

ICFAI Business School (IBS)
Doctor of Philosophy (Ph. D.)
Course work (Full-Time and Part-Time Scholars)

Course: Advanced Strategic Management			Semester: I
Course Code: PHDASM-101	L T P	3 0 0	Credits: 3

Objective

To introduce the fundamentals of Strategic Management and to explain the complexity involved in developing and implementing business strategies.

Syllabus

Introduction to Strategy

5

Definition of strategy, characteristics of strategic decisions, levels of strategy, vocabulary of strategy. Strategic management – the strategic position – strategic choices – strategy into action. Contributions of leading management gurus (Igor Ansoff, Michael E. Porter, Sumantra Ghoshal, Gary Hamel, C.K. Prahalad).

Industry Analysis, Market Structure & Competition

8

Macro Environment (PESTEL Framework), Industry Analysis (Porter's Five Forces Model), Firm Analysis (SWOT), Strategic Gaps, Critical Success Factor, Experience Curve

Capability, Competency & Resource Based View

8

Critical success factors. The strategic importance of resources, available resources, threshold resources, unique resources. Competencies, core competencies, where core competencies reside. Competition View of Strategy Vs Resource Based View (RBV).

Strategic Development Process

8

Strategy Development Process in organizations, Intended & Emergent Strategies, Strategic planning systems.

Strategy Implementation

5

Organizing for success, Structural types – simple structure, functional structure, multidivisional structure, holding company structure, matrix structure, team based structure, project based structure and intermediate structure. Internal development– mergers and acquisitions – joint developments and strategic alliances. Success criteria – suitability, acceptability, feasibility.

Strategies in Emerging Markets

4

Strategy in emerging economies, Strategies that fit emerging markets, Estimating the performance effects of business groups in emerging markets.

Contemporary Concepts

4

The Competitive Advantage of Nations, Blue Ocean Strategy, Using Balanced Scorecard as a strategic management system, Business Model Innovation.

Suggested Readings (Books):

1. Strategy Safari by Henry Mintzberg, Bruce Ahlstrand and Joseph Lampel, 2000.
2. The concept of corporate Strategy by Kenneth R Andrews, Dow Jones-Irwin, 1971.
3. Corporate Strategy: An analytical approach to business policy for growth and Expansion by Igor Ansoff, Mc-Graw Hill, NY, 1965.
4. Chandler, A D. Jr. (1962). Strategy and Structure, MIT Press, MA, Cambridge.
5. Competitive Advantage: Creating and Sustaining Superior Performance by Michael Porter, Free Press, 1980.

Suggested Readings(Research Papers):

Introduction to Strategy

- Henderson, BD (1989). The origin of strategy. Harvard Business Review, 139-143.
- Porter, ME (1991). Towards a dynamic theory of strategy. Strategic Management Journal, 12(Winter), 95-117.
- Porter, ME (1996). What is strategy?. Harvard Business Review, (November-December).
- Ghemawat, P (2002). Competition and business strategy in historical perspective. The Business History Review, 76(1), 37-74.

Industry Analysis, Market Structure & Competition

- Gulati, R, Nihoria, N and Zaheer, A (2000). Strategic networks. Strategic Management Journal, 21(3), 203-215.
- Weerawardena, J, O’Cass, A and Julian, C (2006). Does industry matter? Examining the role of industry structure and organizational learning in innovation and brand performance. Journal of Business Research, 59(10), 37-45.
- Porter, ME (2008). The five competitive forces that shape strategy. Harvard Business Review, January.

Capability, Competency & Resource Based View

- Warnerfelt, B (1984 & 1995). Strategic Management Journal.
- Prahalad, CK and Hamel, G (1990). The core competence of the corporation. Harvard Business Review, May-June, 79-90.
- Oliver, C (1997). Sustainable competitive advantage: Combining institutional and resource- based views. Strategic Management Journal, 18(9), 697-713.

- Eisenhardt, KM and Martin, JA (2000). Dynamic capabilities: What are they?. *Strategic Management Journal*, 21(10/11), 1105-1121.

Strategic Development Process

- Mintzberg, H and Waters, JA (1985). Of strategies, deliberate and emergent. *Strategic Management Journal*, 6(3), 257-272.
- Lieberman, MB and Montgomery, DB (1988 & 1998). *Strategic Management Journal*.
- Montgomery, CA (1994). Corporate diversification. *Journal of Economic Perspectives*, 8(3), 163-178
- Elbanna, S. (2006). Strategic decision making: Process perspectives. *International Journal of Management Reviews*, 8(1), 1-20.
- Holmberg, SR and Cummings, JA (2009). Building successful strategic alliances: Strategic process and analytical tool for selecting partner industries and firms. *Long Range Planning*, 42(2), 164-193.

Strategy Implementation

- Hill, CL and Hoskinsson, RE (1987). Strategy and structure in multiproduct firm. *Academy of Management Review*, 12(2), 331-341.

Strategies in Emerging Markets

- Hoskinson, RE, Eden, L, Lau, CM and Wright, M (2000). Strategy in emerging economies. *Academy of Management Journal*, 43(3), 249-267.
- Khanna, T and Rivkin, JW (2001). Estimating the performance effects of business groups in emerging markets. *Strategic Management Journal*, 22(1), 45-74.
- London, T and Hart, SL (2004). Reinventing strategies for emerging markets: Beyond the transnational model. *Journal of International Business Studies*, 35(5), 350-370.
- Khanna, T, Palepu, KG and Sinha, J (2005). Strategies that fit emerging markets. *Harvard Business Review*, 4-18.

Contemporary Concepts

- Porter, ME (1990). The competitive advantage of nations. *Harvard Business Review*, 73-93
- Kim, WC and Mauborgne, R (2004). Blue Ocean Strategy. *Harvard Business Review*, 71-80.
- Kaplan, RS and Norton, DP (2007). Using Balanced Scorecard as a strategic management system. *Harvard Business Review*, 97-709.
- Johnson, MW, Christensen, CM and Kagermann, H (2008). Reinventing your business model. *Harvard Business Review*, 59-68.

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Course work (Full-Time and Part-Time Scholars)

Course: Research Methodology-I			Semester: I
Course Code:PHDRMM-101	L T P	3 0 0	Credits: 3

Objective

To impart the students with the fundamentals of research methodology to enable the students to plan and conduct research study.

Syllabus

Research Design

5

The meaning and characteristics of good research design. Classifications of the research design: exploratory, descriptive & causal studies, Research process.

Sample Design

6

Census and sample survey, Population & sample, Meaning and types of sampling: probability and non-probability sampling techniques, Sampling and non sampling errors, Sample size determination.

Measurement Concept in Business Research

10

Identifying and deciding on the variables to be measured- development of measurements scales; nominal scale, ordinal scale, interval scale, ratio scale; criteria for good measurement, reliability test. Attitude scales: Definition and types of attitude scales; single item scales, multiple items scales; Likert's scale, Semantic Differential scale.

Questionnaire Design, Survey Research and Data Preparation

11

Nature of questionnaire, questionnaire design process, Response format: open-ended questions close ended questions, reliability and validity of questionnaire. Classification of method of data collection; personal interview, telephonic interview, mail interview and electronic interview. Data collection in qualitative research: focus group technique, depth interview technique and projective technique Editing, coding, classification and tabulation of data; methods of data presentation.

Descriptive Statistics and Probability Distributions

10

Measures of central tendency, Measures of dispersion: Range, quartile deviation, mean deviation, standard deviation, coefficient of variation, Probability, Probability distributions: discrete and continuous distribution, Expected value, Binomial distribution, Poisson distribution, Normal distribution.

Suggested Readings

1. William G Zikmund, Barry J Babin, Jon C.Carr, Atanu Adhikari,Mitch Griffin, Business Research methods, A South Asian Perspective, 8th Edition, Cengage Learning, New Delhi, 2012.
2. Donald R. Cooper, Pamela S. Schindler and J K Sharma, Business Research methods, Tata Mc Graw Hill, New Delhi, 2012.
3. Bryman, A. and Bell, E. (2007). *Business Research Methods*, Oxford University Press.
4. Levin, Richard, I and David S Rubin: *Statistics for Management*, Pearson

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ICFAI Business School (IBS)
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Course work (Full-Time and Part-Time Scholars)

Course: Research Methodology-II			Semester: II
Course Code:PHDRMM-102	L T P	3 0 0	Credits: 3

Objective

To impart the students to statistical tools and software like SPSS for analysis of data for quality research.

Syllabus

Inferential Statistics

10

Estimation theory: point and interval estimation, Testing of hypothesis, One sample test, Hypothesis Testing of Means when Population Standard Deviation is known and unknown, p-value approach, Independent t-test, paired t-test, Analysis of variance, Correlation analysis and introduction to regression analysis.

Nonparametric Tests

5

Chi square goodness of fit and indecency tests, Kruskal-Wallis test, Wilcoxon test, Mann-Whitney test.

Multivariate Techniques

14

Introduction to Multivariate analysis, classifications of multivariate, Multiple regression analysis, Time series analysis, Discriminant analysis, Logistic regression, Factor analysis, Cluster analysis, Multidimensional scaling, Conjoint analysis, Structural equation modeling (SEM), Qualitative research methods; content analysis.

Computer Applications and Statistical Software

10

Introduction to computer system, MS word, MS power point, Applications of Microsoft Excel Introduction to SPSS, data entry, editing, transformation and cleaning. Advanced data handling in SPSS: sorting cases, merging files, selecting cases, recoding values, computing new variable. Statistical analysis using SPSS.

Research Proposal and Report Writing

3

Structure and scope of research proposal, Elements of research proposal, Significance, steps and structure of research report; presentation of the research report and Ph. D. Thesis; footnotes, end notes referencing and bibliography,.

Suggested Readings

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2. Donald R. Cooper, Pamela S. Schindler and J K Sharma, Business Research methods, Tata Mc Graw Hill, New Delhi, 2012.
3. Bryman, A. and Bell, E. (2007). *Business Research Methods*, Oxford University Press.
4. Levin, Richard, I and David S Rubin: *Statistics for Management*, Pearson
5. Joseph F. Hair: Bill Black: Barry Babin; Rolph E. Anderson; and Ronald L. Tatham, (2006). *Multivariate Data Analysis*, Prentice Hall.
6. Lattin, James M.; Carroll, Douglas J. and Green, Paul E. (2002). *Analyzing Multivariate Data*, Belmont, CA: Duxbury Press.
7. Susan B. Gerber, Kristin Voelkl Finn, (2005) *Using SPSS for Windows: Data Analysis and Graphics*, Springer.