUNDATION FOR HIGHER EDUCATION
HYDERABAD

4.4 A PhD student is permitted to change from full-time mode to part-time mode and vice-versa, upon approval from the concerned competent authority.

5. **Coursework, Summer Research Project and PhD Qualifying Examination**

5.1 **Pre-PhD Courses**: Candidates joining the PhD program with a post graduation in allied disciplines of management are required to attend the 16 courses of MBA program offered during Semester-1 and Semester-2 as well as the Business Strategy course as a pre-requisite to proceed to the course work phase of the PhD Program. Candidate is also required to secure a CGPA of 7.5/10 as well as a grade not less than 'D' in all the courses at the end of Semester-2 of MBA. Also, candidate should maintain a GPA of 6.0 at the end of Semester-1 to proceed to Semester-2 of MBA. Candidate is also required to complete ~~the 12 weeks summer internship program of MBA.~~

5.2 **PhD Course work**: The objective of the coursework is to impart scholarship and to equip the student with the latest developments in the discipline, including the tools of research. In the first year the student takes **8 courses of 4 credits** each spread across two semesters.

5.3 Students who receive scholarships[1] are required to maintain a minimum CGPA of 7.5/10.0 at the end of the course work. Further, a student is also required to secure a minimum grade of 'C' in each course in order to be eligible to continue in the program. Method of calculating GPA/CGPA is illustrated in Appendix-A.

5.4 At the end of Semester-1, if the GPA falls within the range of 6.0 to 7.5, students may be allowed to proceed to Semester-2. However, they may have to improve the GPA of Semester-1 by taking up assignments/term papers/examinations in certain courses, in consultation with the faculty members who have handled the courses. However, the stipend would be stopped till they make up the GPA to 7.5 in both the semesters.

5.5 **Summer Research Project:** Each student is required to take up a research project individually at the end of course work. The research project will be guided by a faculty member from their respective departments. The student is required to complete the project and submit a report to the faculty guide, who will evaluate it and award Satisfactory / Unsatisfactory grade.

5.6 Students who successfully complete the coursework with a minimum CGPA of 7.5 are eligible to appear for PhD qualifying examination. The qualifying examination consists of written examination followed by a viva voce.

REGISTRAR
THE ICFAI FOUNDATION FOR HIGHER EDUCATION
(Deemed-to-be-University Under Section 3 of the UGC Act, 1956)

[1] As per University norms

5.7 The qualifying viva voce would be conducted by a panel of examiners. Based on the overall performance, the result of the qualifying examination will be declared in terms of "Pass" or "Fail". The student may avail a maximum of two attempts for clearing the qualifying examination. If a student fails to qualify in two attempts, he/she will be discontinued from the program.

6. Doctoral Advisory Committee

6.1 Upon successful completion of the PhD Qualifying exam, Doctoral Advisory Committee (DAC) will be constituted. The role of the DAC is to guide the student to sharply focus on the exact area of research and help in formulating the thesis proposal.

6.2 DAC comprises one convener and two members. DAC is appointed based on the following criteria:

a. The Convener and members should be from the broad area in which the student opts to pursue the PhD research.

b. The Convener and members should possess a PhD degree.

c. The proposed convener and members should have **at least four publications** in refereed journals or in journals recognized by the University.

d. However, a senior professional, holding a PhD degree in the relevant area (related to Management, Engineering, Science and Law), and having long professional experience in organizations of repute, may also be appointed as member of DAC.

The role of the DAC is:

a) To guide the student to sharply focus on the exact area of research and help in formulating the thesis proposal.

b) To periodically review and assist in the progress of the research work of the research scholar.

c) To guide the research scholar to develop the study design and methodology of research

d) The DAC is expected to submit a quarterly progress report of the student to the PhD Office.

The DAC exists till the approval of the Thesis Proposal by the University. The DAC convener invariably becomes the supervisor subject to approval by the screening committee.

7. Allocation of PhD Supervisor

7.1 Only a full time regular faculty member can act as a supervisor.

7.2 Number of research scholars that can be guided by a supervisor/convener/member at any given point in time is limited to 6 (six) for all the faculty members (Professor/Assoc. Professor/Asst. Professor) and 3 (three) for all the academic administrators (Directors/Deans/HODs).

REGISTRAR
THE ICFAI FOUNDATION FOR HIGHER EDUCATION
(Deemed-to-be-University Under Section 3 of the UGC Act, 1956)

ICFAI FOUNDATION FOR HIGHER EDUCATION
HYDERABAD

7.3 In case of research topics which are inter-disciplinary in nature, apart from the supervisor, a co-supervisor may also be appointed from outside the Department/ Faculty/ College/Institution, on such terms and conditions as may be specified and agreed upon by the consenting Institutions/Colleges.

8. Preparation, Submission and Defense of Thesis Proposal

8.1 The student would prepare Thesis proposal document under the guidance of his/her DAC. The proposal approved by the DAC would be forwarded to the PhD Screening Committee for review.

8.2 The student is required to submit the first draft of the Thesis Proposal for review within two semesters after passing the Qualifying examination.

8.3 The proposal draft should not exceed 20 pages excluding the references. To ensure that all the relevant aspects of a PhD Thesis Proposal are covered, students are expected to prepare the draft based on the format prescribed.

8.4 The Doctoral Advisory Committee of a student, after satisfying itself, will request the Convener to forward the proposal for approval. The Convener should forward the Thesis Proposal in the prescribed Performa (Refer Annexure-2) to the concerned PhD Coordinator along with the suggested name and CV of the proposed Supervisor for approval of the Screening Committee (consisting of senior faculty members appointed by the Vice Chancellor).

8.5 The Screening Committee will check the quality of the PhD Thesis Proposal. Specifically, it will focus on the clarity of the objectives, thoroughness of the review of literature, proposed methodology, data analyses, and whether the thesis work makes a significant contribution to the existing body of knowledge. The Screening Committee, after deliberations, may decide on one of the following:

a) It accepts the proposal and recommends approval of the same.

b) It suggests the student to make minor revisions in the proposal and resubmit.

c) It suggests the student to make major changes in the proposal and resubmit and present the proposal again to the Screening Committee.

d) It rejects the proposal.

e) If the screening committee rejects the proposal the student has to work and resubmit the proposal again to the screening committee within a stipulated period of time.

8.6 By beginning of the third academic year, students are required to defend their theses proposals. Proposals cleared by the committee are scheduled for defense seminar, attended by the DAC, department faculty members, fellow PhD students and the Screening Committee.

8.7 Appointment of Supervisors would be done based on successful completion of the PhD Proposal Defense, by the Screening Committee.

9. PhD Thesis Preparation and Submission

9.1 In the fourth academic year students have to complete the Ph D thesis work and submit the thesis for evaluation.

9.2 Change of title of the thesis by the student is permitted in exceptional cases on taking necessary approvals from the Screening Committee. PhD Supervisor has to provide justifications for the change of title and request for the same in a prescribed format available in the PhD office.

9.3 Transfer of PhD students from one supervisor to another supervisor can be effected by the Screening Committee on the merit of the case.

9.4 PhD Supervisor has to verify, confirm and certify that the thesis data collected by his/her student is genuine.

9.5 While submitting the thesis for evaluation, the dissertation/thesis shall have an undertaking from the research scholar and a certificate from the PhD supervisor attesting to the originality of the work, vouching that the thesis is free of plagiarism and that the work has not been submitted for the award of any other degree/diploma of the same institution or to any other institution.

9.6 Plagiarism percentage is fixed at 10%. Would be adjusted as per the UGC guidelines.

9.7 While submitting for evaluation, the dissertation/thesis shall have an undertaking from the PhD student and a certificate from the Supervisor attesting to the originality of the work, vouching that there is no plagiarism and that the work has not been submitted for the award of any other degree/diploma of this University or to any other institution.

9.8 PhD student must publish at least one research paper in a refereed journal, before submission of the thesis for adjudication, and produce evidence for the same in the form of acceptance letter and/or reprints.

9.9 PhD student must make two paper presentations in conferences/seminars, before submission of the thesis for adjudication and produce evidences for the same.

10. Progress Seminars

10.1 A PhD student is expected to give at least one progress seminar every semester in their respective department until he/she submits the thesis. The seminar tests the students for the following:

- ✓ Knowledge of basic concepts
- ✓ Ability to apply the knowledge of basic concepts

- ✓ Additional knowledge acquired
- ✓ Ability to analyze a given problem or situation
- ✓ Logical development of the subject
- ✓ Effective oral communication

10.2 After the successful defense of the PhD proposal, students are required to give one progress seminar exclusively on sampling design and data, computational and experimental procedures, where relevant.

10.3 Evaluation of progress seminars would be done by the respective Supervisors/DAC Conveners at the end of the seminar. (Refer Annexure - 4).

10.4 Two consecutive unsatisfactory grades will be viewed seriously and will not be permitted to continue in the PhD Program.

11. Research/Teaching Internship/Associateship

12.1. After successfully defending their theses proposals, full time PhD students may be required to involve in teaching, research or related academic activities.

12.2. Associateship is one of the important components of the PhD curriculum in developing professional competencies among the students. During the program, the students will be associated with area heads/program coordinators or DAC members who would act as mentors to the students and provide them continuous guidance. The nature of associateship is normally in the areas of teaching, research and institutional development with an objective that each student is thoroughly exposed to the nuances in these areas. Students have to work up to 10 hours per week towards associateship. Work related to Admission and Registration, Accreditation, Conference/MDP Organization, invigilation and teaching internships would be allotted within the cap of 10 hours/week, in consultation with the mentor. A mentor can have up to a maximum of only two mentees at any given point in time.

12. Performance Monitoring and Feedback

12.1 The performance of students post PhD qualifying examination would be done on a quarterly basis.

12.2 The DAC Conveners/PhD Supervisors are expected to submit a quarterly Progress Report on the performance of their students in the prescribed format (Refer Annexure-5).

12.3 In case the progress of the PhD student is unsatisfactory, the DAC Convener/Supervisor has to record the reasons for the same and suggest corrective measures. If the student fails to implement these corrective measures, the DAC Convener/Supervisor may recommend to the concerned competent authority with specific reasons for cancellation of the PhD registration.

13. Appointment of Examiners

13.1 The Supervisor will submit a list of proposed examiners to the Registrar. Names and addresses along with the curricula vitae of at least six eminent persons in the field of research, should be proposed in the list (4 external examiners and 2 internal examiners).

13.2 The Vice Chancellor will select 3 examiners (2 external and 1 internal from the list submitted to him) and form a panel of examiners consisting of the Supervisor and the three selected ones.

13.3 The examiners may be from India or abroad. At least one examiner will be from outside the State.

13.4 The Vice Chancellor may ask the Supervisor or the Registrar to submit more names in the panel of proposed examiners if he so desires.

14. Examiner's Report on the Thesis

14.1 Invitations would be sent to the examiners selected by the Vice Chancellor. If they accept to evaluate the thesis, hard/soft copies of theses are sent to them, along with the recommendation forms. The Thesis Examiners have to complete and send their separate review reports on the Thesis along with the recommendation, in the approved format, to the concerned PhD Coordinator, within 10 weeks. An extension of maximum one month may be given for the purpose.

14.2 If the report is not received from an examiner within the stipulated period, the Thesis will be sent to another examiner chosen by the Vice Chancellor from the panel submitted by the Supervisor.

14.3 In case, all the examiners approve the thesis, it will be accepted and the student shall appear for the viva-voce examination.

14.4 In case, any one of the three examiners has not approved the thesis, the thesis shall be referred again to a fourth examiner, Indian or Foreign as the case may be. However, if the fourth examiner does not approve the thesis, the thesis shall be rejected and the registration will be cancelled.

14.5 If the examiner(s) suggest a revision and re-submission of the thesis, then the revised thesis duly certified by the supervisor shall be sent to all the examiners. If they all approve the revised thesis then the student shall appear for the viva-voce.

14.6 When a student is required to revise and resubmit his/her Thesis, his/her status will revert to what it was before the submission of the Thesis.

15. PhD Viva voce Examination

15.1 Upon approval of the thesis unanimously by all the 4 examiners, viva-voce examination for the student would be scheduled. Normally, the same panel of four examiners will conduct the viva-voce examination, which should be open to research scholars, faculty members and others.

15.2 If, due to some unforeseen circumstances, one of the examiners is unable to attend the viva-voce, the Vice-chancellor may permit to conduct the viva-voce with the remaining three examiners.

15.3 A student who is not successful at the viva-voce examination may be permitted to undergo the viva-voce examination for a second time, within a period of three months but not before one month after the first viva-voce.

16. Final Grade and Award of PhD Degree

16.1 Based on the total performance of the student, the panel of examiners would finally give one of the following grades: Excellent / Very good / Good / Unacceptable to the thesis.

Detailed Curriculum

IFM731: Research Methods-1

Course Objectives:

This course aims at equipping you with statistical concepts, tools and techniques which will enhance your capabilities for objective decision making. The course will also build your foundations for receiving courses like Financial Management, Operations Management, Human Resource Management, and Marketing Management. This course will help in developing basic statistical skills that will contribute to understanding of statistical analysis in existing research and planning/conducting independent research.

Course Learning Outcomes:

At the end of the course, the student is expected to know the basic (both descriptive and inferential) statistical concepts, tools and techniques.

Recommended Text Book:

TEXT BOOK	AUTHOR / PUBLICATION
Statistics for Business and Economics	David R Anderson, Dennis J Sweeny and Thomas A Williams, Cengage Learning, 11e, New Delhi, 2011

Suggested books:

BOOKS	AUTHOR / PUBLICATION
Business Statistics in Practice	Bruce L Brown, Richard T O'Connell and Emily S Murphree, Tata McGraw-Hill Edition, 2010

Decision Making using Microsoft Excel	S Christian Albright, Wayne L Winston and Christopher J Zappe, Cengage Learning, 2009
Statistics for Managers using Microsoft Excel	David M. Levine, David Stephan, Timothy C. Krehbiel, Mark L. Berenson, Fifth Edition, PHI Learning, 2009
Statistics for Management	Richard L. Levin & David S. Rubin, Pearson, 2010

Session Plan:

#	Topics	Session Allotted
1.	**Introduction: Data and Statistics**	1
2.	**Descriptive Statistics** * Types of Data * Distributions from Data * Measure of Location and Variability	3
3.	**Probability Concepts** * Probability Basics * Conditional Probability * Bayes' Theorem	3
4.	**Probability Distributions** * Random Variable * Binomial, Poisson, Hyper-geometric, Exponential & Normal Distributions * Expected Value and Variance	4
5.	**Sampling & Sampling Distributions** * Sampling Concept & Terminologies * Various Sampling Methods * Point Estimation * Concept of Sampling Distribution	4
	Mid Term Evaluation	1
6.	**Interval Estimation & Sample size Determination** * Confidence Intervals for Mean & Proportion * Sample size estimation	2
7.	**Testing of Hypotheses** * Basic Concepts	4

	* Testing for Mean, Proportion (One Population) * Testing for differences in Means, and Proportions (Two Populations)	
8.	**Inference about Population Variance and Goodness of Fit tests** * Variance Test * Test of Independence * Goodness of Fit Test	4
9.	**Analysis of Variance**	3
	* Testing equality of Means of several Populations * Multiple Comparison Procedure	
10.	**Introduction to Regression** * Scatter plots & Correlations * Least Squares Method * Coefficient of Determination * Simple Linear Regression * Assumptions of Regression * Inference and Regression	4
	Total	**33**

Evaluation Guideline:

	Total
1) Class Test/Quiz	**20%**
2) Mid Term (written exam)	**30%**
3) Final Exam (written exam)	**50%**

REGISTRAR
THE ICFAI FOUNDATION FOR HIGHER EDUCATION
(Deemed-to-be-University Under Section 3 of the UGC Act, 1956)

MGT712: ADVANCED STRATEGIC MANAGEMENT

Course Description: This course is designed to render doctoral students to a broad foundation in strategic management research. The course will offer an introduction to the range of research on strategic management, theoretical, empirical, classic and current. The course begins with an introduction to the core concepts of strategy and the various factors that may influence performance. This will be followed by a number of topics central to research in strategic management. Each session intends to provide some classic and current pieces on the topic, and to point out some additional research that would be valuable to students with a greater interest in the topic.

Course Objectives: The business landscape has seen dramatic changes over time. It is necessary to understand how organizations have navigated these changes over time while attempting to retain their core. This course will help scholars gain an understanding the concepts of Competitive advantage, strategic planning, strategic capabilities, growth strategies and strategic networks. It will also help gain an appreciation of how these factors enable corporations create, gain and sustain competitive advantage in the short and long term.

Learning Outcomes: At the end of the course the scholar should be able to ….

1. Build up an appreciation of the concepts, theory, and relevant research in strategic management;
2. Gain advantage in terms of knowledge required to effectively communicate the basic tenets of strategy.
3. Gain insights into possible research gaps and attempt at publishing a quality research paper.

Pedagogy: This is a Seminar based course. Scholars are required to read the suggested articles/papers and make individual presentations to the peer group. Learning is ensured through questions raised by the peer group and the discussion that ensues. The instructor plays the role of a moderator and will help bring out the basic tenets in each paper at the end of the presentation. A comprehensive debrief is also part of the discussion process in some of the papers.

Recommended Text Book:

Strategic Management and Competitive Advantage, Jay Barney & William S Hesterley, 3rd Edition, Prentice Hall.

Additional Reading

1. Competitive Advantage: Creating and Sustaining Superior Performance by Michael Porter, Free Press, 1980.
2. Strategy Safari by Henry Mintzberg, Bruce Ahlstrand and Joseph Lampel, 2000.
3. HBRs 10 Must Reads on Strategy, Harvard Business Review Press, 2011
4. Wernerfelt, B. (1995). "A Resource-based View of the Firm: 10 years later", *Strategic Management Journal*, 16, pp. 171-174.
5. Barney, J., M. Wright, and D.J. Ketchen (2001). "The Resource-Based View of the firm: ten years after 1991." *Journal of Management*, pp. 625-641.

6. Montgomery, C. Note on the Analysis of Resources (HBS Note)
7. Ahuja G, Katila R. (2004). Where do resources come from? The role of idiosyncratic situations. *Strategic Management Journal,* 25(8-9): 887-907
8. Adrian J. Slywotzky, The Profit Zone, *HBS Press,* (1995), Chapter 1
9. Winter SG. (2003). Understanding dynamic capabilities. *Strategic Management Journal*, 24(10): 991-995.
10. Kim, WC and Mauborgne, R (2004). *Blue Ocean Strategy*. Harvard Business Review, 71- 80.
11. Johnson, MW, Christensen, CM and Kagermann, H (2008). Reinventing your business model. *Harvard Business Review*, 59-68.
12. Bhattacharya, AK and Michael, DC (2008). How local companies keep multinationals at bay. *Harvard Business Review*, 20-34.

COURSE STRUCTURE

#	Topic	Readings
1	Introduction to Strategy& Historical development	1. Henderson, D. B. (1989). The Origin of Strategy, *HBR*, Nov-Dec. 1989. 2. Porter, M. (1996). What is Strategy? *HBR*, Vol. 74 (6): 61-78. 3. Ghemawat, P. (2002). Competition and Business Strategy in Historical Perspective, *HBR*, 76(1). 4. Mintzberg. H. (1978). Patterns in Strategy Formation. *Management Science*, 24 (9): 934-948. 5. Mintzberg. H. and Waters, J.A. (1985) Of Strategies, Deliberate and Emergent, *Strategic Management Journal, 6 (3):* 257-272
2	Industry Analysis, Market Structure & Competition	1. Porter, M.E. (1981). The contributions of industrial organization to strategic management. *Academy of Management Review*, 6(4), 609-620. 2. Porter, M.E. (2008) The Five Competitive Forces That Shape Strategy, *Harvard Business Review* 3. Porter, ME (1990). The competitive advantage of nations. *Harvard Business Review*, 73-93 4. Gulati, R., Noria, N and Zaheer, A. (2000), Strategic Networks, *Strategic Management Journal,* 21: 203-215. 5. Nohria, N. and C. Garcia-Pont (1991). Global strategic linkages and industry structure, *Strategic Management Journal,* **12** (Special Issue): 105-124. 6. Silverman, B. and J. Baum (2002). Alliance-based competitive dynamics, *Academy of Management Journal*, **45**: 791-806. 7. Khanna, T., and J. Rivkin. (2001), Estimating the Performance Effects of Business Groups in Emerging Markets. *Strategic Management Journal,* 22: 45-74.
3	Competency, Capability & Resource Based View	1. Prahlad, C K and Hamel, G. (May-June 1990). The core competence of the corporation, *HBR.* 2. Teece, D.J., G. Pisano, and A. Shuen. (1997). Dynamic capabilities and strategic management. *Strategic Management Journal,* 18(7): 509-533. 3. Wernerfelt, B. (1984). A Resource-based View of the Firm, *Strategic*

		Management Journal, 171-180. 4. Barney, J. (1991). Firm Resources and Sustained Competitive Advantage. *Journal of Management* 17: 99-120. 5. Peteraf. (1993). The Cornerstones of Competitive Advantage: A Resource-based View. *Strategic Management Journal* **14**(3): 179-191. 6. Mahoney and Pandian. (1992). The resource-based view of the firm within the conversation of strategic management. *Strategic Management Journal* **13**(5): 363-380.
RESEARCH PROPOSAL		
4	Strategic Process	1. Elbanna, S. (2006). Strategic decision making: Process perspectives. *International Journal of Management Reviews*, 8(1), 1-20. 2. Papadakis, V. M., Lioukas, S., & Chambers, D. (1998). Strategic decision-making processes: the role of management and context. *Strategic management journal*, *19*(2), 115-147. 3. Dean Jr, J. W., & Sharfman, M. P. (1996). Does decision process matter? A study of strategic decision-making effectiveness. *Academy of management journal*, 39(2), 368-392. 4. Van de Ven, A. H. (1992). Suggestions for studying strategy process: A research note. *Strategic management journal*, *13*(S1), 169-188.
5	Issues in Strategy Implementation and Evaluation	1. Olson, E.M., Slater, S.F. and Hunt, G.T.M. (2005) The importance of structure and process to strategy implementation, *Business Horizons*, 48: 47-54 2. Hill, C. W. L and Hoskinsson, R. E. (1987). Strategy and Structure in the Multiproduct Firm. *Academy of Management Review,* 12(2): 331-341. 3. Lieberman, M.B., D.B. Montgomery. (1988). First-mover advantages. *Strategic Management Journal,* 9: 41-58. 4. Olson. E.M, & Slater, S.F. (2002). The balanced scorecard, competitive strategy, and performance. *Business Horizons*; 2002, Vol. 45 (3): 11 – 16 5. Kaplan, R. S., & Norton, D. P. (1996). Using the balanced scorecard as a strategic management system. 6. Maltz, A.C., Shenhar, A.J. and Reilly, R.R. (2003) Beyond the Balanced Scorecard: Refining the Search for Organizational Success Measures, *Long Range Planning*, 36: 187–204
6	HBR on Strategy	1. Kim, WC and Mauborgne, R (2004). Blue Ocean Strategy. Harvard Business Review, 71- 80. 2. Prahalad, C. K., & Hammond, A. (2002). Serving the world's poor, profitably. Harvard business review, 80(9), 48-59. 3. Khanna, T., Palepu, K. G., & Sinha, J. (2005). Strategies that fit emerging markets. Harvard business review, 83(6), 4-19. 4. Johnson, MW, Christensen, CM and Kagermann, H (2008). Reinventing your business model. Harvard Business Review, 59-68.

REGISTRAR
THE ICFAI FOUNDATION FOR HIGHER EDUCATION
(Deemed-to-be-University Under Section 3 of the UGC Act, 1956)

ICFAI FOUNDATION FOR HIGHER EDUCATION HYDERABAD

Evaluation Scheme

Class participation:	20 marks - includes individual presentations in the seminar classes
Paper Write-ups:	10 marks
Mid-term examination:	20 marks
Term Paper:	10 marks
End-term examination:	40 marks – at the end of the course

IFM732: Research Methodology II

Course Overview

This course is the continuation of Research Methodology I (RM I).This course starts with linear regression.Since Regression analysis is one of the major and most popular tool of data analysis, this course covers regression analysis in detail especially in multivariate context. Subsequently it exposes the students to some other multivariate techniques like Factor analysis, Cluster analysis and discriminant analysis.The objective is to equip the students with basic data handling capacity andmake then able to evaluate findings emanating from a particular research methodology.

Learning Objectives

Upon completion of the course, the scholar should be able to understand the nuances of data analysis. The objective is to equip the students with basic data handling skillsandmake then able to evaluate findings from application of research methods. Also to improvise on specific sophisticated analysis is another objective of this course.

Pedagogy

The course will be delivered through lectures and mostly through either hands on sessions or demonstration. SPSS will be used for this purpose.At the beginning/endof each topic, the students will be given a data set with alist of problems to be discussed in class or to be submitted as assignments.

Evaluation and Grading

The total marksfor the course is 100 and will be distributed as follows:

1. Individual Research Project: 20% (Component-1)
2. Mid Term Examination: 30% (Component-2)
3. End Term Examination: 50% (Component-3)
4.

Expectations

It is expected that students complete all readings required for the exercise on the data set and come prepared for the class.Students are also expected to attend all the classes regularly.

REGISTRAR
THE ICFAI FOUNDATION FOR HIGHER EDUCATION
(Deemed-to-be-University Under Section 3 of the UGC Act, 1956)

Prescribed Text Book

TEXT BOOK	AUTHOR / PUBLICATION
Multivariate Data Analysis	Joseph F. Hair, Bill Black, Barry Babin, Roleph.E. Anderson, Ronal L Tatham
Basic Econometrics	DamodarGujaratiMcGraw-Hill economics series,4th Edition

Tentative Session Plan

Session No	Topic	Readings
1	Introduction to Multivariate Data Analysis	Chapter 1, Hair et al.
2-5	Factor Analysis	Chapter 3, Hair et al.
6	Introduction to Regression Analysis and Two Variable Regression Analysis	Chapter 1 and Chapter 2 Damodar Gujarati
7	Assumptions of CLRM	Chapter 4Damodar Gujarati
8, 9	Multiple Regression Analysis	Chapter 7 & 8 Damodar Gujarati
10, 11	Dummy Variables	Chapter 9Damodar Gujarati
12-13	Multicollinearity	Chapter 10Damodar Gujarati
14- 15	Heteroscadasticity	Chapter 11Damodar Gujarati
16	Auto Correlation	Chapter 12Damodar Gujarati
17	**Mid Term Test**	
18	Introduction to SEM	Chapter 10, Hair et al.
19-20	Confirmatory Factory Analysis	Chapter 11, Hair et al.
21-22	Structural Equation Modeling and Path Analysis	Chapter 12, Hair et al.
23-26	Logistic Regression and Discriminant Analysis	Chapter 5, Hair et al.
27-28	Multivariate Analysis of Variance	Chapter 6, Hair et al.
29-30	Conjoint Analysis	Chapter 7, Hair et al.
31-32	Multidimensional Scaling	Chapter 9, Hair et al.
33	Cluster Analysis	Chapter 8 , Hair et al.

REGISTRAR
THE ICFAI FOUNDATION FOR HIGHER EDUCATION
(Deemed-to-be-University Under Section 3 of the UGC Act, 1956)

ICFAI FOUNDATION FOR HIGHER EDUCATION HYDERABAD

SHFI701: Finance

IFHE University
Part-time PhD Program
Doctoral Seminar in Corporate Finance
Course Handout

Course Instructor: Dr. Anto Joseph	**Email ID: ajoseph@ibsindia.org**
Office: F-215	**Mobile No: 9542359842**

Course Overview

This course provides an overview of classical and recent empirical research in Corporate Finance. The course is set up in a seminar style and covers the major corporate finance areas like capital structure theories, dividend policy, agency theory, corporate diversification, mergers and take over bidding and initial public offerings. In each session, the fundamental (classics) papers related to the above mentioned areas as well as empirical papers will be discussed. The journal articles constitute the primary material for the seminar, although books, that provide synthesis of selected topics, are also listed. The main purpose of this course is to provide an advanced and rigorous background in the mainstream issues of modern corporate finance to the doctoral students and prepare them to do research using new research methods and tools.

Course Learning Objectives:

This course is envisioned to empower the doctoral students to understand and appreciate research in corporate finance. The main objective of this course is to provide an advanced and rigorous background in the mainstream issues of modern corporate finance. More specifically, it combines two objectives. First, to understand the classic contributions to the theory of modern corporate finance and cognize the main contributions in the respective areas. Secondly, to identify and appreciate the main empirical contributions and understand the econometric and statistical techniques used in the area of corporate finance.

Course Learning Outcomes:

At the end of the course, doctoral students would be in a better position to appreciate the relevance of classical theories in the area of corporate finance and apply them in the contemporary issues of corporate finance by framing relevant research questions and finding the evidence by using appropriate econometric and statistical techniques.

Evaluation

Components	**Marks (%)**
Seminar Presentation	20
Class Participation	15
Summary writing and referee report	15
Mid-term Exam	20
End-term Exam	30

Recommended text books:

- Tirole, Jean, The Theory of Corporate Finance, Princeton University Press (JT)
- J. A. de Matos, Theoretical Foundations of Corporate Finance, Princeton University Press (JAM)
- Copeland, T.A., J.F. Weston, and Shastri, Financial Theory and Corporate Policy, Prentice Hall (CWS)
- R. A. Brealey, S. C. Myers, and F. Allen, Principles of Corporate Finance, McGraw Hill (BMA)

REGISTRAR
THE ICFAI FOUNDATION FOR HIGHER EDUCATION
(Deemed to be University Under Section 3 of the UGC Act, 1956)

DELIVERY SCHEDULE

Sessions	Topics	Research Papers	Additional Reading
1-7	**Capital Structure and Debt Claims** Value of the firm Optimal capital structure Cost of capital with risky debt Debt and financial leverage Theories of capital structure Capital structure irrelevance Taxes and capital structure Pecking order theory Trade-off theory Costs of financial distress Rebalancing of capital structure	➢ Modigliani, F., & Miller, M. H. (1958). The cost of capital, corporation finance and the theory of investment. *The American Economic Review*, pp. 261-297. ➢ Modigliani, F., & Miller, M. H. (1963). Corporate income taxes and the cost of capital. *The American Economic Review*, *53*(3), 433-443. ➢ Miller, M. H. (1977). Debt and taxes. *The Journal of Finance*, *32*(2), 261-275. ➢ Harris, M., & Raviv, A. (1991). The theory of capital structure. *The Journal of Finance*, *46*(1), 297-355. ➢ Titman, S., & Wessels, R. (1988). The determinants of capital structure choice. *The Journal of Finance*, *43*(1), 1-19. ➢ Kraus, A., & Litzenberger, R. H. (1973). A state-preference model of optimal financial leverage. The Journal of Finance, 28(4), 911-922. ➢ Myers, S. C., & Majluf, N. S. (1984). Corporate financing and investment decisions when firms have information that investors do not have. *Journal of Financial Economics*, *13*(2), 187-221. ➢ Rajan, R. G., & Zingales, L. (1995). What do we know about capital structure? Some evidence from international data. *The Journal of Finance*, 50(5), 1421-1460. ➢ Leary, M. T., & Roberts, M. R. (2005). Do firms rebalance their capital structures? *The Journal of Finance*, *60*(6), 2575-2619.	JAM Sec 2.1 JAM Sec 2.2 CWS chapters 13 and 14 respectively, provide a review of the large theoretical and empirical literature on capital structure.
8-12	**Dividend Policy** Dividend and firm value Irrelevance of dividend policy Optimal dividend policy Behavioral models Signaling hypothesis Clientele effects and ex-date effects	➢ Miller, M. H., & Rock, K. (1985). Dividend policy under asymmetric information. *The Journal of Finance*, *40*(4), 1031-1051. ➢ Benartzi, S., Michaely, R., & Thaler, R. (1997). Do changes in dividends signal the future or the past? *The Journal of Finance*, *52*(3), 1007-1034. ➢ Fama, E. F., & French, K. R. (2001). Disappearing dividends: changing firm characteristics or lower propensity to pay? *Journal of Financial Economics*, *60*(1), 3-43. ➢ Amihud, Y., & Li, K. (2006). The declining information content of dividend announcements and the effects of institutional holdings. *Journal of Financial and Quantitative Analysis*, *41*(3), 637-660.	JAM Chapter 4 CWS chapters 15 and 16 respectively, provides some background reading, as well as a quick summary of the large theoretical and empirical literature on dividend policy.
13-16	**Agency Theory** Information asymmetry	➢ Ross, S. A. (1973). The economic theory of agency: The principal's problem. *The American Economic*	JAM sec 3.1 and 3.2

	The role of agency costs Principal agent problems Agency cost of debt Signaling hypothesis	*Review*, *63*(2), 134-139. ➢ Jensen, M. C., & Meckling, W. H. (1976). Theory of the firm: Managerial behavior, agency costs and ownership structure. *Journal of Financial Economics*, *3*(4), 305-360. ➢ Fama, E. F. (1980). Agency problems and the theory of the firm. *Journal of Political Economy*, *88*(2), 288-307. ➢ Fama, E. F., & Jensen, M. C. (1983). Separation of ownership and control ➢ ➢ . *The Journal of Law and Economics*, *26*(2), 301-325.	CWS chapter 12 JT Chapter 6
17	Mid-Term Examination		
18-22	**Corporate Diversification** Diversified conglomerates Conglomerate discount Internal capital markets and diversification	➢ Servaes, H. (1996). The value of diversification during the conglomerate merger wave. *The Journal of Finance*, *51*(4), 1201-1225. ➢ Berger, P. G., & Ofek, E. (1995). Diversification's effect on firm value. *Journal of Financial Economics*, *37*(1), 39-65. ➢ Khanna, T., & Palepu, K. (2000). Is group affiliation profitable in emerging markets? An analysis of diversified Indian business groups. *The Journal of Finance*, *55*(2), 867-891. ➢ Stein, J. C. (1997). Internal capital markets and the competition for corporate resources. *The Journal of Finance*, *52*(1), 111-133.	CWS Chapter 18
23-28	**Equity Marker Valuation and the Market for Corporate Control** Alternative growth strategies Creation of synergies Allocation of synergies Takeover defenses Insider trading Bidder wars Corporate governance	➢ Travlos, N. G. (1987). Corporate takeover bids, methods of payment, and bidding firms' stock returns. *The Journal of Finance*, *42*(4), 943-963. ➢ Agrawal, A., Jaffe, J. F., & Mandelker, G. N. (1992). The post-merger performance of acquiring firms: a re-examination of an anomaly. *The Journal of Finance*, *47*(4), 1605-1621. ➢ Bagnoli, M., & Lipman, B. L. (1996). Stock price manipulation through takeover bids. *The RAND Journal of Economics*, *27*(1), 124. ➢ Shleifer, A., & Vishny, R. W. (2003). Stock market driven acquisitions. *Journal of Financial Economics*, *70*(3), 295-311.	CWS Chapter 18 JAM Sec 8.1 & 8.2 JT Chapter 14
29-33	**Initial Public Offering** Pricing of new issues Quality of information Under pricing Long term underperformance Hot and cold markets Signaling hypothesis	➢ Rock, K. (1986). Why new issues are underpriced. *Journal of Financial Economics*, *15*(1-2), 187-212. ➢ Titman, S., & Trueman, B. (1986). Information quality and the valuation of new issues. *Journal of Accounting and Economics*, *8*(2), 159-172. ➢ Allen, F., & Faulhaber, G. R. (1989). Signalling by underpricing in the IPO market. *Journal of Financial Economics*, *23*(2), 303-323. ➢ Chemmanur, T. J. (1993). The pricing of initial public offerings: A dynamic model with information	JAM Sec 6.1 & 6.2

		production. *The Journal of Finance*, 48(1), 285-304. ➢ Chemmanur, T. J., & Fulghieri, P. (1999). A theory of the going-public decision. *The Review of Financial Studies*, *12*(2), 249-279.	
	End-term examination		

SHFI702: Market Microstructure

Course Overview and Objectives

The objective of this course is to familiarize doctoral students with the theories and tools used in market microstructure. This doctoral course provides a unified exposition and examination of the major models and theories used in market microstructure. The emphasis of the course is both theoretical and empirical, and the focus will be on empirical examination and their quantitative implications. The desired outcome of this course is to give a broad exposure to market microstructure area and help students in finalizing their area of interest and dissertation topic as well.

Textbooks and Materials

Course materials will include a number of academic papers, chapters from several different textbooks, and some course notes. Useful reference books include:

- Harris, Larry, 2008, "*Trading and Exchanges: Market Microstructure for Practitioners*," Oxford University Press, New York, (Indian Edition).
- O'Hara, Maureen, 2002 (reprint), "*Market Microstructure Theory*", Blackwell Publication Ltd., Malden, Massachusetts (Indian Edition).
- NSE Factbook Latest Edition.
- Indian Security Market Review (ISMR) Latest Edition.

Grading

The grading will be based on the following components:

In-class presentations and Paper discussion	30%
Class Test	20%
Term Paper / Project	20%
End Term Exam	30%

Class Presentations and Paper Summaries

Student will be required to make presentations of a paper listed/assigned among the required reading for the course. During each class, a student will give presentation on an assigned article while another student will discuss another paper (selected by student only) which support with an empirical study or criticize the presented paper. The role of both presenters' would be to discuss the paper and come up with some extension of the study.

Outline and Reading List: Topics and presentation papers are divided into four sections#

Part	Topics/Papers	Book Name/Articles
1	**Introduction to Market Microstructure and marker design**	
	Structure of Trading: Ch2 Ch3 Ch4 Ch5	Book: Larry Harris
	Market and Market Making: Ch1	Book: O'Hara
	Liquidity Supllier: Ch13-Ch18	Book: Larry Harris
	Market microstructure, JFM	Madhavan, 2000
	Market Structure: Ch27-Ch29	Book: Larry Harris
	Market microstructure: A survey of microfoundations, empirical results, and policy implications	Biais, Glosten & Spatt 2005
	The current state of Asia-Pacific stock exchanges_ A critical review of market design	Forde, Rhydge, 2006
	Financial Market Design and the Equity Premium: Electronic versus Floor Trading,	Jain, 2005
	Trading Mechanisms and Stock Returns	Amihud, Mendelson 1987
	Asset pricing and the bid–ask spread	Amihud, Mendelson, 1986
	Market microstructure: A review from down under	Berkman, Forde, 2011
	The relation between price changes and trading volume	Karpoff, 1987
	Eighths, sixteenths, and market depth_ changes in tick size and liquidity provision on the NYSE, JFE	Goldstein, Kavajecz, 2000,
2	**Indian Stock Exchanges**	
	Status of Indian Stock Exchange	Book: NSE Factbook
	Market Review (Part 1) and Market Design (Part 2)	Book: ISM Review
3	**Liquidity and Factors affecting Liquidity**	
	Ch 19- Ch20	Book: Larry Harris
	Inventory Model: Ch2	Book: O'Hara
	Information Based Model: Ch3	Book: O'Hara
	Liquidity Measures: Roll's Spread Measure	Roll, 1984
	The Supply of Dealer Services in Securities Markets (Theory)	Stoll, 1978
	The Pricing of security dealer services (Empirical Work)	Stoll, 1978
	Dealership Market	Amihud & Mendelson, 1980
	Bid-Ask Spread Components in an order driven environment	Brockman, & Chung, 1999
	Commonality in liquidity	Chordia, Roll, Subrahmanyam 2000
	Illiquidity and stock returns	Amihud, 2002
	The Supply of Dealer Services in Securities Markets	Stoll 1978
	The dynamics of dealer markets under competition	Ho & Stoll 1983
	Friction	Stoll, 2000
	A New Estimate of Transaction Costs	Lesmond, Ogden, & Trzcinka, 1999
	The upstairs market for large-block transactions	Keim, Madhavan 1996
	Do liquidity measures measure liquidity?	Goyenko, Holden, Trzcinka, 2009

	What Are the Best Liquidity Proxies for Global Research?	Fong, Holden , and Trzcinka, 2017
4	**Other critical issues in market microstructure**	
	Stealth trading and volatility: Which trades move prices?	Barclay & Warner1993
	Stealth trading: the case of the Tokyo Stock Exchange	Ascioglu, Forde & McInish 2011
	An analysis of trade-size clustering and its relation to stealth trading	Alexander & Peterson, 2007
	Intraday stealth trading: which trades move prices during periods of high volume?	
	An Intraday Examination of Components of Bid-Ask Spread	McInish, Van Ness 2002
	Does Algorithmic Trading Improve Liquidity	Hendershott, Jones, Menkveld, 2011
	Price Limit Performance_ Evidence from the Tokyo Stock Exchange	Kim and Rhee, 1997
	Liquidity in emerging Markets, JFE	Lesmons, 2005
	Price Impacts of Block Trading on the New York Stock Exchange	Kraus, Stoll, 1972,
	High frequency trading and the new market makers, JFM	Menkveld, 2013
	Do Dark Pools Harm Price Discovery	Zhu 2014
	Algorithmic trading, the Flash Crash, and coordinated circuit breakers	Subrahmanyam, 2013
	Is market fragmentation harming market quality?	O'Hara, Ye 2011

Note #: New papers will be added in course structure based on availability of sessions.

SHFI703: Finance

Doctoral Seminar course: Asset Pricing

Instructor: Dr. Girish G P **E mail:** gpgirish@ibsindia.org
https://in.linkedin.com/in/dr-girish-g-p-a7a66552

Course Overview and Objectives

The objective of this course is to familiarize doctoral students with the theories and tools used in asset pricing. The course introduces the students to recent developments which have occurred in the field of asset pricing and macroeconomics. The emphasis of the course is both theoretical and empirical, and the focus will be on empirical asset pricing models and their quantitative implications. The desired outcome of this course is to help the students in finalizing their area of interest and dissertation topic as well.

Textbooks and Materials

Course materials will include a number of academic research papers published in world-renowned journals, chapters from several different textbooks, and some course notes. Useful reference books include:

- Cochrane, John H., 2001, "*Asset Pricing*," Princeton University Press, Princeton, New Jersey.
- Edwin J. Elton, Martin J. Gruber, Stephen J. Brown, and William N. Goetzmann, 2010, "*Modern Portfolio Theory and Investment Analysis*", 8th Edition, Wiley Publication.
- Fama, Eugene, "*Foundations of Finance*", Chicago booth School of Business.

Grading

The grading will be based on the following components:

In-class presentations and Paper discussion	30%
Class Test	20%
Term Paper / Project	20%
End Term Exam	30%

Class Presentations and Paper Summaries

Student will be required to make presentations of a paper listed/assigned among the required reading for the course. During each class, a student will give presentation on an assigned article while another student will discuss another paper (selected by student only) which support with an empirical study or criticize the presented paper. The role of both presenters' would be to discuss the paper and come up with some extension of the study.

Outline and Reading List: Topics and presentation papers are divided into three sections#

Part	**Topics/Papers**	**Book Name/Articles**
1	**Asset Pricing and Cross-sectional anomalies: The debate**	
	Efficient capital markets, JOF	Fama, Eugene, 1991
	The cross-section of expected stock returns, JOF	Fama, Eugene and Kenneth French, 1992
	Common risk factors in the returns on stocks and bonds, JFE	Fama, Eugene and Kenneth French, 1993
	Multifactor explanations of asset pricing anomalies, JOF	Fama, Eugene and Kenneth French, 1996
	Evidence that stock prices do not fully reflect the implications of current earnings for future earnings, JAE	Bernard, Victor and Jacob Thomas, 1990
	High Idiosyncratic Volatility and Low Returns: International and Further U.S. Evidence, JFE	Ang, Andrew, Bob Hodrick, Yuhang Xing, and Xiaoyan Zhang, 2009
	Betting Against Beta, JFE	Frazzini, Andrea and Lasse Heje Pedersen, 2014
	Arbitrage asymmetry and the idiosyncratic volatility puzzle, JOF	Stambaugh RF, Yu J, Yuan Y., 2015
	Have we solved the idiosyncratic volatility puzzle?, JFE	Hou, Kewei, and Roger Loh, 2016
	A five-factor asset pricing model, JFE	Fama, Eugene F., and Kenneth R. French, 2015
	Dissecting anomalies with a five-factor model, JFS	Fama, Eugene F., and Kenneth R. French, 2016
	Does academic research destroy stock return predictability?, JOF	McLean, R. David, and Jeffrey Pontiff, 2016
	Efficient capital markets, JOF	Fama, Eugene, 1991

2	**Liquidity and liquidity risk in asset pricing**	
	Liquidity and asset prices	Amihud, Yakov, Haim Mendelson, and Lasse H. Pedersen, 2005
	Asset pricing with liquidity risk, JFE	Acharya, Viral V., and Lasse H. Pedersen, 2005
	Liquidity risk and the cross-section of hedge-fund returns, JFE	Sadka, Ronnie, 2010
3	**Empirical Evidence**	
	Hedge fund stock trading in the financial crisis of 2007-2009, RFS	Ben-David, I., Francesco Franzoni, and Rabih Moussawi,2012
	Hedge funds as liquidity providers: Evidence from the Lehman bankruptcy, JFE	Aragon, George O., and Phillip Strahan, 2012
	Asset Fire Sales (and Purchases) in Equity Markets, JFE	Coval, Joshua, and Erik Stafford, 2007
	A Flow-Based Explanation for Return Predictability, RFS	Lou, Dong, 2012
	Stock Market Declines and Liquidity, JOF	Hameed, Allaudeen, Wenjin Kang, and S. Viswanathan, 2010
	Evaporating Liquidity, RFS	Nagel, Stefan, 2012
	Liquidity and Leverage	Adrian, Tobias, and Hyun Song Shin, 2010
	The liquidity risk of liquid hedge funds, JFE	Teo, Melvyn, 2011
	Do hedge funds manipulate stock prices?, JOF	Ben-David, I., Francesco Franzoni, Augustin Landier, and Rabih Moussawi, 2011
	Do ETFs increase volatility?	Ben-David, I., Francesco Franzoni, and Rabih Moussawi, 2015
	Hedge fund stock trading in the financial crisis of 2007-2009, RFS	Ben-David, I., Francesco Franzoni, and Rabih Moussawi,2012
	Hedge funds as liquidity providers: Evidence from the Lehman bankruptcy, JFE	Aragon, George O., and Phillip Strahan, 2012
	Asset Fire Sales (and Purchases) in Equity Markets, JFE	Coval, Joshua, and Erik Stafford, 2007
	A Flow-Based Explanation for Return Predictability, RFS	Lou, Dong, 2012
	Stock Market Declines and Liquidity, JOF	Hameed, Allaudeen, Wenjin Kang, and S. Viswanathan, 2010
	Evaporating Liquidity, RFS	Nagel, Stefan, 2012
	Liquidity and Leverage	Adrian, Tobias, and Hyun Song Shin, 2010

Note #: New papers will be added in course structure based on availability of sessions.

REGISTRAR
THE ICFAI FOUNDATION FOR HIGHER EDUCATION
(Deemed-to-be-University Under Section 3 of the UGC Act, 1956)

ICFAI FOUNDATION FOR HIGHER EDUCATION
HYDERABAD

SHFI704: Finance

Semester – II
Full Time PhD 2018-2022
Doctoral Seminar Course 4 : **Corporate Governance**
Course Handout
Instrucructor: Dr. Vijaya Lakshmi, B-Block, First floor

Recommended Text: Corporate Governance in India by Jayati Sarkar and Subrata Sarkar			
SuggestedRcadings: 1. Cadbury Committee Report on Corporate Governance			
2. Birla Committee Report on Corporate Governance			
3. (Corporate Governance) Clause 49 of the Listing Agreement			
Module 1: Overview of Corporate Governace Research			
1. A Survey of Corporate Governance (1997)	Andrei Shleifer and Robert Vishny	The Journal of Finance	Vol. 52 (2)
2. The State of Corporate Governance Research (2010)	Lucian Bebchuk and Michael Weisbach	The Review of Financial Studies	Vol. 23 (3)
3. Corporate Governance in Emerging Markets: A Survey (2013)	Stijin Claessens and Burcin Yurtoglu	Emerging Markets Review	Vol. 15
Module 2: Shareholders and Shareholder Activism			
1. Large Shareholders and Corporate Control (1986)	Andrei Shleifer and Robert Vishny	Journal of Political Economy	Vol. 94
2. Large Shareholder Activism in Corporate Governance in Developing Countries: Evidence from India (2000)	Sarkar and Sarkar	International Review of Finance	Vol. 1 (3)
3. Value creation or destruction? Hedge funds as shareholder activists(2008)	Clifford	Journal of Corporate Finance	Vol. 14
4. Does institutional activism increase shareholder wealth? Evidence from spillovers on non-target companies (2009)	Lee and Park	Journal of Corporate Finance	Vol. 15
Module 3: Board of Directors			
1. Board Composition, Ownership Structure and Hostile Takeovers (1993)	Shivdasani	Journal of Accounting and	Vol. 16

		Economics	
2. Outside Directors and CEO Turnover (1988)	Wesibach	Journal of financial Economics	Vol. 20
3. Are Busy Boards Effective Monitors? (2006)	Fich and Shivdasani	Journal of Finance	Vol. 61 (2)
4. Multiple Board Appointments and Firm Performance in Emerging Economies: Evidence from India (2009)	Sarkar and Sarkar	Pacific-Basin Finance Journal	Vol. 17 (2)
Module 4: Executive Compensation			
1. Corporate Governance, Chief Executive Officer Compensation, and Firm Performance (1999)	Core et. al.,	Journal of Financial Economics	Vol. 51
2. The CEO Pay Slice (2011)	Bebchuk et. al.,	Journal of Financial Economics	Vol. 102
3. Executive Compensation in Family Firms: The Effect of Multiple Family Members (2014)	Cheng et. al.,	Journal of Corporate Finance	Forthcoming

Distribution of Marks	Marks
Seminar Presentation and Discussion	20%
Mid-Term Exam	20%
Term Paper	30%
End Semester Exam	30%

REGISTRAR
THE ICFAI FOUNDATION FOR HIGHER EDUCATION
(Deemed-to-be-University Under Section 3 of the UGC Act, 1956)

ICFAI FOUNDATION FOR HIGHER EDUCATION ★ HYDERABAD

SHFI705: **Financial Econometrics**

Course Objectives:

The objective of the course is to extend your research methods knowledge and equip you with techniques that allow you to analyse finance-related issues. After studying this course you will be able to

- Define and compute measures of financial returns, interpret sample moments of financial return and discuss the stylised statistical properties of asset returns
- Analyse and estimate models of autoregressive (AR), moving average (MA), and autoregressive-moving average (ARMA).
- Apply the Box-Jenkins approach to time series models and forecast volatility using autoregressive conditional heteroscedastic (ARCH) models
- Estimate, interpret, and forecast with generalised autoregressive conditional heteroscedastic (GARCH) models
- Use vector autoregressive (VAR) models to analyse and interpret interaction between financial variables and examine the impact of shocks on financial variables using impulse response analysis
- Undertake tests of hypotheses and Granger causality in a VAR framework.
- Estimate and interpret Panel data regressions with fixed and random effects.
- Formulate limited dependent variable models, including logit and probit models, estimate and interpret logit and probit model and discuss models with multinomial linear dependent variables.

Course Structure (33 Sessions)

Unit 1: Statistical Properties of Financial Returns (3 Sessions)
1.1 Introduction
1.2 Calculation of Asset Returns
1.3 Stylised Facts about Financial Returns
1.4 Distribution of Asset Returns
1.5 Time Dependency
1.6 Linear Dependency across Asset Returns
Paper: *Empirical Properties of Asset Returns: Stylized Facts and Statistical Issues* by Cont R. (2001)

Unit 2: Univariate Time Series and Applications to Finance (5 Sessions)
2.1 Introduction
2.2 The Lag Operator
2.3 Some Key Concepts
2.4 Wold's Decomposition Theory (Optional section)
2.5 Properties of AR Processes
2.6 Properties of Moving Average Processes
2.7 Autoregressive Moving Average (ARMA) Processes
2.8 The Box-Jenkins Approach
2.9 Example: A Model of Stock Returns
Unit 3: Vector Autoregressive Models (4 Sessions)
3.1 Introduction

REGISTRAR
THE ICFAI FOUNDATION FOR HIGHER EDUCATION
(Deemed-to-be-University Under Section 3 of the UGC Act, 1956)

3.2 Vector Autoregressive Models
3.3 Issues in VAR
3.4 Hypothesis Testing in VAR

Unit 4: Modelling Long Run Relationships in Finance (5 Sessions)
4.1 Stationarity and unit root testing
4.2 Cointegration
4.3 Error Correction Models
4.4 Lead-Lag and Long term Relationships

Unit 5: Modelling Volatility – Conditional Heteroscedastic Models (6 Sessions)
5.1 Introduction
5.2 ARCH Models
5.3 GARCH Models
5.4 Estimation of GARCH Models
5.5 Forecasting with GARCH Model
5.6 Asymmetric GARCH Models

Unit 6: Panel Data (5 Sessions)
6.1 Introduction
6.2 The fixed effects Models
6.3 The Random Effects Models

Unit 7: Limited Dependent Variable Models (5 Sessions)
7.1 Introduction
7.2 The Linear Probability Model
7.3 The Logit Model
7.4 The Probit Model
7.5 Estimation using Maximum Likelihood
7.6 Goodness of Fit Measures
7.7 Example: Dividends, Growth and Profits
7.8 Multinomial Linear Dependent Variables
7.9 Ordered Response Linear Dependent Variable Models (optional section)

Recommended Text: Introductory Econometrics for Finance by Chris Brooks
Suggested Readings: 1. Tsay R. *Analysis Of Financial Time Series (Econometrics)*, Wiley, 2002
2. W. Enders. *Applied econometric time series*, Wiley, 2005.

Evaluation:
Mid-Term: 50%
End-term: 50%
Recommended Statistical Package for Practice: E-views

REGISTRAR
THE ICFAI FOUNDATION FOR HIGHER EDUCATION
(Deemed-to-be-University Under Section 3 of the UGC Act, 1956)

ICFAI FOUNDATION FOR HIGHER EDUCATION * HYDERABAD

SHMM701: Marketing

IBS Hyderabad
PhD Program Batch 2019-23
DS-1 : Marketing Theory
Course Handout

Dr. Sunny Bose
Room No. C 209
Consultation Hours: 4:30 – 6 pm Wednesdays

Mobile: +91-9836454192
Email: sunny.bose@ibsindia.org

OBJECTIVES OF THE COURSE:

Marketing is one of the few disciplines that is constantly gripping with newer challenges and continually envisioning applications to other areas. This may be one of the prime reasons why the definition and boundaries of this subject is still a matter of scholarly debate. Though the scope and application of marketing has surpassed the traditional buyer seller exchange based boundaries, the elementary concepts relating to this paradigm are still relevant today. Accordingly, focus of this course is bi-prong: (1) to introduce primordial and newer concepts relating to the continuing evolution of marketing thought (2) to discuss the marketing concepts applicable in "exchange" context in good detail and elaborate on the their applications in newer frontiers.

PROPOSED OUTCOMES:

Learning outcome: This course lays foundation to comprehending marketing both as a discipline and as a process pursued by the organizations.Students who have pursued this course will be able to appreciate the advanced concepts of marketing which will be discussed in the subsequent Doctoral seminar series in marketing.

Scholarly outcome: By the end of the course, students are expected to submit a research proposal for a conceptual article in the current visit. The complete version of this article is due for submission in the next visit.

DELIVERY STRATEGY

This is not a lecture course. Published articles and book chapters will be provided for class discussion and presentation. The scholars are required to read and prepare for presentation and critical analysis.

PRESCRIBED TEXT BOOKS

Book 1: Sheth, J. N., Gardner, D. M., & Garrett, D. E. (1988). ***Marketing Theory: Evolution and Evaluation*** New York: Wiley.

Book2: Kotler, P. & Keller, K.L. (2015). ***Marketing Management 15th Edition***. Pearson Education

Book 3: Hunt, S.D (2010). ***Marketing Theory: Foundations, Controversy, Strategy, Resource – Advantage Theory.*** Routledge

STUDENT ASSESSMENT

COMPONENT 1: CLASS PERFORMANCE (30 MARKS)

Each student is continuously evaluated both for the presentation and participation in class proceedings. Bifurcation of marks is as follows:

While presenting:

Conceptual clarity demonstrated during presentations: 10 marks

Ability to critique the paper: 10 marks

While participating:

Ability to ask pertinent questions related to paper: 10 marks

COMPONENT 2: RESEARCH OUTPUT (20 MARKS)

Conceptual article is due towards end ofthe course on any marketing related topic

Research proposal: 5 marks

Final Paper: 15 marks

COMPONENT 3: EXAMINATION (30 MARKS)

Written examination: 50 marks

SYLLABUS AND SESSION PLAN

Module	Session	Topic	Material	Learning Outcome
1 – Introduction to Marketing	01	Introduction to Marketing Theory course	Faculty lecture	Ice – breaker, and delivering a brief overview of marketing as a scientific discipline
	02	Defining the marketing discipline	Papers 01 to 04	Understanding and appreciation of the ewvolution of marketing's definitions
2 – Theory and Theorising	03	What is theory?	What is scientific theory? (Suppes, 1967)	Understanding and overview of theory and the process of theorizing particularly from the
	04		A definition of theory	

			(Wacker, 1998)	point of view of social science including management
	05		What theory is not (Sutton and Staw, 1995)	
	06	Theorising	What theory is not, theorizing is (Weick, 1995)	
	07		Building theory about theory building (Corley & Gioia, 2011)	
	08		Metatraingulation: Building theory from multiple paradigms (Lewis & Grimes, 1999)	
3 – Marketing Theory	09	What is marketing theory?	General theories and fundamental explanada of marketing (Hunt, 1983)	Understanding of marketing's theories and the development of such theories
	10		Marketing renaissance: Opportunities and imparitivc (Brown et al, 2005)	
	11	Schools of marketing thought (Sheth et al, 1988)	The commodity school - Holton (1958)	Typological understanding of schools of marketing thoughts with reference to marketing metatheory, appreciation seminal papers representing the schools of thought
	12		The functional school – Vanderblue (1921)	
	13		The regional school – Grether (1983)	
	14		The institutional school – Bucklin (1965)	
	15		The functionalist school - Alderson (1948), Alderson & Martin (1965)	
	16			
	17		The managerial school - Smith (1956), Levitt (1960), Borden (1964)	
	18			

	19		The buyer- behavior school - Sheth (1967) / Simon (2002), McLeod (2013)	
	20			
	21		The macromarketing school - Hunt (1982), Hunt &Vitell (1986)	
	22			
	23		The activist school – Hunt & Chonko (1984)	
	24		The organizational dynamics school – Lusch & Brown (1982)	
	25		The social exchange school - Kotler & Levy (1969), Luck (1969), Kotler (1972), Bagozzi (1978)	
	26			
	27		The systems school – Dowling (1983)	
4 – Marketing Literature	28	Seminal works in marketing theory	Hunt, S. D. (1976). The nature and scope of marketing. The Journal of Marketing, 40(3), 17-28	Understanding and appreciating the scope of marketing theory. Critical evaluations of some widely accepted generalizations made by marketing theorists ovewr the years
	29		Sheth, J. N., & Sisodia, R. S. (1999). Revisiting marketing's lawlike generalizations. Journal of the Academy of Marketing Science, 27(1), 71-87.	
	30		Lusch, R. F., & Vargo, S. L. (2014). Evolving to a new dominant logic for marketing. In The Service-Dominant Logic of Marketing (pp. 21-46).	Understanding and appreciation of SD Logic and how its changing the way marketing theory is approached.

			Routledge.	
	31		Ballantyne, D., & Varey, R. J. (2008). The service-dominant logic and the future of marketing. Journal of the academy of marketing science, 36(1), 11-14.	
	32		Uncles, M. D., & Wrigh, M. (2004). Empirical generalisation in marketing.	Evaluation of empiricity in marketing so as to support generalizability of outcomes
Review	33			

REGISTRAR
THE ICFAI FOUNDATION FOR HIGHER EDUCATION
(Deemed-to-be-University Under Section 3 of the UGC Act, 1956)

SHMM702: Marketing

IBS Hyderabad

PhD Full Time Program

DS-2: Marketing Strategy

Full Time (2019 – 2023)

Course Objective

The Doctoral Seminar Course in Marketing – 2 is designed to encourage a discussion among doctoral scholars about the role of Marketing within the organization and its business strategy. It helps the scholars to understand the major issues in Marketing Strategy research and also to critically evaluate fundamental ideas and recent developments in the field of Marketing Strategy. The following broad themes will be covered during the course:

1. The Role of Marketing within the organization
2. Market Dynamics
3. Sustainable Competitive Advantage
4. Managing Relations with the external Environment
5. Metrics

Pedagogy

The course uses a weekly seminar discussion format requiring participants to be actively involved in each session. Students will be assigned reading material beforehand. They are expected to read each of these papers in detail, prepare a formal presentation and then be prepared to discuss / debate the contents in the classroom. The areas of discussion will revolve around how the author/s present new ideas, contribution to existing literature and theory, methodology, limitations and possible extensions as suggested in each paper.

In each of the sessions, students are required to submit a one page note on the research idea that emerges from the collection of papers designated for the week. Students will also develop and submit a 'Term Paper' on an important issue in Marketing Strategy. It will indicate the research question that is well grounded in relevant literature, a motivation for studying the question and a proposal for investigating it. Before, embarking on the final content, students are required to get the proposal vetted by the course instructor. The proposed term paper could take the form of an empirical study, building a conceptual model, analysis of secondary data or state of the art literature review. This paper will have to be submitted in the 14th week of instruction. Following the submission, each student will be given an opportunity to present the paper to the group with adequate time for question and answers of the study undertaken.

Prescribed Text Books

Book 1: Paul Fifield. (2016). *Marketing Strategy: The Difference between Marketing and Markets* Routledge.

Book2: Kotler, P. & Keller, K.L. (2015). *Marketing Management 15th Edition.* Pearson Education

Book 3: O. C. Ferrell, Michael Hartline (2012). *Marketing Strategy, Text and Cases*. Boston, USA, Cengage Learning

Student Assessment

COMPONENT 1: CLASS PERFORMANCE (30 MARKS)

Each student is continuously evaluated both for the presentation and participation in class proceedings. Division of marks is as under:

Demonstration of Conceptual Clarity: 10 marks

Critical Review of the Article: 10 marks

Ability to ask relevant questions: 10 marks

COMPONENT 2: RESEARCH OUTPUT (20 MARKS)

Conceptual article is due towards end of the course on any marketing related topic

Research Proposal: 5 marks

Final Paper (Submission & Presentation): 15 marks

COMPONENT 3: EXAMINATION (50 MARKS)

Written Examination: 50 marks

SYLLABUS AND SESSION PLAN

Module	Session	Topic	Material	Learning Outcome
Introduction to Marketing Strategy	01	Introduction to Marketing Strategy course	Lecture	Overview of syllabus and a discussion about evolution of the marketing strategy as a course
	02	Role of Marketing within Business Strategy - 1	Anderson, P. F. (1982). Marketing, strategic planning and the theory of the firm. Journal of Marketing, 46(2), 15-26.	Understanding and appreciation the role of Marketing in the Organization
	03		Quelch, J. A., & Jocz, K. E. (2008). Milestones in marketing. Business History	Understanding the process of evolution of Marketing and playing

The Role of Marketing within Organization			Review, 82(4), 827-838.	significant role in business strategy formulation.
	04	Role of Marketing within Business Strategy - 2	Day, G. S., & Montgomery, D. B. (1999). Charting new directions for marketing. Journal of Marketing, 63(4_suppl1), 3-13.	
	05		Mintzberg, H. (1987). The strategy concept I: Five Ps for strategy. California Management Review, 30(1), 11-24.	
	06	Role of Marketing within the Organization - 1	Kohli, A. K., & Jaworski, B. J. (1990). Market orientation: the construct, research propositions, and managerial implications. Journal of Marketing, 54(2), 1-18.	
	07		Gebhardt, G. F., Carpenter, G. S., & Sherry Jr, J. F. (2006). Creating a market orientation: A longitudinal, multifirm, grounded analysis of cultural transformation. Journal of Marketing, 70(4), 37-55.	
	08		Narver, J. C., & Slater, S. F. (1990). The effect of a market orientation on business profitability. Journal of Marketing, 54(4), 20-35.	
	09	Role of Marketing within	Workman Jr, J. P. (1993). Marketing's limited role in new product development in one computer systems firm. Journal of Marketing Research, 30(4), 405-421.	Understanding of importance of marketing in an organization

	10	Organization - 2	Webster Jr, F. E., Malter, A. J., & Ganesan, S. (2005). The decline and dispersion of marketing competence. MIT Sloan Management Review, 46(4), 35.	
Market Dynamics	11	Market Definition, Market Segmentation, Product Differentiation and Pricing	Levitt, Theodore (1960). Marketing Myopia. Harvard Business Review, 38(4), 45-56.	To understand the whole market dynamics in terms of market segmentation, product differentiation, pricing etc.
	12		Day, G. S., Shocker, A. D., & Srivastava, R. K. (1979). Customer-oriented approaches to identifying product-markets. Journal of Marketing, 43(4), 8-19.	Understanding the life cycle of product and industry
	13		Wind, Y. (1978). Issues and advances in segmentation research. Journal of Marketing Research, 15(3), 317-337.	
	14		Ahmetoglu, G., Furnham, A., & Fagan, P. (2014). Pricing practices: A critical review of their effects on consumer perceptions and behavior. Journal of Retailing and Consumer Services, 21(5), 696-707.	
	15	Product and Industry Life Cycle Dynamics	Levitt, Theodore (1965). Exploit the Product Life Cycle. Harvard Business Review, 43(6), 81-94.	
	16		DeBruicker, F. S., & Summe, G. L. (1985). Make sure your customers keep coming back. *Harvard Business Review*, 63(1), 92-	

			98.	
	17		Lambkin, M., & Day, G. S. (1989). Evolutionary processes in competitive markets: beyond the product life cycle. Journal of Marketing, 53(3), 4-20.	
Sustainable Competitive Advantage	18	Sustainable Competitive Advantage – Resource – Based View	Barney, J. (1991). Firm resources and sustained competitive advantage. Journal of Management, 17(1), 99-120.	To understand competitive advantage and the resources employed in order to achieve it How to sustain the competitive advantage
	19		Hunt, S. D., & Lambe, C. J. (2000). Marketing's contribution to business strategy: market orientation, relationship marketing and resource-advantage theory. International Journal of Management Reviews, 2(1), 17-43.	
	20	Sustainable Competitive Advantage – Pioneering Advantage	Carpenter, G. S., & Nakamoto, K. (1989). Consumer preference formation and pioneering advantage. Journal of Marketing Research, 26(3), 285-298.	
	21		Golder, P. N., & Tellis, G. J. (1993). Pioneer advantage: Marketing logic or marketing legend? Journal of Marketing Research, 30(2), 158-170.	

Managing Relations with External Environment	22	Innovation and New Product Development - 1	Goldenberg, J., Mazursky, D., & Solomon, S. (1999). Toward identifying the inventive templates of new products: A channeled ideation approach. Journal of Marketing Research, 36(2), 200-210.	
	23		Yadav, M. S., Prabhu, J. C., & Chandy, R. K. (2007). Managing the future: CEO attention and innovation outcomes. Journal of Marketing, 71(4), 84-101.	
	24	Innovation and New Product Development - 2	Chandy, R., Hopstaken, B., Narasimhan, O., & Prabhu, J. (2006). From invention to innovation: Conversion ability in product development. Journal of Marketing Research, 43(3), 494-508.	
	25		Christensen, C. M. (2006). The ongoing process of building a theory of disruption. Journal of Product Innovation Management, 23(1), 39-55.	
	26		Sood, A., & Tellis, G. J. (2005). Technological evolution and radical innovation. Journal of Marketing, 69(3), 152-168.	
	27	Channel Design	Rangan, V. K., Menezes, M. A., & Maier, E. P. (1992). Channel selection for new industrial products: A framework, method, and application. Journal of	Understanding the process of selecting best channel designs and efficient supply chain management

			Marketing, 56(3), 69-82.	
	28		Lee, H. L., Padmanabhan, V., & Whang, S. (1997). The bullwhip effect in supply chains. Sloan Management Review, 38, 93-102.	
Metrics	29	Brands and Brand Equity	Hoeffler, S., & Keller, K. L. (2003). The marketing advantages of strong brands. Journal of Brand Management, 10(6), 421-445.	Understanding about the process of branding and how to measure brand equity
	30		Keller, K. L. (1993). Conceptualizing, measuring, and managing customer-based brand equity. Journal of Marketing, 57(1), 1-22.	
	31	Marketing Productivity	Rust, R. T., Ambler, T., Carpenter, G. S., Kumar, V., & Srivastava, R. K. (2004). Measuring marketing productivity: Current knowledge and future directions. Journal of Marketing, 68(4), 76-89.	To understand the process of calculating Return on Marketing Investment (ROMI)
	32	Customer Relationships	Shah, D., Rust, R. T., Parasuraman, A., Staelin, R., & Day, G. S. (2006). The path to customer centricity. Journal of Service Research, 9(2), 113-124.	Understanding the process of building relationships with customers for mutual benefits
	33	Review		

****

REGISTRAR
THE ICFAI FOUNDATION FOR HIGHER EDUCATION
(Deemed-to-be-University Under Section 3 of the UGC Act, 1956)

ICFAI FOUNDATION FOR HIGHER EDUCATION HYDERABAD

SHMM703: Marketing

Doctoral Seminar course: ***Consumer Behavior***
Instructor: Dr. Ankur Srivastava
Email: asrivastava@ibsindia.org
Mobile: 9666464971
Room: E-108 (E-Block, Operations Wing, First Floor)

Course Objective

The course intends to sensitize students to various critical consumer research areas. This course will enable the students to conduct independent research in this discipline. Instead of pitching it as a complimentary research discipline in comparison to other marketing disciplines, attempt is made to indicate the synergistic outcomes that are plausible by combining the different disciplines.

The focus of this course is on understanding current theoretical and methodological approaches to various aspects of consumer behavior, as well as advancing this knowledge by developing testable hypotheses and theoretical perspectives that build on the current knowledge base. For each topic considered, a range of articles from "old classics" to new research will be assigned. In each session we will discuss three to five articles in depth. All of the required readings should be read carefully by everyone attending the class.

All students must write a 'summary' for each class. The summary 'should' try to address the following issues:

1. What is the key contribution of this research?
2. Are there any confounds? Can you explain the results in a different way?
3. What would you have done differently to test the hypotheses?
4. When reading multiple papers on the topic, how do the different papers relate to each other, or are different? Is there a way to integrate the ideas?
5. What is the single most interesting future research direction? Just pick one.

Course Requirements:

The summaries are to be submitted by EACH student every week. The summaries will count towards (but not substitute for) the class participation for that week.

In addition to summarizing, leading discussions and of course class participation, students are responsible for 'Three' additional elements as part of the course deliverables:

One, each student must submit a 'Research Paper Proposal' and present their thoughts to the class (Around Session 18-20).

2

Two, to help you get 'practice' of writing a review and critically evaluating a manuscript, you will be expected to write a review of a First Round Submission of a 'A/B/C' level marketing journal manuscript, and submit your 'review' one week before the class. Once your review is submitted to me, you will get access to the actual reviews, and the multiple rounds of submissions. We will discuss these actual reviews, and your reviews in one of the sessions.

Three, each student must submit a written paper and present it as your Final Research Paper at the end of the semester. The paper must be submitted one week before the presentation date so that everyone has had a chance to read everyone else's paper.

All listed components will comprise the final course grade for the students.

Scholarly Outcome –

By the end of the course it is expected that the students undertake independent research in the area of consumer research and thus draft a manuscript that is of publishable quality.

Course Evaluation –

Class Participation	**20 marks**
Position Papers	**20 marks**
Mid Term Evaluation	**20 marks**

Final Examination	**40 marks**
Total	**100 marks**

3

Course Syllabus

A) Introduction to Consumer Research

Sessions: 1-3

Required Readings:

Holbrook, Morris B. (1987), "What is Consumer Research?" Journal of Consumer Research, 14 (June), 128-132.

Simonson, Itamar, Ziv Carmon, Ravi Dhar, Aimee Drolet and Steven Nowlis (2001), "Consumer Research: In Search of Identity," Annual Review of Psychology, 52: 249-275.

MacInnis, D. J., & Folkes, V. S. (2010). The disciplinary status of consumer behavior: A sociology of science perspective on key controversies. *Journal of Consumer Research*, *36*(6), 899-914.

Other Readings:

Hudson, L. A., & Ozanne, J. L. (1988). Alternative ways of seeking knowledge in consumer research. Journal of consumer research, 14(4), 508-521.

Jacoby, J. (1978). Consumer research: A state of the art review. The Journal of Marketing, 87-96.

Calder, B. J., & Tybout, A. M. (1987). What consumer research is....!.Journal of Consumer Research, 14(1), 136-140.

Lynch Jr, J. G., Alba, J. W., Krishna, A., Morwitz, V. G., & Gürhan-Canli, Z. (2012). Knowledge creation in consumer research: Multiple routes, multiple criteria. Journal of Consumer Psychology, 22(4), 473-485.

JCR Editorials: *For an Over View of Leading Consumer Behavior Experts*

✓□Our Vision for the Journal of Consumer Research: It's All about the Consumer J. Jeffrey Inman, Margaret C. Campbell, Amna Kirmani, and Linda L. Price. February 2018

✓□Making Sense from (Apparent) Senselessness: The JCR Lens Darren Dahl, Eileen Fischer, Gita Johar, and Vicki Morwitz. December. 2017

✓□Meaningful Consumer Research Darren Dahl, Eileen Fischer, Gita Johar, and Vicki Morwitz. June 2014

✓□Broadening the Scope of Consumer Research. John Deighton, Debbie MacInnis, Ann McGill, and Baba Shiv. April 2010

✓□The Territory of Consumer Research: Walking the Fences. Deighton, John. 2007

✓□Appreciation, Advice and Some Aspirations for Consumer Research. Mick, David. 2003

4

B) Culture, Self and Globalization

Sessions: 4-8

Required Readings:

Markus, Hazel R. and Shinobu Kitayama (1991), "Culture and the Self: Implications for

Cognition, Emotion, and Motivation," Psychological Review, 98, 224-253.
Hong, Y-y, M. Morris, C-y Chiu and Veronica Benet-Martínez (2000), “Multicultural Minds: A Dynamic Constructivist Approach to Culture and Cognition,” American Psychologist, 55 (7), 709-720.
Torelli, C. J., & Ahluwalia, R. (2011). Extending culturally symbolic brands: A blessing or a curse? Journal of Consumer Research, 38(5), 933-947.
Torelli, C., & Cheng, S. (2011). Cultural meanings of brands and consumption: A window into the cultural psychology of globalization. Social and Personality Psychology Compass, 5(5), 251-262.
Ogden, D. T., Ogden, J. R., & Schau, H. J. (2004). Exploring the impact of culture and acculturation on consumer purchase decisions: Toward a microcultural perspective. Academy of Marketing Science Review, 3(1), 1-22.
Fournier, S. (1998). Consumers and their brands: Developing relationship theory in consumer research. Journal of consumer research, 24(4), 343-373.
Aggarwal, P. (2004). The effects of brand relationship norms on consumer attitudes and behavior. Journal of consumer research, 31(1), 87-101.
Sirgy, M. J. (1982). Self-concept in consumer behavior: A critical review. Journal of consumer research, 9(3), 287-300.
Huber, F., Eisele, A., & Meyer, F. (2018). The role of actual, ideal, and ought self-congruence in the consumption of hedonic versus utilitarian brands. Psychology & Marketing, 35(1), 47-63.
Mazar, Nina, On Amir, and Dan Ariely (2008), “The Dishonesty of Honest People: A Theory of Self-Concept Maintenance,” Journal of Markcting Research, 45 (6), 633-644.
Grubb, E. L., & Grathwohl, H. L. (1967). Consumer self-concept, symbolism and market behavior: A theoretical approach. The Journal of Marketing, 22-27.
Belk, R. W. (1988). Possessions and the extended self. Journal of consumer research, 15(2), 139-168.
Belk, R. W. (2013). Extended self in a digital world. Journal of Consumer Research, 40(3), 477-500.

5

Other Readings:

Schwartz, S. H. (1994). Are there universal aspects in the structure and contents of human values? Journal of social issues, 50(4), 19-45.
Schwartz, S. H., & Bilsky, W. (1987). Toward a universal psychological structure of human values. Journal of personality and social psychology, 53(3), 550.
DiMaggio, P. (1997). Culture and cognition. Annual review of sociology, 23(1), 263-287.
Chiu, C. Y., Gries, P., Torelli, C. J., & Cheng, S. Y. (2011). Toward a social psychology of globalization. Journal of Social Issues, 67(4), 663-676.
Chiu, C. Y., & Kwan, L. Y. Y. (2016). Globalization and psychology. Current opinion in psychology, 8, 44-48.
Shavitt, S., Zhang, J., Torelli, C. J., & Lalwani, A. K. (2006). Reflections on the meaning and structure of the horizontal/vertical distinction. Journal of Consumer Psychology, 16(4), 357-362.
Meyers-Levy, J. (2006). Using the horizontal/vertical distinction to advance insights into consumer psychology. Journal of Consumer Psychology, 16(4), 347-351.

Triandis, H. C., & Gelfand, M. J. (1998). Converging measurement of horizontal and vertical individualism and collectivism. Journal of personality and social psychology, 74(1), 118.

Oyserman, D., Coon, H. M., & Kemmelmeier, M. (2002). Rethinking individualism and collectivism: evaluation of theoretical assumptions and meta-analyses. Psychological bulletin, 128(1), 3.

Monga, A. B., & John, D. R. (2008). When does negative brand publicity hurt? The moderating influence of analytic versus holistic thinking. Journal of Consumer Psychology, 18(4), 320-332.

Aaker, J., Fournier, S., & Brasel, S. A. (2004). When good brands do bad. Journal of Consumer research, 31(1), 1-16.

Nisbett, R. E., I. Choi, et al. (2001). "Culture and Systems of Thought: Holistic Versus Analytic Cognition," Psychological Review, 108(2), 291-310.

Kirmani, A. (2009). The self and the brand. Journal of Consumer Psychology, 19(3), 271-275.

Bartels, D. M., & Rips, L. J. (2010). Psychological connectedness and intertemporal choice. Journal of Experimental Psychology: General, 139(1), 49.

Aggarwal, P., & Law, S. (2005). Role of relationship norms in processing brand information. Journal of consumer research, 32(3), 453-464.

Arnould, E. J., & Thompson, C. J. (2005). Consumer culture theory (CCT): Twenty years of research. Journal of consumer research, 31(4), 868-882.

C) Consumer Memory, Motivations, Choice and Personality

Sessions: 9-14

Required Readings:

Haugtvedt, C., Herr,P., Kardes, F.,(2008). ***Handbook of Consumer Psychology***

Consumer Information Processing, ***Section 2***: Chapter 2, 3, 4, 5 and 6.

Motivation, Affect and Consumer Decisions, ***Section 3***: Chapter 10, 11 and 12.

Bagozzi, R. P. (1997). Goal-directed behaviors in marketing: Cognitive and emotional perspectives. Psychology & Marketing, 14(6), 539-543.

Bagozzi, R. P., & Dholakia, U. (1999). Goal setting and goal striving in consumer behavior. The Journal of Marketing, 19-32.

Higgins, E. T. (1997). Beyond pleasure and pain. American psychologist, 52(12), 1280.

Aaker, Jennifer and Angela Lee (2001), "I Seek Pleasures and We Avoid Pains: The Role of Self-Regulatory Goals in Information Processing and persuasion," Journal of Consumer Research, 28 (June), 33-49.

Higgins, E. T. (2005). Value from regulatory fit. Current directions in psychological science, 14(4), 209-213.

Aaker, J. L., & Lee, A. Y. (2006). Understanding regulatory fit. Journal of Marketing Research, 43(1), 15-19.

Tuan Pham, M., & Chang, H. H. (2010). Regulatory focus, regulatory fit, and the search and consideration of choice alternatives. Journal of Consumer Research, 37(4), 626-640.

Lee, A. Y., Keller, P. A., & Sternthal, B. (2009). Value from regulatory construal fit: The persuasive impact of fit between consumer goals and message concreteness. Journal of Consumer Research, 36(5), 735-747.

Dhar, R., & Wertenbroch, K. (2000). Consumer choice between hedonic and utilitarian goods.

Journal of marketing research, 37(1), 60-71.
Iyengar, S. S., & Lepper, M. R. (2000). When choice is demotivating: Can one desire too much of a good thing?. Journal of personality and social psychology, 79(6), 995.
Kassarjian, H. H. (1971). Personality and consumer behavior: A review. Journal of marketing Research, 409-418.
Aaker, J. L., Benet-Martinez, V., & Garolera, J. (2001). Consumption symbols as carriers of culture: A study of Japanese and Spanish brand personality constructs. Journal of personality and social psychology, 81(3), 492.

7

Other Readings:

Austin, J. T., & Vancouver, J. B. (1996). Goal constructs in psychology: Structure, process, and content. Psychological Bulletin, 120(3), 338-375.
Higgins, E. T. (1998). Promotion and prevention: Regulatory focus as a motivational principle. In Advances in experimental social psychology, 30, pp. 1-46. Academic Press. [Chapter]
Freitas, A. L., & Higgins, E. T. (2002). Enjoying goal-directed action: The role of regulatory fit. Psychological science, 13(1), 1-6.
Deci, E. L., & Ryan, R. M. (2000). The" what" and" why" of goal pursuits: Human needs and the self-determination of behavior. Psychological inquiry, 11(4), 227-268.
Avnet, T., & Higgins, E. T. (2006). How regulatory fit affects value in consumer choices and opinions. Journal of Marketing research, 43(1), 1-10.
Ligas, M. (2000). People, products, and pursuits: Exploring the relationship between consumer goals and product meanings. Psychology & Marketing, 17(11), 983-1003.
Lee, A. Y., & Aaker, J. L. (2004). Bringing the frame into focus: the influence of regulatory fit on processing fluency and persuasion. Journal of personality and social psychology, 86(2), 205.
Leung, L. S. K., & Matanda, M. J. (2013). The impact of basic human needs on the use of retailing self-service technologies: A study of self-determination theory. Journal of Retailing and Consumer Services, 20(6), 549-559.
Spiegel, S., Grant-Pillow, H., & Higgins, E. T. (2004). How regulatory fit enhances motivational strength during goal pursuit. European Journal of Social Psychology, 34(1), 39-54.
Aaker, J. L. (1997). Dimensions of brand personality. Journal of marketing research, 347-356.
Mulyanegara, R. C., Tsarenko, Y., & Anderson, A. (2009). The Big Five and brand personality: Investigating the impact of consumer personality on preferences towards particular brand personality. Journal of Brand Management, 16(4), 234-247.

D) Attitude Formation, Change and Persuasion

Sessions: 15-17

Required Readings

Haugtvedt, C., Herr,P., Kardes, F.,(2008). ***Handbook of Consumer Psychology***
Persuasion, Attitudes and Social Influences, Section 4: Chapter 15, 20, 21 and 22.
Ajzen, I. (1991). The theory of planned behavior. Organizational behavior and human decision processes, 50(2), 179-211.

8

Venkatesh, V., Thong, J. Y., & Xu, X. (2012). Consumer acceptance and use of information technology: extending the unified theory of acceptance and use of technology. MIS quarterly, 157-178.

Madden, T. J., Ellen, P. S., & Ajzen, I. (1992). A comparison of the theory of planned behavior and the theory of reasoned action. Personality and social psychology Bulletin, 18(1), 3-9.

Katz, D. (1960). The functional approach to the study of attitudes. *Public opinion quarterly*, *24*(2), 163-204.

Voss, K. E., Spangenberg, E. R., & Grohmann, B. (2003). Measuring the hedonic and utilitarian dimensions of consumer attitude. Journal of marketing research, 40(3), 310-320.

Petty, R. E., & Cacioppo, J. T. (1986). The elaboration likelihood model of persuasion. In Communication and persuasion (pp. 1-24). Springer, New York, NY.

Petty, R. E., Cacioppo, J. T., & Schumann, D. (1983). Central and peripheral routes to advertising effectiveness: The moderating role of involvement. Journal of consumer research, 10(2), 135-146.

Shavitt, S. (1990). The role of attitude objects in attitude functions. Journal of Experimental Social Psychology, 26(2), 124-148.

Other Readings:

Ajzen, I. (1985). From intentions to actions: A theory of planned behavior. In Action control (pp. 11-39). Springer, Berlin, Heidelberg.

Chaiken, S., & Maheswaran, D. (1994). Heuristic processing can bias systematic processing: effects of source credibility, argument ambiguity, and task importance on attitude judgment. Journal of personality and social psychology, 66(3), 460.

Smith, E. R., & DeCoster, J. (2000). Dual-process models in social and cognitive psychology: Conceptual integration and links to underlying memory systems. Personality and social psychology review, 4(2), 108-131.

Conner, Mark, and Christopher J. Armitage., (1998) "Extending the theory of planned behavior: A review and avenues for further research." Journal of applied social psychology 28(15), 1429-1464.

Yousafzai, S. Y., Foxall, G. R., & Pallister, J. G. (2010). Explaining internet banking behavior: Theory of reasoned action, theory of planned behavior, or technology acceptance model?. Journal of applied social psychology, 40(5), 1172-1202.

Refer to Works of Prominent Authors: Icek Ajzen, M. Fishbein, S. Chaiken, R. Petty, J. Cacioppo, D. Katz, R. Fazio and M. Zanna in the field of Attitude Formation and Change.

9

E) Consumer Identity, Reference Groups and Word of Mouth

Sessions: 17-21

Required Readings:

E1) Research Commentaries & Synthesis

Oyserman, D. (2009). Identity-based motivation and consumer behavior. Journal of Consumer Psychology, 19(3), 276-279.

Reed II, A., Forehand, M. R., Puntoni, S., & Warlop, L. (2012). Identity-based consumer behavior. International Journal of Research in Marketing, 29(4), 310-321.

Tajfel, H. (1982). Social psychology of intergroup relations. Annual review of psychology, 33(1), 1-39.

Zhong, Chen-Bo and Liljenquist, Katie (2006), "Washing Away Your Sins: Threatened Morality and Physical Cleansing," Science, 313(5792), 1451-1452
Reed, A. (2002). Social identity as a useful perspective for self-concept–based consumer research. Psychology & Marketing, 19(3), 235-266.
Shavitt, S., Torelli, C. J., & Wong, J. (2009). Identity-based motivation: Constraints and opportunities in consumer research. Journal of Consumer Psychology, 19(3), 261-266.

E2) Research Articles

Escalas, J. E., & Bettman, J. R. (2005). Self-construal, reference groups, and brand meaning. Journal of consumer research, 32(3), 378-389.
Escalas, J. E., & Bettman, J. R. (2003). You are what they eat: The influence of reference groups on consumers' connections to brands. Journal of consumer psychology, 13(3), 339-348.
Herr, P. M., Kardes, F. R., & Kim, J. (1991). Effects of word-of-mouth and product-attribute information on persuasion: An accessibility-diagnosticity perspective. Journal of consumer research, 17(4), 454-462.
Aaker, J. L., & Akutsu, S. (2009). Why do people give? The role of identity in giving. Journal of consumer psychology, 19(3), 267-270.
Forehand, M. R., Deshpandé, R., & Reed, I. I. (2002). Identity salience and the influence of differential activation of the social self-schema on advertising response. Journal of Applied psychology, 87(6), 1086.

10

Sachdeva, Sonya, Rumen Iliev, and Douglas L. Medin. "Sinning Saints and Saintly Sinners: The Paradox of Moral Self-Regulation." Psychological science 20.4 (2009): 523-528.
Spry, A., Pappu, R., & Bettina Cornwell, T. (2011). Celebrity endorsement, brand credibility and brand equity. European Journal of Marketing, 45(6), 882-909.

Other Readings:

Oyserman, D. (2009). Identity-based motivation: Implications for action-readiness, proceduralreadiness, and consumer behavior. Journal of Consumer Psychology, 19(3), 250-260.
Oyserman, D. (2015). Identity-based motivation. Emerging trends in the social and behavioral sciences: An interdisciplinary, searchable, and linkable resource, 1-11.
Japutra, A., Ekinci, Y., & Simkin, L. (2017). Self-congruence, brand attachment and compulsive buying. Journal of Business Research.
Homburg, C., Wieseke, J., & Hoyer, W. D. (2009). Social identity and the service–profit chain. Journal of Marketing, 73(2), 38-54.
Amblee, N., & Bui, T. (2011). Harnessing the influence of social proof in online shopping: The effect of electronic word of mouth on sales of digital microproducts. International Journal of Electronic Commerce, 16(2), 91-114.
Erdogan, B. Z. (1999). Celebrity endorsement: A literature review. Journal of marketing management, 15(4), 291-314.

F) Decision Making and Diffusion of Innovations

Sessions: 22-25

Regular Readings:

Punj, G. N., & Stewart, D. W. (1983). An interaction framework of consumer decision making. Journal of Consumer Research, 10(2), 181-196.

Payne, J., Bettman, J. R., & Johnson, E. J. (1991). Consumer decision making. Handbook of consumer behaviour, 50-84. [Chapter 2]
Pham, M. T. (2007). Emotion and rationality: A critical review and interpretation of empirical evidence. Review of general psychology, 11(2), 155.
Greifeneder, R., Bless, H., & Pham, M. T. (2011). When do people rely on affective and cognitive feelings in judgment? A review. Personality and Social Psychology Review, 15(2), 107-141.

11

Shiv, B., & Fedorikhin, A. (1999). Heart and mind in conflict: The interplay of affect and cognition in consumer decision making. Journal of consumer Research, 26(3), 278-292.
Khan, Uzma, and Ravi Dhar. (2006), "Licensing effect in consumer choice," Journal of Marketing Research, 43 (2), 259-266.
Robertson, T. S. (1967). The process of innovation and the diffusion of innovation. The Journal of Marketing, 14-19.
Rogers, E. M. (1976). New product adoption and diffusion. Journal of consumer Research, 2(4), 290-301.

Other Readings:

Tuan Pham, M. (2004). The logic of feeling. Journal of Consumer Psychology, 14(4), 360-369.
Holbrook, M. B., & Hirschman, E. C. (1982). The experiential aspects of consumption: Consumer fantasies, feelings, and fun. Journal of consumer research, 9(2), 132-140.
Sahin, I. (2006). Detailed review of Rogers' diffusion of innovations theory and educational technology-related studies based on Rogers' theory. Turkish Online Journal of Educational Technology-TOJET, 5(2), 14-23.
Watson, L., & Spence, M. T. (2007). Causes and consequences of emotions on consumer behaviour: A review and integrative cognitive appraisal theory. European Journal of Marketing, 41(5/6), 487-511.
Ruth, J. A., Brunel, F. F., & Otnes, C. C. (2002). Linking thoughts to feelings: Investigating cognitive appraisals and consumption emotions in a mixed-emotions context. Journal of the Academy of Marketing Science, 30(1), 44-58.
Mizerski, R. W., Golden, L. L., & Kernan, J. B. (1979). The attribution process in consumer decision making. Journal of Consumer Research, 6(2), 123-140.
Rogers, E. M. (2004). A prospective and retrospective look at the diffusion model. Journal of health communication, 9 (51), 13-19.
Steven, L., Srini, D., & Yiorgos, Z. (1996). Consumer decision-making styles: a multi-country investigation. European Journal of Marketing, 30(12), 10-21.
Hauser, J., Tellis, G. J., & Griffin, A. (2006). Research on innovation: A review and agenda for marketing science. Marketing science, 25(6), 687-717.
Darley, W. K., Blankson, C., & Luethge, D. J. (2010). Toward an integrated framework for online consumer behavior and decision making process: A review. Psychology & marketing, 27(2), 94-116.

12

G) Cross Cultural Consumer Research: Country of Origin

Sessions: 26-29

Regular Readings:

Maheswaran, D. (1994). Country of origin as a stereotype: Effects of consumer expertise and attribute strength on product evaluations. Journal of consumer research, 21(2), 354-365.

Krishna, A., & Ahluwalia, R. (2008). Language choice in advertising to bilinguals: Asymmetric effects for multinationals versus local firms. Journal of Consumer Research, 35(4), 692-705.

Batra, R., Ramaswamy, V., Alden, D. L., Steenkamp, J. B. E., & Ramachander, S. (2000). Effects of brand local and nonlocal origin on consumer attitudes in developing countries. Journal of consumer psychology, 9(2), 83-95.

Fischer, P. M., & Zeugner-Roth, K. P. (2017). Disentangling country-of-origin effects: the interplay of product ethnicity, national identity, and consumer ethnocentrism. Marketing Letters, 28(2), 189-204.

Verlegh, P. W., Steenkamp, J. B. E., & Meulenberg, M. T. (2005). Country-of-origin effects in consumer processing of advertising claims. International Journal of Research in Marketing, 22(2), 127-139.

Other Readings:

Han, C. M., & Terpstra, V. (1988). Country-of-origin effects for uni-national and bi-national products. Journal of international business studies, 19(2), 235-255.

Verlegh, P. W., & Steenkamp, J. B. E. (1999). A review and meta-analysis of country-of-origin research. Journal of economic psychology, 20(5), 521-546.

Al-Sulaiti, K. I., & Baker, M. J. (1998). Country of origin effects: a literature review. Marketing Intelligence & Planning, 16(3), 150-199.

Sharma, P. (2011). Country of origin effects in developed and emerging markets: Exploring the contrasting roles of materialism and value consciousness. Journal of International Business Studies, 42(2), 285-306.

Srivastava, A., & Balaji, M. S. (2018). Consumer dispositions toward global brands. Marketing Intelligence & Planning, 36(6), 618-632

H) Contemporary and Future Areas of Research in Consumer Behavior

Sessions: 29-33

H1) Buyer Behavior: Past, Present and the Future

13

Regular Readings:

Sheth, Jagdish N. (1967),"A review of buyer behavior." Management Science 13 (12): 718.

Sheth, J. N., Newman, B. I., & Gross, B. L. (1991). Why we buy what we buy: A theory of consumption values. Journal of business research, 22(2), 159-170.

Van Doorn, J., Lemon, K. N., Mittal, V., Nass, S., Pick, D., Pirner, P., & Verhoef, P. C. (2010). Customer engagement behavior: Theoretical foundations and research directions. Journal of service research, 13(3), 253-266.

Merz, M. A., Zarantonello, L., & Grappi, S. (2018). How valuable are your customers in the brand value co-creation process? The development of a Customer Co-Creation Value (CCCV) scale. Journal of Business Research, 82, 79-89.

Brodie, R. J., Hollebeek, L. D., Jurić, B., & Ilić, A. (2011). Customer engagement: Conceptual domain, fundamental propositions, and implications for research. Journal of service research, 14(3), 252-271.

Other Readings:

Sheth, J. N. (1969). Theory of Buyer. Journal of the American Statistical Association, 467- 487.

Sheth, J. N. (1973). A model of industrial buyer behavior. *The Journal of marketing*, 50-56.

Sweeney, J. C., & Soutar, G. N. (2001). Consumer perceived value: The development of a multiple item scale. Journal of retailing, 77(2), 203-220.

Babin, B. J., Darden, W. R., & Griffin, M. (1994). Work and/or fun: measuring hedonic and utilitarian shopping value. Journal of consumer research, 20(4), 644-656.

Hollebeek, L. (2011). Exploring customer brand engagement: definition and themes. Journal of strategic Marketing, 19(7), 555-573.

Woodruff, R. B. (1997). Customer value: the next source for competitive advantage. Journal of the academy of marketing science, 25(2), 139.

Verhoef, P. C., Reinartz, W. J., & Krafft, M. (2010). Customer engagement as a new perspective in customer management. Journal of service research, 13(3), 247-252.

Bowden, J. L. H. (2009). The process of customer engagement: A conceptual framework. Journal of Marketing Theory and Practice, 17(1), 63-74.

Hollebeek, L. D., Glynn, M. S., & Brodie, R. J. (2014). Consumer brand engagement in social media: Conceptualization, scale development and validation. Journal of interactive marketing, 28(2), 149-165.

Prahalad, C. K., & Ramaswamy, V. (2004). Co-creation experiences: The next practice in value creation. Journal of interactive marketing, 18(3), 5-14.

14

Etgar, M. (2008). A descriptive model of the consumer co-production process. Journal of the academy of marketing science, 36(1), 97-108.

H2) Mental Accounting and Endowment Effect

Regular Readings:

Kahneman, D, J. L. Knetch, and Richard Thaler (1991), “The Endowment Effect, Loss Aversion, and Status Quo Bias,” Journal of Economic Perspectives, 5, 193-206.

Thaler, Richard H. (1999), “Mental accounting matters,” Journal of Behavioral Decision Making, 12(3), 183-206

Novemsky, N. & Kahneman, D. (2005), “The Boundaries of Loss Aversion,” Journal of Marketing Research, 42, May, 119-28

Levav, Jonathan; Mcgraw, A. Peter (2009), “Emotional accounting: How feelings about money influence consumer choice,” Journal of Marketing Research, 46(1), 66-80

Peck, Joann; Shu, Suzanne B. (2009), “The effect of mere touch on perceived ownership,” Journal of Consumer Research, 36(3), 434-447

Other Readings:

Aggarwal, Pankaj and Meng Zhang (2006), “The Moderating Effect of Relationship Norm Salience on Consumers' Loss Aversion,” Journal of Consumer Research, 33(3), 413-419

Brenner, Lyle; Rottenstreich, Yuval; Sood, Sanjay; Bilgin, Baler (2007), “On the psychology of loss aversion: Possession, valence, and reversals of the endowment effect,” Journal of Consumer Research, 34(3), 369-376

Heath, Chip and Jack B Soll (1996), “Mental budgeting and consumer decisions,” Journal of Consumer Research, 23(1), 40-52

Okada, Erica Mina (2001), "Trade-ins, mental accounting, and product replacement decisions," Journal of Consumer Research, 27(4), 433-459

Soman, Dilip (2001), "The mental accounting of sunk time costs: Why time is not like money," Journal of Behavioral Decision Making, 14(3), 169-185

H3) Transformative Consumer Research and Consumer Well Being

Regular Readings:

Ozanne, J. L., Mick, D. G., Pechmann, C., & Pettigrew, S. (2015). Transformative consumer research. Wiley Encyclopedia of Management, 1-4.

Mick, D. G. (2006). Meaning and mattering through transformative consumer research. Advances in consumer research, 33(1), 1-4.

Ryan, R. M., & Deci, E. L. (2000). Self-determination theory and the facilitation of intrinsic motivation, social development, and well-being. American psychologist, 55(1), 68.

Lee, D. J., Sirgy, M. J., Larsen, V., & Wright, N. D. (2002). Developing a subjective measure of consumer well-being. Journal of Macromarketing, 22(2), 158-169.

Burroughs, J. E., & Rindfleisch, A. (2002). Materialism and well-being: A conflicting values perspective. Journal of Consumer research, 29(3), 348-370.

Other Readings:

Grzeskowiak, S., & Sirgy, M. J. (2007). Consumer well-being (CWB): The effects of self-image congruence, brand-community belongingness, brand loyalty, and consumption recency. Applied Research in Quality of Life, 2(4), 289-304.

Sirgy, M. J., Lee, D. J., & Rahtz, D. (2007). Research on consumer well-being (CWB): Overview of the field and introduction to the special issue. Journal of Macromarketing, 27(4), 341-349.

H4) Qualitative Consumer Research: An Overview

Regular Readings:

Corbin, J. M., & Strauss, A. (1990). Grounded theory research: Procedures, canons, and evaluative criteria. Qualitative sociology, 13(1), 3-21.

Kozinets, R. V. (2002). The field behind the screen: Using netnography for marketing research in online communities. Journal of marketing research, 39(1), 61-72.

Thompson, C. J., Locander, W. B., & Pollio, H. R. (1989). Putting consumer experience back into consumer research: The philosophy and method of existential-phenomenology. Journal of consumer research, 16(2), 133-146.

Spiggle, S. (1994). Analysis and interpretation of qualitative data in consumer research. Journal of consumer research, 21(3), 491-503.

Other Readings:

Belk, R. W. (Ed.). (2007). Handbook of qualitative research methods in marketing. Edward Elgar Publishing.

Belk, R., Fischer, E., & Kozinets, R. V. (2012). Qualitative consumer and marketing research. Sage.

Belk, R. W., & Kozinets, R. V. (2005). Videography in marketing and consumer research. Qualitative Market Research: an international journal, 8(2), 128-141.

SHMM704: Marketing

Doctoral Seminar in Marketing IV – Brand Management

IBS HYDERABAD

Instructor Name: Dr. Sunny Bose, Office: C-209,

Mail: sunny.bose@ibsindia.org Mobile: 9836454192

Course Description and Objective:

The strategic importance of branding is duly recognized in marketing literature. Marketing scholars have attributed various benefits that arise out of building a strong brand. They described the strong brand as a platform for new products, an entry barrier, bulwark against shifts in consumer behavior, source of (sustainable) competitive advantage, a precursor of success of future marketing activities, a source of future profits a key organizational asset, the primary capital and as an instrument of competitive superiority. Considering the importance of building strong brands, a separate stream of marketing literature has emerged which addresses various issues relating to how to manage brands in a manner that they contribute positively to marketing and financial outcomes. This stream of literature is now broadly referred to as brand management. This doctoral seminar program focuses upon discussing various issues relating to brand management; from elementary to advanced.

Pedagogical Outcome:

Brand management is the most sought after areas with respect to academic research in marketing. While papers discussing the issues of brand management are welcome in most of the reputed academic journals; some specific journals like Journal of Brand Management, Journal of Product and Brand Management, Journal of Brand Strategy publishes papers which solely deal with brand specific issues in Marketing. This stream of literature is still evolving and continuing to attract scholarly attention. Accordingly, the course has three broad objectives:

- To appreciate the various concepts that have defined the scope and boundary of brand management.
- To critically comprehend various concepts relating to this subject
- To generate and evaluate ideas during the course proceedings which will shape your future research publications in this area.

Scholarly Outcome:

By the end of the course it is expected that the students shall submit a manuscript that is of publishable quality.

Course Evaluation:

The course evaluation is divided into three components:

1. In class evaluation - 30% Weightage
2. Non class evaluation - 30% Weightage

3. End term evaluation - 40% Weightage

In class evaluation:

In class evaluation is determined both by the quality of presentation made and quality of contributions made through class participation. The papers dealt in the course will only pilot the discussions relating to the topics. For each topic dealt, both the presenter and the members strongly encouraged to pursue both the *forward references* and *backward references* pertaining to the topic and discuss about them during the course of discussions. Bringing out newer and alternate points of view during the course of discussions will be strongly encouraged and such contributors will be academically rewarded.

Non class evaluation:

The manuscript draft that is due for submission can either be conceptual, empirical or qualitative. Final marks will be strictly based on comprehensiveness of paper, robustness of the methodology used – or quality of arguments made and writing skills. Kind of method undertaken (conceptual vs empirical; qualitative vs quantitative) has no bearing on the evaluation. You are strongly encouraged to discuss your research progress during the course proceedings with the instructor.

End term evaluation:

You will face an examination for 100 marks for 3 hours at the end of the course. These marks will converted for 40 marks

Component breakage:

Class Participation	-	15 Marks
Class Presentations	-	15 Marks
Proposal Presentations	-	5 Marks
Term Paper Report	-	25 Marks
End Term Examination	-	40 Marks
TOTAL	-	100 Marks

COURSE PLAN

BASICS OF BRANDING

Brand and Branding

REGISTRAR
THE ICFAI FOUNDATION FOR HIGHER EDUCATION
(Deemed-to-be-University Under Section 3 of the UGC Act, 1956)

1. Stern, B. B. (2006). What does brand mean? Historical-analysis method and construct definition. *Journal of the Academy of Marketing Science*, *34*(2), 216-223.

2. Murphy, J. M. (1987). 1 What Is Branding?. In *Branding: A key marketing tool* (pp. 1-12). Palgrave Macmillan, London.
3. Low, G. S., & Fullerton, R. A. (1994). Brands, brand management, and the brand manager system: A critical-historical evaluation. Journal of marketing research, 173-190.

Marketing Advantages Of Strong Brands

4. Hoeffler, S., & Keller, K. L. (2003). The marketing advantages of strong brands.*The Journal of Brand Management*, *10*(6), 421-445.
5. Kay, M. J. (2006). Strong brands and corporate brands. European Journal of Marketing, 40(7/8), 742-760.

Why Consumers Adopt Brands?

6. Schembri, S., Merrilees, B., & Kristiansen, S. (2010). Brand consumption and narrative of the self. *Psychology & Marketing*, *27*(6), 623-637.

BRAND RELATED CONSTRUCTS

Brand Identity

7. Urde, M. (2003). Core value-based corporate brand building. European Journal of marketing, 37(7/8), 1017-1040.
8. Burmann, C., Jost-Benz, M., & Riley, N. (2009). Towards an identity-based brand equity model. *Journal of Business Research*, *62*(3), 390-397.

Brand Positioning

9. Fuchs, C., & Diamantopoulos, A. (2010). Evaluating the effectiveness of brand-positioning strategies from a consumer perspective. *European Journal of Marketing*, *44*(11/12), 1763-1786.
10. Keller, K. L., Sternthal, B., & Tybout, A. (2002). Three questions you need to ask about your brand. Harvard business review, 80(9), 80-89.

Brand Image (Associations)

11. Grace, D., & O'cass, A. (2002). Brand associations: looking through the eye of the beholder. Qualitative Market Research: An International Journal, 5(2), 96-111.

Brand Personality

12. Aaker, J. L. (1997). Dimensions of brand personality. Journal of marketing research, 347-356.

Brand Elements

13. Melewar, T. C., & Saunders, J. (2000). Global corporate visual identity systems: using an extended marketing mix. *European Journal of Marketing*,*34*(5/6), 538-550.

BRAND EQUITY CONCEPTUALIZATIONS AND OPERATIONALIZATIONS

Customer-based Brand Equity

14. Aaker, D. A. (1996). Measuring brand equity across products and markets.*California management review*, *38*(3), 103.
15. Keller, K. L. (1993). Conceptualizing, measuring, and managing customer-based brand equity. *The Journal of Marketing*, 1-22.
16. Kuhn, K. A. L., Alpert, F., & Pope, N. K. L. (2008). An application of Keller's brand equity model in a B2B context. *Qualitative Market Research: An International Journal*, *11*(1), 40-58.
17. Berry, L. L. (2000). Cultivating service brand equity. *Journal of the Academy of marketing Science*, *28*(1), 128-137.
18. Yoo, B., & Donthu, N. (2001). Developing and validating a multidimensional consumer-based brand equity scale. *Journal of business research*, *52*(1), 1-14.

Financial Valuation

19. Simon, C. J., & Sullivan, M. W. (1993). The measurement and determinants of brand equity: A financial approach. *Marketing science*, *12*(1), 28-52.
20. Mizik, N., & Jacobson, R. (2008). The financial value impact of perceptual brand attributes. Journal of Marketing Research, 45(1), 15-32.

CONSUMER BRAND RELATIONSHIPS

Consumer Brand Relationships

21. Fournier, S. (1998). Consumers and their brands: developing relationship theory in consumer research. *Journal of consumer research*, *24*(4), 343-353.

Brand Knowledge

22. Keller, K. L. (2003). Brand synthesis: The multidimensionality of brand knowledge. *Journal of consumer research*, *29*(4), 595-600.

Brand Love

23. Batra, R., Ahuvia, A., & Bagozzi, R. P. (2012). Brand Love. *Journal of Marketing*, *76*, 1-16.

Brand Engagement

24. Hollebeek, L. (2011). Exploring customer brand engagement: definition and themes. Journal of strategic Marketing, 19(7), 555-573.

BRAND MANAGEMENT PROCESS

Brand Portfolio

25. Morgan, N. A., & Rego, L. L. (2009). Brand portfolio strategy and firm performance. *Journal of Marketing*, *73*(1), 59-74.
26. Petromilli, M., Morrison, D., & Million, M. (2002). Brand architecture: Building brand portfolio value. *Strategy & leadership*, *30*(5), 22-28.

Extensions

27. Aaker, D. A., & Keller, K. L. (1990). Consumer evaluations of brand extensions.*The Journal of Marketing*, 27-41.
28. Völckner, F., & Sattler, H. (2007). Empirical generalizability of consumer evaluations of brand extensions. International Journal of Research in Marketing, 24(2), 149-162.
29. Czellar, S. (2003). Consumer attitude toward brand extensions: an integrative model and research propositions. International Journal of Research in Marketing, 20(1), 97-115.
30. Bridges, S., Keller, K. L., & Sood, S. (2000). Communication strategies for brand extensions: Enhancing perceived fit by establishing explanatory links. *Journal of advertising*, *29*(4), 1-11.

Corporate Branding

31. Balmer, J. M. (2001). Corporate identity, corporate branding and corporate marketing-Seeing through the fog. *European journal of marketing*, *35*(3/4), 248-291.
32. Knox, S., & Bickerton, D. (2003). The six conventions of corporate branding. *European Journal of Marketing*, *37*(7/8), 998-1016.

Managing Brands over Time

33. Varadarajan, R., DeFanti, M. P., & Busch, P. S. (2006). Brand portfolio, corporate image, and reputation: Managing brand deletions. *Journal of the Academy of Marketing Science*, *34*(2), 195-205
34. Thomas, S., & Kohli, C. (2009). A brand is forever! A framework for revitalizing declining and dead brands. *Business Horizons*, *52*, 377-386.
35. Merrilees, B., & Miller, D. (2008). Principles of corporate rebranding. European Journal of Marketing, 42(5/6), 537-552.
36. Miller, D., Merrilees, B., & Yakimova, R. (2014). Corporate rebranding: An integrative review of major enablers and barriers to the rebranding process. *International Journal of Management Reviews*, *16*(3), 265-289.

Managing Brands across Global Markets

37. Douglas, S. P., Craig, C. S., & Nijssen, E. J. (2001). Integrating branding strategy across markets: Building international brand architecture. *Journal of International Marketing*, *9*(2), 97-114.
38. Cayla, J., & Arnould, E. J. (2008). A cultural approach to branding in the global marketplace. *Journal of International Marketing*, *16*(4), 86-112.
39. Bengtsson, A., Bardhi, F., & Venkatraman, M. (2010). How global brands travel with consumers: An examination of the relationship between brand consistency and meaning across national boundaries. *International Marketing Review*, *27*(5), 519-540.

REGISTRAR
THE ICFAI FOUNDATION FOR HIGHER EDUCATION
(Deemed-to-be-University Under Section 3 of the UGC Act, 1956)

ICFAI FOUNDATION FOR HIGHER EDUCATION HYDERABAD

ADVANCED CONCEPTS IN BRAND MANAGEMENT

Branding and Social Media

40. Muntinga, D. G., Moorman, M., & Smit, E. G. (2011). Introducing COBRAs: Exploring motivations for brand-related social media use. *International Journal of advertising*, *30*(1), 13-46.
41. Kohli, C., Suri, R., & Kapoor, A. (2015). Will social media kill branding?. *Business Horizons*, *58*(1), 35-44.

Branding of Tourist Places

42. Blain, C., Levy, S. E., & Ritchie, J. B. (2005). Destination branding: Insights and practices from destination management organizations. *Journal of travel research*, *43*(4), 328-338.
43. Qu, H., Kim, L. H., & Im, H. H. (2011). A model of destination branding: Integrating the concepts of the branding and destination image. Tourism management, 32(3), 465-476.

Overview

44. Keller, K. L., & Lehmann, D. R. (2006). Brands and branding: Research findings and future priorities. Marketing science, 25(6), 740-759..

SHMM705: Marketing

DOCTORAL SEMINAR COURSE ON SERVICES MARKETING: (DS5 PhD)

Instructor: *Dr. Debajani Sahoo* Room – C015

Mobile: 9951398958 Email – debajani@ibsindia.org

Course Objective –

The world's economy is increasingly characterized as service based economy. This is due to the increasing importance and share of the service sector in the economies of the countries. The growth of the service sector is in fact, considered as indicative of a country's economic progress. This course is designed to make the students aware about the research practices in the field of services marketing and also about the various sub-disciplines in which significant research contributions has made way for the advancement of the discipline. The course will provide insights into the research problems in different areas of service management which will help to develop an initial understanding and sound base for further research in this discipline. The course will cover the topics of service quality, service value, service environment, service design, service branding, customer behaviour and role & employee role in service delivery, service recovery, service convenience, loyalty, pricing and service innovation.

Pedagogical Outcome –

This course will enable the students to conduct independent research in this discipline. The course also intends to sensitize students about different critical research areas like service quality, customer behaviour and service recovery. Instead of pitching it as a complimentary research discipline in comparison to other marketing disciplines, attempt is made to indicate the synergistic outcomes that are plausible by combining the different disciplines.

Scholarly Outcome –

By the end of the course it is expected that the students undertake independent research in the area of services marketing and thus draft a manuscript that is of publishable quality.

Course Evaluation –

Class Participation (2)	-	**30 marks**
Position papers (2)	-	**30 marks**
Final Examination	-	**40 marks**
TOTAL	-	**100 marks**

Detailed Session Plan

MODULE 1 – INTRODUCTION TO SERVICES MARKETING

Sessions 1 & 2: Service Dominant Logic

1. Lusch, Robert F., Stephen L. Vargo, and Matthew O'Brien. "Competing through service: insights from service-dominant logic." *Journal of retailing* 83, no. 1 (2007): 5-18.
2. Lusch, Robert F., and Stephen L. Vargo. "Service-dominant logic: reactions, reflections and refinements." *Marketing theory* 6, no. 3 (2006): 281-288.

Sessions 3 & 4: Characteristics of Services

3. Lovelock, Christopher, and Evert Gummesson. "Whither services marketing? In search of a new paradigm and fresh perspectives." *Journal of service research*7, no. 1 (2004): 20-41.
4. Zeithaml, Valarie A., Ananthanarayanan Parasuraman, and Leonard L. Berry. "Problems and strategies in services marketing." *The Journal of Marketing*(1985): 33-46.

REGISTRAR
THE ICFAI FOUNDATION FOR HIGHER EDUCATION
(Deemed-to-be-University Under Section 3 of the UGC Act, 1956)

ICFAI FOUNDATION FOR HIGHER EDUCATION HYDERABAD

MODULE 2 – SERVICE QUALITY AND E-SERVQUAL

Sessions 5 & 6 (SERVQUAL)

5. Parasuraman, A., Zeithaml, V. A., & Berry, L. L. (1985). A conceptual model of service quality and its implications for future research. *The Journal of Marketing*, 49 (Fall), pp. 41-50.
6. Zeithaml, Valarie A., Leonard L. Berry, and Ananthanarayanan Parasuraman. "The behavioral consequences of service quality." *the Journal of Marketing* (1996): 31-46.
7. Parasuraman, Ananthanarayanan, Valarie A. Zeithaml, and Arvind Malhotra. "ES-QUAL a multiple-item scale for assessing electronic service quality."*Journal of service research* 7, no. 3 (2005): 213-233.
8. Loiacono, Eleanor T., Richard T. Watson, and Dale L. Goodhue. "WebQual: an instrument for consumer evaluation of web sites." *International Journal of Electronic Commerce* 11, no. 3 (2007): 51-87.

MODULE 3 – SERVICE VALUE

Session 9 &10

9. Sheth, Jagdish N., Bruce I. Newman, and Barbara L. Gross. "Why we buy what we buy: a theory of consumption values." *Journal of business research* 22, no. 2 (1991): 159-170.
10. Sweeney, Jillian C., and Geoffrey N. Soutar. "Consumer perceived value: the development of a multiple item scale." *Journal of retailing* 77, no. 2 (2001): 203-220.

MODULE 4 – SERVICE ENCOUNTERS

Sessions 11 & 12

11. Meuter, Matthew L., Amy L. Ostrom, Robert I. Roundtree, and Mary Jo Bitner. "Self-service technologies: understanding customer satisfaction with technology-based service encounters." *Journal of marketing* 64, no. 3 (2000): 50-64.
12. Bitner, Mary Jo, Bernard H. Booms, and Mary Stanfield Tetreault. "The service encounter: diagnosing favorable and unfavorable incidents." *The Journal of Marketing* (1990): 71-84.

REGISTRAR
THE ICFAI FOUNDATION FOR HIGHER EDUCATION
(Deemed-to-be-University Under Section 3 of the UGC Act, 1956)

ICFAI FOUNDATION FOR HIGHER EDUCATION HYDERABAD

MODULE 5 – CUSTOMER BEHAVIOUR AND ROLE IN SERVICES

Session 13 & 14

13. Robert M.Morgan and Shelby D. Hunt, " The commitment-Trust Theory of Relationship Marketing,"Journal of Marketing(1994) Vol58,No.3,PP20-38 .

14. Mollar and Halenen, "The Relationship Marketing Theory:Its Root and Directions", Journal of Marketing Managemnet,(2000) Vol.16 pp.29-54 .
15. Bitner, Mary Jo, William T. Faranda, Amy R. Hubbert, and Valarie A. Zeithaml. "Customer contributions and roles in service delivery." *International journal of service industry management* 8, no. 3 (1997): 193-205.

MODULE 6 – EMPLOYEE ROLE IN SERVICES

Session 15 & 16

16. Bitner, Mary Jo, Bernard H. Booms, and Lois A. Mohr. "Critical service encounters: the employee's viewpoint." *The Journal of Marketing* (1994): 95-106.
17. Elmadağ, Ayşe Banu, Alexander E. Ellinger, and George R. Franke. "Antecedents and consequences of frontline service employee commitment to service quality." *The Journal of Marketing Theory and Practice* 16, no. 2 (2008): 95-110.

SESSION 18: MID SEMESTER EXAMINATIONS

REGISTRAR
THE ICFAI FOUNDATION FOR HIGHER EDUCATION
(Deemed-to-be-University Under Section 3 of the UGC Act, 1956)

ICFAI FOUNDATION FOR HIGHER EDUCATION ★ HYDERABAD

SHHR701: HRM

IBS Hyderabad
PhD Program 2019-23
DS-1 (Organization Theory)
Course Handout

Course Objcctive:

The main objective of this doctoral seminar is to familiarize students with major conceptual frameworks, debates, and developments in organization theory research. It aims to equip research scholars with an understanding of the evolution of organization theory; the concepts of – organization structure and designs; organization growth and life cycles; fit between organization structure and culture, strategy, technology & market environment; and organizational effectiveness.

Expected Outcome:

At the end of this course the research scholars are expected to:

1. Analyze and differentiate the central perspectives of organizational theory
2. Examine the development of organizational theory as a field of study
3. Evaluate and critique current analytical techniques used in the study of organizations
4. Build skills for delivering effective scholarly research presentations

Pedagogy:
This is a discussion-based seminar that requires your active involvement. The pedagogy will involve classroom discussions, oral presentations and written synopsis/literature critiques. You are expected to come to class having read the papers assigned for the session along with the chapters.

Recommended Text Books:

1. Robbins,Stephen.P,(2006) Organization Theory- Structure, Design and Applications, 3rd Ed Prentice Hall India
2. Daft, Richard.L, (2010) Understanding the Theory and Design of Organizations, 10th Ed Cengage

Suggested Journals for Additional Reading (Partial List)

1. Academy of Management Journal
2. Academy of Management Review
3. Administrative Science Quarterly
4. Journal of Management
5. Journal of Management Studies
6. Organization Science
7. Organization Studies
8. Strategic Management Journal

REGISTRAR
THE ICFAI FOUNDATION FOR HIGHER EDUCATION
(Deemed-to-be-University Under Section 3 of the UGC Act, 1956)

ICFAI FOUNDATION FOR HIGHER EDUCATION HYDERABAD

COURSE OUTLINE

Unit	Session	Topic	Text ref	Readings (Core)
1	1-6	Introduction, History & Evolution of Organization Theory	Robbins – Ch 1 & 2 Daft – Ch 1	1. Daft, R. L. (1980). The Evolution of Organization Analysis in ASQ: 1959-79 2. Bacharach, Samuel B.(1989) Organizational theories: some criteria for evaluation 3. Rich, P. (1992). The organizational taxonomy: Definition and design. The Academy of Management Review, 17(4), 758-781 4. Davis, G. F., & Marquis, C. (2005). Prospects for organization theory in the early twenty-first century: Institutional fields and mechanisms.
2	7-8	Organizational Effectiveness	Robbins – Ch 3 Daft – Ch 3	5. Cameron, K. S. (1986). Effectiveness as paradox: Consensus and conflict in conceptions of organizational effectiveness. 6. Zammuto, R. F. (1984). A comparison of multiple constituency models of organizational effectiveness. Academy of Management Review, 9(4), 606-616. 7. Doty, D. H., Glick, W. H., & Huber, G. P. (1993). Fit, equifinality, and organizational effectiveness: A test of two configurational theories. Academy of Management journal, 36(6), 1196-1250.
3	10-11	Organizational Structure	Robbins – Ch 4 Daft-ch2	8. D. S. Pugh, D. J. Hickson, C. R. Hinings and C. Turner (1968) Dimensions of Organization Structure 9. Blackburn, R. S. (1982). Dimensions of structure: A review and reappraisal. Academy of Management Review, 7(1), 59-66.
4	12-13	Design of Organizations	Robbins - 10,11 12 Daft – ch2 & 5	10. Mintzberg, H. (1980). Structure in 5's: A Synthesis of the Research on Organization Design. 11. Anand, N., & Daft, R. L. (2007). What is the Right Organization Design?
5	14-15	Determinants of Organization Structure: Strategy,	Robbins – Ch 5 and 7 Daft – ch 3	12. Harris, I. C., &Ruefli, T. W. (2000). The strategy/structure debate: An examination of the performance implications. 13. Miles, R. E., Snow, C. C., Meyer, A. D., & Coleman Jr, H. J. (1978). Organizational strategy, structure, and process. Academy of management review, 3(3), 546-562.
		16 MID TERM		
6	17-18	Determinants of Organization	Robbins – ch 7	14. Child, J., & Mansfield, R. (1972). Technology, size, and organization structure.

		Structure: Technology	Daft – ch 13	Sociology, 6(3), 369-393 15. Hemmert, M. (2004). The impact of internationalization on the technology sourcing performance of high-tech business units. Journal of Engineering and Technology Management, 21(3), 149-174.
7	19-21	Determinants of Organization Structure: External environment	Robbins – Ch 8, 13 Daft – Ch 4-6	16. Tung, R. L. (1979). Dimensions of organizational environments: An exploratory study of their impact on organization structure. Academy of Management Journal, 22(4), 672-693. 17. Hillman, A. J., Withers, M. C., & Collins, B. J. (2009). Resource dependence theory: A review. Journal of management, 35(6), 1404-1427. 18. Zaheer, A., Gözübüyük, R., & Milanov, H. (2010). It's the connections: The network perspective in interorganizational research. Academy of management perspectives, 24(1), 62-77. 19. Rosenzweig, P. M., & Singh, J. V. (1991). Organizational environments and the multinational enterprise. Academy of Management review, 16(2), 340-361. 20. Hannan, M. T. (2005). Ecologies of organizations: Diversity and identity. Journal of Economic Perspectives, 19(1), 51-70.
8	22-23	Determinants of Organization Structure: Organizational Size, Power-control	Daft – Ch 11,12 Robbins – Ch6, Ch 9,	21. Astley, W. G., & Zajac, E. J. (1991). Intraorganizational power and organizational design: reconciling rational and coalitional models of organization. Organization Science, 2(4), 399-411. 22. Pil, F. K., & Holweg, M. (2003). Exploring scale: the advantages of thinking small. MIT Sloan Management Review, 44(2), 33-39A.
9	24-25	Organization Life Cycles	Robbins – Ch 17 Daft – ch 12	23. Bruderer, E., & Singh, J. V. (1996). Organizational evolution, learning, and selection: A genetic-algorithm-based model. Academy of management journal, 39(5), 1322-1349. 24. Lester, D. L., Parnell, J. A., & Carraher, S. (2003). Organizational life cycle: A five-stage empirical scale. The international journal of organizational analysis, 11(4), 339-354.
10	26-27	Organizational processes (Conflict, Decision	Robbins-14-16 Daft – Ch 7-9	25. Alderfer, C. P., & Smith, K. K. (1982). Studying intergroup relations embedded in organizations. Administrative Science Quarterly, 35-65.

REGISTRAR
THE ICFAI FOUNDATION FOR HIGHER EDUCATION
(Deemed-to-be University Under Section 3 of the UGC Act, 1956)
HYDERABAD

		Making and Culture)		26. Hogan, S. J., & Coote, L. V. (2014). Organizational culture, innovation, and performance: A test of Schein's model. Journal of Business Research, 67(8), 1609-1621.
11	28-29	Innovations in Organizational Analysis	Daft – Ch 10	27. Ghoshal, S., & Bartlett, C. A. (1990). The multinational corporation as an interorganizational network. Academy of management review, 15(4), 603-626. 28. Harzing, A. W. (2000). An empirical analysis and extension of the Bartlett and Ghoshal typology of multinational companies. Journal of international business studies, 31(1), 101-120. 29. Thietart, R. A., & Forgues, B. (1995). Chaos theory and organization. Organization science, 6(1), 19-31. 30. Weiss, R. M. (2000). Taking science out of organization science: How would postmodernism reconstruct the analysis of organizations?. Organization Science, 11(6), 709-731.
12	30-31	Theory building		31. Sutton, R. I., & Staw, B. M. (1995). What theory is not. Administrative science quarterly, 371-384. 32. Colquitt, J. A., & Zapata-Phelan, C. P. (2007). Trends in theory building and theory testing: A five-decade study of the Academy of Management Journal. Academy of management journal, 50(6), 1281-1303.
13	32- 33	DS 1 -Wrap up		33. Suddaby, R., Hardy, C., & Huy, Q. N. (2011). Introduction to special topic forum: where are the new theories of organization? 34. Oswick, C., Fleming, P., & Hanlon, G. (2011). From borrowing to blending: Rethinking the processes of organizational theory building. Academy of Management Review, 36(2), 318-337.

Evaluation Policy:

a) Weekly preparation and discussion: 20%
b) Mid Term 20%
c) Write-ups 20%
d) End Term 40%

SHHR702: HRM

IBS Hyderabad

Course Handout for PhD (Full Time)

DS-2: Organization Behaviour
Academic Year – 2019-20

Dr. Mohd Abdul Nayeem
Room No. D103

Mobile: +919985183844
Email: nayeem@ibsindia.org

Consultation Hours: Monday – Friday anytime with prior appointment

---

COURSE OBJECTIVES:

This course provides beginning doctoral scholars an overview of some of the major topics in organizational behavior. Starting with historical origins of Organization Behaviour, this course will deal with various theories and concepts that enable a researcher to conduct research on behaviour of people in organizations as individuals and groups. Some of the salient theories and concepts that will be dealt in the course will include evolution of organization behaviour, perceptual process, attitudes and personality, emotions an moods, employee motivation, job satisfaction, organization commitment and organizational citizenship behaviour, group and team dynamics, emotional labor and stress, organization culture, and organization learning. Theories on these concepts help the researchers to answer the question "why people behave the way they do in organizations?"

EXPECTED OUTCOMES:

At the end of this course the research scholars are expected to understand and appreciate:

a) Theoretical background of organization theory and organization behavior and links with other disciplines like psychology, sociology, social psychology, anthropology, etc.
b) Elements of an individual's behavior – values and attitudes, personality, perception, emotions & moods
c) Theories of employee motivation, employee productivity, job satisfaction, organizational commitment, organizational citizenship behavior, employee turnover
d) Elements of group behavior – group & team dynamics, power & politics, conflict & negotiation
e) Emotional labor and stress
f) Organizational culture and organization learning

REGISTRAR
THE ICFAI FOUNDATION FOR HIGHER EDUCATION
(Deemed-to-be-University Under Section 3 of the UGC Act, 1956)

PEDOGOGY:

This is a discussion-based seminar that requires your active involvement. The pedagogy will involve lectures, classroom discussions, oral presentations and written literature critiques. You are expected to come to class having read all of the papers assigned for the session. The class format will involve some introductory remarks by me, followed by a group discussion of your analysis of the papers for the day. We will be using mainly articles from refereed journals for this seminar. A list of these articles is provided in the description of each class session.

RECOMMENDED TEXT BOOK:

Luthans, Fred (2008). *Organizational behaviour (12th edition)*. New Delhi: McGraw-Hill. The chapters in the schedule refer to this text book. You may get a latest edition of this copy.

ADDITIONAL BOOK:

Robbins, Stephen P., Judge, Timothy A., & Sanghi, Seema (2019). *Organizational behaviour (18th edition).* New Delhi: Pearson.

COURSE OUTLINE

Session	Topic / Area Covered	Article Readings	Chapter Reading
1	Theoretical background of organization behavior		Chapter 1: *Environmental and organizational context* (pp. 5-29)
2		a. Davis, K. (1968). Evolving models of organizational behavior. *Academy of Management journal*: AMJ, 11(1).	
3		b. Cummins L.L. (1978). Toward organizational behavior. *The Academy of Management Review, 3(1),* 90-98	
4		c. Peterson, Mark, F., & Thomas, David C. 2007. Organizational behavior in multinational organizations. *Journal of Organizational Behavior,* 28, 262-279.	
5	Elements of Individual Behaviour – 1: Perception, personality, values and attitudes, emotions & moods	a.Barry M. Staw, Robert I. Sutton, Lisa H. Pelled, "Employee Positive Emotion and Favorable Outcomes at the Workplace," *Organization Science* 5(1): 51–71.	Chapter 5: *Personality Perception and attitudes*
6		b.Walsh, J. P. (1988) Selectivity and Selective Perception: An Investigation of Managers' Belief Structures and Information Processing, *Academy of Management Journal,* 31,4,pp.873-896.	
7		c.Murphy, K.R., & Anhalt, R.L. (1992). Is halo a property of the rater, ratees or the specific behaviours observed? *Journal of Applied Psychology,* 77(4), 494-500	
8	Elements of Individual Behaviour – 2: Personality, values & attitudes	a. Hurtz, G. M., & Donovan, J.J. (2001). Personality and job performance: The big five revisited. *Journal of Applied Psychology,* 85(6), 869-879	
9		b. Ruh, R., White, K. & Wood, R. (1975). Job involvement, values, personal background, participation in decision making, and job attitudes.	

		Academy of Management Journal, 18(2), 300-312.	
10		c.White, R. & Ruh, R. (1973). Relationship between participation and job attitudes. *Administrative Science Quarterly*, 506-514.	
11	Employee motivation, employee productivity, job satisfaction, organizational commitment, organizational citizenship behaviour, & employee turnover		Chapter 6: *Motivational needs and processes* (pp. 157-193).
12		a.Edwin A. Locke and Gary P. Latham. What Should We Do about Motivation Theory? Six Recommendations for the Twenty-First Century. The Academy of Management Review, Vol. 29, No. 3 (Jul., 2004), pp. 388-403	
13		b.LePine, J., & Erez, A. (2002). The nature and dimensionality of organizational citizenship behavior: A critical review and meta-analysis. *Journal of Applied Psychology*, 87(1), 52-65.	
14		c. Sani, A. (2013). Role of procedural justice, organizational commitment and job satisfaction on job performance: The mediating effects of organizational citizenship behavior. *International Journal of Business and Management; 8(15),* 57-67.	
15	Elements of group Behaviour	a. Sussman, L., Adams, A.J., Kuzmits, F.E., & Raho, L.E. (2002). Organizational politics: Tactics, channels, and hierarchical roles. *Journal of Business Ethics, 40 (4),* 313-329	Chapter 9: *Power and politics* (pp. 280-305).
16		b. Pondy, L.R. (1969). Varieties of organizational conflict: Conflict within and between organizations *Administrative Science Quarterly, 14(4),* 499-505.	
MID TERM EXAM			
17	Leadership		Chapter13: *Effective leadership process* (pp. 408-439).
18		a. Avolio, B.J., Walumbwa, F.O., & Weber, T.J. (2009). Leadership: Current theories, research, and future directions. Annual Review of Psychology, 60, 421-449.	
19		b.Arif Kamisan, P., & King1, B.E.M. (2013). Transactional and transformational leadership: A	

		comparative study of the difference between Tony Fernandes (Airasia) and Idris Jala (Malaysia Airlines) leadership styles from 2005-2009 *International Journal of Business and Management; Vol. 8(24),* 107-116.	
20	Elements of group Behaviour-2: Group and team dynamics		Chapter 10: *Groups and teams* (pp. 306-331).
21		Mathieu, J.E., Maynard, M.T., Rapp, T., & Gilson, L.L. (2008). Team effectiveness 1997-2007: A review of recent advancements and a glimpse into the future. *Journal of Management, 34*, 410-476.	
22		Kuipersa, B.S., & Stoker, J.I. (2009). Development and performance of self-managing work teams: a theoretical and empirical examination *The International Journal of Human Resource Management, 20(2),* 399–419	
23	Organizational culture – Antecedents and consequences		Chapter 3: *Organizational context: Design and culture* (pp. 60-90).
24		Hofstede, G. (1998).Identifying organizational subcultures: an empirical approach *Journal of Management Studies, 35(1),* 2-12	
25		Schein, E.H. (1983). The role of the founder in creating the organizational culture. *Organizational Dynamics*, 13-28.	
26	Elements of Individual Behaviour -3: Emotions & moods, emotional labour, stress		Chapter 7: *Positive organizational behaviour* (pp. 199-233)
27		Luthans, F. (2002). The need for and meaning of positive organizational behaviour. *Journal of Organizational Behaviour, 23,* 695-706	
28		Morris, J.A, & Feldman, D. C. (1996). The dimensions, antecedents, and consequences of emotional labour *The Academy of Management Review, 21(4),* 986-	

		1010		
29		Igor Kardum, I., Hudek-Knežević, J., & Krapić, N. (2012). The structure of hardiness, its measurement invariance across gender and relationships with personality traits and mental health outcomes *Psychological Topics 21 (3),* 487-507		
30		Douglas T. Hall and Roger Mansfield (1971)., Organizational and Individual Response to External stress *Administrative Science Quarterly,* Vol. 16, No. 4 (Dec., 1971), pp. 533-547		
31		Open session		
32		Open session		
33		test		

EVALUATION:

The Evaluation components are as given below

e) Presentation and discussion in the class 30%
f) Mid Term 20%
g) Project 20% (Details of the project will be discussed in the class room)
h) End Term 30%

Total 100%

Expectations from scholars

a. Scholars must report to the respective sessions well before the announced time. Latecomers will not be permitted to join the class after the scheduled time. If late, the attendance for that session will be marked as absent.
b. Read the Case Study / material well prior to the class discussion. He/she is also expected to read the chapter indicated in the course plan as the faculty directs.
c. In the class discussion scholar is expected to participate actively and contribute to individual and group learning. Evaluation is based on active participation.
d. Evaluation is a continuous process at IBS. Every scholar needs to be aware of the timelines given in the section below. Absence from these evaluations will mean non awarding of marks in that particular component
e. Wherever applicable, group assignments require each scholar to contribute to the group effort. This enhances group effectiveness and leads to greater appreciation of working in groups.

f. Plagiarism and cheating will result in an automatic fail grade. Scholars are expected to practice higher levels of academic integrity.

g. Scholars are expected to show high regard and appreciation for in class discipline and desist from using mobile phones. This disturbs the class ambience and unnecessarily diverts attention of other scholars as well as the faculty member.

h. Each faculty has been given a scheduled consultation hour. Utilize this time to meet the faculty and clarify doubts if any, seek explanations and get mentored if needed.

i. A minimum of 75% Attendance is compulsory in sessions. However refer to guidelines in your academic handbook for exceptions.

Classic Organizational Behavior Articles (You can read these articles at your leisure. They may not be presented in the classroom but they will help in understanding the concepts better. A few articles are also included in the course description to emphasis the importance of these articles).

1. Dutton, J. E. & Dukerich, J. M. 1991. Keeping an eye on the mirror: Image and identity in organization adaptation. *Academy of Management Journal,* 34: 517-555.
2. Ely, R. 1994. The effects of organizational demographics and social identity on relationships among professional women. *Administrative Science Quarterly,* 39: 203-238.
3. Gersick, C. 1988. Time and transition in work teams: Toward a new model of group development. *Academy of Management Journal,* 31: 9-41.
4. Mowday, R. et al. 1979. The measurement of organizational commitment. *Journal of Vocational Behavior,* 14: 224-247.
5. O'Reilly, C. A., David F. C, & William P. B 1989. Work group demography, social integration, and turnover. *Administrative Science Quarterly,* 34: 21-37.
6. Pfeffer, J. 1983. Organizational demography. In Staw B. M. &Cummings L. L. (Eds.), *Research in organizational behavior,* 5:
7. Rousseau, D. M. 1985. Issues of level in organizational research: Multi-level and cross-level perspectives. In Staw B. M. & Cummings L. L. (Eds.), *Research in organizational behavior,* 7: 1-37.
8. Salancik, G. R. & Pfeffer, J. 1978. A social information processing approach to job attitudes and task design. *Administrative Science Quarterly,* 23: 224-253.
9. Staw, B. 1976. Knee-deep in the big muddy. *Organizational Behavior and Human Performance,* 16: 27-44.
10. Staw, B. M., Sandelands, L. E. & Dutton, J. E. 1981. Threat-rigidity effects in organizational behavior: A multilevel analysis. *Administrative Science Quarterly,* 26: 501-525.

8) SELECT CLASSIC BOOKS IN ORGANIZATIONAL BEHAVIOUR

1) Allport, G. W. 1937. *Personality: A Psychological Interpretation.* Holt: New York.
2) Argyris, C. 1957. *Personality and Organization.* NY: Harper & Row.
3) Barnard, C. I. 1938. *The Functions of the Executive.* Cambridge, MA: Harvard University Press.
4) Bass, B. M. 1990. *Handbook of Leadership: Theory, Research, and Managerial Applications.* New York, NY: Free Press.
5) Bazerman, M. H. 1990. *Judgment in Managerial Decision Making.* New York, NY: Wiley and Sons.
6) Berger, P. L. & Luckman T. 1966. *The Social Construction of Reality.* Garden City, NY: Doubleday.
7) Blau, P. M. 1986. *Exchange and Power in Social Life.* New Brunswick, NJ: Transaction Books.
8) Chandler, A. D. 1962. *Strategy and Structure.* MIT Press.
9) Cox, T. 1994. *Cultural diversity in organizations: Theory, research, and practice.* San Francisco: Berrett-Koehler.

10) Crozier, M. 1964. *The Bureaucratic Phenomenon.* Chicago: University of Chicago Press.
11) Cyert, R. M. & March, J. G. 1963. *A Behavioural Theory of the Firm.* Englewood Cliffs, NJ: Prentice-Hall.
12) Deutsch, M. 1985. *Distributive Justice: A Social Psychological Perspective.* New Haven, CT: Yale University Press.
13) Etzioni. A. 1961. *A Comparative Analysis of Complex Organizations.* New York, NY: Free Press.
14) Festinger, L. 1957. *A Theory of Cognitive Dissonance.* Evanston, I11: Row, Peterson.
15) Fiedler, F. E. 1967. *A Theory of Leadership Effectiveness.* New York, NY: McGraw-Hill.
16) Fiske, A. & Taylor, S. E. 1994. *Social Cognition. Reading.* MA: Addison-Wesley.
17) Garfinkel, H. 1967. *Studies in Ethnomethodology.* Englewood Cliffs, NJ: Prentice-Hall.
18) Grannovetter, M. S. 1995. *Getting a Job.* Chicago: University of Chicago Press.
19) Kanter, R. M. 1977. *Men and Women of the Corporation.* New York: Basic Books.
20) Katz, D. & R. L. Kahn 1978. *The Social Psychology of Organizations.* New York: Wiley.
21) Lawler, E.E. III. 1992. *The Ultimate Advantage: Creating the High-involvement Organization.* San Francisco: Jossey-Bass.
22) Lewin, K. 1935. *A Dynamic Theory of Personality.* New York, NY: McGraw-Hill.
23) Lind, E. A. & Tyler, T. 1988. *The Social Psychology of Procedural Justice.* New York: Plenum Press.
24) Likert, R. 1961. *New Patterns of Management.* New York, NY: McGraw-Hill.
25) Locke, E. A. & Latham, G. P. 1990. *A Theory of Goal Setting and Task Performance.* Englewood Cliffs, NJ: Prentice-Hall.
26) March, J. G. & Simon, H.A. 1958. *Organizations.* New York: Wiley.
27) McGrath, J. 1984. *Groups: Interaction and Performance.* Englewood Cliffs, NJ: Prentice-Hall.
28) Mintzberg, H. 1973. *The Nature of Managerial Work.* NY: Harper & Row.
29) Mintzberg, H. 1979. *The Structuring of Organizations.* Englewood Cliffs, NJ: Prentice-Hall.
30) Pfeffer, J. 1994. *Competitive Advantage through People: Unleashing the Power of the Work Force.* Boston: Harvard Business School Press.
31) Powell, G.N. 1993. *Women and men in management.* 2nd edition. Newbury Park, CA: Sage.
32) Roethlisberger, F. J. & Dickson, W. J. 1949. *Management and the Worker.* Cambridge, MA: Harvard University Press.
33) Rokeach, M. 1973. *The Nature of Human Values.* New York, NY: Free Press.
34) Schein, E. H. 1985. *Organizational Culture and Leadership.* San Francisco: Jossey-Bass.
35) Schneider, B. 1990. *Organizational Climate and Culture.* San Francisco: Jossey Bass.
36) Schuler, R. & Jackson, S.E. 1999. *Strategic Human Resource Management.* Blackwell Publishers: United Kingdom.
37) Scott, W. R. 1995. *Institutions and Organizations.* Thousand Oaks, CA: Sage.
38) Shaw, M. 1981. *Group Dynamics: The Psychology of Small Groups.* New York: McGraw-Hill.
39) Silverman, D. 1970. *The Theory of Organizations.* London: Heinemann.
40) Simon, H. A. 1960. *Administrative Behavior.* New York: Macmillan.
41) Synder, Mark. 1987. *Public Appearances, Private Realities: The Psychology of Self-monitoring.* NY: W. H. Freeman.
42) Thompson, J. D. 1967. *Organizations in Action.* New York, NY: McGraw-Hill.
43) Triandis, H.C. 1994. *Individualism and Collectivism.* Boulder, Co.: Westview Press.
44) Trice, H. & Beyer, J. 1991. *The Cultures of Work Organizations.* Englewood Cliffs, NJ: Prentice Hall.
45) Turner, J. C., Hogg M. A., Oakes P. J., Reichers S. D. & Wetherell, M. S. 1987. *Rediscovering the Social Group: A Self Categorization Theory.* New York, NY: Basil Blackwell.
46) Vroom, V. H. & Yetton, P. W. 1973. *Leadership and Decision Making.* Pittsburgh, PA: University of Pittsburgh Press.
47) Whyte, W. H. 1941. *The Organization Man.* New York: John Day.
48) Williamson, O.E. 1975. Markets and Hierarchies: Analysis and Antitrust Implications – A Study in the Economics of International organization. Free Press & Collier Macmillan

Brief profile of the Faculty Member

Dr. Mohammed Abdul Nayeem *PhD, MBA* Nayeem is Assistant Professor at IBS Hyderabad, IFHE in the Department of Human Resource Management. He completed his PhD in the area of Human Resource Outsourcing from IBS, IFHE Hyderabad in the year 2015. He has been teaching at IBS Hyderabad since 2011 to both undergraduate and master students. His key areas of interest and research include Human Resource Outsourcing, Leadership, Learning and Development, Recruitment and Compensation, Personality, Job Satisfaction, Work Life Balance, Governance and Ethics etc. He has published journal and magazine articles in various national and international journals. He has been involved in various capacities in teaching, research and institution building.

SHHR703: HRM

IBS Hyderabad
PhD Programme
Course Handout - DS-3 (Leadership and Managing Change)

Dr. Sitamma Mikkilineni
Room No. D102
Consultation Hours: Anytime with prior appointment

Mobile: +91-7997532255
Email: sita@ibsindia.org

Course Objective:
This doctoral seminar course allows you to think critically about and explore new ideas about leadership and change.

The challenges faced by individuals in leadership and followership positions in creating, or responding to changes will be addressed. This course allows you to develop an understanding of changes at the organizational and individual levels as well as the wide range of approaches that can be used to navigate and effectively manage change situations. The course also encourages critical thinking by introducing discussions related to a multiple perspective to managing organizational change.

Expected Outcome:
At the end of this course the research scholars are expected to:

1. Analyze various leadership theories
2. Examine the evolution of leadership as a field of study
3. Acquire an understanding of the overall processes required within the organizational change process including its role in strategic management,
4. Analyze and effectively cope with the forces of organizational change internally and externally,
5. Examine the role of communications and leadership within the change management processes,

6. Build skills for delivering effective scholarly research presentations

Pedagogy:
This is a discussion-based seminar that requires your active involvement. The pedagogy will involve classroom discussions, oral presentations and written synopsis/literature critiques. You are expected to come to class having read the papers assigned for the session along with the chapters.

Recommended Text Books:

1. Lussier & Achua, Effective Leadership, 3rd Edition, Cengage. Or Leadership: Theory, Application, & Skill Development
2. Thornhill, Lewis, Millmore & Saunders, Managing Change: A HR Strategy Approach, 2nd Ed., Pearson

.**Suggested Journals for Additional Reading (Partial List)**

9. **Leadership Quarterly**
10. **Leadership**
11. **Journal of Organizational Change Management**
12. Academy of Management Journal
13. Academy of Management Review
14. Administrative Science Quarterly
15. **Journal of Change Management**
16. Journal of Management
17. **Leadership and Organizational Development Journal**
18. Journal of Management Studies
19. Organization Science
20. Organization Studies
21. **Research in Organizational Change and Development**
22. **Journal of Leadership and Organizational Studies**

COURSE OUTLINE

Unit	Session	Topic	Readings (Core)
1	1-2	Introduction Leadership	• Goleman, D. (2004). What makes a leader?. *harvard business review*, *82*(1), 82-91. • Barker, R. A. (1997). How can we train leaders if we do not know what leadership is?. *Human relations*, *50*(4), 343-362. • Stogdill, R. M. (1950). Leadership, membership and organization. *Psychological bulletin*, *47*(1), 1. • Spillane, J. P. (2005, June). Distributed leadership. In *The educational forum* (Vol. 69, No. 2, pp. 143-150). Taylor & Francis Group.
2	3-4	Charismatic and Transformational leadership	**Readings:** • Den Hartog, D. N., House, R. J., Hanges, P. J., Ruiz-Quintanilla, S. A., & Dorfman, P. W. (1999). Culture specific and cross-culturally generalizable implicit leadership theories: Are attributes of

			charismatic/transformational leadership universally endorsed? 11The first five authors participated in the statistical analyses and the writing of this monograph. The Senior Research Associates provided general research support to the Principal Investigator and the GLOBE Coordinating Team, assisted country representatives in translation and back-translations of instruments and in data collection, and .... *The Leadership Quarterly*, *10*(2), 219-256. • Judge, T. A., & Piccolo, R. F. (2004). Transformational and transactional leadership: a meta-analytic test of their relative validity. *Journal of applied psychology*, *89*(5), 755. • Barbuto, J. E. (2005). Motivation and transactional, charismatic, and transformational leadership: A test of antecedents. *Journal of Leadership & Organizational Studies*, *11*(4), 26-40.
3	5-8	Dyadic role-making theories and followership	**Readings:** • Uhl-Bien, M., Riggio, R. E., Lowe, K. B., & Carsten, M. K. (2014). Followership theory: A review and research agenda. *The Leadership Quarterly*, *25*(1), 83-104. • Avolio, B. J., Walumbwa, F. O., & Weber, T. J. (2009). Leadership: Current theories, research, and future directions. *Annual review of psychology*, *60*, 421-449. • Chou, S. Y. (2012). Millennials in the workplace: A conceptual analysis of millennials' leadership and followership styles. *International Journal of Human Resource Studies*, *2*(2), 71. • van Gils*, S., van Quaquebeke*, N., & van Knippenberg, D. (2010). The X-factor: On the relevance of implicit leadership and followership theories for leader–member exchange agreement. *European Journal of Work and Organizational Psychology*, *19*(3), 333-363.
4	9-10	Self-managed teams and Team Leadership	**Readings:** • Manz, C. C., & Sims Jr, H. P. (1987). Leading workers to lead themselves: The external leadership of self-managing work teams. *Administrative Science Quarterly*, 106-129. • Edmondson, A. C. (2003). Speaking up in the operating room: How team leaders promote learning in interdisciplinary action teams. *Journal of management studies*, *40*(6), 1419-1452. • Solansky, S. T. (2008). Leadership style and team processes in self-managed teams. *Journal of Leadership & Organizational Studies*, *14*(4), 332-341. • Zarraga, C., & Bonache, J. (2005). The impact of team atmosphere on knowledge outcomes in self-managed teams. *Organization Studies*, *26*(5), 661-681. • Carte, T. A., Chidambaram, L., & Becker, A. (2006).

			Emergent leadership in self-managed virtual teams. *Group Decision and Negotiation, 15*(4), 323-343.
5	11-12	Contingency theories of Leadership	**Readings:** • Avolio, B. J. (2007). Promoting more integrative strategies for leadership theory-building. *American Psychologist*, *62*(1), 25. • Jago, A. G. (1982). Leadership: Perspectives in theory and research. *Management science*, *28*(3), 315-336. • Ayman, Chemers & Fiedler (1995) The contingency model of leadership effectiveness: its level of analysis. *Leadership Quarterly, 6(2) 147-167.*
6	13-14	Learning Organizations	**Readings:** • Vera, D., & Crossan, M. (2004). Strategic leadership and organizational learning. *Academy of management review*, *29*(2), 222-240. • Simonin, B. L. (1997). The importance of collaborative know-how: An empirical test of the learning organization. *Academy of management Journal*, *40*(5), 1150-1174.
7	15-16	Influencing: Politics, Power, Negotiation and Networking	**Readings:** • Balkundi, P., & Kilduff, M. (2006). The ties that lead: A social network approach to leadership. *The Leadership Quarterly*, *17*(4), 419-439. • Borgatti, S. P., & Foster, P. C. (2003). The network paradigm in organizational research: A review and typology. *Journal of management*, *29*(6), 991-1013.
8	17-20	Ethical Leadership	**Readings:** • Kalshoven, K., Den Hartog, D. N., & De Hoogh, A. H. (2011). Ethical leadership at work questionnaire (ELW): Development and validation of a multidimensional measure. *The Leadership Quarterly*, *22*(1), 51-69. • Brown, M. E., Treviño, L. K., & Harrison, D. A. (2005). Ethical leadership: A social learning perspective for construct development and testing. *Organizational behavior and human decision processes*, *97*(2), 117-134. • Ofori, G. (2009). Ethical leadership: Examining the relationships with full range leadership model, employee outcomes, and organizational culture. *Journal of Business Ethics*, *90*(4), 533-547. • Piccolo, R. F., Greenbaum, R., Hartog, D. N. D., & Folger, R. (2010). The relationship between ethical leadership and core job characteristics. *Journal of Organizational Behavior*, *31*(2-3), 259-278.
9	21-22	-Culture and Leadership -Global Multi-cultural systems	**Readings:** • Lok, P., & Crawford, J. (1999). The relationship between commitment and organizational culture, subculture, leadership style and job satisfaction in organizational change and development. *Leadership & Organization Development Journal*, *20*(7), 365-374.

			• Lok, P., & Crawford, J. (2004). The effect of organisational culture and leadership style on job satisfaction and organisational commitment: A cross-national comparison. *Journal of management development*, *23*(4), 321-338. • Bass, B. M., & Avolio, B. J. (1993). Transformational leadership and organizational culture. *Public administration quarterly*, 112-121. • Marsella, A. J. (1998). Toward a" global-community psychology": Meeting the needs of a changing world. *American psychologist*, *53*(12), 1282.
10	23-24	Introduction to Change Management	**Readings:** • Todnem By, R. (2005). Organisational change management: A critical review. *Journal of change management*, *5*(4), 369-380. • Waddell, D., & Sohal, A. S. (1998). Resistance: a constructive tool for change management. *Management decision*, *36*(8), 543-548. • Klein, S. M. (1996). A management communication strategy for change. *Journal of organizational change management*, *9*(2), 32-46.
11	25-26	Change Management and Strategic Leadership	**Readings:** • Appelbaum, S. H., St-Pierre, N., & Glavas, W. (1998). Strategic organizational change: the role of leadership, learning, motivation and productivity. *Management Decision*, *36*(5), 289-301. • Gill, R. (2002). Change management--or change leadership?. *Journal of change management*, *3*(4), 307-318. • Denis, J. L., Lamothe, L., & Langley, A. (2001). The dynamics of collective leadership and strategic change in pluralistic organizations. *Academy of Management journal*, *44*(4), 809-837. • Gioia, D. A., & Chittipeddi, K. (1991). Sensemaking and sensegiving in strategic change initiation. *Strategic management journal*, *12*(6), 433-448.
12	27-28	-Practice of OD & Change -Whole System change	**Readings:** • Bullock, R. J., & Batten, D. (1985). It's just a phase we're going through: a review and synthesis of OD phase analysis. *Group & Organization Management*, *10*(4), 383-412. • Gersick, C. J. (1991). Revolutionary change theories: A multilevel exploration of the punctuated equilibrium paradigm. *Academy of management review*, *16*(1), 10-36. • Walker, B., Holling, C. S., Carpenter, S. R., & Kinzig, A. (2004). Resilience, adaptability and transformability in social--ecological systems. *Ecology and society*, *9*(2), 5.

13	29-32	OD & Change: Strategic Organization Design	**Readings** • Sanchez, R., & Mahoney, J. T. (1996). Modularity, flexibility, and knowledge management in product and organization design. *Strategic management journal*, *17*(S2), 63-76. • Gresov, C., & Drazin, R. (1997). Equifinality: Functional equivalence in organization design. *Academy of management review*, *22*(2), 403-428. • Daft, R. L., & Lengel, R. H. (1983). *Information richness. A new approach to managerial behavior and organization design* (No. TR-ONR-DG-02). Texas A and M Univ College Station Coll of Business Administration. • Greenwood, R., & Hinings, C. R. (1988). Organizational design types, tracks and the dynamics of strategic change. *Organization studies*, *9*(3), 293-316.
14	33	Change and Leadership from a gender perspective	**Readings:** • Paton, R., & Dempster, L. (2002). Managing change from a gender perspective. *European Management Journal*, *20*(5), 539-548. • Appelbaum, S. H., Audet, L., & Miller, J. C. (2003). Gender and leadership? Leadership and gender? A journey through the landscape of theories. *Leadership & Organization Development Journal*, *24*(1), 43-51.

Evaluation:

i) Weekly preparation and discussion	30%
j) Term paper	30%
k) End-term	40

REGISTRAR
THE ICFAI FOUNDATION FOR HIGHER EDUCATION
(Deemed-to-be-University Under Section 3 of the UGC Act, 1956)

ICFAI FOUNDATION FOR HIGHER EDUCATION HYDERABAD

SHHR704: HRM

Doctoral Seminar IV

Learning and Development

Part time PhD Course

Course Instructor- Dr. Prerna Chhetri

Phone No. +91 9948704283

Room No. D214

mail id: prernachhetri@ibsindia.org

Textbook- *Training in Organizations* –Irwin, L. Goldstein & J. Kevin Ford, Thomson Wadsworth (4th edition)

Reference book- *Employee Training & Development- Raymond A Noe & Amitabh Deo Kodwani.* Mc Graw Hill, (5th edition).

Sessions	Topic/ Area Covered	Article / Textbook Readings & Presentation
		Overview of the coursework by the instructor
1&2	Introduction to Employee Training and Development	a. Chapter 1 " The Training Context" from main textbook b. Salas, E., Tannenbaum, S. I., Kraiger, K., & Smith-Jentsch, K. A. (2012). The science of training and development in organizations: What matters in practice. *Psychological science in the public interest*, *13*(2), 74-101.
3,4,&5	Strategic Training	a. Chapter 2 "Strategic Training" of reference text book b. Catalanello, R., & Redding, J. (1989). Three strategic training roles. *Training and Development Journal*, *73*(12), 51-54.

		c. Wentland, D. (2003). The strategic training of employees model: Balancing organizational constraints and training content. *SAM Advanced Management Journal*, *68*(1), 56. d. Garavan, T. N. (2007). A strategic perspective on human resource development. *Advances in Developing Human Resources*, *9*(1), 11-30.
6,7,8&9	Training Needs Assessment	a. Moore, M. L., & Dutton, P. (1978). Training needs analysis: Review and critique. *Academy of Management Review*, *3*(3), 532-545. b. Leigh, D., Watkins, R., Platt, W. A., & Kaufman, R. (2000). Alternate models of needs assessment: Selecting the right one for your organization. *Human Resource Development Quarterly*, *11*(1), 87-93. c. Brown, J. (2002). Training needs assessment: A must for developing an effective training program. *Public personnel management*, *31*(4), 569-578. d. Anvari, R., & Seliman, S. (2010). Personal needs assessment approach in strategic training and affective commitment. *International Journal of Business and Management*, *5*(7), 144.
10,11&12	Learning: Theories and Training Design	a. Book Chapter 4 "The Learning Environment" from main textbook. b. Latham, G. P., & Saari, L. M.

REGISTRAR
THE ICFAI FOUNDATION FOR HIGHER EDUCATION
(Deemed-to-be-University Under Section 3 of the UGC Act, 1956)
HYDERABAD

		(1979). Application of social-learning theory to training supervisors through behavioral modeling. *Journal of applied Psychology*, *64*(3), 239. c. Martin, B. O., Kolomitro, K., & Lam, T. C. (2014). Training methods: A review and analysis. *Human Resource Development Review*, *13*(1), 11-35.
13	Term Paper Presentation	Term paper proposal on the topic of T&D
14,15,16&17	Transfer of Training	a. Baldwin, T. T., & Ford, J. K. (1988). Transfer of training: A review and directions for future research. *Personnel psychology*, *41*(1), 63-105. b. Axtell, C. M., Maitlis, S., & Yearta, S. K. (1997). Predicting immediate and longer-term transfer of training. *Personnel Review*, *26*(3), 201-213. c. Burke, L. A., & Hutchins, H. M. (2007). Training transfer: An integrative literature review. *Human resource development review*, *6*(3), 263-296. d. Blume, B. D., Ford, J. K., Baldwin, T. T., & Huang, J. L. (2010). Transfer of training: A meta-analytic review. *Journal of management*, *36*(4), 1065-1105.
	Mid- Term Evaluation	
18&19	Training Design and Delivery	a. Riding, R. J., & Sadler-Smith, E. (1997). Cognitive style and learning strategies: Some implications for training design. *International Journal of Training and Development*, *1*(3), 199-208. b. Hodges, Charles B. "Designing to motivate: Motivational techniques to incorporate in e-learning experiences." The Journal of Interactive Online

		Learning 2.3 (2004): 1-7
20,21,22,23,24	Training evaluation	a. Book chapter 6 "Evaluation Procedures" from main textbook b. Alvarez, K., Salas, E., & Garofano, C. M. (2004). An integrated model of training evaluation and effectiveness. *Human resource development Review*, *3*(4), 385-416. c. Arthur Jr, W., Bennett Jr, W., Edens, P. S., & Bell, S. T. (2003). Effectiveness of training in organizations: A meta-analysis of design and evaluation features. *Journal of Applied psychology*, *88*(2), 234. d. Aragón-Sánchez, A., Barba-Aragón, I., & Sanz-Valle, R. (2003). Effects of training on business results1. *The International Journal of Human Resource Management*, *14*(6), 956-980.
25&26	Training and Employee Development	a. Reid, M. A., & Barrington, H. (1994). *Training interventions: Managing employee development*. Institute of Personnel and Development. b. Lee, C. H., & Bruvold, N. T. (2003). Creating value for employees: investment in employee development. *The International Journal of Human Resource Management*, *14*(6), 981-1000.
27&28	Employee Development and Career Management	a. Noe, R. A. (1996). Is career management related to employee development and performance?. *Journal of organizational behavior*, 119-133. b. De Vos, A., & Cambré, B. (2017). Career Management in High-Performing Organizations: A Set-Theoretic Approach. *Human Resource*

		Management, *56*(3), 501-518.
29&30	Training in teams	a. Marks, M. A., Sabella, M. J., Burke, C. S., & Zaccaro, S. J. (2002). The impact of cross-training on team effectiveness. *Journal of Applied Psychology*, *87*(1), 3. b. Salas, E., DiazGranados, D., Klein, C., Burke, C. S., Stagl, K. C., Goodwin, G. F., & Halpin, S. M. (2008). Does team training improve team performance? A meta-analysis. *Human factors*, *50*(6), 903-933.
31	The Future of Training and Development	a. Bell, B. S., Tannenbaum, S. I., Ford, J. K., Noe, R. A., & Kraiger, K. (2017). 100 years of training and development research: What we know and where we should go. *Journal of Applied Psychology*, *102*(3), 305.
32&33	Final term paper presentation	

Evaluation Components:

Weekly paper presentation & classroom discussion- 20%

Term Paper- 20%

Mid –term evaluation- 20%

End term- 40 %

REGISTRAR
THE ICFAI FOUNDATION FOR HIGHER EDUCATION
(Deemed-to-be-University Under Section 3 of the UGC Act, 1956)

ICFAI FOUNDATION FOR HIGHER EDUCATION HYDERABAD

SHHR705: HRM

COURSE HANDOUT

2017-18 (Even Semester)

Course Code/Title of course DS-V/Strategic HRM	**Level** Ph.D	**Area** HR	**Sub-Area** HR Elective
Semester Second	**Credits** Three	**Total Sessions** 33	**Course Coordinator-cum-Course Instructor** Dr. M. Bhaskara Rao | **Phone:** +91 99081 02340 **E-mail:** mbr@ibsindia.org

Course Objective:

This course introduces the relevance and significance human resource management in a strategic perspective. The coursework is divided into seven components that aim to provide a holistic understanding of SHRM. The components cover introduction to strategic HRM, prominent theories that help understand HRM from a strategic perspective, impact of HRM on firm performance and SHRM in India.

Pedagogy:

This is a discussion-based course that requires your active involvement. The pedagogy will involve discussion of identified seminal by distinguished scholars/researchers, written literature critiques and oral presentations. It is mandatory to come prepared to the class having read all of the papers assigned for the session.

#	Topic	Readings
1	Evolution of HRM and understanding HRM in the context of organizations	1. Bass, B.M.(1994). Continuity and change in the Evolution of Work and Human Resource Management. Human Resource Management, 33(1):3-31.
2	2. Jackson, S. E., & Schuler, R. S. (1995). Understanding Human Resource Management in the context of Organizations and their Environments. *Strategic Human Resource Management*, 46:237-264.	
3	3. Langbert, M., & Friedman, H. (2002). Continuous Improvement in the History of Human Resource Management. Management Decision, 40(8):782-787	
4	Theoretical perspectives of SHRM, Emergence of various	4. Lengnick-Hall, C. A., & Lengnick-Hall, M. L. (1988). Strategic Human Resources Management: A Review of the Literature and a Proposed Typology. *Academy of Management*

REGISTRAR
THE ICFAI FOUNDATION FOR HIGHER EDUCATION
(Deemed-to-be-University Under Section 3 of the UGC Act, 1956)

HYDERABAD

	typologies of SHRM	*Review*, 13(3):454-470.
5	5. Wright, P. M., & McMahan, G. C. (1992). Theoretical perspectives for Strategic Human Resource Management. *Journal of management*, 18(2):295-320.	
6	6. Truss, C., & Gratton, L. (1994). Strategic human resource management: A conceptual approach. *International Journal of Human Resource Management*, *5*(3):663-686.	
7	7. Delery, J. E., & Doty, D. H. (1996). Modes of theorizing in strategic human resource management: Tests of universalistic, contingency,	

#	Topic	Readings
and configurational performance predictions. *Academy of Management Journal*, 39(4):802-835.		
8	8. Wright, P. M., & Snell, S. A. (1998). Toward a unifying framework for exploring fit and flexibility in strategic human resource management. *Academy of Management Review*, *23*(4):756-772.	
9	SHRM and the Resource Based View of the firm	9. Barney, J. (1991). Firm resources and sustained competitive advantage. Journal of management, 17(1):99-120.
10	10. Boxall, P. (1996). The Strategic HRM Debate and the Resource-Based View of the Firm. *Human resource management journal*, 6(3):59-75.	
11	11. Kamoche, K. (1996). Strategic Human Resource Management within a Resource-Capability view of the firm, Journal *of Management Studies*, *33*(2):213-233.	
12	12. Tyson, S. (1997). Human Resource Strategy: A Process for Managing the Contribution of HRM to Organizational	

	Performance. *International Journal of Human Resource Management*, 8(3):277-290.	
13	**Term paper proposal presentation.**	
14	Linking people to the firm's competitive advantage	13. Schuler, R. S., & Jackson, S. E. (1987). Linking competitive strategies with human resource management practices. *The Academy of Management Executive*, 1(3):207-219.
15	14. Barney, J. B. (1995). Looking Inside for Competitive Advantage. *The Academy* of *Management Executive*, 9(4):49-61.	
16	15. Barney, J. B., & Wright, P. M. (1997). On Becoming a Strategic partner: The Role of Human Resources in Gaining Competitive Advantage.	
17	16. Guest, D. E. (1997). Human Resource Management and Performance: A Review and Research Agenda. *International journal of human resource management*, 8(3): 263-276.	
18	**Mid-semester Evaluation**	
19	SHRM in India	17. Budhwar, P. S., & Sparrow, P. R. (1997). Evaluating Levels of Strategic Integration and Devolvement of Human Resource Management in India. *International Journal of Human Resource Management*, 8(4):476-494.
20	18. Bhatnagar, J., & Sharma, A. (2005). The Indian Perspective of Strategic HR Roles and Organizational Learning capability. *The International Journal of Human Resource Management*, 16(9):1711-1739.	
21	SHRM and firm performance	19. Tyson, S. (1997) Human Resource Strategy: A Process for Managing the Contribution of HRM to

REGISTRAR
THE ICFAI FOUNDATION FOR HIGHER EDUCATION
(Deemed-to-be-University Under Section 3 of the UGC Act, 1956)
ICFAI FOUNDATION HYDERABAD EDUCATION

		Organizational Performance. *International Journal of Human Resource*

#	Topic	Readings
Management, 8(3):277-290		
22	20. Arthur, J.B (2004). Effects of Human Resource Systems on Manufacturing Performance and Turnover, *The Academy of Management Journal*, 37(3):670-687 (Jun., 1994).	
23	21. Huselid, M. A., Jackson, S. E., & Schuler, R. S. (1997). Technical and Strategic Human Resources Management Effectiveness as Determinants of Firm Performance. *Academy of Management journal*, 40(1):171-188.	
24	Multiple stakeholders as a source of Competitive Advantage	22. Donaldson, T., Preston, L.E (1995). The Stakeholder Theory of the Corporation: Concepts, Evidence, and Implications, *The Academy of Management Review*, 20:65-91.
25	23. Way, S. A., & Johnson, D. E. (2005) Theorizing about the Impact of Strategic Human Resource Management, Human Resource Management Review 15:1–19.	
26	**Term paper progress presentation**	
27	SHRM in the Global Perspective	24. Wright, Patrick M., Scott A. Snell, and Lee Dyer (2005). New Models of Strategic HRM in a Global Context. *The International Journal of Human Resource Management* 16(6): 875-881.
28	25. Marler, Janet H. (2012). Strategic Human Resource Management in Context: A Historical and Global Perspective. *The Academy of Management Perspectives,* 26(2):6-11.	
29	26. Schuler, Randall S., and Susan E. Jackson (2005). A Quarter-century	

	Review of Human Resource Management in the US: The growth in Importance of the International Perspective. *Management Revue.* pp.11-35.	
30	27. Wang, H.C., He, J., Mahoney, J.T. (2009) Firm-specific Knowledge Resources and Competitive Advantage: The Roles of Economic- and Relationship-based Employee Governance Mechanisms, *Strategic Management Journal,* 30:1265–1285.	
31	**Term paper presentation**	
32	**Open session**	
33	**End Semester Evaluation**	

Evaluation: The Evaluation components are as given below:

a) Presentation and discussion in the class 30%

b) Term paper 20%

c) Mid Semester 20%

d) End Semester 30%

Guidelines:

a. Be on time, all the time.

b. Prior reading of the research papers and other assigned material is mandatory.

c. Active participation in the class discussion and contribution to group learning is expected.

d. Prior intimation on leave of absence is compulsory.

e. Dress code: Formal

f. Use of mobiles during classes is strictly not allowed.

g. Attendance is compulsory in all sessions.

ACADEMIC INTEGRITY POLICY: Cheating, fabrication of submitted work, plagiarism and other forms of dishonesty are viewed seriously. Any violation of this nature will invite serious action.

CHAMBER CONSULTATION: By appointment

THE ICFAI FOUNDATION FOR HIGHER EDUCATION
(Deemed-to-be-University Under Section 3 of the UGC Act, 1956)

ICFAI FOUNDATION FOR HIGHER EDUCATION HYDERABAD

BUSINESS INFORMATION SYSTEMS

PhD Program – Full Time, IBS Hyderabad **Academic Year: 2018-2019**

Faculty instructor	Dr. NASINA JIGEESH
Email	jigeesh@ibsindia.org
Contact	9440626870
Office	E - 213

Course Description: This course is designed to enable the doctoral students have broad foundation in information systems research. The course offers an introduction to the research work done on information systems with theoretical and empirical focus. It begins with an introduction to the core concepts of information technology, information systems and different types of information systems that support business enterprises. The course also covers the strategic aspects of business management in the light of information systems. The course also focuses on development, implementation and evaluation of information systems and covers various security and managerial issues. Each session helps the student understand the topic with relevant research papers published in good journals. Each topic provides broad knowledge to get a clarity on additional research work to take up.

Course Objective: Information systems pervade all areas and every sector in the world by fulfilling the necessary information requirements. With the advent of new technologies and concepts, the information systems are transforming into different applications to support the business industry. In this process, information systems and their development and management involve various issues of strategy and sustainability for the benefit of organizations to enhance their performance and maintain competitive advantage. The course will help the research scholar to have a clear understanding on the concepts, evolution and transformation of information systems and their alignment with the business strategy and competitive advantage of organizations.

Learning Outcomes: At the end of the course, the research scholar should be able to

4. Have an enhanced knowledge base on different kinds of information systems and their usage for business performance of organization;
5. Develop an insight to identify appropriate information systems suitable to any business situation and organization; and
6. Gain enough knowledge and research support to envisage additional research works to be carried out.

Pedagogy: Each session is an interactive session with deep discussion on the given topic and the suggested research paper/article. The research scholars should come prepared with the research paper/article and present to the peer group with a clear intention to knowledge sharing. Strong deliberations on the subject will lead to strong knowledge base. Such interactive sessions will help the scholars gain interest and good insights in research field.

Recommended Text Book:

Kenneth C Laudon and Jane P Laudon, "Management Information Systems - Managing the Digital firm", latest edition, Pearson Education.

Additional Reading:

1. DeLone, W. H., & McLean, E. R. (2016). Information systems success measurement. Foundations and Trends® in Information Systems, 2(1), 1-116.
2. Rob Law Dimitrios Buhalis Cihan Cobanoglu , (2014),"Progress on information and communication technologies in hospitality and tourism", International Journal of Contemporary Hospitality Management, Vol. 26, No.5, pp. 727 – 750.
3. Bloom, Nicholas, Luis Garicano, Raffaella Sadun, and John Van Reenen. "The Distinct Effects of Information Technology and Communication Technology on Firm Organization." Management Science, Vol. 60, No. 12, (December 2014): 2859–2885.
4. Somendra Pant and T.Ravichandran (2001). "A framework for information systems planning e-business" Logistics Information Management, Vol. 14, No.1/2, 2001, pp. 85-98.
5. Gunasekaran, A., & Ngai, E. W. (2004). Information systems in supply chain integration and management. European Journal of Operational Research, 159(2), 269-295.
6. Chen, Y., Wang, Y., Nevo, S., Jin, J., Wang, L., & Chow, W. S. (2014). IT capability and organizational performance: the roles of business process agility and environmental factors. European Journal of Information Systems, 23(3), 326-342.
7. Veit, D.; Clemons, E.; Benlian, A.; Buxmann, P.; Hess, T.; Kundisch, D.; Leimeister, J. M.; Loos, P. & Spann, M. (2014): Business Models - An Information Systems Research Agenda. In: Business & Information Systems Engineering - Research Notes, Ausgabe/Number: 1, Erscheinungsjahr/Year: 2014. Seiten/Pages: 45-53.

Course Outline

Introduction to Business Information Systems (BIS): Data & Information, Meaning of System, Information System (IS), Information Technology (IT), Fundamental trends in IS, Business process.

Different types of business information systems: Types of BISs (functional & constituency perspectives), Transaction processing systems (TPS), Management Information Systems (MIS), Executive Information/Support systems (EIS/ESS), Decision support systems (DSS), Expert systems, Office Automation systems (OAS), Collaboration systems, Enterprise applications – enterprise systems (ERP), SCM systems, CRM systems, Knowledge Management systems, e-Business and e-Commerce, PMIS.

Strategic Business Management: Strategic business objectives of information systems (Operational excellence, new products/services/business models, customer and supplier intimacy, improved decision making, competitive advantage, survival), Gaining competitive advantage using IT, Information systems and Value chain analysis, Information systems and strategic business planning.

Development of BISs: Business models & planning, Business/IT planning, IT architecture, Identification of Business/IT strategies, Business Application planning, Systems approach, Systems thinking, Systems Development cycle, Prototyping, Systems Development process (feasibility, system analysis/design/development), Outsourcing, IT Project management.

Implementation of BIS: Implementation of new systems, Other implementation activities (data conversion, documentation, training, conversion methods), Maintenance.

Evaluation of BISs: Evaluation of Hardware/Software & Services, Success and Failure of ISs, Software measures, Types of evaluation of ISs – Strategic, Formative, Summative/Post-implementation, Post mortem analysis, Ethical evaluation,

Security, Ethical & Societal challenges of Information Systems: Business/IT security/ethics/society, Business ethics, Technology ethics, Computer crime, Privacy of Intellectual property, Viruses/worms, Privacy issues, Health issues, Societal solutions, Security Management of IT (encryption/firewalls, etc.), System controls and audits.

IT management: Managing IT, Business/IT planning, IT architecture, Managing IS function, Managing global IT.

Evaluation Plan: Mid Term – 30%; Paper Presentation – 20%; End Term exam-50%

Session Plan

Session No.	Topic	Research Paper / Case study
1	**Introduction to Business Information Systems (BIS):** Data & Information, Meaning of System, Information System (IS), Information Technology (IT),	Shaikh, A. A., & Karjaluoto, H. (2015). Making the most of information technology & systems usage: A literature review, framework and future research agenda. *Computers in Human Behavior*, *49*, 541-566.
2	Fundamental trends in IS	Kappelman, L., McLean, E., Johnson, V., & Torres, R. (2016). The 2015 SIM IT Issues and Trends Study. *MIS Quarterly Executive*, *15*(1).
3	Business process and Strategy	Jerry Luftman, Kalle Lyytinen, Tal ben Zvi. (2015). Enhancing the measurement of information technology (IT) business alignment and its influence on company performance" Journal of Information Technology, pp. 1-21.
4	**Different Types of BISs:** Types of BISs (functional & constituency perspectives), Transaction processing systems (TPS), Management Information Systems (MIS), Executive Information/Support systems (EIS/ESS),	*IBS Case study*: Bumrungrad's Hospital 2000 Information System.
5	Decision support systems (DSS), Expert systems, Office	Accorsi, R., Manzini, R., & Maranesi, F. (2014). A decision-support system for the design and management of warehousing systems. *Computers in Industry*, *65*(1), 175-186.
6	Enterprise applications, Enterprise systems	Yusuf, Y., Gunasekaran, A., & Abthorpe, M. S. (2004). Enterprise information systems project implementation: A case study of ERP in Rolls-Royce. International Journal of Production Economics, 87(3), 251-266.
7	Enterprise systems - SCM systems	Modgil, S., & Sharma, S. (2017). Information

		Systems, Supply Chain Management and Operational Performance: Tri-linkage—An Exploratory Study on Pharmaceutical Industry of India. Global Business Review, 18(3), 652-677.
8	Enterprise systems - CRM systems	Rahimi, R. (2017). Customer relationship management (people, process and technology) and organisational culture in hotels: Which traits matter?. International Journal of Contemporary Hospitality Management, 29(5), 1380-1402.
9	Enterprise systems - Knowledge Management systems	Cham, T. H., Lim, Y. M., Cheng, B. L., & Lee, T. H. (2016). Determinants of knowledge management systems success in the banking industry. *VINE Journal of Information and Knowledge Management Systems*, *46*(1), 2-20.
10	e-Business and e-Commerce, PMIS.	Migdadi, M. M., Abu Zaid, M. K. S., Al-Hujran, O. S., & Aloudat, A. M. (2016). An empirical assessment of the antecedents of electronic-business implementation and the resulting organizational performance. Internet Research, 26(3), 661-688.
11	**Strategic Business Management:** Strategic business objectives of information systems - Operational excellence, new products/services/business models, customer and supplier intimacy, improved decision making, competitive advantage, survival	Lee, H., Kim, M. S., & Kim, K. K. (2014). Interorganizational information systems visibility and supply chain performance. *International Journal of Information Management*, *34*(2), 285-295.
12	Gaining competitive advantage using IT	Neirotti, P., & Raguseo, E. (2017). On the contingent value of IT-based capabilities for the competitive advantage of SMEs: Mechanisms and empirical evidence. Information & Management, 54(2), 139-153.
13	Information systems and Value chain analysis	Zhu, Z., Zhao, J., Tang, X., & Zhang, Y. (2015). Leveraging e-business process for business value: A layered structure perspective. Information & Management, 52(6), 679-691.
14	IS Integration and Business Process Improvement	Bhatt, G.D. (2000). "An empirical examination of the effects of information systems integration on business process improvement?, Int. Journal of Operations & Production Management, Vol. 20, No. 11, 2000, pp. 1331 – 1359.
15	Information systems and strategic business planning	Peppard, J., Galliers, R. D., & Thorogood, A. (2014). Information systems strategy as

		practice: Micro strategy and strategizing for IS. *J. Strategic Inf. Sys.*, *23*(1), 1-10.
16	IS and firm environment	Alexiev, A. S., Volberda, H. W., & Van den Bosch, F. A. (2016). Interorganizational collaboration and firm innovativeness: Unpacking the role of the organizational environment. *Journal of Business Research*, *69*(2), 974-984.
17	**Mid Term Examination**	
18	**Development of BISs:** Business models & planning, Business/IT planning	Wirtz, B. W., Pistoia, A., Ullrich, S., & Göttel, V. (2016). Business models: Origin, development and future research perspectives. Long range planning, 49(1), 36-54.
19	IT architecture, Identification of Business/IT strategies	Hinkelmann, K., Gerber, A., Karagiannis, D., Thoenssen, B., Van der Merwe, A., & Woitsch, R. (2016). A new paradigm for the continuous alignment of business and IT: Combining enterprise architecture modelling and enterprise ontology. *Computers in Industry*, *79*, 77-86.
20	Business Application planning, Systems approach, Systems thinking	Zhang, X., Williams, A., & Polychronakis, Y. E. (2012). A comparison of e-business models from a value chain perspective. EuroMed Journal of Business, 7(1), 83-101.
21	Systems Development cycle, Prototyping, Systems Development process (feasibility, system analysis/design/development),	Pollard, C. E., Gupta, D., & Satzinger, J. W. (2010). Teaching systems development: a compelling case for integrating the SDLC with the ITSM lifecycle. Information Systems Management, 27(2), 113-122.
22	Outsourcing	Colleen Schwarz (2014). Toward an understanding of the nature and conceptualization of outsourcing success", Information & Management 51, 152–164.
23	IT Project management	Oak, V. J., & Laghate, K. (2016). Analysis of project management issues in information technology industry: an overview of literature. International Journal of System Assurance Engineering and Management, 7(4), 418-426.
24	**Implementation of BIS:** Implementation of new systems	Arvidsson, V., Holmström, J., & Lyytinen, K. (2014). Information systems use as strategy practice: A multi-dimensional view of strategic information system implementation and use. The Journal of Strategic Information Systems, 23(1), 45-61.
25	Other implementation activities (data conversion, documentation, training, conversion methods), Maintenance.	Rajeev Sharma and Philip Yetton, (2007). The contingent effects of Training, Technical Complexity, and Task Interdependence on Successful Information Systems

		Implementation", *MIS Quarterly*, Vol. 31, No. 2, pp. 219-238.
26	**Evaluation of BISs:** Evaluation of Hardware/Software & Services, Success and Failure of ISs	Dwivedi, Y. K., Wastell, D., Laumer, S., Henriksen, H. Z., Myers, M. D., Bunker, D., ... & Srivastava, S. C. (2015). Research on information systems failures and successes: Status update and future directions. Information Systems Frontiers, 17(1), 143-157.
27	Software measures	Linda G. Wallacea, and Steven D. Sheetz (2014). The adoption of software measures: A technology acceptance model (TAM) perspective", Information & Management 51, 249–259.
28	Types of evaluation of ISs – Strategic, Formative, Summative/Post-implementation, Post mortem analysis, Ethical evaluation	Sangjae Leea, Sung Bum Park, and Gyoo Gun Lim, (2013). Using balanced scorecards for the evaluation of 'Software-as-a-service' ", *Information & Management*, Vol. 50, pp. 553–561.
29	Evaluation of ISs	Wojciech Piotrowicz and Richard Cuthbertson, (2009). Sustainability – a new dimension in information systems evaluation", *Journal of Enterprise Information Management*, Vol. 22 No. 5, pp. 492-503.
30	**Security, Ethical & Societal challenges of Information Systems:** Business/IT security/ethics/society, Business ethics, Technology ethics, Computer crime, Privacy of Intellectual property,	Soomro, Z. A., Shah, M. H., & Ahmed, J. (2016). Information security management needs more holistic approach: A literature review. International Journal of Information Management, 36(2), 215-225.
31	Viruses/worms, Privacy issues, Health issues, Societal solutions, Security Management of IT (encryption/firewalls, etc.), System controls and audits.	Baskerville, R., Spagnoletti, P., & Kim, J. (2014). Incident-centered information security: Managing a strategic balance between prevention and response. *Information & Management*, *51*(1), 138-151.
32	**IT management:** Managing IT, Business/IT planning, IT architecture	Venters, C. C., Capilla, R., Betz, S., Penzenstadler, B., Crick, T., Crouch, S., ... & Carrillo, C. (2018). Software sustainability: Research and practice from a software architecture viewpoint. Journal of Systems and Software, 138, 174-188.
33	Managing IS function, Managing global IT.	Khan, A. A., Keung, J., Niazi, M., Hussain, S., & Ahmad, A. (2017). Systematic literature review and empirical investigation of barriers to process improvement in global software development: Client-vendor perspective. Information and Software Technology, 87, 180-205.

REGISTRAR
THE ICFAI FOUNDATION FOR HIGHER EDUCATION
(Deemed-to-be-University Under Section 3 of the UGC Act, 1956)

SHOM702: IT& OM

IBS PhD Program Batch 2018-22

Doctoral Seminar-2 in IT **Title: Management of Technology**

Instructor: Dr. Sindhuja P N (8498055688)

Description

This seminar covers conceptual frameworks and relevant empirical studies on technology management. The literature from Technology Management as it relates to the management of product, manufacturing and supply chain technologies, as well as management of innovation will be discussed to provide an understanding of relevant frameworks and concepts. Literature from Information Technology (IT) management will be discussed to understand the increasingly important role of IT components in manufacturing, product and supply chain technologies. An integrative view of the literature is developed and research gaps are identified.

Learning Objectives

1. To review the literature on the management of product and process (specifically relating to supply chain and manufacturing processes) technologies and innovations, to look at the management of Information Technology as it relates to these, and building upon this literature, to identify important research gaps in these areas.
2. To explore the literature related to some specific topic area and develop a model that might be tested. Possible topic areas include disruptive innovations, technology forecasting, IT-enabled technology innovation, supply chain management and processes, methodological issues, etc. The professor must approve the topic area.
3. To learn how to develop and write an empirical research paper for an academic journal.

Course Components

Project: You are expected to use the literature and your analytical/creative abilities to explore a topic area (working with the professor) and identify important research questions and gaps. You are expected to review the literature on the topic area and develop an original model of theoretical and/or practical significance. You are then expected to write a paper based on the model, which will be of quality that can be submitted to an academic conference or journal. You are expected to motivate the model and support it using literature, theory, and logical argument. The model should consist of a relatively small number of constructs and testable hypotheses and you should describe how the model might be tested.

You will be judged on: (1) originality of ideas (2) how effectively you motivate the model (i.e., how well you explain why the research question that you try to answer is important; (3) how concisely yet comprehensively you review the relevant literature, building upon it to propose/support their model; (4) how clearly and concisely you state your model's theoretical and practical contribution.

The project will be presented on or about the 14th week of the semester.

Paper: You are then expected to write a paper based on the model, which should be of the quality that can be submitted to an academic conference or journal as a regular paper.

Class Participation: Class participation/attendance is required. Each person should be prepared to discuss all papers assigned for that week. Your preparation and discussion enhances the learning experience for everyone in the class. Not attending class without prior permission will result in loss of grade.

Article Presentations: Every week each one of you is expected to present one paper from the reading list and initiate discussion. During the first class we will discuss and finalize the presentation schedule. These presentations should be concise and as brief as possible. The presentation and discussion should answer the following questions:

1. What is the central idea/theoretical contribution of the article?
2. Why is the central idea/theoretical contribution significant and important from a publications point of view?
3. What are the key arguments made by the article (summarize)?
4. Develop a diagram of the research model. What are the independent and dependent variables in the model? If the article is a conceptual paper, develop a diagram of the conceptual model and explain the arguments in it.
5. How could the article be used by researchers and managers?

Article Summaries: You are expected to read all the assigned readings and prepare a one page summary for each paper each day. I will collect the write-ups for grading randomly.

COURSE REQUIREMENTS

1. Participation in discussion of articles and presentation of articles.
2. Investigation of a topic area and presentation to the class (may lead to development of a paper that can be of publishable quality).
3. Article summaries.

GRADING

All requirements (participation/presentation, project, exam) must be completed satisfactorily. Superior performance in one does not compensate for unsatisfactory performance in others. The grading components are:

- Internal Components: 50%
    - Article Presentation: 20%
    - Project: 20%
    - Mid-term: 20%
- External End-Semester Exam: 40%

No. of Sessions: 33, Credits: 4, Session duration: 1 hour 15 minutes

Reading List and Session Plan

1. Sabberwal, Rajiv; Chan, Yolande E. Alignment between Business and IS Strategies: A Study of Prospectors, Analyzers, and Defenders. *Information Systems Research*, Mar2001, Vol. 12 Issue 1, p11, 23p.

2. Bhatt, Ganesh D.; Grover, Varun. Types of Information Technology Capabilities and Their Role in Competitive Advantage: An Empirical Study. *Journal of Management Information Systems*, Fall2005, Vol. 22 Issue 2, p253-277, 25p.

3. Kearns, Grover S.; Lederer, Albert L. A Resource-Based View of Strategic IT Alignment: How Knowledge Sharing Creates Competitive Advantage. *Decision Sciences*, Jan2003, Vol. 34 Issue 1, p1-29.

4. Bharadwaj, A., A resource-based perspective on information technology capability and firm performance: An empirical investigation. *MIS Quarterly* 2000, 24 (1), 169 – 196.

5. Papke-Shields, Karen E.; Malhotra, Manoj K.; Grover, Varun. Evolution in the strategic manufacturing planning process of organizations. *Journal of Operations Management*, Sep2006, Vol. 24 Issue 5, p421-439, 19p.

6. Argyres, Nicholas S., Silverman and Brian S. R & D Organizations structure, and the development of corporate technology knowledge. *Strategic Management Journal*, v. 25 issue 89, 2004, p. 929-958.

7. Swink, Morgan and Song, Effects of marketing-manufacturing integration on new product development time and competitive advantage. Michael, *Journal of Operations Management*, v. 25 issue 1, 2007, p. 203-217

8. Banker, Rajiv D.; Bardhan, Indranil R.; Hsihui Chang; Shu Lin. Plant Information Systems, Manufacturing Capabilities, and Plant Performance. *MIS Quarterly*, Jun2006, Vol. 30 Issue 2, p315-337, 23p

9. Stieglitz, Nils. & Heine, Klaus. Innovations and the role of complementarities in a strategic theory of the firm. *Strategic Management Journal*, v. 28 issue 1, 2007, p. 1-15

10. Cassiman, Bruno and Veugelers, Reinhilde. In Search of Complementarity in Innovation Strategy: Internal R&D and External Knowledge Acquisition. *Management Science,* v. 52 issue 1, 2006, p. 68-82.

11. Tu, Qiang, Vonderembse, Mark A, Ragu-Nathan and Sharkey, Thomas W. Absorptive capacity: Enhancing the assimilation of time-based manufacturing practices. *Journal of Operations Management*, v. 24 issue 5, 2006, p. 692-710.

12. Rothaermel, Frank T., Hitt, Michael A. and Jobe, Lloyd. Balancing vertical integration and strategic outsourcing: effects on product portfolio, product success, and firm performance. *Strategic Management Journal*, v. 27 issue 11, 2006, p. 1033-1056.

13. Sutirtha Chatterjee, Gregory Moody, Paul Benjamin Lowry, Suranjan Chakraborty, And Andrew. 2015. Hardin Strategic Relevance of Organizational Virtues Enabled by Information Technology in Organizational Innovation. *Journal of Management Information Systems,* Vol. 32, No. 3, pp. 158–196.

14. Dilek Cetindamar, Nazli S. Wasti, Berna Beyhan. 2012. Technology management tools and techniques: factors affecting their usage and their impact on performance. *International Journal of Innovation and Technology Management*, Vol. 9, No. 5 (17 pages)

15. Nicholls-Nixon, Charlene L. and Woo, Carolyn Y. Technology sourcing and output of established firms in a regime of encompassing technological change. *Strategic Management Journal,* v. 24 issue 7, 2003, p. 651-666.

16. Baines, Tim. An integrated process for forming manufacturing technology acquisition decisions. *International Journal of Operations & Production Management*, v. 24 issue 5, 2004, p. 447-457.

17. Thatcher, Matt E.; Oliver, Jim R. The Impact of Technology Investments on a Firm's Production Efficiency, Product Quality, and Productivity. *Journal of Management Information Systems*, Fall2001, Vol. 18 Issue 2, p17-45, 29p.

18. Huang, Xiaowen., Gattiker, Thomas., and Schroeder, Roger. Structure-infrastructure alignment: the relationship between TQM orientation and the adoption of supplier- facing electronics commerce among manufacturers. *Journal of Supply Chain Management*, v. 44 issue 1, 2008, p. 40-54.

19. Ward, Peter; Honggeng Zhou. Impact of Information Technology Integration and Lean/Just-In-Time Practices on Lead-Time Performance. *Decision Sciences*, May2006, Vol. 37 Issue 2, p177-203, 27p.

20. Rai, Arun; Patnayakuni, Ravi; Seth, Nainika. Firm Performance Impacts of Digitally Enabled Supply Chain Integration Capabilities. *MIS Quarterly*, Jun2006, Vol. 30 Issue 2, p225-246, 22p.

21. Grover, Varun; Saeed, Khawaja A. The Impact of Product, Market, and Relationship Characteristics on Interorganizational System Integration in Manufacturer--Supplier Dyads.. *Journal of Management Information Systems*, Spring2007, Vol. 23 Issue 4, p185-216, 32p.

22. Premkumar, G.; Ramamurthy, K.; Saunders, Carol Stoak. Information Processing View of Organizations: An Exploratory Examination of Fit in the Context of Interorganizational Relationships. *Journal* of *Management Information Systems*, Summer2005, Vol. 22 Issue 1, p257-294

23. Lambe, C. Jay and Spekman, Robert E. Alliances, External Technology Acquisition, and Discontinuous Technological Change. *Journal of Product Innovation Management*, v. 14 issue 2, 1997, p. 102-116.

24. Kyung Kyu Kim; Umanath, Narayan S. Information transfer in B2B procurement: an empirical analysis and measurement. *Information* & Management, Sep2005, Vol. 42 Issue 6, p813-828

25. Malhotra, Arvind; Gosain, Sanjay; El Sawy, Omar A. Absorptive capacity configurations in supply chains: gearing for partner- enabled market knowledge creation. *MIS Quarterly*, Mar2005, Vol. 29 Issue 1, p145-187, 43p.

26. Saeed, Khawaja A.; Grover, Varun; Yujong Hwang. The Relationship of E-Commerce Competence to Customer Value and Firm Performance: An Empirical Investigation. *Journal* of *Management Information Systems*, Summer2005, Vol. 22 Issue 1, p223-256

27. Cooper, Robert G. Stage-gate systems: A new tool for managing new products. *Business Horizons, v. 33* Issue *3, 1990, p. 44-54.*

28. Ettlie, John E. and Elsenbach, Jorg *M.* Modified Stage-Gate® Regimes in New Product Development. *Journal of Product Innovation Management*, v. 24 Issue 1, 2007, p. 20-33

29. Yeung, J. H. Y and Wong, W. C. K. Parameters affecting the effectiveness of MRP systems: a review. *International Journal of Production Research*, Feb98, Vol. 36 Issue 2, p313-332.

30. Tallon, Paul P. A Process-Oriented Perspective on the Alignment of Information Technology and Business Strategy. *Journal of Management Information Systems*, Winter2007/2008, Vol. 24 Issue 3, p227-268, 42p.

31. William H. Delone and Ephraim R. Mclean. The Delone And Mclean Model Of Information Systems Success: A Ten-Year Update, *Journal of Management Information Systems*. Vol. 19. Issue 4, Pp. 9—30.

32. Daniel I. Prajogo, Amrik S. Sohal. (2006). The integration of TQM and technology/R&D management in determining quality and innovation performance, Omega, 34, 296 – 312.

****

SHOM703: IT & OM

DOCTORAL SEMINAR COURSE ON ADVANCED COMPUTING TECHNIQUES DS-3

COURSE HANDOUT (Batch of 2018 - 22)

Course Objective

This course is aimed to explore the various Computing Techniques and Applications. And is designed to make the students aware about those advanced computing techniques used in business organizations to find solutions to complex problems and to utilize computing techniques in busiess research. and will help them gain the underlying concepts. The course will provide insights into recognizing a problem and the way to generate ideas to solve the problem using advanced computing techniques. The course will cover the advanced computing techniques like Grid Computing, Cloud Computing, Genetic Algorithms, Fuzzy Logic and Neuro-Fuzzy System, Ant Colony Optimization and Agent Based Computing through recent management research papers in respective topics.

Scholarly Outcome –

By the end of the course it is expected that the students able to understand the advanced computing techniques used in various business research environments and able to propose the similar solution for any gap found in industrial problems. And able to draft a manuscript that is of publishable quality.

Course Evaluation –

Class Participation & Presentation	-	10 marks
Mid-Term Exam	-	20 marks
Proposal Report & presentations	-	10 marks
Term Review Paper & Presentation	-	10 marks
Final Examination	-	50 marks
TOTAL	-	**100 marks**

Detailed Session Plan –

MODULE 1: Introduction to Grid Computing - Service Oriented Architecture, Web Service Architecture, Grid Architecture, Grid Resource Management Systems, Grid Security.

Session 1:

Introductory Lecture to Grid Computing

Session 2:

1. Ahmed Patel, Ali Seyfi, Yiqi Tew and Ayman Jaradat, Comparative study and review of grid, cloud, utility computing and software as a service for use by libraries, Library Hi Tech News Number 3 2011, pp. 25-32, Emerald Group Publishing Limited.
2. Min-Jen Tsai and Yuan-Fu Luo, Service-oriented grid computing system for digital rights management (GC-DRM), Expert Systems with Applications (Elsevier), 36 (2009) 10708–10726.

Session 3:

3. Christian M. Messerschmidt and Hinz, Explaining the adoption of grid computing: An integrated institutionaltheory and organizational capability approach, Journal of Strategic Information Systems 22 (Elsevier), (2013) pp. 137–156.

Session 4:

4. Ioannis Papadakis, Agapios Avramidis and Vassilis Chrissikopoulos, Reasoning against a semantic digital library framework based on grid technology, Library Management (Emerald), Vol. 26 No. 4/5, 2005 pp. 246-260.

Session 5:

5. Ritu Garg and Awadhesh Kumar Singh, Adaptive workflow scheduling in grid computing based on dynamic resource availability, Engineering Science and Technology, an International Journal (Elsevier) 18, 2015 pp. 256-269.

MODULE 2: Cloud Computing: Introduction to Cloud computing, Intranets and the Cloud, Cloud Computing Services, Cloud hardware and infrastructure, clients-security-network-services-platforms, cloud storage, Cloud software architecture issues- Classification of Cloud Implementations.

Session 6:

Introductory Lecture to Cloud Computing

Session 7:

6. Amit Mitraa, Nicholas O'Regana and David Sarpong, Cloud resource adaptation: A resource based perspective on value creation for corporate growth, Technological Forecasting & Social Change (Elsevier), 130 (2018) 28–38.
7. Dario Assante, Manuel Castro, Ileana Hamburg and Sergio Martin, The Use of Cloud Computing in SMEs, Procedia Computer Science (Elsevier), 3 (2016) 1207 – 1212.

Session 8:

8. Ibrahim Arpaci, Antecedents and consequences of cloud computing adoption in education to achieve knowledge management, Computers in Human Behavior (Elsevier), 70 (2017) 382–390.

Session 9:

9. Humphrey M. Sabia, Faith-Michael E. Uzokab, Kehbuma Langmiac and Felix N. Njehda, Conceptualizing a model for adoption of cloud computing in education, International Journal of Information Management (Elsevier), 36 (2016) 183–191.
10. Chin-Sheng Chen, Wen-Yau Liang and Hui-Yu Hsu, A cloud computing platform for ERP applications, Applied Soft Computing (Elsevier), 27 (2015) 127–136.

MODULE 3: Genetic Algorithms: An introduction to genetic algorithms –The goals of optimization – How are genetic algorithms different from traditional methods – A simple genetic algorithm – Implementation of a genetic algorithm – Reproduction, Crossover and mutation. Introduction to Neural Network.

Session 10:

Introductory Lecture to Genetic Algorithms

Session 11:

11. Yuri Zelenkov, Elena Fedorova and Dmitry Chekrizov, Two-step classification method based on genetic algorithm for bankruptcy forecasting, Expert Systems With Applications (Elsevier), 88 (2017) 393–401.
12. Rajiv Khanduja, P.C. Tewari and R.S. Chauhan, A novel methodology for optimizing display advertising campaigns using genetic algorithms, Electronic Commerce Research and Applications (Elsevier), 27 (2018) 39–51.

Session 12:

13. Stjepan Oreski and Goran Oreski, Genetic algorithm-based heuristic for feature selection in credit risk assessment, Expert Systems with Applications (Elsevier), 41 (2014) 2052–2064.

Session 13:

14. Noura Metawa, M. Kabir Hassan and Mohamed Elhoseny, Genetic algorithm based model for optimizing bank lending decisions, Expert Systems With Applications (Elscvicr), 80 (2017) 75–82.

Introductory Lecture to Neural Networks

Session 14:

15. Mohamed M. Mostafa, A profit-driven Artificial Neural Network(ANN) with applications to fraud detection and direct marketing, Neurocomputing (Elsevier), 175 (2016) 121–131.
16. Payam Hanafizadeh, Ahad Zare Ravasan and Hesam Ramazanpour Khaki, An expert system for perfume selection using artificial neural network, Expert Systems with Applications (Elsevier), 37 (2010) 8879–8887.

Session 15:

17. Mona Ebadi Jalal, Monireh Hosseini, and Stefan Karlsson, Forecasting incoming call volumes in call centers with recurrent Neural Networks, Journal of Business Research (Elsevier), 69 (2016) 4811–4814.

Session 16:

Mid-Term Exam (Upto 17 Papers) (Evaluation Component)

MODULE 4: Expert Systems & Fuzzy Logic and Neuro-Fuzzy System: Introduction to Fuzzy systems; Fuzzy inference enginc, rule based fuzzy system, introduction to ANN, Neuro-fuzzy system.

Session 17:

Introductory Lecture to Fuzzy Logic and Neuro-FuzzySystem

Session 18:

18. Elena Verdú, María J. Verdú, Luisa M. Regueras, Juan P. de Castro and Ricardo García, A genetic fuzzy expert system for automatic question classification in a competitive learning environment, Expert Systems with Applications (Elsevier), 39 (2012) 7471–74.

Session 19:

19. Gilberto MillerDevo´ s Ganga and LuizCesar Ribeiro Carpinetti, A fuzzy logic approach to supply chain performance management, Int. J.ProductionEconomics (Elsevier), 134 (2011) 177–187.

Session 20:

20. Piera Centobelli, Roberto Cerchione, and Emilio Esposito, Aligning enterprise knowledge and knowledge management systems to improve efficiency and effectiveness performance: A three-

dimensional Fuzzy-based decision support system, Expert Systems with Applications (Elsevier), 91 (2018) 107–126.

Session 21:

21. Ying-Ming Wang, Taha M.S., and Elhag, An adaptive neuro-fuzzy inference system for bridge risk assessment, Expert Systems with Applications (Elsevier), 34 (2008) 3099–3106.
22. Akbar Esfahanipour and Werya Aghamiri, Adapted Neuro-Fuzzy Inference System on indirect approach TSK fuzzy rule base for stock market analysis, Expert Systems with Applications (Elsevier), 37 (2010) 4742–4748.

Session 22:

23. Wen-Pai Wang and Ze Chen, A neuro-fuzzy based forecasting approach for rush order control applications, Expert Systems with Applications (Elsevier), 35 (2008) 223–234.

MODULE 5: Ant Colony Optimization: Comparison between Real to Artificial Ants: Ant's foraging behavior and optimization –Toward artificial ants - Artificial ants and minimum cost paths – ACO – The ACO meta-heuristic – problem representation – Ants' behaviour – The meta-heuristic – Ant colony optimization(ACO) algorithms.

Session 23:

Introductory Lecture to Ant Colony Optimization

Session 24:

24. FuQing Zhao, JianXin Tang and YaHong Yang, A new Approach based on Ant Colony Optimization (ACO) to Determine the Supply Chain (SC) Design for a Product Mix, Journal of Computers, Vol. 7, No. 3, March 2012, 736-742.

Session 25:

25. Betul Yagmahan and Mehmet Mutlu Yenisey, A multi-objective ant colony system algorithm for flow shop scheduling problem, Expert Systems with Applications (Elsevier), 37 (2010) 1361–1368.

Session 26:

26. Hazem Abdallah, Hassan M. Emara, Hassan T. Dorrah, Ahmed Bahgat, Using Ant Colony Optimization algorithm for solving project management problems, Expert Systems with Applications (Elsevier), 36 (2009) 10004–10015.

Session 27:

27. Rong-Hwa Huang and Chang-Lin Yang, A dynamic decision approach for supplier selection using ant colony system, Expert Systems with Applications (Elsevier), 37 (2010) 8313–8321.

MODULE 6: Agent Based Computing: Introduction to Software Agents: What is a software agent? - Why software agents? - Applications of Intelligent software agents- Intelligent Agent Learning-Approaches to Knowledge base development - Problem solving methods-Knowledge elicitation.

Session 28:

Introductory Lecture to Agent Based Computing

Session 29:

28. Adil Baykasog˘lu and Vahit Kaplanog˘lu, An application oriented multi-agent based approach to dynamic load/truck planning, Expert Systems with Applications (Elsevier), 42 (2015) 6008–6025.

Session 30:

29. Bih-Ru Lea, Mahesh C. Gupta, Wen-Bin Yu, A prototype multi-agent ERP system: an integrated architecture and a conceptual framework, Technovation (Elsevier), 25 (2005) 433–441.

Session 31:

30. O. Kraan, G.J. Kramer and I. Nikolic, Investment in the future electricity system - An agent-based modelling approach, Energy (Elsevier), 151 (2018) 569e580.

Session 32:

Term Paper Presentation. (Evaluation Component)

Session 33:

Proposal Presentation. (Evaluation Component)

Course Outline and Session Plan

Course Objectives:

This seminar is designed to expose doctoral students to the current and emerging research topics in supply chain management. In the process, we will get exposed to a few seminal articles that have been selected based on evidence of a novel approach to either domain knowledge and/or research methods. This course will help develop skill sets in conducting independent research, critiquing articles and developing new research ideas and implementing a research study ready to be submitted to a journal. The course objectives are:

- To critically review the key literature pertaining to current areas of interest in supply chain management and develop researchable ideas that fill the gaps inherent in the articles
- To develop abilities to conceptualize, craft and shape research ideas leading to a researchable program
- To prepare students in pursuing "high impact" research topics
- To develop skills of oral and written presentation of research ideas and academic articles
- To execute an empirical study to be targeted to an appropriate SCM journal

We will use a variety of methods to achieve these objectives: critiques of main papers and additional readings identified by the instructor as well as the students, preparation of "reaction papers", review of an actual journal article submission, developing a full research paper and final exam.

Evaluation Elements:

1. Research Project – Developing and implementing research projects from conception to journal submission.
2. Article review assignment – To develop written communication skills. Also develops the scholar as eventual reviewers of submissions to professional journals.
3. Article Reaction papers – Develops skills of critiquing papers, isolating gaps and presenting ways of extending the body of knowledge.
4. Final Exam.

Evaluation Policy:

Your grade will be determined based on the following components:

	Total
1) Research Project	30%
2) Article Reaction Papers (based on 5 papers)	20%
3) Final Exam	50%

Research Project

The research project will require you to conceptualize, develop and shape a research article that is ready for journal submission by the end of the course. The expected quality of this research project is similar to papers that are published in a *reasonable* SCM journal. The goal should be to be target a 'top' SCM journal. This means that the paper should be well crafted, grounded in theory, rigorous and also tested empirically

Your first deliverable is a formal research proposal to be made in class **on December 15, 2014**. At the time of proposal presentation, it is expected that you would have completed a rigorous synthesis of the literature pertaining to your chosen topic and have some tentative propositions/hypotheses based on guided theory. The expectation for the synthesis of the literature is similar to a Meta analysis publication. After this stage, the creation of new knowledge would be through testing the model, synthesizing the findings and discussing the findings pursued culminating in a final research paper.

The final deliverables are presentation of your research project in the class and submission of a final research paper ready to be submitted to a journal by Feb 15th.

Week-wise Session Plan:

Week 1: Basics and Definitions of SCM

1. Mentzer et al., 2001. "Defining Supply Chain Management", *Journal of Business Logistics, Vol.22, No. 2*
2. Min and Zhou, 2002. "Supply Chain Modelling: Past, Present and Future", *Computers and Industrial Engineering*, Vol. 43

Week 2: Role of IT in SCM

3. Wu, Fang, **Yeniyurt,** Sengun, Kim, Daekwan and Cavusgil, S. Tamer. (2006). The impact of information technology on supply chain capabilities and firm performance: A resource-based view. *Industrial Marketing Management,* v. 35 issue 4, p. 493-504.
4. Vijayasarathy, L. (2010). An investigation of moderators of the link between technology use in the supply chain and supply chain performance. *Information and Management*, 47(7-8), 364–377.

Week 3: SCM Practices

5. Li, Suhong; *Ragu-Nathan*, Bhanu; *Ragu-Nathan,* T.S.; Subba Rao, S. (2006). The impact of supply chain management practices on competitive advantage and organizational performance. *Omega*, Vol. 34 Issue 2, p107-124.
6. Li, S., S. S. Rao, et al. (2005). "Development and validation of a measurement instrument for studying supply chain management practices." Journal of Operations Management **23**(6): 618-641.

Week 4: Theories used in SCM studies

7. Thomas J. Goldsby and Chad W. Autry, Toward Greater Validation of Supply Chain Management Theory and Concepts: The Roles of Research Replication and Meta-Analysis, Journal of Business Logistics, 2011, 32(4): 324–331.
8. Stanley E. Fawcett, Gregory M. Magnan, Matthew W. McCarter, (2008). Benefits, barriers, and bridges to effective supply chain management. Supply Chain Management: An International Journal. 13/1 (2008) 35–48

Week 5: Supply Chain Partner Relationships

9. Malhotra, Arvind; Gosain, Sanjay; El Sawy, Omar A. (2007). Leveraging Standard Electronic Business Interfaces to Enable Adaptive Supply Chain Partnerships. ***Information Systems Research***, Vol. 18 Issue 3, p260-279, 20p
10. Subramani, Mani. (2004). How Do Suppliers Benefit from Information Technology Use in Supply Chain Relationships? ***MIS Quarterly***, Vol. 28 Issue 1

REGISTRAR
THE ICFAI FOUNDATION FOR HIGHER EDUCATION
(Deemed-to-be-University Under Section 3 of the UGC Act, 1956)
ICFAI FOUNDATION FOR HIGHER EDUCATION HYDERABAD

Week 6: Supply Chain Integration

11. Vickery, S. K., J. Jayaram, et al. (2003). "The effects of an integrative supply chain strategy on customer service and financial performance: an analysis of direct versus indirect relationships." Journal of Operations Management 21(5): 523.
12. Nathalie Fabbe-Costes.(2008). Supply chain integration and performance: a review of the evidence. The International Journal of Logistics Management Vol. 19 No. 2, pp. 130-154

Week 7: Supply Chain Performance

13. Sambasivan, M., Mohamed, Z.A. and Nandan, T. (2009). Performance measures and metrics for e-supply chains. *Journal of Enterprise Information Management,* 22(3), 346-360.
14. Sezen, B. (2008). Relative effects of design, integration and information sharing on supply chain performance. *Supply Chain Management: An International Journal*, 13(3), 233–240.

Week 8: Strategy and SCM

15. Cheng, L.-C. and C. M. Grimm (2006). "The application of empirical strategic management research to supply chain management." Journal of Business Logistics 27(1):1-57.
16. Hult, G. T. M., D. J. Ketchen Jr, et al. (2004). "Information processing, knowledge development, and strategic supply chain performance." Academy of Management Journal 47(2): 241-253.

Week 9: Green and Sustainable Supply Chains

17. Jonathan D. Linton, Robert Klassen and Vaidyanathan Jayaraman (2007), Sustainable supply chains: An introduction, Journal of Operations Management.

18. Jinsoo Kim and Jongtae Rhee. (2012). An empirical study on the impact of critical success factors on the balanced scorecard performance in Korean green supply chain management enterprises. International Journal of Production Research, Vol. 50, No. 9, 1, pp. 2465–2483.

Week 10: Supply Chain Security

19. Zachary Williams , Jason E. Lueg and Ronald D. Taylor , Robert L. Cook . (2009). Why all the changes? An institutional theory approach to exploring the drivers of supply chain security (SCS). International Journal of Physical Distribution & Logistics Management, Vol. 39 No. 7, pp. 595-618
20. William, Z., Ponder, N. and Autry, C. W. (2009). Supply chain security culture: measure development and validation. *The International Journal of Logistics Management*, 20(2), 243-260.

Week 11: Supply Chain Agility

21. Braunscheidel, J. M. and Suresh, C. N. (2009). The organizational antecedents of a firm's supply chain agility for risk mitigation and response. *Journal of Operations Management*, 27, 119-140.
22. Swafford Patricia et l. (2006). The antecedents of supply chain agility of a firm: Scale development and model testing. Journal of Operations Management, 24, pp. 170-188.

Week 12: Supply Chain Collaboration

23. Katerina Pramatari. (2007). Collaborative supply chain practices and evolving technological approaches. Supply Chain Management: An International Journal, 12/3, pp. 210–220.
24. A. Matopoulos, M. Vlachopoulou and V. Manthou. (2007), A conceptual framework for supply chain collaboration: empirical evidence from the agri-food industry. Supply Chain Management: An International Journal, 12/3, pp. 177–186

Week 13: Supply Chain Analytics

25. Peter Trkman et al. (2010). The impact of business analytics on supply chain performance. Decision support systems, 49, 318-327.
26. Matthew A. Waller and Stanley E. Fawcett. (2013). Data Science, Predictive Analytics, and Big Data: A Revolution That Will Transform Supply Chain Design and Management. Journal of Business Logistics, 34(2), pp. 77–84.

Week 14: SCOR Model

27. Li, Ling; Su, Qin; Chen, Xu. (2011). Ensuring supply chain quality performance through applying the SCOR model. International Journal of Production Research. Vol. 49 Issue 1, pp. 33-57.
28. Honggeng Zhou1, W. C. Benton, Jr.2, David A. Schilling2, and Glenn W. Milligan. Supply Chain Integration and the SCOR Model. Journal of Business Logistics, 2011, 32(4): 332–344

Week 15: Selected Papers

29. Rai, Arun; Patnayakuni, Ravi; Seth, Nainika. (2006). Firm Performance Impacts of Digitally Enabled Supply Chain Integration Capabilities. MIS Quarterly, Vol. 30 Issue 2, p225-246, 22p.
30. David J. Robba,_, Bin Xiea, Tiru Arthanari. (2008). Supply chain and operations practice and performance in Chinese furniture manufacturing. Int. J. Production Economics 112 (2008) 683–699

Week 16: Research Project Presentation and Review

****

Course Handout

Course code: SHOM705 **Credits: 4**

Faculty instructor	Dr. Sashikala
Email	sashikala@ibsindia.org
Contact	9160017105
Office	E – 103
Consultation hours	Every Thursday 4.30 – 5.45 p.m

Course Description: This course is designed to enable the doctoral students have broad foundation in the area of Analytics. This course discusses various business modeling techniques that support businesses and usage of analytics in research department of various business organizations. Each session helps the student understand the topic with relevant research papers published in various reputed journals. Each topic provides broad knowledge to get a clarity on future research work to be taken by the scholar.

Course Objective • This course gives an introduction to the field of business intelligence along with business analytics, which extensively use data, statistical and quantitative analysis, exploratory and predictive models, and fact-based management to take decisions and actions.

- It includes meaning and use of various business modeling techniques like Predictive, Clustering and Association techniques.

- Text and web mining methods are also discussed along with the application of data mining techniques to business decision making situations.

Learning Outcomes:

- At the end of the course, the student will be able to:
- To understand what is Business intelligence along with business analytics
- To Understand the various business modeling techniques.
- Get software knowledge for Analytics .
- To obtain sufficient knowledge and research support for the future additional research work.

Pedagogy: Each session is an interactive session with deep discussion on the given topic and the suggested research paper/article. The research scholars should come prepared with the research paper/article and present to the peer group with a clear intention to knowledge sharing. Strong deliberations on the subject will lead to strong knowledge base. Such interactive sessions will help the scholars gain interest and good insights in research field.

Recommended Text Book:

1 .Gordon S. Linoff and Michael J Berry, "Data Mining Techniques for Marketing, Sales and Customer Relationship Management", Wiley, 3rd Edition.

Additional Reading:

1. E. Turban, R. Sharda, J. Aronson, and D. King, "Business Intelligence: A Managerial Approach", Pearson Prentice Hall, 2012.
2. E. Turban, J. E. Aronson, T. Liang and R. Sharda, "Decision Support and Business Intelligence Systems", Pearson Prentice Hall, 2010, 8th Edition (Chapter 6).
3. G. Shmueli, N.R. Patel, and P.C. Bruce, "Data Mining for Business Intelligence – Concepts, Techniques, and Applications in Microsoft Office Excel with XLMiner", Wiley-India edition, New Delhi, 2007.
4. G.K.Gupta, "Introduction to Data Mining with Case Studies", Prentice-Hall of India Pvt. Ltd., New Delhi, 2006.
5. George M. Marakas, "Modern Data Warehousing, Mining, and Visualization – Core concepts", 3rd Edition, Pearson Education, New Delhi, 2009.

Evaluation Plan: Mid Term – 20%; Paper Presentation – 20%; Assignment 20%; End Term exam-40%

Course Outline

Session No.	**Topic**	**Learning Outcomes**	**Research Paper / Case study**
1-2	Introduction to Business Intelligence(BI):	• Understand business environment ,rapidly changing of business ,making decision	Sumit Sircar(2009) Business Intelligence in the Business Curriculum Volume 24, Article 17, pp. 289-302, February 2009 Darius Hedgebeth, (2007),"Data-driven decision making for the enterprise: an overview of business intelligence applications", VINE, Vol. 37 Iss 4 pp. 414 - 420
3-5	Introduction to Business Analytics. Evolution of BA; Scope of BA in the form of		Pavel NĂSTASE1 and Dragos STOICA(2010), A NEW BUSINESS DIMENSION

REGISTRAR
THE ICFAI FOUNDATION FOR HIGHER EDUCATION
(Deemed-to-be-University Under Section 3 of the UGC Act, 1956)
ICFAI FOUNDATION FOR HIGHER EDUCATION HYDERABAD

	Descriptive, Predictive and Prescriptive analytics. Decision models; Data for BA; Introduction of software tools for BA		BUSINESS ANALYTICS –Accounting and Management Information Systems Vol. 9, No. 4, pp. 603–618, 2010 Ravi S. Sharma Vironica Djiaw, (2011),"Realising the strategic impact of business intelligence tools", VINE, Vol. 41 Iss 2 pp. 113 - 131 **Janakiraman Moorthy et al.,(2015) VIKALPA The Journal for Decision Makers 40(1) 74–96**
6-7	Data mining (DM) concepts; Scope of data mining; DM applications; DM process; Supervised and Unsupervised learning techniques; Introduction to DM methods – Classification, Clustering, Association rule, and Cause-and-Effect modeling.	Why we use Data Mining as tool for Knowledge Extraction. Understand the Knowledge Extraction	**Xindong Wu - Do –etal.(2014) Data Mining with Big Data**
8-12	Analytics in different Business Domains	Application of Business Intelligence and Analytics in Marketing, Finance, HR, Supply Chain	Tobias Klatt Marten Schlaefke Klaus Moeller, (2011),"Integrating business analytics into strategic planning for better performance", Journal of Business Strategy, Vol. 32 Issue 6 pp. 30 - 39 Paul D Sarra BI Dash Boards the Agile way, Business Intelligence

			Journal, Vol 7 No14
			To cite this document: William J. Hauser, (2007),"Marketing analytics: the evolution of marketing research in the twenty-first century", Direct Marketing: An International Journal, Vol. 1 Iss 1 pp. 38 - 54
			B.S. Sahay Jayanthi Ranjan, (2008),"Real time business intelligence in supply chain analytics", Information Management & Computer Security, Vol. 16 Iss 1 pp. 28 - 48
13	Business Performance Management	to understand relevant business dynamics, to effectively control key performance drivers, and to actively increase organizational performance.	Marten Schläfke Riccardo Silvi Klaus Möller, (2012),"A framework for business analytics in performance management", International Journal of Productivity and Performance Management, Vol. 62 Iss 1 pp. 110 - 122
14-15	Data Warehousing	Changing business environments and Decision support systems. Concept and Characteristics of Data Warehouse : Different types of DW. Data Marts, operational data stores and enterprise DW. Representation of Data	Milija Suknović, Milutin Čupić, Milan Martić(2005) Data Warehousing And Data Mining - A Case Study
			Sachin Chaudhary1, Devendra Prasad Murala2 and V. K. Srivastav3(2011) A Critical Review of Data Warehouse

REGISTRAR
THE ICFAI FOUNDATION FOR HIGHER EDUCATION
(Deemed-to-be-University Under Section 3 of the UGC Act, 1956)
ICFAI FOUNDATION FOR HIGHER EDUCATION * HYDERABAD

16	***Mid Term Examination***		
17-18	Association Rule techniques Discovery of Association rules; Apriori Algorithm; Selection of strong rules – Support and Confidence. Lift ratio, Process of Rule selection, Interpretation of results. Evaluation of Association patterns; Market Basket analysis.	Under stand the Market Analysis. Under stand Grouping of Items	Jiao Yabing(2013) Research of an Improved Apriori Algorithm in Data Mining Association Rules International Journal of Computer and Communication Engineering, Vol. 2, No. 1, January 2013 Michael Hahsler and Sudheer Chelluboina(2011) Visualizing Association Rules in Hierarchical Groups 42nd Symposium on the Interface: Statistical, Machine Learning, and Visualization Algorithms
19-25	Classification technique: Multiple Regression Logistic Regression. Decision trees – Building and evaluating decision tree, Algorithms. Characteristics of decision tree induction, stopping tree growth (CHAID. Pruning the tree; Measures of impurity. Evaluation of performance and accuracy of classification models	Under stand the Various Classification based on the Given data set	Gibbs Y. Kanyongo(2006) Using regression analysis to establish the relationship between home environment and reading achievement: A case of Zimbabwe Randall A. Bell, Orell C. Anderson, Michael V. Sanders, Multiple Regression Analysis – A Case Study Real Estate Damages, 2nd Edition. Chicago, Illinois: Appraisal Institute, 2008:

			31-37.
			Flavia Fechete(2014) Analysis Of The Economic Performance Of A Organization Using Multiple Regression
			Ethington, C. A., Thomas, S. L., & Pikc, G. R. (2002). Back to the basics: Regression as it should be. In J. C. Smart (Ed.), Higher education: Handbook of theory and research, Vol. 17. New York: Algora Publishing.
			The Linear Regression Model
26-27	Clustering Techniques. Concepts and Features of Cluster analysis; Types of clusters; Measuring distance between two clusters. Types of Cluster analysis methods; K-means.	Under stand Cluster Analysis for Segmentation	Pavlo D. Antonenko • Serkan Toy • Dale S. Niederhauser(2012) Using cluster analysis for data mining in educational technology research Education Tech Research Dev (2012) 60:383–398
			Kishana R. Kashwan (2013) Customer Segmentation Using Clustering and Data Mining Techniques International Journal of Computer Theory and Engineering, Vol. 5, No. 6, December 2013
			Cluster Analysis
			Apurva Juyal et al (2014) A Review on Clustering Techniques in Data Mining International

REGISTRAR
THE ICFAI FOUNDATION FOR HIGHER EDUCATION
(Deemed-to-be-University Under Section 3 of the UGC Act, 1956)

			Journal of Advanced Research in Computer Science and Software Engineering
28-29	Artificial Neural Network(ANN): Concept and structure of ANN, Fitting ANN to data. Back propagation; Applications of ANN. Dimension Reduction Dimension reduction: Reduction of number of categories in categorical variables; Principal components analysis and Factor analysis.	To understand Training of Data Sets. Using Neural Networks	Sonali. B. Maind (2014) Research Paper on Basic of Artificial Neural Network International Journal on Recent and Innovation Trends in Computing and Communication ISSN: 2321-8169 Volume: 2 Issue: 1 96 – 100
			Raju Prasad Paswan(2013) Regression and Neural Networks Models for Prediction of Crop Production International Journal of Scientific & Engineering Research, Volume 4, Issue 9, September 2013 98 ISSN 2229-5518
			Alabi, M.A.(2013) An Application of Artificial Intelligent Neural Network and Discriminant Analyses On Credit Scoring Mathematical Theory and Modeling www.iiste.org ISSN 2224-5804 (Paper) ISSN 2225-0522 (Online) Vol.3, No.11, 2013
30-31	Dimension reduction: Reduction of number of categories in categorical variables; Principal components analysis and Factor analysis.	To under stand On what condition we reduce our dataset	Matt R. Raven The Application of Exploratory Factor Analysis in Agricultural Education Research Journal of Agricultural

REGISTRAR
THE ICFAI FOUNDATION FOR HIGHER EDUCATION
(Deemed-to-be-University Under Section 3 of the UGC Act, 1956)
ICFAI FOUNDATION FOR HIGHER EDUCATION HYDERABAD

			Education Volume 35, No. 4
			James C. Mccroskey And Thomas J. Young The Use And Abuse Of Factor Analysis In Communication Research Human Communication Research I Vol. 5, No.4, Summer 1979
			Diana D. Suhr Exploratory or Confirmatory Factor Analysis?
32-33	Text and Web Mining: Text mining concepts; Natural language processing. Text mining applications; Text mining process. Web mining concepts; Three main areas of web mining Web content, Web structure Web usage mining BI Application Presentations	Text Extraction techniques	Dr. Emad S. Othman(2015) Text Mining Using Natural Language Processing International Journal of Scientific & Engineering Research, Volume 6, Issue 6, June-2015 1105 ISSN 2229-5518
			Jaideep Srivastava, Prasanna Desikan, Vipin Kumar Web Mining—Concepts, Applications, and Research Directions
			Chhavi Rana(2012) A Study of Web Usage Mining Research Tools Int. J. Advanced Networking and Applications 1422 Volume:03 Issue:06 Pages:1422-1429 (2012) ISSN : 0975-0290.
			Govind Murari Upadhyay, Kanika Dhingra(2013) Web Content Mining: Its

REGISTRAR
THE ICFAI FOUNDATION FOR HIGHER EDUCATION
(Deemed-to-be-University Under Section 3 of the UGC Act, 1956)

			Techniques and Uses International Journal of Advanced Research in Computer Science and Software Engineering Volume 3, Issue 11,

REGISTRAR
THE ICFAI FOUNDATION FOR HIGHER EDUCATION
(Deemed-to-be-University Under Section 3 of the UGC Act, 1956)

REGISTRAR
THE ICFAI FOUNDATION FOR HIGHER EDUCATION
(Deemed-to-be-University Under Section 3 of the UGC Act, 1956)

ICFAI FOUNDATION FOR HIGHER EDUCATION
HYDERABAD