

PROPOSAL FOR THE APPROVAL OF ACADEMIC COUNCIL

REVISED CURRICULA AND SYLLABUS

FOR

Ph. D MANAGEMENT



**DEPARTMENT OF MANAGEMENT
AKAL COLLEGE OF ECONOMICS, COMMERCE AND MANAGEMENT
ETERNAL UNIVERSITY, BARU SAHIB, HIMACHAL PRADESH**

DOCTOR OF PHILOSOPHY IN MANAGEMENT

Objective:

The objective of this Programme is to train post-graduate students in a challenging management field and empower them in theory and practice through study and analysis of advanced quantitative methods and processes. This course also equips students with the necessary analytical skills for carrying out high-quality research in management. To develop independent logical thinking and facilitate personality development. To train in data analysis for better comprehensive and policy formulation. To develop among students' communication, study, and analytical skills. And finally, to equip the students for seeking a suitable career in Management and related fields.

Duration:

The Ph. D course will be a three-year (minimum & maximum of five years) full-time program. Each year consists of two semesters. Thus the Ph. D course is of six semesters. In each semester the distribution of course and research work will be as per detail given under curricula.

Eligibility:

Master's degree in MBA/M. Phil/M. Com/M. A/ M.Sc in any subject with first preference to MBA. The candidates with other professional degrees in allied subjects declared equivalent to the Master's degree by the corresponding statutory regulatory body, with at least 55% marks in aggregate (or its equivalent grade 'B' in the UGC 7- point scale or an equivalent grade in a point scale wherever grading system is followed) or an equivalent degree from a foreign educational institution accredited by an Assessment and Accreditation Agency which is approved, recognized or authorised by an authority, established or incorporated under a law in its home country or any other statutory authority in that country to assess, accrediting or assure quality and standards of educational institutions shall also be eligible. A relaxation of 5% of marks, from 55% to 50%, or an equivalent relaxation of grade, will be allowed for those belonging to SC/ST/OBC (non-creamy layer)/PWD and other categories of candidates as per the decision of the University of Delhi from time to time. The eligibility marks of 55% (or an equivalent grade in a point scale wherever grading system is followed) and the relaxation of 5% to the categories mentioned above are permissible based only on the qualifying marks without including the grace mark procedures.

Medium of Instructions & Examination:

English shall be the medium of instruction and examination.

Scheme of Examination:

Examinations shall be conducted at the middle and end of each semester as per the Academic calendar notified by the Eternal University. The system of evaluation shall be as follow:

Credits	THEORY			PRACTICAL		
	Total	Mid-session	End Term	Total	Mid-session	End Term
1+0/ 2+0/ 3+0/ 4+0	100	40 (30+10*)	60	-	-	-
0+1	-	-	-	100	50	50
1+1	50	20 (15+5*)	30	50	-	50
2+1	65	25 (20+5*)	40	35	-	35
3+1	75	30 (25+5*)	45	25	-	25

*Assignments marks

Attendance requirement:

The students are required to attend class lectures, tutorials, seminars, etc, arranged by the department from time to time. The minimum percentage of attendance required shall be as per the Eternal University rules.

Research Project Report cum Dissertation:

The student admitted for the degree programme shall be allotted to a major guide after the last date of admission in the programme. An advisory committee cum RDC shall be constituted for the student under the chairmanship of the major guide and shall be approved by the competent authority. The student will finalise the topic for her/his research project/dissertation in consultation with the advisory committee. Under the guidance of the advisory committee, detailed synopsis of the thesis will be prepared by the student as per laid down guidelines and procedures of the university. After the satisfaction of the advisory committee, the student shall deliver a synopsis seminar in the department before the faculty and students. The suggestions made in the seminar will be incorporated and five copies of the final version of the synopsis duly signed by the advisory committee, the HOD concerned, and the Dean of the college shall be submitted to the Dean Postgraduate Studies (PGS) for further approval of the competent authority. The research project completed and submitted in the form of a thesis/dissertation in partial fulfillment of the requirements for the degree will be 100 marks; 70 marks for written research project cum thesis and 30 for viva-voce. The thesis/dissertation will be got evaluated from two external examiners appointed by Dean PGS. However, the viva-voce will be conducted after incorporating the suggestions made by the external examiner(s) by a committee constituted by the Dean Postgraduate Studies.

The outcome of the course programme:

From the learning field of management, it is assumed that the management courses will help the research scholar to imbibe good research aptitude for researching a specific area. The course work will help the students in becoming an excellent researcher in his/her career and will be able to get good opportunities in public as well as private sectors.

PROGRAMME OUTCOMES (POs)

PO 1: This degree program is providing to students to study concepts and techniques needed to understand a range of business disciplines as well as to research issues arising in professional business practice.

PO 2: To provide students with the opportunity to learn the latest academic theories, concepts, techniques, and applications with emphasis on teaching, research, practice in the field of concentration, and consulting,

PO 3: To extend the knowledge, expertise, and skill of students through the application of research to business problems and issues by including internships, teaching experiences, and special study projects as a part of the curriculum,

PO 4: To develop the student's ability to carry out independent research at an advanced level, and enhance their ability to deliver their ideas, research methodology and findings using formal presentations with critiques of their analytical, written, oral and media presentation skills in business, professional, and educational environments,

PO 5 To create opportunities for the University's bachelor and master's degree students to continue their business education by undertaking the doctoral degree course of students.

PROGRAMME SPECIFIC OUTCOMES (PSOs)

PSO 1: Demonstrate advanced knowledge and competence in the latest academic theories, concepts, technology-enabled opportunities, financially justified analysis, research operations and market-based economy in a global field of business administration,

PSO 2: Demonstrate integration from business and non-business disciplines to generate novel ideas, strategies, and practical approaches to address business issues faced by senior leadership in organizations.

PSO 3: Demonstrate effective research skills including formulation of research problem; integration of previous publications into an appropriate literature review; design of a research study; data analysis; ability to summarize and present the results,

PSO 4: Generate, evaluate, and assess the ethical obligations and responsibilities of business for responsible management,

PSO 5: Demonstrate an ability to address complex industry challenges using the frameworks of industry rules and regulations that build prescriptive conclusions and real-world experience and knowledge.

COURSE OUTCOMES (COs)

Subject: Advances in Management thought Subject Code: MGMT -601

CO 1: To understand the concept and process of management.

CO 2: To see management and its historical perspective.

CO 3: To delineate management functions and to understand the unique situation of management within research.

Subject: Advances in Marketing Management Subject Code: MGMT-602

CO 1: Understanding of the Modern-day marketing functions in the corporate enterprises and various research and policy implications.

CO 2: To develop knowledge and understanding of the various aspects of modern marketing management.

CO 3: To enable students to identify research issues in the specialization area.

CO 4: To develop insight of students as to the area and topic in the area that they may work up to develop their Ph.D. proposals.

Subject: Finance and Financial Markets

Subject Code: MGMT-603

CO 1: To familiarize the students with advanced knowledge in the discipline of financial management.

CO2: The course has been designed to provide the research students with knowledge of emerging issues and trends in financial markets and innovations in the financial sector.

CO 3: The emphasis in the course will be on practical knowledge along with the conceptual understanding of the subject.

CO 4: The course also aims at providing an international perspective in the field to the students.

Subject: Advance Human Resource Management Subject Code: MGMT-604

CO 1: Understanding the advanced knowledge in the discipline of human resource management and integrating the steps necessary for effective implementation in the organization.

CO 2: Develop ways in which human resources management might diagnose a business strategy and then facilitate the internal change necessary to accomplish the strategy.

CO 3: Evaluate the developing role of human resources in the global arena.

Subject: Global Business Environment

Subject Code: MGMT-605

CO 1: Understanding the important linkages between the domestic economy and its external sector.

CO 2: To gain the conceptual clarity of the theoretical aspects of international trade and finance.

CO 3: To examine the broad pattern of changes in the international economic policy.

CO 4: To examine the business implications of the international economic environment.

CO 5: To identify the basic macroeconomic relationships as they affect the behavior of firms and to incorporate international issues in designing corporate strategies in a fast-changing environment.

Subject: Research Methodology

Subject Code: MGMT-699

CO 1: Understanding to Develop an understanding of various kinds of research, objectives of doing research, research process, research designs and sampling.

CO 2: Understanding the use of tools and techniques for exploratory, conclusive, and causal research,

CO 3: To understand the concept of measurement in empirical systems and its validity and reliability,

CO 4: To use statistical techniques for analysis of research data and to realize the applications of Business research.

CO4: Understanding to have a basic awareness of data analysis and hypothesis testing procedures.

COURSE STRUCTURE

Minimum 12 credits, that is, two courses out of optional category & one research methodology are compulsory. Besides, credit seminar and Doctoral research for 5 credits are also compulsory for Ph.D. students in semester-I during the course work.

SEMESTER I

S. No.	Category	Course Code	Course Title	L	T	P	Credits	Contact Hours
1	Optional	MGMT 601	Advances in Management Thought	4	0	0	4	4
2	Optional	MGMT 602	Advances in Marketing Management	4	0	0	4	4
3	Optional	MGMT 603	Finance and Financial Markets	4	0	0	4	4
4	Optional	MGMT 604	Advance Human Resource Management	4	0	0	4	4
5	Optional	MGMT 605	Global Business Environment	4	0	0	4	4
6	Compulsory	MGMT 691	Seminar	1	0	0	1	1
7	Compulsory	MGMT 699	Research Methodology	3	0	0	3	3
8	Compulsory	MGMT 700	Doctoral Research (Development of synopsis)	0	0	5	5	10

SEMESTER II

S. No.	Course Code	Course Title	L	T	P	Credits	Contact Hours
1	MGMT 700	Doctoral Research (Submission & approval of synopsis by RDC)	0	0	15	15	30
2	-	Comprehensive examination* (will be evaluated satisfactory/unsatisfactory)	-	-	-	-	-

*Each student will have to get 50% marks in a comprehensive written examination and satisfactory performance in an oral examination.

SEMESTER III

S. No.	Course Code	Course Title	L	T	P	Credits	Contact Hours
1	MGMT 700	Doctoral Research (Preparation of schedule & questionnaire)	0	0	15	15	30

SEMESTER IV

S. No.	Course Code	Course Title	L	T	P	Credits	Contact Hours
1	MGMT 700	Doctoral Research (Collection & tabulation of data)	0	0	15	15	30

SEMESTER V

S. No.	Course Code	Course Title	L	T	P	Credits	Contact Hours
1	MGMT 700	Doctoral Research (Analysis of data)	0	0	15	15	30

SEMESTER VI

S. No.	Course Code	Course Title	L	T	P	Credits	Contact Hours
1	MGMT 700	Doctoral Research (Thesis writing & submission)	0	0	15	15	30

Note: The student will compulsorily undertake his/her research work related to the dissertation for the credit hours mentioned in each semester thus making a total of 80 credits. The advisor and advisory committee will evaluate the research work undertaken by the student through a seminar arranged in the department in each semester till dissertation is submitted and clear the credit hours by awarding satisfactory/unsatisfactory grade. Student will work on a research topic chosen by him/her or assigned to him/her by the RDC with the purpose to develop a collective approach to study, analyse and solve the problem. Student is required to collect, analyse the data and submit his/her dissertation within the stipulated period.

MGMT 601 (ADVANCES IN MANAGEMENT THOUGHT)

L	T	P
4	0	0

UNIT I

Early Writing in Management, Classical theories: Scientific Management, Administrative Management, Bureaucratic Management. Neo-Classical Theories: Behavioural Approach, Management Science Approach, System theory and Contingency Approach.

UNIT II

National Cultures and Management Practices – Comparative Analysis of Chinese, American, Japanese and Indian Management.

UNIT III

Management of Business Environment, Corporate Social Responsibility, Ethics and Values System in Indian Business.

UNIT IV

MBO and TQM, Creativity and Innovation in Management, Change Management, Organizational Transformation, Technology Management, Knowledge management and Learning Organizations.

UNIT V

Contemporary Management Viewpoints, McKinney 7s Framework, 21st Century Approaches to Management - Theory Z Approach. Micheal Potter's Industry and Competitive Analysis. Contribution of C K Prahalad, Hamel, Peter Ducker, Henry Mintzberg and Harward Simen.

Recommended Books:

1. Singh, R N, Management Thought and Thinkers, Sultan Chand & Sons, New Delhi.
2. Sharma, Prabhudutta, Management Thought & Thinkers, Vishwabharti, Publication, New Delhi.
3. Mathur, Navin, Management Thought, National Publishing House, Choura Rasta, Jaipur 302003.
4. Edward De Bono, Lateral Thinking for Management, McGraw-hill, Book Company, UK.
5. Sharma, N K & Sharma Kapil, Recent Management Theory, RBSA Publishers, SMS Highway, Jaipur.

MGMT 602 (ADVANCES IN MARKETING MANAGEMENT)

L	T	P
4	0	0

UNIT I

Orientation of Modern Marketing and Analyzing Market Opportunities: Marketing Tasks and Approaches to Modern Marketing, Marketing Environment and Environment Scanning, Analyzing Market Environment. Role of Marketing in Corporate sector in Recent era: 4Ps & beyond, Marketing Challenges, Marketing information system and Marketing Research, Strategic Planning in Marketing Management.

UNIT II

Service Marketing: Concepts, Characteristics and Classification. Marketing Mix for Services. Problems in the marketing of Services. Marketing Strategies for Service Firms. A brief study of Specific Services.: Tourism, Hospitality, Banking and Insurance Services. Customer Evaluation of Service Quality: Gaps Model for improving the Quality of Service - knowledge gap, standards gap, delivery gap, communications gap. Service Recovery.

UNIT III

Measurement Process in Marketing Research: Measurement in Marketing, Difficulties in Measurement, Concepts of Validity and Reliability; Attitude Measurement: Importance of Attitude in Marketing, Nature of Attitudes and their Measurement, Attitude Scaling Procedures, Thurston Scale, Likert Scale, Paired Comparison Scale, Semantic Differential Scale and Multidimensional Scale (MDS) and Their Applications. Applied Marketing Research: Demand Measurement and Forecasting, Product Research, Advertising Research, Distribution Research, Sales Control Research, Pricing Research, Motivation Research. Use of Statistical Package for Social Sciences (SPSS) in Marketing Research.

UNIT IV

Supply Chain Management: Components of SCM, Physical Distribution System; Distribution Channels, Types & Functions, Selection, Cooperation and Conflict Management. Retail Marketing: Retailing in India, Significance of retail industry, Marketing retail equations, the new role of retailers, Indian retail scenario and its prospects, Retail Formats and Theories, Theories of retail development, Concept of the retail life cycle, Classification of retail stores, the role of franchising in retail. FDI in retail. Understanding the Retail Consumers: The factors influencing retail shoppers, Consumer decision-making process, changes in the Indian consumer, the use of market research as a tool for understanding markets and consumers, Store Locations.

UNIT V

Emerging Issues in Marketing: Green Marketing, Holistic Marketing, Network Marketing, Event Marketing, Nucleus Marketing; Mergers and Acquisitions: Regulatory Framework, Marketing Issues and Relevance in 21st-century business Enterprises Competing through E-Marketing – Components of e-marketing, Impact of e-Marketing on marketing Strategy.

Recommended Books:

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

MGMT 603 (FINANCE AND FINANCIAL MARKETS)

L	T	P
4	0	0

UNIT I

Financial Management and Policy Financial Strategy: Concept, objective, and components of the Strategic Planning process. The linkage between corporate strategy and financial strategy; implications of capital budgeting, capital structure and dividend policy on corporate strategy; Shareholders value creation. Security Valuation Principals and Models: Bonds, Equities, Preference shares.

UNIT II

Stock Market and Regulation in India: Stock Exchanges in India: Listing of Scrips, On-Line Trading, Depositories, Trading, Settlement, Risk Management, Investor Grievances, Basics of Pricing Mechanism, Inside trading, Circular trading, Price rigging. Regulation of Indian Capital Market: SEBI, Stock Exchange Board. Stock Indices, Role of FIIS, MFs, and Investment Bankers in the Stock market

UNIT III

Functions and structure of financial markets, fundamental analysis, technical analysis, efficient market theory, financial derivatives, behavioural issues in finance and investment; Emerging issues in Financial Markets.

UNIT IV

Multinational Financial Management: Its organization, Opportunities and challenges of Multinational Corporations; Foreign Exchange Markets: The spot market, Forward market. Mechanism of foreign exchange management, Derivatives: forwards, futures, options, swaps.

UNIT V

Banking System in India: Organization, Structure, Emerging scenario of Banking in India, Entry of Private and Foreign Banks. Financial Innovation and Opportunities for Banks: Universal Banking, Bancassurance, Factoring and Securitization. Regulation of Banking Sector: Role of RBI: Prudential Norms and performance measurement, CRR, SLR, CRAR, NPA, Income recognition, Asset qualification and Provisioning norms, Basel accord. Risk Management in Banks, Asset liability Management Using traditional GAP and modern techniques.

Recommended Books:

1. Sheeba, Kapil, Financial Management, Pearson.
2. Peter, Jonathan Berk, Financial Management, Pearson.
3. Sharan, Vyuptakesh, Fundamentals of Financial Management, Pearson.
4. James, C & Van Harne, Financial Management & Policy, Pearson.
5. Vij, Madhu, International Financial Management, Excel Book.
6. Bhalla, VK & S Ramu Shiva, International Business Environment & Management, Anmol publication.
7. Mike, W. Peng, International Business, Cengage Learning.

8. Weston, J. Fred., Mark L. Mitchell, J. Harold Mulherin, Take Overs, Restructuring & Corporate Governance, Pearson Education Inc.
9. Khan, M. Y., Indian Financial System, Tata McGraw-HiLL Publishing Company Ltd., New Delhi.

MGMT 604 (ADVANCE HUMAN RESOURCE MANAGEMENT)

L	T	P
4	0	0

UNIT I

An overview of Human Resource Management: Framework of HRM in the present-day corporate sector; environmental scanning, HRM in the Global Context. Challenges of HRM. Strategic HRM. Manpower Search: Employee Acquisition Strategies and Selection Process in Corporate Sector, Career & Competence Development, Training and Retraining, Measuring Training Effectiveness. Job Involvement, Employee Engagement. Performance Appraisal and Potential Evaluation, Employee Empowerment, Compensation, Incentives and Fringe benefits. Retention Strategies: Counseling & Mentoring, Managing Separations and Rightsizing.

UNIT II

Organizational Change & Development: Measurement and Coping strategies for frustration, Stress & Burn out. Quality of Work Life, Work-Life Balance, Motivation, Leadership Styles, Job Satisfaction, Organization Culture, Organizational Effectiveness

UNIT-III

Industrial Relations: Causes of Industrial Unrest and Remedial Measures, Industrial disputes in India, Employment Security and Management of Redundancies. Trade Unionism in India. Social Security, Health & Welfare Measure in India.

UNIT IV

Ethical Issues in Human Resource Management: Need and Implications of Ethics for Human Resource Management. Corporate Social Responsibility. Indian Ethos, Values, Human Values in HRM. HRD: HRD Practices, HRD Audit, HRD Culture & Climate, Strategic HRD. International Human Resource Management: Dynamics of HRM in Multinational Corporations, Cross-Cultural HRM. Human Relations Challenges of the Future.

UNIT V

Current Trends in HRM: Green Human Resource Management- Concept, Advantages, Practices & Policies; Employee Engagement, Competency Mapping, Employer Branding, Managing Diversity at workplace, Talent Management.

Recommended Books:

1. Garry, Dessler, Human Resource Management, Prentice-Hall India Pvt. Ltd., New Delhi, 10th Edition.
2. Edwin, B. Flippo, Personnel Management, McGraw-Hill Book Company, 6th Edition.
3. Raymond, Noe, Wright, Gerhart & Hollenbeck, Human Resource Management - Gaining A Competitive Advantage, Tata McGraw - Hill Publishing Company Ltd., New Delhi, 5th Edition.
4. Snell, Scott & Bohlander George, Human Resource Management, Cengage Learning India Pvt. Ltd., New Delhi.
5. Werner, J M & Desimone R L, Human Resource Development, Cengage Learning India Pvt. Ltd., New Delhi.

6. Regis, Richard, Strategic HRM & Development, Excel Books, New Delhi.
7. Pareek, U; Understanding Organizational Behaviour, Oxford University Press.
8. Kaushal, S.L, Business Ethics, Deep & Deep Publications, New Delhi.
9. Sen Ratna, Industrial Relations in India, Mac Millan, New Delhi.
10. Rao TV; HRD Audit, Response Books, New Delhi.
11. Kandula, S.R, Strategic Human Resource Development, PHI, Pvt. Ltd., New Delhi. 12.
12. Aswathapa, K., Human Resource Management. Mumbai: Himalaya Publishing House.
13. Decenzo, D.A. & Robbins, S.P. Human Resource Management (6th ed.). Singapore: John Wiley.

MGMT 605 (GLOBAL BUSINESS ENVIRONMENT)

L	T	P
4	0	0

UNIT I

Global Business Environment: Concept, Importance, Rationale; Globalization and its Phases. Traditional Schools of International Political Economy: Mercantilism; Liberalism; and Marxism.

UNIT II

Regional Integration and Economic Blocks: Levels of Regional Economic Integration; Leading Economic Blocks: European Union (EU); North America Free Trade Agreement (NAFTA); South Asian Association of Regional Cooperation (SAARC); Association of Southeast Asian Nations (ASEAN); Brazil Russia India China South Africa Group (BRICS).

UNIT III

International Finance: Importance, Types of International Transactions, Risks in International Transactions. Foreign Investments: Portfolios Vs Foreign Direct Investments (FDI); Role and Impact on Developing Countries. Development in International Monetary Systems: Bretton Woods System; Contemporary International Monetary Arrangements; Foreign Exchange Mechanism and its Determinants; Brief Overview of the European Monetary System, Balance of Payments: Concepts and Components with Special Reference to India.

UNIT IV

International Financial Flows, Emergence of International Financial Intermediation, Recent Changes in the International finance, Resource flows to Developing Countries, Emerging Market Analysis, and Country Risk Analysis. Foreign Investment Analysis: Direct and Portfolio, Currency Convertibility, Current Account and Capital Account, South Asian Currency Crisis.

UNIT V

International Trade: Developments in International Trade Theory, Trade Policy Instruments and Liberalization, World Trade Organization, Legal Dimension in International Business.

Recommended Books: -

1. Varma, Sumati, International Business, Pearson, New Delhi.
2. Subba Rao, P, International Business Text and Cases, Himalaya Publishing House, Delhi.
3. Bhalla, V K and S. Shivaramu, International Business Environment and Business, Anmol Publication, New Delhi.
4. Bhalla, V. K. International Economy: Liberalization process, Anmol Publication, New Delhi.
5. Daniel, John D and Radebaugh, Lee H, International Business. 5th ed., New York, Addison Wesley.
6. Eiteman, D K and Stonehill, Al., Multinational Business Finance. New York, Addison Wesley.
7. Johnston, R B, The Economics of the Euromarket: History, Theory and Practice. New York, Macmillan.

MGMT 691 SEMINAR

L	T	P
1	0	0

This course covers contemporary issues concerning the related field of research undertaken by the student. The students are asked to prepare PPTs on the contemporary issues which they have to present in front of the faculty and students. The presentation made by the student will be evaluated by three faculty members.

MGMT 699 RESEARCH METHODOLOGY

L	T	P
3	0	0

UNIT I

Social science research: need, importance, types of research -fundamental v/s applied and impact of research. Research prioritization – objectives, process of research. Case studies. Philosophy: concept, definition, nature and scope. Ethics: definition, moral philosophy, ethical issues in social science research. Publication ethics: definition, introduction and importance. Best practices and standards setting initiatives and guidelines: Committee on Publication Ethics (COPE), World Association of Medical Editors (WAME), etc. Publication misconduct: concept, definition, problems that lead to unethical behaviour. Violation of publication ethics, authorship and contributorship. Identification of publication misconduct, complaints and appeals. Predatory publishers and journals.

UNIT II

Synopsis writing: Selecting research problem; formulation of research projects; survey of literature; allied and critical literature, research infrastructure; experimental design; sampling design; recording of observations; measurement and scaling techniques; Good Laboratory Practices (GLPs).

UNIT III

Formulation and types of hypotheses; collection, editing, coding, tabulation, validation, maintenance, storage and analysis of data. Diagrams and graphs plotting, measures of central tendency, measures of variation, skewness and kurtosis; correlation and regression, testing of hypothesis, ANOVA, test of significance and error analysis. Computer and informatics: introduction, word processing, excel, power point presentation. Web browsing, information resources and various databases. Introduction to statistical and econometric softwares.

UNIT IV

Compilation and presentation of results, writing of manuscripts; research reports and thesis; organization of reference material using end note; bibliography. Intellectual honesty and research integrity. Scientific misconducts: Falsification, Fabrication and Plagiarism (FFP). Intellectual Property Right (IPR) and patent application.

UNIT V

Financial support and various funding agencies; Multidisciplinary and multi-institutional research; writing research proposal for external funding. Research as career, current status and future prospects of research. Redundant publications: duplicate and overlapping publications salami slicing. Selective reporting and misrepresentation of data. Demonstration of departmental research activities through display of maps, globes, pictures, charts, research project reports and instrumentation.

Suggested References:

1. Jai Narain Sharma. Research Methodology. Deep & Deep publications.
2. Manas Das Gupta. Research Methodology in Economics. Deep & Deep Publications.
3. D. D. Gupta, A.M. Moon and M.K. Gupta. An Outline of Statistical Theory (Vol. I/II).
4. Pranesh Kumar, Daroga Singh and Padam Singh. Handbook of Sampling.
5. S.P. Gupta. Statistical Methods. Sultan Chand Publications
6. R. Kothari and K.F. Hatt. Methods in Social Research.

MGMT 700 DOCTORAL RESEARCH (Development of synopsis)

L	T	P
0	0	5

During the first semester, the student will follow the steps in choosing his/her research problem under the guidance of the advisory committee. Once the topic of research as per need is got finalized, the student has to rigorously consult the literature available and write reviews and references as per laid down guidelines of the university.

MGMT 700 DOCTORAL RESEARCH (Submission & approval of synopsis by RDC)

L	T	P
0	0	15

During the second semester, the student shall prepare a comprehensive research project proposal given the literature available and the research gaps strictly under the guidance of RDC. A detailed synopsis of the thesis/dissertation will be designed as per the research methodology techniques in the subject and guidelines of the university. PPTs will be made, and a synopsis seminar will be delivered by the student in the department. All the relevant suggestions put forth by the house will be incorporated in the synopsis. Thereafter, five copies duly got signed from the RDC will be submitted for the approval of the competent authority.

Comprehensive Written Examination

On the completion of 100% course work including credit seminar, the student will be evaluated through a comprehensive written examination. One paper will be set by the major advisor from all courses studied by the student during his/her previous semester(s). Each student will have to get 50% marks in a comprehensive written examination.

Oral Comprehensive Examination

On the successful completion of the written comprehensive examination, the major advisor shall propose a panel of three outside examiners through the Dean of the College to the Dean Post Graduate Studies for the conduct of the oral comprehensive examination. In such an examination fixed on a suitable date to all RDC members and external examiner, the student must earn a satisfactory grade based on performance in theory.

Simultaneously, the student must defend his/her synopsis of dissertation at the time of oral comprehensive viva-voce examination and on getting satisfactory replies to the synopsis will be approved by RDC including external examiner under the chairmanship of Dean Post Graduate Studies.

MGMT 700 DOCTORAL RESEARCH (Preparation of schedule and questionnaire)

L	T	P
0	0	15

The student will prepare schedule(s) and questionnaire(s) of the suitable size to retrieve data on various aspects related to study from the selected sampling units. These schedules & questionnaires will be pre-tested for data collection in the non-sampling nearby area having similar characteristics. Ambiguities, errors and difficulties found in recording data on schedules will be resolved by incorporating the suitable changes in the schedules. Multiple copies of final schedules will be prepared to keep in view the size of the sample and two copies will be deposited in the office of the Dean concerned for record in the personal file of student and office file.

MGMT 700 DOCTORAL RESEARCH (Collection & tabulation of data)

L	T	P
0	0	15

The student will collect both primary and secondary data about the study through designed schedules under the strict guidance of RDC. The major advisor will recommend and forward the tour/travel plan of the student to the Dean concerned for the collection of such data from the field(s) and office(s). The entire data collection work is completed during the semester. At different stages, the major advisor/member advisory committee will cross verify the data collection work for its reality and authenticity.

MGMT 700 DOCTORAL RESEARCH (Analysis of data)

L	T	P
	0	15

In light of the designed schedule used for data collection, detailed excel sheets will be prepared in consultation with the RDC. All the collected primary data will be scrutinized, coded, and tabulated on detailed excel sheets for various categories as proposed in the comprehensive synopsis of the thesis. This process will be completed as early as possible. After tabulation, summation, averages, percentages, and ratios will be worked out to meet out the requirement of simple objectives. Blank tables about the thesis will be got approved by

the major advisor and necessary processed data will be got transformed on such tables. Functional methods/models will be applied, and all necessary statistical tests are used for examining the significance of results. Final tables of results will be got approved by RDC.

MGMT 700 DOCTORAL RESEARCH (Thesis writing & submission)

L	T	P
0	0	15

The student will develop all the necessary chapters of the thesis strictly under the guidance of RDC. All the final tables that got okayed from the committee will be written to explain the results with logical reasoning. All chapters of a thesis are to get approved by all the members of the committee. PPTs of major findings will be prepared and a thesis seminar will be delivered in the department. After incorporating all the suggestions put forth by the house, the final draft of the thesis in duplicate will be submitted to the Dean Post Graduate Studies through the concerned Dean of the college.