

**Ph.D COURSE WORK IN
BUSINESS ADMINISTRATION**

PAPER-1: RESEARCH METHODOLOGY

Objective: To provide an understanding of the basic research procedures and enable the researcher to use scientific tools and concepts in business research.

Unit I

The Role of Research – Types of Research – Theory Building - Goals of theory - Meaning of Theory – Verifying theory – Scientific Method in theory building.

Unit II

An overview of Research process – Problem definition in different types of research - Stages in research process – Qualitative and quantitative research methods.

Unit III

Collection of Data: Types and sources of data, relative merits of each type of data-Survey research, definition advantages, structured and disguised data collection, the influence of technology on survey research; obtrusive and Unobtrusive methods: observation of behaviour of people and objects – physical activity and evidence, verbal behaviour – expressive behaviour – special relations & locations - Classification, codification and tabulation of data.

Unit IV

Questionnaire- contents and its design – Measurement and Attitude Scaling - Types and levels of measurement - An overview of different scaling techniques – Pilot study and Pre-testing – objects, process and their significance.

Unit V

Sample and sampling – Sample Vs population – Need for sample – Different methods of sampling - Suitability of each of these types and methods – Sampling & non-sampling errors – Sample size & its determination - Estimation – types, criteria, calculation of Interval estimates, Interval estimates and confidence intervals, determining the sample size in estimation.

Unit VI

Hypothesis - types of hypothesis - formulation of hypothesis - procedure for testing hypothesis - testing for mean, difference between means, proportion testing and variance testing.

Unit VII

Testing hypothesis - Chi square test and Goodness of fit - scope and limitations of application - Analysis of Variance - its applications, One-way and Two-way ANOVA - Multiple regression and correlation analysis (three variables only)

Unit VIII

Research Report writing - planning and organizing – Format - writing styles – documentation – Outline of a report on the research project.

References:

1. Zikmund – Business Research Methods, Thomson Learning, (A Division of Thomson Business Information on India Pvt.Ltd.), New Delhi.
2. Levin & Rubin - Statistics for Management, Pearson Education, New Delhi.
3. Srivastava U.K. & Others – Quantitative Techniques for Managerial Decisions.
4. Gupta S.P. - Statistical Methods, Himalaya Publishing House, Mumbai.
5. Wilkinson & Bhandarkar - Methodology and Techniques of Social Research, Himalaya Publishing House, Mumbai..
6. Young P.V., Scientific Social Surveys and Research, Prentice-Hall of India Pvt.Ltd., New Delhi.
7. Krishnaswamy O.R. – Research Methodology, Himalaya Publishing House, Mumbai.
8. Cooper D.C. & Emory C.W. – Business Research Methods, McGraw-Hill Publishing House, Delhi.



Paper 2 : THEORETICAL FOUNDATIONS

Objective: To familiarise the research students with the various strategic and advanced issues in the functional areas of management and research.

Strategic Management:

Unit 1

Concept, Basic Model of Strategic Management – Strategic Analysis – Organisational Analysis – Situation Analysis – Competitive Strategies – Portfolio Analysis.

Unit II

Strategy Implementation and Evaluation – Developing programmes, measuring performance, Strategic Information System, Strategic Audit.

Marketing Strategies:

Unit III

Developing Marketing Strategies and Plans: Marketing and Customer value – The value delivery Process – The value Chain, Core Competencies – A Holistic Marketing Orientation and Customer value. The Central role of Strategic Planning.

Unit IV

Product Life Cycle, Marketing Strategies, Introduction, Growth stage, Maturity Stage, Decline Stage, Identification of competitors, Analyzing competitors strategies. Competitive Strategies for Market Leaders. Followers and Niche, Bench Marking to improve competitive performance.

Financial Theory and Corporate Policy:

Unit V

Introduction: Capital Markets, Consumption, and Investment
Introduction, Consumption and Investment without Capital Markets
Consumption and Investment with Capital Markets, Marketplaces and Transactions Costs, Transactions Cost and the Breakdown of Separation, Fisher Separation, Agency Problem, Profit Maximisation vs Wealth Maximisation, Maximisation of Shareholders Wealth, Wealth Maximisation with Stake holders Perspective.

Unit VI

Corporate Restructuring, Mergers and Acquisitions
Corporate Restructuring, Types of Business Combination, Mergers and Acquisition Trends in India, Motives and Benefits of Mergers and Acquisitions, Value Creation through Mergers and Acquisitions, Valuation under Mergers and Acquisitions: DCF Approach, Financing a Merger, Merger Negotiations: Significance of P/E Ratio and EPS Analysis, Tender Offer and Hostile Takeover, Corporate Strategy and Acquisitions, Accounting for Mergers and Acquisitions, Leveraged Buy-Outs, Regulations of Mergers and Takeovers in India.

HR Function & the Strategy:

Unit VII

Importance of Human Resources to Strategy – Strategic Planning – Competitive Strategy in Business Units – HR Strategy – Multinational, Global and Transnational Strategies, Strategic alliances – Globally competent managers – HR Manager and Strategic Planning.

Unit VIII

The Strategy & HR Planning – Strategy implementation - effective utilisation of HR - Strategy for Reward and Development Systems – HR practices and performance impact – Approaches to Human Resource Evaluation. Linking international assignments with organisation strategy – managing diversity in international working – Global knowledge management strategies –

References:

1. Azar Khazmi., Business Policy and Strategic Management, Tata McGraw-Hill Publishing Company, New Delhi.
2. John Pearce II and Robins., Strategic Management, Tata McGraw-Hill Publishing Company, New Delhi.
3. Hunger and Wheeler., Strategic Management, Perason Education, New Delhi.
4. Philip Kotler, Kevinlave Keller., Marketing Management., Pearson Education, Delhi.
5. Philip Kotler., Marketing Management, (The Mellennium Edition), Prentice-Hall of India.
6. Adricen Palmer., Introduction to Marketing., Theory & practice, Oxford Univ.Press, Oxford.
7. I.M.Pandey, Financial Management, Vikas Publishing House Pvt.Ltd., New Delhi.
8. Van Horne James C., Financial Management Policy, Prentice-Hall of India Pvt.Ltd., New Delhi.
9. Copeland Thomas E. and Weston Fred J., Financial Theory and Corporate Policy, Addison-Wesley Publishing Company, Reading, Massachusetts, New York.
10. Ogden Joseph P., Jen Frank C. & O'Connor Philip F., Advanced Corporate Finance: Policies and Strategies, Pearson Education (Singapore Pvt.Ltd.) New Delhi.
11. Hampton John J., Financial Decision Making: Concepts Problems and Cases, Prentice-Hall, New Delhi.
12. Weston J.Fred, Kwang S.Chung and Juan A.Siu, Takeovers, Restructuring and Corporate Governance, Upper Saddle River, NJ: Prentice-Hall.
13. Weston J.Fred, Kwang S.Chung and Hoag Susan E, Mergers, Restructuring and Corporate Control, Prentice-Hall, New Delhi.
14. Charles R.Greer., Strategic Human Resource Management, A General Managerial Approach, Pearson Education (Singapore) Pvt.Ltd., Delhi.
15. Monir H.Tayeb., International Human Resource Management, Oxford University Press, Oxford.
16. Hillary Harris, Chris Brewster and Paul Sparrow., International Human Resource Management, VMP Publishers & Distributors, Mumbai.

Paper 3: RECENT DEVELOPMENTS

This paper deals with the latest issues in the field of management and in multidisciplinary areas. The PGBOS resolved that the Curriculum of this paper on “Recent Developments” be designed by the respective guides after the admission for Ph.D programme and the curriculum so designed should be approved by the Departmental Council before it is sent to the University for final approval.



Paper 3: RECENT DEVELOPMENTS

Consumer Behaviour

Objective: To provide research scholars an understanding of the Recent Developments in the area of Consumer Behaviour and also use different pedagogy for this subject.

Unit: I

Introduction: Consumer behaviour as marketing discipline - decision process approach; Psychology and consumer behaviour. Nature of Buyer behaviour process, Buyer behaviour models, Consumer decision processes. Nature and characteristics of Indian consumer buying process.

Unit: II

Consumer behaviour and social influences, Forms of social influences – culture, subculture, social class, reference groups, family, sales person's influence, influence of advertising and other situational influences.

Unit: III

Consumer motivation: Major components of consumer motivation, consumer perception, key factors in perception. Nature of consumer learning, major factors in learning.

Unit: IV

Consumer attitudes: Concept, components of attitude, relation of consumer attitude to consumer behaviour.

Unit: V

Customer Relationship Management: Evolution of Relationship Marketing, Introduction and Significance of CRM, Planning of CRM Programme, Choosing CRM Tools, Customer Profitability in Relationship Management, Strategies for Building Relationship, CRM Process.

References :

1. William B. Wikkie- Consumer behaviour.
2. Kanuk & Schiffman -Consumer behaviour.
3. Kenneth E. Kenyon- Consumer behaviour and practice of management.
4. David Rollat, James Engal, Rogel Kollatt- Research in consumer behaviour.
5. Glun Walters to Gordam Paul -Consumer behaviour - an integrated frame work
6. Customer Relationship Management.
7. Jha., Services Marketing
8. Gosney and Boegm., Customer Relationship Management, PHI
9. Roger J.Baran, Customer Relationship Management
10. Francis Buttle, Customer Relationship Management

Paper 3: Recent Developments Financial Econometrics

Objective: To provide research scholars an understanding of the Recent Developments in the area of Financial Econometrics and also use different pedagogy for this subject.

Unit I :

SINGLE-EQUATION REGRESSION MODELS- The Nature of Regression Analysis - Two-Variable Regression Analysis: Some Basic Ideas, Two-Variable Regression Model: The Problem of Estimation, Classical Normal Linear Regression Model (CNLRM), Two-Variable Regression: Interval Estimation and Hypothesis Testing, Extensions of the Two-Variable Linear Regression Model.

Unit II:

ADVANCES IN REGRESSION ANALYSIS: The Problem of Estimation - Multiple Regression Analysis: The Problem of Inference, Dummy Variable Regression Models, Logit and Probit Regression Models

Unit III:

RELAXING THE ASSUMPTIONS OF THE CLASSICAL MODEL - Multicollinearity: The nature of Multicollinearity, Theoretical consequences of Multicollinearity Heteroscedasticity: The nature Heteroscedasticity, detection of Heteroscedasticity- Informal and formal methods, Econometric Modeling: Model Specification and Diagnostic Testing.

Unit IV:

ADVANCES IN ECONOMETRICS- Nonlinear Regression Models, Qualitative Response Regression Models, Panel Data Regression Models, Dynamic Econometric Models: Autoregressive and Distributed-Lag Models.

Unit V:

TIME SERIES MODELS- Time Series Econometrics: Some Basic Concepts, Stochastic Processes, Stationary Stochastic Processes, Non Stationary Stochastic Processes, Test of Stationarity- Graphical Analysis, Auto Correlation Function(ACF) and Correlogram, Unit Root Test- The Augmented Dickey- Fuller, Testing the significance of more than one co-efficient; The F-Test, The Philips- Perron(PP) Test. Time Series Econometrics: Forecasting- Approaches to economic forecasting exponential smoothing methods, AR, ARMA, ARIMA Models, ARCH Models, GARCH Models, VAR Models.

Books for Reference

- 1) Damodar. N. Gujarati and Sangeetha, *Basic Econometrics*, Tata McGraw – Hill, New Delhi.
- 2) Dilip M Nachane, *Econometrics, theoretical foundations and empirical perspective*, Oxford University Press, New York
- 3) Kerry Patterson, *An Introduction to Applied Econometrics- a time series approach*, Palgrave Press, New York.
- 4) Christopher Dougherty , *Introduction to Econometrics*, Oxford University Press, New York.
- 5) Jack Johnston and John Dinardo, *Econometric Methods*, The McGraw- Hill Companies, Inc. New York
- 6) Maddala G S, *Introduction to Econometrics* , Macmillan Press, New Delhi.
- 7) Arthur S Goldberger, *Introductory Econometrics*, Harvard University Press, Cambridge.
- 8) Harvey A.C, *The Econometric Analysis of Time Series*, MIT Press, Cambridge.
- 9) Mukherjee, Chandan, Howard White, and Marc Wuyts: *Econometrics and Data Analysis for Developing Countries*, Routledge, New York
- 10) Christ C.F *Econometric Methods*, McGraw-Hill, New York

Paper – 3 Recent Developments

THIRD SECTOR

Objective: To provide research scholars an understanding of the Recent Developments in the area of Third Sector and also use different pedagogy for this subject.

Unit I:

Introduction

Historical Perspective on the Third Sector, Face-to-face Charity to Organized Philanthropy; Models of third sector, The European and American context of NPOs; Globalization and the new impetus to NPOs; Theories on the emergence of third sector – State Failure, Market Failure, Subsidy theory, Transaction cost approach. Distinctions among Third Sector, Civil Society, Social Movements, Intermediary Organisations, Nongovernmental Organisations, Philanthropy Sector, Voluntary Sector, Nonprofit Sector, Social Economy, and Informal Sector.

Unit II:

Third Sector in India

Historical perspectives on Charity, Civic Action and third sector in India, Religion and non profit sector in India, Post independence impetus on third sector, State and TS in India, National policy on Voluntary Sector.

Unit III:

Indian Society

Dimensions of Indian Society: Marginalized Groups- Gender Issues, Scheduled Caste and Tribes, Minority Issues, Indigenous people, Reservation Policy.

Indian Social Stratification: Caste - Class Discourse, The Philosophical and economic dimensions of stratification in India, Secularism and sustainable society; Concepts of Social Justice, Equality, Democracy.

Unit IV:

Development and its dimensions

Theories of Development: Economic approach- Shifts in Paradigms, Sustainable development, Human Development and Inclusive Development, Gandhi, Nehru, Lohia- Philosophical discussions to development

Unit V:

Development in India: Issues and paradigms

Indian Economy on the eve of Independence, Economic progress during Five Year Plans; Human development in India - the concept and measures of Human Development – national Human development report - Progress of Human Development in different States of India.

Economic reforms in India - effects of globalization policy on Indian Economy; the problem of poverty and unemployment.

Social Sector of India - Progress in Education, Health, Housing in India - regional disparities in the development of social sector.

Rural development in India – impact of Poverty alleviation Programmes in India. Rural – urban bias - disparities in income distribution - changes in occupational structure in rural India.

OR

Unit V:

Third Sector and Tourism Development (for Research Scholars in Tourism)

Tourism Development and Third Sector in a community context – Rural Tourism – Quality of life – Community Development – Community Groups and organisations – Voluntary activity – Community networks – Community leaders. Sustainable Tourism – Sustainable Community Tourism Development – Tourism Impact on Community – Social - cultural – economic & environmental aspects of tourism impacts. Approaches to sustainable tourism planning & community participation.

References:

Anheier Helmut K. & Seibel Wolfgang: The Third Sector - Comparative Studies of Nonprofit Organizations. Walter de Gruyter. Berlin & New York.

Salamon Lester M. & Anheier Helmut K.

1992a In Search of the Non-Profit Sector I: The Question of Definitions. *Voluntas* 3,1992,2,Nov 125-151.

1992b In Search of the Non-Profit Sector II: The Problem of Classification. *Voluntas* 3,1992,3,Dec 267-309.

1993: Measuring the Non-Profit Sector Cross-Nationally: A Comparative Methodology. *Voluntas* 4,1993,4,530-554.

1999 Global Civil Society: Dimensions of the Nonprofit Sector. Johns Hopkins University. Center for Civil Society Studies. Baltimore.

1992 The Origins, Forms and Roles of a Third Major Sector. In Defourny Jacques & Monzon Campos José L. (eds.): *Économie sociale. Entre économie capitaliste et économie publique / The third Sector. Cooperative, Mutual and Nonprofit Organizations*. De Boeck Université. Bruxelles.

Todaro, Michael, *Development*, McGraw-Hill.

Sen., Amartya. *Development and Change*. Oxford

UNDP: *Human Development Reports*, Oxford University press

Govt of India: *Human Development Report*

Government of Karnataka: *Human Development Report of Karnataka*

Ashok Mody (Ed): *Inclusive growth*, Orient long man Bangalore (2006)

Government of India: 11th Five year plan Draft.

M.S.A. Rao. *Social Movements in India*, Manohar Publications

Shah. Ghanshyam. *Social Transformation in India Two Volumes*. Rawat

Giri, Ananta Kumar. *Reflections and Mobilizations: Dialogues with Movements and Voluntary Organisations*. Sage

Beteille. Andre. *Society and Politics in India*. Oxford

Ashley A.Doiron, *Tourism Development and Third Sector: A case study on Dawson city Yukon*.

Stephn J.Page & Joanne Connell, *Tourism – A modern synthesis*, 2nd ed.
P.C.Sinha, *Tourism Impact assessment*.

Greg Richards & Derek Hall, *Tourism & sustainable community development*.

Paper – 3 - Recent Developments

Performance Management

Objective: To provide research scholars an understanding of the Recent Developments in the area of their research and also use different pedagogy for this subject.

Unit I :

The background and emergence of Performance Management (PM) - Definition – purposes and implications, concerns, process and criteria for success – the scope of performance management.

Unit II :

Choosing a Performance Management Measurement approach – measuring results & behaviors, performance information collection, implementing Performance Management System (PMS).

Unit III :

Managing performance, continuous learning, managing under-performers, Performance Management and discipline, performance reviews and rating – Performance Management documentation – Performance Management evaluation methods.

Unit IV :

Performance Management and employee development – Performance Management skills, reward systems and legal issues – managing team performance – feedback counseling & coaching and managing small organizations.

Unit V :

Performance standards – objectives – competency mapping and analysis, performance appraisal system implementation – conducting staff appraisal – 360 Degree feedback – case studies in Performance Management

References:

1. Michael Armstrong (1994), Performance Management, Kogan Page Limited, London.
2. Michael Armstrong & Angela Baron, Performance Management, The New Realities, Jaico Publishing House, Mumbai.
3. Herman Aguinis (2009), Performance Management, Pearson Education, New Delhi.

MANGALORE UNIVERSITY

Department of Business Administration
Mangalagangothri-574199

No. MU/DOBA/ /2011-12

Date:22.11.2011

Prof. P.Pakkeerappa
Chairman – PGBOS in Business & Tourism Admn.

To

The Registrar
Mangalore University
Mangalagangothri – 574 199.

Sir,

Sub: Ph.D. Course work Syllabus in Recent Developments paper – reg.
Ref: Our letter No. MU/DOBA/106/2011-12 dt.10.6.2011.

In continuation of our earlier letter cited in reference, I am herewith sending the syllabus of Ph.D. course work relating to Recent Development paper which has been prepared and approved by the PGBOS in its meeting held on 30.09.2011 in the department of Business Administration.

This is for your kind perusal and further action in the matter.

Thanking you,



Yours faithfully,

(P.PAKKEERAPPA)

Encl: Ph.D. course work Syllabus in Recent Developments

MANGALORE UNIVERSITY
Department of Business Administration
Mangalagangothri-574199

No. MU/DOBA/ /2007-08

Date:27.09.2007

Prof. P.Pakkeerappa
Chairman – PGBOS in Business & Tourism Admn.

To

The Registrar
Mangalore University
Mangalagangothri – 574 199.

Sir,

Sub: Submission of MBA (Tourism Admn) curriculum – reg.

With reference to the above subject, I am herewith sending the syllabus of MBA (Tourism Admn) which has been prepared and approved by the PGBOS in Business & Tourism Admn in its special meeting held on 5.5.2007 in the Department of Business Administration. Please find enclosed the proceedings of the special meeting held for the above purpose.

This is for your kind perusal and further action in the matter.

Thanking you,



Yours faithfully,

(P.PAKKEERAPPA)

Encl: 1. Draft syllabus
2. Meeting proceedings

Course work:

Papers	Particulars	Duration of Examination (hrs)	Marks			Credits
			IA	Theory	Total	
Paper 1	Research Methodology	3	30	70	100	4
Paper 2	Theoretical Foundations	3	30	70	100	4
Paper 3	Recent Development 1. Financial Econometrics 2. Consumer Behaviour 3. Third Sector 4. Performance Management	3	30	70	100	4
Paper 4	Reviewing of Literature and Planning of the Proposed Research work with a Tentative title		-	-	200	8
	Total					20



Third Sector and Tourism Development (for Research Scholars in Tourism)

Tourism Development and Third Sector in a community context – Rural Tourism – Quality of life – Community Development – Community Groups and organisations – Voluntary activity – Community networks – Community leaders. Sustainable Tourism – Sustainable Community Tourism Development – Tourism Impact on Community – Social - cultural – economic & environmental aspects of tourism impacts. Approaches to sustainable tourism planning & community participation.

Ashley A.Doiron, Tourism Development and Third Sector: A case study on Dawson city Yukon.

Stepehn J.Page & Joanne Connell, Tourism – A modern synthesis, 2nd ed.

P.C.Sinha, Tourism Impact assessment.

Greg Richards & Derek Hall, Tourism & sustainable community development.



MANGALORE UNIVERSITY

Department of Business Administration
Mangalagangothri-574199

No. MU/DOBA/ /2011-1

Date:06.09.2007

Prof. P.Pakkeerappa
Chairman – PGBOS in Business & Tourism Admn.

To

The Registrar
Mangalore University
Mangalagangothri – 574 199.

Sir,

Sub: Submission of M.Phil Syllabus – reg.
Ref: (i). MU:SYND:PG:BOS:2006-07: S4, dated 24-02-2007.
(ii) MU:ACA:C.R.69:2006-07:A2, dated 10-04-2007.

With reference to the above subject, I am herewith sending the syllabus of M.Phil in Business Administration which has been prepared and approved by the PGBOS in its meeting held on 24.03.2007 and 5..5.2007 in the department of Business Administration. Please find enclosed the proceedings of the special meetings held for the above purpose.

This is for your kind perusal and further action in the matter.

Thanking you,



Yours faithfully,

(P.PAKKEERAPPA)

Encl: M.Phil syllabus.