

Syllabus
of
PhD Course Work
For the Session 2024, 2025 & 2026

Course Code	Course Title	Credits
Paper I	Research Methodology	4
Paper II	Research Publication and Ethics	2
Paper III	Courses Based on Specialized Area of Research (Any one to be selected)	
Paper III (A)	Human Resource Management	6
Paper III (B)	Marketing Management	6
Paper III (C)	Financial Management	6
Paper III (D)	Operations Information & Technology	6
TOTAL		12

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Syllabi of Ph. D COURSEWORK
(Examinations to be held in December 2024, 2025 and 2026)

Course Code: Paper I
Credits– 4

Course Title: Research Methodology

Course Learning Objectives

- To facilitate research scholars to identify thrust areas in management research.
- To apply data analysis techniques for decision making, problem solving and predictive modeling
- To analyse and interpret qualitative data.
- To prepare a research proposal
- To conduct and publish research in inter-disciplinary management areas that will add value to the society at large.

Unit I :Fundamentals of Research

Research: Significance and types, Research process; Selection and formulation of Research Problem, Review of Literature, Framing of research questions, objectives and hypotheses; Research Design. Survey instrument design and development, measurement scales and scaling techniques, pilot study, sample design and sampling techniques.

Unit II: Data Analysis and Tools

Data examination and cleaning, classification of data, measures of central tendency, dispersion, skewness; inferential statistics (t-test, ANOVA, Chi-Square, Correlation and Regression Analysis), Multivariate Analysis Techniques, factor Analysis, SEM.

Unit III: Qualitative Research and Software in Business Research

Meta Analysis, In-depth interviews, focus group, content analysis, sentiment analysis, systematic literature review; theory, context, characteristics and methodology (TCCM) Framework, bibliometric analysis, Scientometric Analysis, PLS-SEM, SPSS, SurveyMonkey, R-Studio, VOSviewer, Nvivo, Minitab, ATLAS, MAXQDA, Zotero etc.

Unit IV: Report and Research Paper Writing

Research writing and presentation, sources of information, assessment of quality of journals and articles, structure and components of research report/synopsis, quality publishing platforms, Scopus Index, citations, search engines.

***Note:** Student shall be required to undertake practical assignments during the course work carrying a weightage of 20 marks.*

Suggested Readings:

- C.R. Kothari & Gaurav Garg (2019). Research Methodology: Methods & Techniques (MultiColour Edition). New Age International Publishers.
- Levin Richard , H. Siddiqui Masood , S. Rubin David , Rastogi Sanjay (2017). Statistics for Management. Pearson.

[Handwritten signatures: AltheShaw, Arunkeyupk, Dalan, and others]

- Levin & Rastogi (2012). Statistics for Management, 7e. Pearson
- Andy Field (2017). Discovering Statistics Using IBM SPSS Statistics. Sage publications. .
- Naresh K. Malhotra and Satyabhusan Das (2019). Marketing Research: An Applied Orientation Revised Edition . Pearson.
- Howard Lune, Bruce L Berg (1995). Qualitative Research Methods for Social Science- Pearson.
- John W. Creswell, J. David Creswell (2018). Research Design: Qualitative, Quantitative, and Mixed Methods Approaches, Sage publications, 5th edition.

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Syllabi of Ph. D COURSEWORK
(Examinations to be held in December 2024, 2025 and 2026)

Course Code: Paper II
Credits- 2

Course Title: Research and Publication Ethics

Course structure

- The course comprises of six modules listed in table below. Each module has 4-5 units.

Modules	Unit title	Teaching hours
Theory		
RPE 01	Philosophy and Ethics	4
RPE 02	Scientific Conduct	4
RPE 03	Publication Ethics	7
Practice		
RPE 04	Open Access Publishing	4
RPE 05	Publication Misconduct	4
RPE 06	Databases and Research Metrics	7
	Total	30

Syllabus in detail

THEORY

- RPE 01: PHILOSOPHY AND ETHICS (3 hrs.)**
 - Introduction to philosophy: definition, nature and scope, concept, branches
 - Ethics: definition, moral philosophy, nature of moral judgements and reactions
- RPE 02: SCIENTIFIC CONDUCT (5hrs.)**
 - Ethics with respect to science and research
 - Intellectual honesty and research integrity
 - Scientific misconducts: Falsification, Fabrication, and Plagiarism (FFP)
 - Redundant publications: duplicate and overlapping publications, salami slicing
 - Selective reporting and misrepresentation of data
- RPE 03: PUBLICATION ETHICS (7 hrs.)**
 - Publication ethics: definition, introduction and importance
 - Best practices / standards setting initiatives and guidelines: COPE, WAME, etc.
 - Conflicts of interest
 - Publication misconduct: definition, concept, problems that lead to unethical behavior and vice versa, types
 - Violation of publication ethics, authorship and contributorship
 - Identification of publication misconduct, complaints and appeals
 - Predatory publishers and journals

PRACTICE

- RPE 04: OPEN ACCESS PUBLISHING (4 hrs.)**

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1. Open access publications and initiatives
2. SHERPA/RoMEO online resource to check publisher copyright & self-archiving policies
3. Software tool to identify predatory publications developed by SPPU
4. Journal finder / journal suggestion tools viz. JANE, Elsevier Journal Finder, Springer Journal Suggester, etc.

• **RPE 05: PUBLICATION MISCONDUCT (4hrs.)**

A. Group Discussions (2 hrs.)

1. Subject specific ethical issues, FFP, authorship
2. Conflicts of interest
3. Complaints and appeals: examples and fraud from India and abroad

B. Software tools (2 hrs.)

Use of plagiarism software like Turnitin, Urkund and other open source software tools

• **RPE 06: DATABASES AND RESEARCH METRICS (7hrs.)**

A. Databases (4 hrs.)

1. Indexing databases
2. Citation databases: Web of Science, Scopus, etc.

B. Research Metrics (3 hrs.)

1. Impact Factor of journal as per Journal Citation Report, SNIP, SJR, IPP, Cite Score
2. Metrics: h-index, g index, i10 index, altmetrics

References

- Bird, A. (2006). *Philosophy of Science*. Routledge.
- MacIntyre, Alasdair (1967) *A Short History of Ethics*. London.
- P. Chaddah, (2018) *Ethics in Competitive Research: Do not get scooped; do not get plagiarized*, ISBN:978-9387480865
- National Academy of Sciences, National Academy of Engineering and Institute of Medicine. (2009). *On Being a Scientist: A Guide to Responsible Conduct in Research: Third Edition*. National Academies Press.
- Resnik, D. B. (2011). What is ethics in research & why is it important. *National Institute of Environmental Health Sciences*, 1-10. Retrieved from <https://www.niehs.nih.gov/research/resources/bioethics/whatis/index.cfm>
- Beall, J. (2012). Predatory publishers are corrupting open access. *Nature*, 489(7415), 179-179. <https://doi.org/10.1038/489179a>
- Indian National Science Academy (INSA), *Ethics in Science Education, Research and Governance*(2019). ISBN:978-81-939482-1-7. http://www.insaindia.res.in/pdf/Ethics_Book.pdf

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Syllabi of Ph. D COURSEWORK
(Examinations to be held in December 2024, 2025 and 2026)

Course Code: Paper III (A)
Credits- 6

Course Title: Human Resource Management

Course Objectives:

After completing this course, the research scholars will be able:

1. To analyze the HRM concepts, theories with research perspectives.
2. To evaluate the existing literature in the field of HRM for identifying their research area.
3. To fill research gaps by synthesizing and integrating the existing theories based on the contemporary practices.
4. To evaluate the research results obtained for its consistencies and accuracy and make critical recommendations.

Unit-I

Contemporary models of HRM, changing environment of HRM Human Resource Planning, Performance Appraisal, HRM across different cultures, Organizational culture & climate, Strategic HRM, HRD.

Unit-II

Best practices in HRM, HRM in public and private sector, Training, MDP, development and transition, employee remuneration, separation – Lay off, resignation, dismissal, retrenchment, voluntary retirements, spirituality at work, work life balance, life satisfaction.

Unit-III

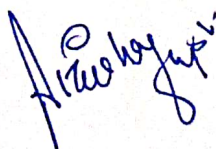
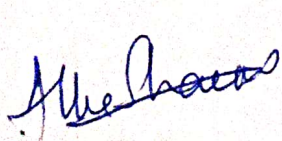
Changing role of employee and employer relations, building employee commitment, team building, organizational change, and development - contemporary models, employee engagement, Organizational Effectiveness, Green HRM practices, Artificial Intelligence in HRM, Building intellectual capital

Unit-IV

Positive organizational behavior, Personality, Perception, Values, Attitude, Leadership, Motivation, group dynamics & Interpersonal Behavior, Transactional Analysis, Decision Making, emotional intelligence, learning, motivation.

Unit-V

Decision making, conflict and negotiation, stress management, organizational development, organizational culture, team building, job design, work from home as a new normal, quality of work life, work life balance, organization citizenship behavior, psychological contract, psychological capital, happiness at workplace, power and politics,



Unit-VI

The indicative research assignments/activities to be undertaken by the scholar in the proposed area of research:

1. Review of literature on key variables of interest
2. Write an essay (1500 words) on the expected outcome of research in the key area of Interest
3. Practical implications of the indicative area of research interest

Suggested Readings

- Aswathappa, K., Human resource and personnel Management, Tata Mc Graw Hill, New Delhi, 2005.
- Mammoria, C.B. & Gangar, S.V., Human resource management, Himalaya Publishing House, Mumbai, 2004.
- Sengupta & Amitabha, Human resource management concepts, practices and new paradigms, Sage publication, New Delhi, 2018.
- Venkatapathy, R., Labour Welfare and industrial relations, Himalaya Publications, Mumbai, 2003.
- Mello & Jeffrey A, Strategic human resource management, 4 th edition, Cengage learning, New Delhi, 2015. Supplementary reading books / Reference books
- Gary Dessler & Biju Varkkey, "Human Resource Management", 15th Edition, Pearson India, 2019.
- Gary Yukl & Nishant Uppal, "Leadership in Organizations", 8 th Edition, Pearson, 2017.
- Anderson & Valerie, "Research methods in Human Resource Management", 2nd edition, Hyderabad Universities Press, 2011
- Robbins, Judge & Vohra, "Organizational Behavior", 18th Edition, Pearson India, 2019.
- Dipak Kumar Bhattacharyya, "Human Resource Research Methods", Oxford University Press, 2007.

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Syllabi of Ph. D COURSEWORK
(Examinations to be held in December 2024, 2025 and 2026)

Course Code: Paper III (B)
Credits- 6

Course Title: Marketing Management

Course Objectives

After completing this course, the research scholars will be able:
To re affirm marketing concept, theories, principles and content to PhD scholars, by developing insight and orientation towards customer problem and looking further for solution through research.

Unit I

Marketing Theory: understanding, developing and critically analyzing existing theory. marketing environment. Consumer behavior-theory & Models; relationship marketing. responsible consumption, Application of Ethics in marketing.

Unit II

Marketing Strategy: customer centric marketing, customer expectations. Customer experience, customer value, customer satisfaction, customer life time value. application of segmentation, targeting & positioning, Product and Brand Management, strategic options and competitive advantage .

Unit III

Marketing-mix configuration and its application. Contemporary research issues in marketing communication, pricing, advertisement, sales, distribution, retailing, logistics, direct marketing, WOM, influencer marketing, Content marketing

Unit IV

Services Marketing, Retailing, Business to Business Marketing, D2C Marketing, Digital marketing, Social media marketing, Search engine marketing, sustainable marketing.

Unit V

Behavioural Science Applications in Marketing- consumer involvement and engagement customer loyalty, Innovation and disruptive technologies, marketing Analytics, social marketing, Application of AI in Marketing, Block chain in Marketing, gamification, Neuromarketing.

Unit-VI

The indicative research assignments/activities to be undertaken by the scholar in the proposed area of research:

1. Review of literature on key variables of interest
2. Write an essay (1500 words) on the expected outcome of research in the key area of Interest
3. Practical implications of the indicative area of research interest

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Suggested Readings:

- Schiffman, L. G and Kanuk, L. L. Consumer Behavior, Global Edition 11th Edition, Pearson Publishers, 2014.
- Laudon, David L and Bitta Albert J Della: Consumer Behaviour, , 4th edition, Tata McGraw Hill, 2017
- Richard R. Stilt, Edward W. Cundiff, Norman A. P. Govoni, Sandeep Puri, Sales and Distribution Management, 6e Sixth Edition, Pearson Publishers, 2017.
- Patrick Murphy, Gene Laczniak, Norman Bowie, Thomas Klein, Ethical Marketing 1st Edition, Pearson Publishers, 2004.
- Philip Kotler, Gary Armstrong, , et al. Principles of Marketing, 19th Edition - Pearson, 2023.
- Zeithaml, V., Gremler, D., Bitner, M. J., & Pandit, A. Services marketing: integrating customer focus across the firm, 7th edition, New Delhi: McGraw Hill, 2018
- Hoffman, K. D., & John, E. G. B.. Marketing of services: Concepts strategies and cases. 5th edition, New Delhi: Thomson-South Western, 2016.
- Lovelock, C., & Chatterjee, J. Service marketing: people technology and strategy. 7th edition, New Delhi: Pearson Education, 2011.
- Douglas West, John Ford, Essam Ibrahim Strategic Marketing - Creating Competitive Advantage, , Oxford University Press, 2015.
- OC Ferrell and MD Hartline, Strategic Marketing , 8th edition, Cengage Learning, 2021.
- Marketing Strategy - A decision focused approach by Walker Mullins and Boyd Larecche, Tata Mc Graw Hill, 5th Edition (2012)
- Market Based Management by Roger J Best, Prentice Hall of India, 6th Edition, 2012.
- Strategic Marketing Problems by Roger A Kerin and Robert A Peterson, Pearson, 13th Edition 2012.
- W. D. Perreault, Jr., J.P Cannon, and E. J. McCarthy, Basic Marketing: A Marketing Strategy and Planning Approach, 19th ed., Irwin/McGraw Hill, 2013.
- Seema Gupta Digital Marketing, 3e 3rd Edition, McGraw Hill, 2022.
- Tracy L. Tuten, Michael R. Solomon, Bikramjit Rishi, social media marketing, 3rd edition, Sage publication, 2023.
- Jim Sterne, Artificial Intelligence for Marketing: Practical Applications (Wiley and SAS Business Series) 1st edition, 2017.
- Joseph Hair, Dana E. Harrison and Haya Ajjan, Essentials of Marketing Analytics: 2024 Release, McGraw Hill

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Syllabi of Ph. D COURSEWORK
(Examinations to be held in December 2024, 2025 and 2026)

Course Code: Paper III (C)
Credits- 6

Course Title: Financial Management

Course Objectives

- To orient the scholars towards a career in finance research.
- To offer scholars an overall understanding of research opportunities in the finance domain.
- Equip scholars with the skills to conduct research in fundamental and technical aspects of financial investment decision making.
- Enable scholars to identify and undertake research work culminating into formulating effective trading and investment strategies based on market conditions and individual risk tolerance.

Unit I Introduction to Accounting

Basics of Accounting including Cost and management accounting, Budgetary Control & Standard Costing, Financial Statements Analysis.

Unit II Financial Management

Capital Structure, Cost of capital, Capital Budgeting, Financial and Operating Leverage, Working Capital Management, Dividend Policy.

Unit III Banking & Financial Services

Banking Sector Reforms in India, Rural Banking, E-Banking, Evolution of Banking System and Future Trends, Mutual Funds, Credit rating Depository services - Pension Funds- Foreign Institutional Investors, NBFCs, Housing Finance Companies.

Unit IV Investment Management

Capital market and money market mechanism, Financial Markets, Investment Decision Making, Bond Market in India: Government Bond Market and its Interface with Capital Market & Debt Market in India, Rating institutions, Stock exchanges and SEBI, Derivatives Market

Unit V Contemporary Issues in Finance

Fintech, Behavioral Finance, Technological Innovations and Opportunities for Banks, Recent development in Insurance- Future Insurance Opportunities, Crypto - currency.

Unit VI

Research Application: The indicative research assignments/activities to be undertaken by the scholar in the proposed area of research:

- Review of literature on key variables of interest

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- Write an essay (1500 words) on the expected outcome of research in the key area of interest
- Practical implications of the indicative area of research interest

Suggested Reading:

1. William J. Bernstein, "The Four Pillars of Investing: Lessons for Building a Winning Portfolio", McGraw – Hill Education.
2. David M. Darst, "The Art of Asset Allocation: Principles and Investment Strategies for Any Market", Publisher: McGraw – Hill Education.
3. Kenneth L. Grant, "Quantitative Financial Analytics: The Path to Investment Profits", John Wiley & Sons.
4. Thummuluri Siddaiah, "Financial Services", Pearson India Education Services Pvt Ltd.
5. R. Narayanaswamy, "Financial Accounting : A Managerial Perspective", PHI Learning

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Syllabi of Ph. D COURSEWORK
(Examinations to be held in December 2024, 2025 and 2026)

Course Code: Paper III (D)
Credits- 6

Course Title: Operations, Information and Technology

Course Objectives:

Upon completion of this course, the scholars will be able to:

- To conceptualize the various areas of research under Operations, Information and Technology for undergoing quality research and also to address the emerging challenges
- To comprehend the various contemporary issues and articulate the research problem

Unit I

Supply Chain Management: Introduction to supply chain management (SCM); Supply Chain Management Linkages, Strategic Supply Chain Management, Value of information Transportation and logistics: latest research, Value Chain, Strategic Procurement Models, Strategic issues in Sourcing, Green Supply Chain Management, Reverse Logistics

Unit II

E-Commerce: Introduction to electronic commerce, telecommunications infrastructure, Digital Tornado: The Internet and Telecommunications Policy, Digital economy and e-business models, safety of e-commerce applications, Trust and reputation in e-commerce, E-business intelligence, Business-to-consumer, e-commerce: online marketing and selling.

Unit III

Business Intelligence and Data Analytics: Foundations in Analytics, Analytics & Decision Support, Predictive Analysis for Business, Data Visualization Artificial Intelligence & Prescriptive Analytics. Generating Customer Knowledge, Data Analysis and Data Mining
A historical perspective of business intelligence, current practices, and future developments

Unit IV

Knowledge Management: The Knowledge Economy: Leveraging Knowledge, Data-Information - Knowledge - Wisdom relationship, organizational knowledge, Drivers of Knowledge Management, Creating the Knowledge Management Road map and Leveraging Existing Infrastructure. The Knowledge Society: Building knowledge societies. Indian knowledge root, the Beginning of knowledge and the Grey Revolution.

Unit V

Contemporary Research Issues: Entrepreneurship and Start up Ecosystem, Government Regulations and Policies, Policy Implications, Sustainability Issues and Practices, Sustainable Development Goals, Technology and Innovation, Innovation Climate, Any other relevant Issue

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Unit VI

Research Application: The indicative research assignments/activities to be undertaken by the scholar in the proposed area of research:

- Review of literature on key variables of interest
- Write an essay (1500 words) on the expected outcome of research in the key area of interest
- Practical implications of the indicative area of research interest

Suggested Readings:

- Fundamentals of E-Commerce by Ravi Kalakote and Whinston Addison (Wesley)
- The Internet by Cady. G.H and Part Megregon (BPB Pub)
- Customer Relationship Management by Ed Peelen (Pearson)
- Customer Relationship Management: Concepts and Cases by Alok Kumar Rai (PHI)
- Barnes, Knowledge Management systems, I/e, (Cengage Learning)
- A Thothathri Raman, Knowledge Management, First Edition, (Excel Books).
- Aggarwal, D.K., Supply Chain Management: Strategy, Cases and Practices, (MacMillan Publishers)
- The Global Entrepreneur, Taking Your Business International, James F Foley
- The Dynamics of Entrepreneurial Development and Management, Vasant Desai, (Himalaya Publishing House)
- Entrepreneurship and Small Scale Business Management, Vasant Desai, (Himalaya Publishing House)

Handwritten signatures and notes:
The Sharma
Anil Kumar
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J. D.