

Department of Commerce
(Under Faculty of Commerce and Management)

DOCTOR OF PHILOSOPHY IN COMMERCE
(Ph.D.- COMMERCE)

Course of Studies for the Course Work with effect from
Academic Session 2020-21, under Choice Based Credit System



RAJIV GANDHI UNIVERSITY

Rono Hills, Doimukh – 791112

(Arunachal Pradesh)



Department of Commerce
Rajiv Gandhi University
Rono Hills, Doimukh – 791112
Arunachal Pradesh, India

वर्णिज्य विभाग
राजीव गांधी विश्वविद्यालय
रोनो हिल्स, दोईमुख – 791112, अरुणाचल प्रदेश, भारत

Minutes of the Board of Post Graduate Studies (BPGS), held on 18th March' 2021 at 11.00 a.m. in the Department of Commerce, RGU

The Board of Post Graduate Studies (BPGS) was held on 18th March' 2021 at 11.00 a.m. in the Department of Commerce, RGU under the Chairmanship of Prof. S K Jena, Head, Department of Commerce, RGU. Following members were present in the meeting.

1. Prof. S.K. Jena, Head	:	Chairman	
2. Prof. HK Singh, BHU	:	External Member	- Online
3. Prof. M. Sahu, UU	:	External Member	- Online
4. Prof. Ajanta B Rajkonwar	:	External Member	- Online
5. Prof. RC. Parida Dean, FCM	:	Member	
6. Prof. T. Kaye,	:	Member	
7. Prof. Vandana Upadhyay	:	Member from Cognate Department	
8. Mr. Arindam Garg, HoD (Mgt.)	:	Member from Cognate Department	
9. Dr. VK Yadav	:	Member	
10. Dr. Devi Baruah	:	Invited Member	
11. Dr. Sunil Nandi	:	Invited Member	
12. Ms. Olympia Kurmi	:	Invited Member	
13. Dr. N. Geyi	:	Invited Member	
14. Mr. C T Chowhai	:	Invited Member	

The meeting began with a word of welcome and an appraisal of the objectives of the meeting by the Chairman. After a long discussion, the house unanimously took the following decisions:

- The house approves the course structure for the M.Phil. and Ph.D. in Commerce as per the UGC and RGU guidelines and suggested modalities.
- The house also approves the detailed syllabus for the M.Phil. and Ph.D. in Commerce by taking the current academic needs and requirements for pre-doctoral and doctoral research in business studies. The same may be forwarded to concerned authority for final approval.

The meeting ended with vote of thanks from the chair.

S.K. Jena
18/3/2021

Prof. S K Jena
Head & Chairman

Encl.: Attendance sheet



Department of Commerce
Rajiv Gandhi University

Rono Hills, Doimukh – 791112
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राजीव गांधी विश्वविद्यालय

रोनो हिल्स, दोईमुख – 791112, अरुणाचल प्रदेश, भारत



Prof. S K Jena
HoD, Commerce

प्र. संजीव कुमार जेना
विभागाध्यक्ष

Department of Commerce
Rajiv Gandhi University
Rono Hills, Doimukh – 791112
Arunachal Pradesh, India

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ATTENDANCE FOR BPGS MEETING ON 18TH MARCH 2021

Sl. No.	Name the Members	Signature
01.	Prof. S.K. Jena, Head & Chairman	S.K. Jena 18/3/2021
02.	Prof. R.C. Parida, Dean & Member	R.C. Parida 18.3.21
03.	Prof. Tasi Kaye, Member	Tasi Kaye 18.3.21
04.	Dr. Atege Linggi, Member	On Leave.
05.	Dr. Vinod KumarYadav, Member	Vinod KumarYadav 18/03/2021
06.	Dr. Arindam Garg, Head, Department of Management, Cognate	Arindam Garg 18/3/21
07.	Prof. Vandana Upadhyay, Department of Economics, Cognate	Vandana Upadhyay 18/03/2021
08.	Dr. Philip Mody, Invited Member	On Leave.
09.	Dr. Devi Baruah, Invited Member	Devi Baruah 18/03/21
10.	Prof. Ajanta Boragohain Rajkonwar, Department of Commerce, Dibrugarh University, Dibrugarh, Assam., Member	Online
11.	Prof. H.K. Singh, Department of Commerce, Banaras University, Varanasi, Uttar Pradesh., Member	Online.
12.	Prof. Maheswar Sahu, P.G. Department of Commerce, Utkal University, Vani Vihar, Bhubaneswar, Odisha, Member	Online
13.	Dr. Sunil Nandi, Invited Member	Sunil Nandi 18.03.2021
14.	Ms. Olympia Kurmi, Invited Member	O. Kurmi
15.	Dr. Nyarik Geyi, Special Invitee	Nyarik Geyi 18/3/21
16.	Mr. Chow Thaneya Chowhai, Special Invitee	Chow Thaneya Chowhai 18/3/21

S.K. Jena
18/3/2021

DOCTOR OF PHILOSOPHY IN COMMERCE

(Ph.D.- COMMERCE)

Course of Studies for the Course Work with effect from Academic Session 2020-21, under Choice Based Credit System

BRIEF OUTLINE

The Ph.D. Course Work (Syllabus) in Commerce under Choice Based Credit System (CBCS) has been designed keeping in view the changing scenario of the present education system in the 21st Century and as per the University Grants Commission (UGC) (Minimum Standards and Procedure of M.Phil. / Ph.D. Degree) Regulations, 2016 and newly laid Ordinances of M.Phil. (as accepted by the Executive Council) and pending approval of UGC and MoE & publication in Official Gazette of Govt. of India. The content of the syllabus is prepared on the basis of the current demands in research in business studies to promote entrepreneurs, professionals, and competitive skills in teaching and research. The Choice-Based Credit System (CBCS) provides an approach in which the Research Scholars shall opt papers from Elective / Open courses as per their choice, learn at their own pace, undergo additional courses and acquire more than the required credits, and adopt an interdisciplinary approach to learning. It offers wide ranging choice for Research Scholars to opt for courses based on their aptitude and their career goals.

AFFILIATION

The programme shall be governed by the Department of Commerce, Faculty of Commerce and Management, Rajiv Gandhi University, Rono Hills, Doimukh – 791112 (Arunachal Pradesh).

PROGRAM OBJECTIVE

The syllabi for each course / paper shall be drafted as per the UGC Guidelines- 2016 under Learning Outcomes based Curriculum Framework (LOCF) based approach with an aim to equip the Research Scholars with knowledge, skill, values and attitude. Keeping the importance of research in present scenario and to enhance the quality of research, this syllabus for the Ph.D. Course Work aims to facilitate the acquisition of specialized knowledge in the field of finance & account, HRM, Marketing, entrepreneurship, banking & insurance and general management by inculcating the relevant attitudes and values required for undertaking quality research in business. The course shall also facilitate inculcation of relevant attitude and a sense of empowerment. It recognizes multiplicity in ways and means of knowledge-creation and its application.

PROGRAM OUTCOME

The expected outcome of the syllabus is to equip research scholars with advanced research skills to carry out empirical as well as conceptual research in the area of business studies. Keeping the importance of research in present scenario and to enhance the quality of

research, this syllabus for the Ph.D. Course Work will facilitate the acquisition of specialized knowledge in the field of finance & account, HRM, Marketing, entrepreneurship, banking & insurance and general management by inculcating the relevant attitudes and values required for undertaking quality research in business.

OUTLINE OF THE PROGRAM

The syllabi for the Course work of Ph.D. in Commerce have been drafted as per the UGC guidelines for Learning Outcomes based Curriculum Framework (LOCF) based approach with an aim to equip the Research Scholars with knowledge, skill, values and attitude. The course duration is 1 semester.

Part	Year	Semester	Components
Part - I	First Year	Semester I	Course Work

Types of Courses: Courses in a program shall be of two kinds: Core and Open/ Elective.

1. Core Courses: A core course is a compulsory paper to be studied by all the scholars to complete the requirements of a degree, and based on papers that are unique to the program and hence imperative for study to earn a degree in a given discipline/program.

a. The Department has assigned a minimum of four credits to one or more courses on Research Methodology covering areas such as quantitative methods, computer applications, review of published research in the relevant field, training, field work, etc.

b. **Research and Publication Ethics:** The department shall offer a course paper of two credits on Research and Publication ethics (as per the directives of UGC vide DO no – F.1-1/2018(Journal/CARE) dated December 2019).

1.2-Credit course (30 hrs.) – Interdisciplinary Studies: This course has total 6 units focusing on basics of philosophy of science and ethics, research integrity, publication ethics. Hands-on-sessions are designed to identify research misconduct and predatory publications. Indexing and citation databases, open access publications, research metrics (citations, h-index, Impact Factor, etc.) and plagiarism tools will be introduced in this course.

2. Class room teaching, guest lectures, group discussions, and practical sessions.

3. Continuous assessment will be done through tutorials, assignments, quizzes, and group discussions. Weightage will be given for active participation. Final written and practical examination will be conducted at the end of the course.

4. The course comprises of six modules. Each module has 4-5 units.

2. Elective Courses: Elective course is a course which can be chosen from a pool of papers from a syllabus provided by a particular department from the main discipline or from a sister/related discipline which supports the main discipline, on mutual consent of the concerned departments.

a. It is supportive to the discipline of study, providing an expanded scope, enabling an exposure to some other discipline/ domain, and nurturing Research Scholar's proficiency/skill.

b. These courses constitute a pool of open elective courses. Discipline Centric elective offered by a department shall serve as open elective for other department(s) of the concerned faculty.

1. **Open Paper (2 Credits):** The research scholar has the option to choose the open paper offered by parent department and from other departments. The Department has the choice to prepare the paper with any combinations of Lecture, Tutorial and Practical (2:0:0, or 1:0:1, or 0:0:2).

2. **Elective Paper:** The department will develop the more than one elective paper based on different specialisations and specialised fields of research. The Guide / Supervisor will be responsible for the teaching of the specialised paper to their respective scholars. A Scholar has the choice to choose as many as elective paper(s) to accumulate more credits for the course.

3. Distribution of Credit:

- a. The credit assigned to the Ph.D. course work consisting of 4 papers shall be of a minimum of 8 credits and a maximum of 16 credits. The course work must include a paper of two credits on Research and Publication Ethics.
 - b. Credits earned by the Scholars: The total credits earned by a Research Scholar at the end of semester upon successfully completing the course are L+T+P. The credit pattern of the course shall be indicated in the format as L:T:P.
 - c. Credits and Credit Hours: Each course/paper shall be taught through Classroom Lectures (L), a tutorial component for participatory discussion/problem solving/brief seminar on a topic/ assignments/ self-study or through other appropriate methods that may potentiate the extent of assimilation by the Research Scholar (T), followed by practical/ practice session consists of hands-on experience/ laboratory experiments/ field work/ case studies/ short-term projects etc. (P)
 - 1.L: 1 hour per week amounting to 1 credit of learning / semester by a Research Scholar in a paper.
 - 2.T: 1 hour per week amounting to 1 credit of learning per semester by a Research Scholar in a paper.
 - 3.P: 2 hours per week amounting to 1 credit of learning per semester by a Research Scholar in the paper.
4. **Paper Code:** The paper code will be a combination of 3 letter abbreviation of the name of the department and the number indicated in the above table. For Example, Paper 701 for Department of Commerce will be – COM-701.

SCHEME OF EXAMINATIONS AND AWARD OF CREDIT

1. To be eligible for appearing the End Semester Examination, a Research Scholar shall have to attend minimum lectures and complete practical, teaching practice and Internship as laid down in the relevant ordinance.
2. In the event of a Research Scholar failing to obtain the stipulated 75% attendance, he/she shall apply through his/her Head of the department to the concerned Dean or to the Principal of the college wherein the Research Scholar is enrolled seeking partial relaxation of the applicable attendance norm. Subject to the condition that the concerned authority is convinced of the genuineness of the case, the concerned Dean of the faculty or the Principal of the college shall grant relaxation in attendance to the tune of a maximum of 5% and provided that the relaxation thus granted makes up for the stipulated attendance norm, the Research Scholar concerned shall be allowed to sit for the examination. Further, the Vice Chancellor shall condone the attendance to the tune of a maximum of 10%, on recommendation of the concerned Dean or the Principal of the college, for genuine reasons.
3. The course work shall be evaluated on the basis of the performance of the scholar in the Internal assessment examination(s) to be conducted by the concerned Department/ Institute/ Centre, and the End semester examination to be conducted by the University. The weightage for the Internal assessment and the End semester examination shall be in 25:75 ratio. In case, the scholar fails to

secure a minimum of 55% marks in the Internal assessment examination, he/she shall be dropped from the program.

4. **Internal Assessment:** The department will develop the modalities of conducting internal assessments which includes the number of internal assessment test, types of test which may include written test, short-projects, term-papers, practical etc., timing of the test etc. The following shall be applicable:
 - a. At least one of the two/three Internal Assessment tests shall be a written test. Other internal Assessment tests shall be either assignments like term paper, book review, group discussion, seminar, practical or another kind of test at the discretion of the course teacher.
 - b. In case of exigencies and emergencies such as pandemic, natural disasters etc., the above criteria of conducting Internal Assessment tests shall be modified by the Head of the Department with due approval from the concerned /competent authority.
5. A scholar has to obtain a minimum of 55% of marks or its equivalent grade in the 7-point scale (or an equivalent grade/CGPA in a point scale followed) in the course work in order to be eligible to continue in the programme and submit the thesis. In case the scholar fails in the End Semester Examination of the course work, a supplementary examination shall be conducted by the University within two months from the date of declaration of the result. However, the scholar shall be dropped from the program if he/she fails again to clear the examination.
6. The University shall issue a composite marks card at the end of each completed semester examination(s) showing the SGPA and latest CGPA status of the Research Scholars. The University shall also issue a transcript, on application and with applicable fee at the end of the program by the scholar.
7. English shall be the medium of instruction for the examination.
8. Examinations shall be conducted at the end of each Semester as per the Academic Calendar notified by the University.
9. Duration of examination of each paper shall be 3 hours for 75 Marks and 2 Hours for 20 / 40 marks.
10. End-Semester Examination Questions Pattern (75/40/20 marks): as per University Examination Ordinance.
11. The Final Composite Certificate of the Ph.D. in Commerce must clearly mention the following:
 - a. Name of the Dissertation
 - b. Date of Registration, Date of Pre-Submission, Date of Submission, Date of Open Viva-Voce, and Date of Award of the Degree
 - c. The award of the Degree must be in accordance to the University Grants Commission (UGC) (Minimum Standards and Procedure of M.Phil. / Ph.D. Degree) Regulations, 2016
12. All the academic matters relating to the examination will be governed by the Examination Ordinance, in force, of the Rajiv Gandhi University.

EXTRACTS FROM THE ORDINANCE RELATED TO DOCTOR OF PHILOSOPHY (Ph.D.)

1. **Course Work (Credit Requirements, Number, Duration, Syllabus, Minimum Standards for Completion, etc.)**
 - a. **Clause 6.1** The credit assigned to the Ph.D. course work shall be a minimum of 8 (eight) credits and a maximum of 16 (sixteen) credits.

- b. **Clause 6.2** The course work shall be treated as prerequisite for Ph.D. preparation. The Department/Institute/Centre shall assign a minimum of four credits to one or more courses on Research Methodology covering areas such as quantitative methods, computer applications, review of published research in the relevant field, training, field work, etc. Additionally, there shall be a compulsory course paper of two credits on Research and Publication ethics (as per the directives of UGC vide DO no – F.1-1/2018(Journal/CARE) dated December 2019). Other courses, with rest of the credit, shall be advanced level courses preparing the Research Scholars for Ph.D. degree.
 - c. **Clause 6.3** The course work for Ph.D. shall be prescribed by the BPGS of the concerned Department / Institute/ Centre and approved by the FBS and the AC. All courses prescribed for Ph.D. course work shall be in conformity with the credit hour instructional requirement and shall specify content, instructional and assessment methods. The concerned DBS shall slightly modify/upgrade the contents of the course work as and when required and implement the same from next academic session on approval by the FBS and the AC.
 - d. **Clause 6.5** Admitted scholars shall be required to complete the prescribed course work during the initial one semester as a regular Research Scholar fulfilling the mandatory attendance and other associated requirements for successful completion of the course. In-service candidates admitted in the Ph.D. course shall have to take mandatory study leave for the period from their employer/competent authority. However, those scholars who have been awarded M.Phil. Degree and/or have successfully passed M.Phil./Ph.D. course work in the concerned/relevant subject/discipline shall be either fully or partially exempted as the case may be from doing the prescribed course work provided such course work pursued earlier by them is considered equivalent and appropriate by the RAC and DBS, and so approved by the competent authority of the University. Such scholars as have been prescribed to pursue additional course work paper(s) shall have to fulfil the minimum requirement of 8 (eight) Credits to complete the Course Work.
 - e. **Clause 6.6** The course work shall be evaluated on the basis of the performance of the scholar in the Internal assessment examination(s) to be conducted by the concerned Department/ Institute/ Centre, and the End semester examination to be conducted by the University. The weightage for the Internal assessment and the End semester examination shall be in 25:75 ratio. In case, the scholar fails to secure a minimum of 55% marks in the Internal assessment examination, he/she shall be dropped from the program.
 - f. **Clause 6.7** A scholar has to obtain a minimum of 55% of marks or its equivalent grade in the UGC 7-point scale (or an equivalent grade/CGPA in a point scale wherever grading system is followed) in the course work in order to be eligible to continue in the programme and submit the thesis. In case the scholar fails in the End Semester Examination of the course work, a supplementary examination shall be conducted by the University within two months from the date of declaration of the result. However, the scholar shall be dropped from the program if he/she fails again to clear the examination.
2. **Evaluation and Assessment Methods, minimum standards etc.**
- a. **Clause 8.1:** Prior to the submission of the thesis, the scholar shall make a presentation in the Department before the RAC which shall also be open to all faculty members and other research scholars and students. The feedback and comments obtained from them shall be suitably incorporated into the draft thesis in consultation with the RAC.
 - b. **Clause 8.2:** A Ph.D. scholar must publish at least one (1) research paper in refereed journal/ peer reviewed Journal / UGC Listed Journal and make two paper presentations in conferences /seminars/ symposiums/ congress before the submission of the thesis for adjudication, and produce evidence for the same in the form of presentation certificates and/or reprints.
 - c. **Clause 8.3:** The thesis shall be subjected to detection of plagiarism and other forms of academic dishonesty by the Research Supervisor using the URKUND or any other

software/gadgets as decided by the UGC, and a certificate generated thereupon is to be attached with the thesis. While submitting for evaluation, the thesis shall have an undertaking from the research scholar and a certificate from the Research Supervisor in prescribed format by the University attesting to the originality of the work, vouching that there is no plagiarism or the percent of plagiarism within the permissible limit and that the work has not been submitted for the award of any other degree/diploma of the University where the work was carried out, or to any other Institution, and also that provisions of the University ordinance for the award of Ph.D. degree is fulfilled. The scholar shall submit the hard copies of the thesis along with its electronic copy after having the same duly authenticated by the Supervisor(s) through the Head of the concerned department/center/institution to the Academic Branch. On satisfaction of the formalities and requirements, the Academic Branch shall forward the thesis to CoE for further onward action (evaluation).

- d. **Clause 8.4:** The thesis submitted by the Ph.D. scholar shall be evaluated by his/her Research Supervisor and at least two external examiners not below the rank of Associate Professor and not in the employment of the University. If the RAC resolves, one of the external examiners shall be from outside the country. The RAC shall submit through DRC a panel of 10 (ten) external examiners, not below the rank of Associate Professor or an equivalent position, to the CoE for obtaining approval of the Vice Chancellor/the competent authority who shall decide the names of the two external examiners for dispatching the thesis to them.
- e. **Clause 8.5:** The University shall adopt appropriate efficient mechanism so as to complete the entire process of evaluation of Ph.D. thesis within a period of 6 (six) months from the date of its submission. For the sake of expediting the evaluation process, the CoE shall email to the external examiners the electronic copy of the abstract of the thesis for obtaining their consent for evaluation, and on obtaining their willingness, the electronic copy of the thesis along with a prescribed format for submitting the evaluation report shall be sent to them with the hard copies of the same, whenever necessary, being sent through speed post. The office of the CoE shall send a gentle reminder to the Internal and External Examiners through email after 60 (sixty) days from the date of dispatch of the thesis followed by fortnightly reminders. In case the external examiner does not send his/her evaluation report within 30 (thirty) days from the date of the first reminder, then the thesis shall be sent to the third examiner. The examiner shall submit a signed copy of the evaluation report which shall otherwise be sent in the prescribed format through his/her official/certified email.
- f. **Clause 8.6:** The public viva-voce of the research scholar to defend the thesis shall be conducted only if the evaluation reports of both the external examiners on the thesis are satisfactory and include a specific recommendation for conducting the viva-voce examination. If one of the evaluation reports of the external examiners is unsatisfactory and does not recommend viva-voce, the CoE shall send the thesis to another external examiner out of the approved panel of examiners and the viva-voce examination shall be held only if the report of the latest examiner is satisfactory. If the report of the latest examiner is also unsatisfactory, the thesis shall be rejected and the research scholar shall be declared ineligible for the award of the degree.
- g. **Clause 8.7:** The viva-voce examination of the scholar, based among other things, on the critiques given in the evaluation report, by both the examiners (internal and external), shall be conducted by the duly constituted viva-voce board, under the Chairmanship of the Dean of the concerned faculty, and shall be open to be attended by all members of the concerned RAC, faculty members of the Department, research scholars and other interested experts/researchers. On completion of the viva-voce of the scholar, the viva-voce board shall submit a report to the CoE along with the original copies of the thesis evaluation reports of all the examiners.
- h. **Clause 8.8:** The open viva-voce shall be conducted online with the desire of the external examiner or in case of any unprecedented situations such as epidemic and natural disaster. The scholar shall present his/her Viva-Voce online, in case of limited mobility due to

medical emergency, epidemic, natural disaster, and otherwise such very exceptional and well admissible cases, provided the scholar makes such request for such exemption in writing to the Vice-Chancellor. The supervisor and the concerned Dean shall also attend the Viva-Voce on online, in case of being out of station/on long leave and due to their inability to remain physically present.

- i. **Clause 8.9:** The online Viva-Voce shall be conducted only when the scholar, the supervisor and the external expert, all agree and due approval is accorded by the Vice-Chancellor. The Head of the Department/Institute/Centre shall send all evaluation reports on the thesis of the scholar, received from the CoE, to the concerned external examiner and the Dean well in advance. He/she shall make necessary arrangement with active support from the supervisor and other concerned staff for conducting the On-line viva-voce and ensure a wider participation of all interested by issuing an advance notice. The minimum duration of the online Viva-Voce should not be less than an hour and the entire proceeding should be video recorded and submitted to the COE. In case the Viva-Voce is not conducted due to any unprecedented situations or technical problems, the same shall be conducted on a later date on approval of the Vice-Chancellor.
- j. **Clause 8.10:** On completion of the viva-voce of the scholar, the internal members of the viva-voce board shall assess and finalize the report with assent of the concerned external examiner, and send the same through official email to him/her for signature. He/she shall send back the signed and scanned copy through his/her official/certified email. The signed copy of the viva-voce report along with the original copies of the thesis evaluation reports of all the examiners shall be forwarded to the CoE by the Head of the Department/Institute/Centre.
- k. **Clause 8.11:** If the viva-voce board and the External Examiner, in particular, is not satisfied with the performance of the scholar, then the scholar shall be asked to reappear for a second viva-voce after a period of 2 (two) months but within a maximum period of 6 (six) months.

PROGRAM STRUCTURE

Minimum – 24 Credits (Course Work: 12 Credits & Dissertation & Viva Voce: 12 Credits)

Paper Code and Name of the Paper		Credit	Composition of the Credit for LTP (Lecture: Tutorial: Practical)	No of Credit Hours and Modules	Distribution of Marks among Semester end, Practical and Internal Assessment		
					Semester end	Practical	Internal Assessment
COM – 711 (Core Paper)	Research Methodology	04 Credits	4:0:0	40 hours & 4 modules	75	0	25
COM – 712 (Core Paper)	Research & Publication Ethics	02 Credits	1:0:1	30 hours & 4 modules as per UGC	20	20	10
COM – 721 (Open Paper)	Business Research Practices	02 Credits	0:0:2	40 hours & 2 modules	0	40	10
COM – 731 COM – 732 COM – 733 COM – 734 COM – 735 COM – 736 (Elective Paper)	Contemporary Trends in Finance Contemporary Trends in Marketing Contemporary Trends in HRM Contemporary Trends in Entrepreneurship Contemporary Trends in Banking & Insurance Contemporary Trends in General Management (A scholar will opt at least one paper)	04 Credits	4:0:0	40 hours & 4 modules	75	0	25

COM-711: RESEARCH METHODOLOGY

Credit: 04 (3 Lectures + 0 Tutorial + 1 Practical)

Total Credit Hour: 50 hours

Internal Assessment: 25 marks

End Semester Examination: 75 Marks

Total Marks: 100 Marks

Course Objective: *To introduce the research scholars with details of Research Methodology and its application during researches.*

Course Outcome: *The outcome of the course is to acquaint the research Scholars with the process and techniques of conducting research. The course is expected to train them to plan and execute the research studies in business.*

Module – 01: **Research Methods:** Introduction to research; Definitions and characteristics of research; Types of research; Main components of any research work; Research Gap, Topic Selection: Problem identification and Formulation; Research proposal. **(1 Lecture + 0 Tutorial + 0 Practical)**

Module – 02: **Research Process:** Work Plan; Major components and outline of research process; Literature Review: Thematic and Systematic Literature Review; Formulation of the research objectives; Research Methodologies: Study population/ Universe; Variables; Sampling; Sample size determination; Methods of data collection; Plan for data processing and analysis; Fieldwork; Measurement & scaling, Attitude-measurement technique, Levels of Measurement and types of scales, Research design, Pilot test, Writing a research report. **(1 Lecture + 0 Tutorial + 0 Practical)**

Module – 03: **Quantitative Methods:** Hypothesis setting and testing; Type-I, Type - II error, Correlation & regression analysis; Statistical Tests - Parametric Tests (One Sample t-test, Independent Samples t-Test, Paired Samples t-Test, ANOVA and MANOVA), Non-Parametric Tests (Chi-Square, One Sample, Two Independent Samples, K-Independent Samples, Two Related Samples, K-Related Samples): Multivariate Analysis, Multiple Regression Analysis, Factor Analysis; Discriminant Analysis. **(1 Lecture + 0 Tutorial + 0 Practical)**

Module – 04: **Computer Applications:** Introduction to spread-sheet applications [Tools: Microsoft Excel], Presentation tool: [Tools used: Microsoft

PowerPoint], Web Search: Use of Internet, Using search engines, Using advanced search tools; Thesis writing & Scientific editing tools.
(0 Lecture + 0 Tutorial + 1 Practical)

References:

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4. The Complete reference Office Xp- Stephan L. Nelson, Gujulia Kelly (TMH)
5. Basic Computer Science and Communication Engineering – R. Rajaram (SCITECH)
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9. Coley, S.M. and Scheinberg, C. A., "Proposal Writing", Sage Publications.
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15. Goodde and Hatte. Methods in Social Research, New York: McGraw – Hill
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18. Hunt, Morton, Profiles of Social Research: The Scientific Study of Human Interactions, Bombay: Popular Prakashan
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COM-712: RESEARCH & PUBLICATION ETHICS

Credit: 02 (1 Lecture + 0 Tutorial + 1 Practical)

Total Credit Hour: 30 hours

Internal Assessment: 10 marks

Practical Examination: 20 Marks

End Semester Examination: 20 Marks

Total Marks: 50 Marks

Course Objective: *To aware the research scholars about the research and publication ethics, and publication misconducts.*

Course Outcome: *The outcome of the course is to acquaint the research Scholars about the research and publication ethics, and publication misconducts.*

THEORY

Module – 01: **Philosophy and Ethics:** Introduction to philosophy: definition, nature and scope, concept, branches; Ethics: definition, moral philosophy, nature of moral judgements and reactions (**3 hrs. Lecture**).

Module – 02: **Scientific Conduct:** 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 (**5 hrs. Lecture**).

Module – 03: **Publication Ethics:** 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 behaviour and vice versa, types; Violation of publication ethics, authorship and contributorship; Identification of publication misconduct, complaints and appeals; Predatory publishers and journals (**7 hrs. Lecture**).

PRACTICE

Module – 04: **Open Access Publishing:** Open access publications and initiatives; SHERPA/RoMEO online resource to check publisher copyright & Self-archiving policies; Software tool to identify predatory publications developed by SPPU; Journal finder/ journal suggestion tools viz. JANE, Elsevier Journal Finder, Springer Journal Suggester, etc. (**4 hrs. Practice sessions**)

Module – 05: Publication Misconduct: (i) Group Discussions (2 hrs.): Subject specific ethical issues, FFP, authorship; Conflicts of interest; Complaints and appeals: examples and fraud from India and abroad. (ii) Software tools (2 hrs.): Use of plagiarism software like Turnitin, Urkund and other open-source software tools (**4 hrs. Practice sessions**).

Module – 06: Databases and Research Metrics: (i) Databases (4 hrs.) – Indexing databases; Citation databases: Web of Science, Scopus, etc. (ii) Research Metrics (3 hrs.): Impact Factor of journal as per Journal Citation Report, SNIP, SJR, IPP, Cite Score; Metrics: h-index, g-index, i10 index, altmetrics (**7 hrs. Practice sessions**).

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1. Bird, A. (2006). *Philosophy of Science*. Routledge.
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5. 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>
6. Beall, J. (2012). Predatory publishers are corrupting open access. *Nature*, 489(7415), 179-179. <https://doi.org/10.1038/489179a>
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COM-721: RESEARCH PRACTICES IN BUSINESS STUDIES

Credit: 02 (0 Lecture + 0 Tutorial + 2 Practical)

Total Credit Hour: 40 hours

Internal Assessment: 10 marks

Practical Examination: 40 Marks

Total Marks: 50 Marks

(Open Elective Paper)

Course Objective: *To develop an acquaintance and hands-on knowledge among the research scholars about research practices and publication in the field of Business Studies.*

Course Outcome: *The outcome of the course is to acquaint the research scholars about the research practices and publication in the field of Business Studies.*

(Every Research Scholar is required to do a course (dissertation/ project) in his/her research area under the concerned supervisor and submit a Research Paper after its presentation in a departmental seminar. Language of the research paper will be English.)

Module – 01: **Development of Research Plans and Synopsis:** Literature Review, Research Problem Identification, Objectives, Hypothesis, Research Methodology, Chapter Plan, Synopsis / Research Plan (**10 hours Practice sessions**).

Module – 02: **Data Collection and Analysis:** Identifying sources of data, Development of Questionnaire and Schedules, Questionnaire design, Web based Questionnaire, Reliability & Validity Test, Cronbach alpha. Psychometric test, Psychological and Social Instruments used in business research; Pilot Study, Field study, Surveys, Collection of Data, Choice of methods of analysis (**10 hours Practice sessions**).

Module – 03: **Analysis & Interpretation of Data:** Use of SPSS/ MS-EXCEL for data analysis and interpretation (**10 hours Practice sessions**).

Module – 04: **Research Reports:** Types of report – Technical reports, Dissertation and thesis; Steps in the preparation; Layout, structure and Language; Illustrations and tables; Bibliography, Referencing and footnotes; Oral presentation (PowerPoint Presentation) – Planning & Preparation; Writing grant / sponsored proposals (for UGC, ICCSSR, etc.); IPR, Copyright, Infringement, Plagiarism; Publishing Research Papers, its Contents, Material and Method Section, Result Section, figures &

tables, Discussion Section, format, Grammar, Style, Content, Acknowledgements, References, Impact factor (**10 hours Practice sessions**).

References:

1. Alan Bryman & Emma Bell: Business Research Methods, Oxford
2. Anderson, Sweeney and Williams: Statistics for Business and Economics, Thompson,
3. Bhandarkar & Wilkinson: Methodology & Techniques of Social Research, Himalaya Publication
4. C.B. Gupta & Vijay Gupta: An introduction to Statistical Methods, Vikas
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14. Gaur: Statistical Methods for Practice and Research, Sage Publication,
15. J.K. Sachdeva: Business Research Methodology, Himalaya
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17. Krishnswamy, K.N., Shivkumar, Appa Iyer and Mathiranjani M., Management Research Methodology; Integration of Principles, Methods and Techniques (Pearson Education, New Delhi)
18. Leedy, P.D. and Ormrod, J.E., 2004 Practical Research: Planning and Design, Prentice Hall.
19. Levine, D.M., Krehbiel T.C. and Berenson M.L. "Business Statistics" Pearson Education
20. Narayana Reddy, Acharyulu: Research Methodology and Statistical Tools, Excel
21. Nargundkar: Marketing Research Tests and Cases, TMH
22. Richard I Levin & David S. Rubin: Statistics for Management, Pearson
23. Shajahan: Research Methods for Management, Jaico,
24. Stephan L. Nelson, The Complete reference Office Xp- Gajulia Kelly (TMH)
25. William G. Zikmund: Business Research Methods, Cengage,

COM-731: CONTEMPORARY TRENDS IN FINANCE

Credit: 04 (4 Lectures + 0 Tutorial + 0 Practical)

Total Credit Hour: 40 hours

Internal Assessment: 25 marks

Total Marks: 75 Marks

(Elective Paper)

Course Objective: *The course aims to inculcate conceptual frameworks of contemporary finance trends and to instil application-level knowledge in the minds of research scholars about contemporary finance trends.*

Course Outcome: *The outcome of the course is to inculcate conceptual frameworks of contemporary finance trends and to instil application-level knowledge in the minds of research scholars about contemporary finance trends.*

Module – 01: **Microfinance:** Models of microfinance – Microcredit Vs Micro-savings Vs Microfinance; Microfinance institutions (MFI); Development of microfinance in India – GOI, RBI and NABARD initiatives for development of microfinance in India; Innovative microfinance models in India; Issues faced by microfinance in India; Case study of SKS MFI and Grameen Bank; Committee report on Microfinance, Y.H. Malegam committee report on Microfinance; Microfinance and poverty; Microfinance and economic development; microfinance and rural development; Microfinance and women empowerment; Microfinance and informal finance sector; Microfinance and small business development (**1 Lecture + 0 Tutorial + 0 Practical**).

Module – 02: **Financial Inclusion:** Rangarajan Committee on financial inclusion; Initiatives of GOI and RBI towards financial inclusion; Prime Minister's Jan-Dhan scheme of financial inclusion and measurement of financial inclusion; Financial inclusion and SME finance; Financial inclusion and Rural development (**1 Lecture + 0 Tutorial + 0 Practical**).

Module – 03: **Behavioural Finance & Value Chain Financing:** Emerging issues in behavioural finance: Application of theories in investment decision making, Financial risk management-types of financial risk. Role of derivatives in managing financial risk; Value chain financing, Rural Finance, Chit fund finance and its regulation in India – Saradha Chit Fund Case Study, Shadow banking; Process of institutionalization of

financial services in India - Composition of the Institutional Credit System (ICS) in India; Lead Bank Scheme (LBS) and Service Area Approach (SAA), Priority sector in lending; Subsidy-linked credit programmes of the Government like PMRY, SGSY, SJSRY & SLRS, etc.; Kisan Credit Card (KCC) scheme, Financing of Agriclincs/ Agribusiness Centres etc. and the Differential Rate of Interest (DRI) scheme (**1 Lecture + 0 Tutorial + 0 Practical**).

Module – 04: Recent Trends -Balance Scorecard, Triple Bottom Line Strategies, Fintech, Bankruptcy, Cross-Border Venture Capital, FDI, Capital Resilience, Financial Distancing, Contractual Restrictions, Debt Traps and Green Bond (**1 Lecture + 0 Tutorial + 0 Practical**).

References:

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2. Arif Khurshed, “Initial public offerings (IPOs)” Managerial Finance, Vol33(6) 2007.
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6. David Murphy, “Understanding Risk: The Theory and Practice of Financial Risk Management”, Chapman & Hall/CRC, 2008.
7. Deepak B Phatak, Sameer Kochhar, R Chandrashekhar, “Financial Inclusion”
8. Haluk Akdogan, “The Integration of International Capital Markets: Theory and Empirical Evidence”.
9. Keith Redhead, “Personal Finance and Investments: A Behavioural Finance Perspective”, Routledge, 2008.
10. L M Bhole, Financial Institutions & Markets – Structure, Growth & Innovations, TMH
11. M Y Khan, Financial Services, TMH, 2008
12. Mark Zandi, “Financial Shock: A 360° Look at the Subprime Mortgage Implosion and How to Avoid the Next Financial Crisis”, FT Press, 2008.
13. Maurice Obstfeld and Alan M. Taylor, “Global Capital Markets: Integration, Crisis, and Growth”, Cambridge University Press, 2005.
14. Ravi M. Kishore, Financial Management, Taxmann’s,
15. Samuel A. DiPiazza, Robert G. Eccles, “Building public trust: the future of corporate reporting”.
16. Steven Allen, “Financial Risk Management: A Practitioner’s Guide to Managing Market and Credit Risk”.
17. Sujatha B, “Financial Inclusion: Concepts and Strategies

COM-732: CONTEMPORARY TRENDS IN MARKETING

Credit: 04 (4 Lectures + 0 Tutorial + 0 Practical)

Total Credit Hour: 40 hours

Internal Assessment: 25 marks

Total Marks: 75 Marks

(Elective Paper)

Course Objective: *The course aims to inculcate conceptual frameworks of contemporary marketing trends and to instil application-level knowledge in the minds of research scholars about contemporary marketing trends.*

Course Outcome: *The outcome of the course is to indoctrinate the conceptual frameworks of contemporary marketing trends and to instil application-level knowledge in the minds of research scholars about contemporary marketing trends.*

Module – 01: **Global Market Scenario:** Global Marketing, Emergence of new economic powerhouses, global competitiveness, Global consumer, Global culture, Hofstede's theory, Global Marketing Environment, Internationalisation Process, Market Entry, Market Selection, Segmentation and Targeting, Customer Trend: Impact Analysis and Cross impact analysis, Co Creation and Value Creation; Market Entry Modes, International Product, International Branding, Global Services, International Franchising, Global Communication, Currency Environment, Global Pricing, Global Marketing Operations-Techniques and Coordination, Managing Global Relationships (**1 Lecture + 0 Tutorial + 0 Practical**).

Module – 02: **Strategic Marketing:** Strategic perspective in Marketing Planning Process, Tools and techniques for successful strategies, Strategic Product and Strategic Market Planning, Strategic Branding, Brand Equity, Vertical marketing system, Retailing mix/activities; Strategic Communications, Media Strategy, Marketing Ethics, Ethical Framework, Moral Reasoning. CRM: Strategic and Operational CRM, Customer lifetime Value (CLV) (**1 Lecture + 0 Tutorial + 0 Practical**).

Module – 03: **Digital Marketing:** Marketing's Digital Evolution; Display Advertising, Email Marketing, Search Engine Optimisation, Pay Per Click; Mobile marketing, Inbound Marketing, Content Marketing, Google, Blogs and Social Media, Acquiring Customers on the Web, Internet Marketing Strategy. Social Media Marketing: Goals,

Channels, Metrics and Analysis, Legal Framework for control of social media, Social Media Strategy: Approach, Audience, Activity Building Customer Engagement Through Social Media Marketing (**1 Lecture + 0 Tutorial + 0 Practical**).

Module – 04: Emerging Trends in Marketing Research: Marketing Research, International Marketing Research, Trending Techniques Used in Research-Online Communities, Types of Research Tools, IOT, Marketing Intelligence Systems, Bridging The Gap Between Academic Research And Industry Research; Data Capture and Data Mining; Customer Citizenship Behaviour, Green Marketing, Holistic Marketing, Network Marketing, Event Marketing, Nucleus Marketing, Recent Regulatory framework (**1 Lecture + 0 Tutorial + 0 Practical**).

References:

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COM-733: CONTEMPORARY TRENDS IN HRM

Credit: 04 (4 Lectures + 0 Tutorial + 0 Practical)

Total Credit Hour: 40 hours

Internal Assessment: 25 marks

Total Marks: 75 Marks

(Elective Paper)

Course Objective: *The course aims to inculcate conceptual frameworks of contemporary HRM & HRD trends and to instil application-level knowledge in the minds of research scholars about contemporary HRM & HRD trends.*

Course Outcome: *The outcome of the course is to indoctrinate the conceptual frameworks of contemporary HRM & HRD trends and to instil application-level knowledge in the minds of research scholars about contemporary HRM & HRD trends.*

Module – 01: **Advanced Manpower Planning and Management:** Collective Bargaining and Negotiation Process, Employee Empowerment, Executive Compensation, Grievance Resolution, HR Issues in Mergers & Acquisitions; Human Resource Management in Service Sector, Industrial Jurisprudence; Talent Management; Career management and development **(1 Lecture + 0 Tutorial + 0 Practical)**.

Module – 02: **HRM in Changing Situations:** International Human Resource Management; Managerial Competencies and Career Development, Managerial Counselling, Managing Diversity in the Workplace, Managing Redundancy, Measuring HR, Occupational Testing. Organisational Change and Development, Participative Management, Principles of Labour Administration, Role of HR in Knowledge Management, Strategic Human Resource Management **(1 Lecture + 0 Tutorial + 0 Practical)**.

Module – 03: **Human Resource Information System:** Business and Data Communications Networks, Business Intelligence and Data Mining, Business Modelling Through System Dynamics, Cyber Law, Decision Support Systems, e-Business, Enterprise Resource Planning, Information Security and Risk Management, Intellectual Property Rights **(1 Lecture + 0 Tutorial + 0 Practical)**.

Module – 04: **Organisational Behaviour:** Individual Behaviour in Organisation, Group Behaviour in Organisation, Organisational Structure, Design &

Change, Building Learning Organisations, Assertiveness Training, Consulting to Management, Cross-Cultural Management, Indian Philosophy and Leadership Excellence, Personal Effectiveness and Self-Leadership, Management of Creativity, Managerial Competencies, Managerial Counselling, Stress Management (**1 Lecture + 0 Tutorial + 0 Practical**).

References:

1. Dharni Singh et al. (eds.), *Aligning Human Resources Processes: Challenges of Development*, Tata McGraw-Hill Publishing Company limited, New Delhi, 1996.
2. French and Bell "Organisation Development" PHI.
3. Luis R. Gomez – Mejia, David B Balkin and Robert L Cardy "Managing Human Resources", Prentice Hall of India
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17. Werner and Desimone, *Human Resource Development*, Cengage Learning, 2006

COM-734: CONTEMPORARY TRENDS IN ENTREPRENEURSHIP

Credit: 04 (4 Lectures + 0 Tutorial + 0 Practical)

Total Credit Hour: 40 hours

Internal Assessment: 25 marks

Total Marks: 75 Marks

(Elective Paper)

Course Objective: *The course aims to inculcate conceptual frameworks of contemporary Entrepreneurship Development and Management trends and to instil application-level knowledge in the minds of research scholars about contemporary trends and developments in Entrepreneurship and Management.*

Course Outcome: *The outcome of the course is to indoctrinate the conceptual frameworks of contemporary Entrepreneurship Development and Management trends and to instil application-level knowledge in the minds of research scholars about contemporary trends and developments in Entrepreneurship and Management.*

Module – 01: **Growth Development and Public Policy:** Growth and development, Government, markets and public policy, Welfare Economics, Poverty and Inequality; Inclusive Growth, Endogenous Growth and Technological Change, Growth Models (Nurkse Model, Rosenstein-Rodan Model and Solow-Swan growth model); Political Economy; Social Entrepreneurship, Private-Public Partnerships, Resource Based Strategy, Strategies of Co-operation, Transformation for Sustainable Superior Performance, Emerging trends - Technopreneurship, netpreneurs, agripreneurs, Women entrepreneurship, Portfolio entrepreneurship, Franchising **(1 Lecture + 0 Tutorial + 0 Practical)**.

Module – 02: **The Entrepreneurship Alternative:** Entrepreneur, Categories of Entrepreneurs, One's Own Boss, Financial Success, Job Security, Quality of Life; the Environment for Entrepreneurs, Globalization, Education, Entrepreneurship around the World, The Influence of Entrepreneurs on the Economy Innovation, Job Generation Diversity, Characteristics of Entrepreneurs Vision, High Energy Level, Need to Achieve Self-Confidence and Optimism, Tolerance for Failure, Creativity, Tolerance for Ambiguity, Internal Locus of Control, Selecting Business Idea, Starting a New Venture, Creating a Business,

Case studies from relevant fields (**1 Lecture + 0 Tutorial + 0 Practical**).

Module – 03: Entrepreneurship Planning and Development (EPD): EPD with special reference to Tech- Entrepreneurs and Professionals Advanced Environmental Management and Green Marketing; Applied Quantum Innovations Building Learning Organisations, Business Networking; Competition and Globalisation; Designing Organisations for Uncertain Environment; Entrepreneurship and New Ventures; International Management and Strategies; Case studies from relevant fields (**1 Lecture + 0 Tutorial + 0 Practical**).

Module – 04: Entrepreneurial Marketing – New Venture Initiation, Low budget or no budget Market Research, Alternatives to high-cost advertising. Multinational Marketing – Overseas Market Research, Legal Dimensions of Multinational Marketing, New Techniques, Social Enterprises. The Social Impact of Marketing – Social Impact Analysis; Indigenous Knowledge and its development and commercialisation; Case studies from relevant fields (**1 Lecture + 0 Tutorial + 0 Practical**).

References:

1. Porter, M.E., *Competitive Advantage: Creating, Sustaining Superior Performance*, New York, Free Press.
2. Zimmerer, T. H., Scarborough, N. M., Wilson D., *Essentials of Entrepreneurship and Small Business Management*, PHI Learning Private Limited, New Delhi, 2009, 5ed.
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10. A. Sen and J. Drèze, *Development and Participation*, New Delhi: Oxford, (2005)

COM-735: CONTEMPORARY TRENDS IN BANKING & INSURANCE

Credit: 04 (4 Lectures + 0 Tutorial + 0 Practical)

Total Credit Hour: 40 hours

Internal Assessment: 25 marks

Total Marks: 75 Marks

(Elective Paper)

Course Objective: *The course aims to inculcate conceptual frameworks of contemporary trends of Banking and Insurance and to instil application-level knowledge in the minds of research scholars about present-day trends and developments in Banking and Insurance.*

Course Outcome: *The outcome of the course is to indoctrinate the conceptual frameworks of contemporary Banking and Insurance trends and to instil application-level knowledge in the minds of research scholars about contemporary trends and developments in the sector of Banking and Insurance.*

Module – 01: **Indian Banking Industry:** Banking Industry scenario-Global and Indian Perspective; Nationalization, Consolidation & Privatization; Emerging Banking segments; Monetary Policy Committees; Banking Legislations in India; Digitalisation and Online Banking, Prudential Norms and Prudential Accounting, BASEL Norms, Board for Financial Supervision (BFS), Customer Grievance Redressal Mechanisms and Banking Ombudsman Scheme, RBI Guidelines and NPA; Insolvency and Bankruptcy Code (Amendment) Act-2020; Debt Recovery Tribunal, Asset Securitisation and Asset Reconstruction, SARFAESI Act; Universal Banking **(1 Lecture + 0 Tutorial + 0 Practical)**.

Module – 02: **Indian Banking Industry-Contemporary Issues:** Micro Finance Institutions (MFIs), Non-Banking Financial Companies (NBFCs), Demonetization – History of Demonetization in India; Black Money; Cash Less Economy; Remonetization; Digital Financial Transactions; National Payment Corporation; Forex & Securities Settlement; Social Banking, Cyber Crime & Security issues; FDI, Merger, & Privatization, Corporate governance in Banks, Green Banking **(1 Lecture + 0 Tutorial + 0 Practical)**.

Module – 03: **Indian Insurance Industry:** Insurance Organizations, Nationalisation and Privatization of Indian Insurance Sector, Public and Private Sector Insurance Companies, Indian Insurance Market - Life and Non-life Insurance; Marketing of Insurance Products, Information Asymmetry; Insurance Product Pricing, Demand for Standardized Insurance

Products; Insurance Penetration and Density; Employment Prospects, Legislations & Regulations, Integrated Customer Grievance Management System, Consumer Protection Act, 2014, Insurance Ombudsman; Micro Insurance in India; Social Insurance; Digitalization of Insurance Sector (**1 Lecture + 0 Tutorial + 0 Practical**).

Module – 04: **Indian Insurance Industry-Contemporary Issues:** Ethical Issues in Insurance Sector; crop insurance, distribution channels, Risk Based Capital (RBC) Approach and Market Consistent Valuation of Liabilities (MCVL) of Indian Insurance Business, Re-insurance, Digital Underwriting and Automated Renewals, Innovating the product portfolio, Bancassurance, FDI issues, Alternate Capital and Insurance-Linked Securities, Cyber-insurance, Changing Paradigm of Consumer Engagement and Experience; Sharpening Digital Customer-Centricity with Analytics, Catching the Millennial Attention- Portals, Mobility and Social Media (**1 Lecture + 0 Tutorial + 0 Practical**).

References:

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13. Murali S and Subbakrishna 2015 Bank Credit Management, Himalaya Publishing House, New Delhi.
14. O. P. Agarwal, Banking and Insurance, Himalaya Publications: Mumbai.
15. Sadhak H.: Life Insurance in India: Opportunities, Challenges and strategic Perspective. Sage Publications

COM-736: CONTEMPORARY TRENDS IN GENERAL MANAGEMENT

Credit: 04 (4 Lectures + 0 Tutorial + 0 Practical)

Total Credit Hour: 40 hours

Internal Assessment: 25 marks

**Total Marks: 75 Marks
(Elective Paper)**

Course Objective: *The course aims to inculcate conceptual frameworks of contemporary trends of Banking and Insurance and to instil application-level knowledge in the minds of research scholars about present-day trends and developments in general management.*

Course Outcome: *The outcome of the course is to indoctrinate the conceptual frameworks of contemporary general management trends and to instil application-level knowledge in the minds of research scholars about contemporary trends and developments in the general management.*

Module – 01: **Management Thoughts and Theories:** Classical, Neo-Classical and Morden Management Thoughts; Cultures and Management Practices- Comparative Analysis of Chinese, American, Japanese and Indian Management; Contemporary Management Viewpoints- Macknisey 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 **(1 Lecture + 0 Tutorial + 0 Practical)**.

Module – 02: **Business Organisation:** Management of Business Environment, Corporate Social Responsibility, Ethics and Values System in Indian Business and Management, Corporate Governance, SEBI Guidelines, Whistle Blowing, Corporate Social Responsibility; MBO and TQM, Creativity and Innovation in Management, Change Management, Organizational Transformation, Technology Management, Knowledge Management and Learning Organizations **(1 Lecture + 0 Tutorial + 0 Practical)**.

Module – 03: **Organisational Climate:** Positive Psychology and Workplace, Personality and Individual Differences, Cognition and Decision Making, Mindfulness, Antisocial Behaviour, Spirituality, Self, Social, and Organizational Identity, Emotions at workplace, Interpersonal Relations & Transactional Analysis, Work-Family Studies, Organizational Change and Development, Groups and Teams Studies, Leadership Trends and Issues, Organizational Justice, Citizenship, Performance **(1 Lecture + 0 Tutorial + 0 Practical)**.

Module – 04: Business Strategy and Structure: Strategy leads to structure; Types of organizational structures; Organizational Design, Theories of organizations, Boundary less and structure less organization; Competitive Advantage; SWOT analysis -Compliance & Quality Audit; Core competence and Business Process Outsourcing (BPO), Re-Engineering, Internationalization of business, Boundary less organization, Performance outsourcing, Business Process Re-engineering (BPR), Total Quality Management (TQM); Systems model of Quality, Deming's Approach (**1 Lecture + 0 Tutorial + 0 Practical**).

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