

**RAJIV GANDHI UNIVERSITY**  
**Department of Management**  
**(Under Faculty of Commerce and Management)**



**DOCTOR OF PHILOSOPHY IN MANAGEMENT**  
**(Ph. D. in MANAGEMENT)**

**Ph. D. Coursework Syllabus with effect from Academic Session**

**(Under Choice Based Credit System)**

A handwritten signature in black ink, appearing to be 'S. M. S.', is written over a horizontal line. Below the signature, the date '05/7/2021' is written.

नयुक्त कुलसचिव (शैक्षणिक एवं सम्मेलन)  
राजीव गांधी विश्वविद्यालय  
Jt. Registrar (Acad. & Cont.)  
Rajiv Gandhi University  
Rono Hills, Doimukh (A.P.)

## BRIEF OUTLINE

The Ph D (Syllabus) in Management under Choice Based Credit System (CBCS) has been designed keeping in view the changing scenario of the present education system in the 21<sup>st</sup> 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 programme shall be governed by the Department of Management , Faculty of Commerce and Management, Rajiv Gandhi University, Rono Hills, Doimukh – 791112 (Arunachal Pradesh).

## PROGRAM OBJECTIVE

*The objective of the course is to familiarize the students with the advanced knowledge in the discipline of Management. The course has been designed to provide the scholars with research aptitude and in-depth knowledge in the frontiers of Management discipline and practice. It will help the researcher to contribute in the emerging issues and trends in Management across the world. The emphasis in the course will be on the practical knowledge along with the conceptual understanding of the subject..*

## PROGRAM OUTCOME

*The expected outcome of the syllabus is to equip research scholars with advanced research skills to carry out quality research in the area of business studies. The learners will be able to contribute meaningful knowledge creation in the field of Management*

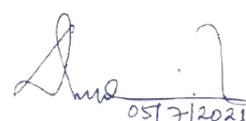
## OUTLINE OF THE PROGRAM

The syllabus for Ph.D. in Management program 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 duration of the course, entrance test, course work qualifying (attendance, sessional test) and completion criteria, scheme of examinations and award of credit etc will be followed in accordance with the ordinances and norms of the University.

**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.

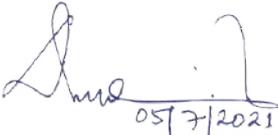


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- a. Research Methodology:** - The Department has assigned a minimum of four credits to one or more courses on Research Methodology covering areas such as quantitative methods, computer applications, review of published research in the relevant field,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

2. **Elective Courses:** The elective courses will comprise of the following papers-

- a. Open Paper (2 Credits):** The research scholar has the option to choose the open paper offered by parent department and from other departments.
- b. Elective Paper (4 Credits):** The department shall offer three specialisation papers i.e. Financial Management, Marketing Management, and Human Resources Management. The research scholars will need to opt and qualify in one of these specialisation papers. 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.



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# MGT-711(C): RESEARCH METHODOLOGY

**Credit: 04 (4 Lectures + 0 Tutorial + 0 Practical)/w**

**Total Credit Hour: 40 hours**

**Internal Assessment: 25 marks**

**End Semester Examination: 75 Marks**

**Total Marks: 100 Marks**

**Course Objective:** *The objective of the course is to enable students to acquire in-depth knowledge of research methodology and its applications and apply the knowledge and skills in pursuing research in a scientific manner.*

**Course Outcome:** *Upon completion of this course, the scholars will be able to –*

*1) understand and apply the tools and techniques of research methodology to accomplish quality research in various functional areas of management.*

*2) apply suitable statistical methods to analyse and resolve research problems.*

**Module I: Introduction:** Meaning, objectives and significance of Research, Types of Research, Research Process, Preparation of research proposal, Review of literature: need, source & search procedure of literature review, Formulation of research problem.

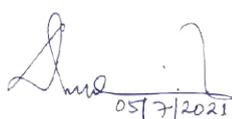
**Module II: Research Design & Sampling Design:** Meaning & Concepts of Research Design, Types of Research Design, Concepts of Sampling, Types of Sampling, Errors in Sampling.

**Module III: Data Collection and Scaling Techniques:** Sources of Data, Methods of Collection: Observations, Questionnaire & Interview Techniques, Questionnaire designing, Types of Measurement scales, Errors in Measurement, Comparative & Non-Comparative Scaling Techniques.

**Module IV: Data Analysis, Report Preparation & Computer application:** Measures of Central Tendency, Hypothesis Testing/Test of Significance, z-test, t-test, Chi-square test, F test, Analysis of variance, correlation & regression etc. Format of a Report, Types of reports, precautions in writing report, Presentation of research report, Principles of writing footnotes, bibliography, appendixes, references etc. Computer Application: Fundamental of Computer, Internet, MS Word, MS Excel, MS PowerPoint, Use of SPSS and other statistical software for data Analysis

## BOOKS RECOMMENDED:

1. Alan, B. & Bell. E. (2011). Business Research Methods. Toronto: Oxford University Press.
2. Donald, R. C. and Schindler, P.S. (2013). Business Research Methods. New Delhi: Tata McGraw- Hill.
3. Kothari, C.R. (2014). Research Methodology: Methods and Techniques. New Delhi: New Age Publishers.
4. Bajpai, N. (2011). Business Research Methods. New Delhi: Pearson Education.
5. Murthy, S. N. & Bhojnana, U. (2010). Business Research Methods. New Delhi: Excel Books.
6. Sekaran, U. & Bougie, R.J. (2013). Research Methods for Business. New Jersey: Willey Publications



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# MGT-712(C): RESEARCH & PUBLICATION ETHICS

**Credit: 02 (1 Lectures + 0 Tutorial + 1 Practical)/w**

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

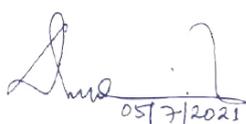
**Module – 02:** **Scientific Conduct** (5 hrs.): Ethics with respect to science and research; Intellectual honesty and research integrity; Scientific misconducts: Falsification, Fabrication, and Plagiarism (FFP), Redundant publications: duplicate and overlapping publications, salami slicing; Selective reporting and misrepresentation of data.

**Module – 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 behaviour and vice versa, types; Violation of publication ethics, authorship and contributorship; Identification of publication misconduct, complaints and appeals; Predatory publishers and journals.

## PRACTICE

**Module – 04:** **Open Access Publishing** (4 hrs.): 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.

**Module – 05:** **Publication Misconduct** (4hrs.): (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)

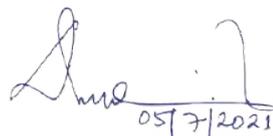


Software tools (2 hrs.): Use of plagiarism software like Turnitin, Urkund and other open-source software tools.

**Module – 06: Databases and Research Metrics (7hrs.):** (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.

### References:

1. Bird, A. (2006). Philosophy of Science. Routledge.
2. Macintyre, Alasdair (1967) A Short History of Ethics. London.
3. P. Chaddah, (2018) Ethics in Competitive Research: Do not get scooped; do not get plagiarized, ISBN:978-9387480865
4. 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.
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>
7. 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/EthicsBook.pdf>
8. Satarkar, S.V., 2000. Intellectual property rights and Copy right. Ess EssPublications.
9. Wadehra, B.L. 2000. Law relating to patents, trademarks, copyright designs and geographical indications. Universal Law Publishing.
10. Carlos, C.M., 2000. Intellectual property rights, the WTO and developing countries: the TRIPS agreement and policy options. Zed Books, New York.



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# MGT 721 (O): CONTEMPORARY ISSUES AND TRENDS IN MANAGEMENT PRACTICES

**Credit: 04 (4 Lectures + 0 Tutorial + 0 Practical)/w**

**Total Credit Hour: 40 hours**

**Internal Assessment: 25 marks**

**Total Marks: 75 Marks**

**(Open Paper)**

**Course Objective:** *This course shall introduce the learner to the basic skills for managing organisations. It aims to focus on variety of skills which will lead to develop individual as well as organizational behaviour patterns particularly to the learners who do not possess any formal management education or exposure.*

**Course Outcome:** *Upon completion of this course, the scholars will be able to –*

*1) understand the dynamics of management principles and practices across various sectors of economy. This would enable the budding researchers to formulate innovative projects in the frontiers of Management discipline.*

*2) apply contemporary management practices in various functional areas of research.*

**Module I: Fundamentals of Management Concepts:** Concepts, Functions & Levels of Management, Management skills, Managerial Roles; Social Responsibility of Management; Management thoughts: Classical approaches and Neo-classical approaches

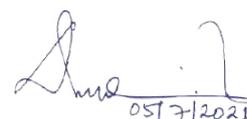
**Module II: Understanding of Organizational Behaviour:** Meaning of OB, Perception, Attitude, Motivation, Group Behaviour, Leadership, Organizational Culture.

**Module III: Strategic dimensions of Management Practices:** Introduction to Strategic Management, Environmental appraisal and industry analysis, Strategic formulation & choice of alternatives, Strategy implementation, evaluation and control, Issues of sustainable development.

**Module IV: Entrepreneurial Skills:** Overview of Entrepreneurship, Entrepreneur's Role and Personality, Issue of Entrepreneurial Opportunity, Women entrepreneurship, Financing options for New Ventures, Role of Entrepreneurial Ecosystem.

## RECOMMENDED BOOKS:

1. Harold Koontz, Heinz Weihrich & Mark Cannice : Management: A Global and Entrepreneurial Perspective, Tata McGraw - Hill Education
2. James A. F. Stoner, R. Edward Freeman, Daniel R. Gilbert: Management, Pearson Education
3. Koontz and O'Donnell : Essentials of Management
4. L.M. Prasad : Principles and Practice of Management, Sultan Chand & Sons
5. Meenakshi Raman, Prakash Singh : Business Communication, Oxford
6. Courtland L Boove, John Thill, Abha Chatterjee: Business Communication today, Pearson Education.

  
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# MGT-731(E): CONTEMPORARY ISSUES AND TRENDS IN FINANCIAL MANAGEMENT

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

Total Credit Hour: 40 hours

Internal Assessment: 25 marks

Total Marks: 75 Marks

(Elective Paper)

**Course Objective:** *The objective of the course is to familiarize the students with the advanced knowledge in the discipline of financial management. The course has been designed to provide the research scholars with knowledge of emerging issues and trends in financial management in the national and global context.*

**Course Outcome:** *Upon completion of this course, the scholars will be able to –*  
*1) conceptualise the various dimensions of financial management for undergoing quality research and also to address the emerging challenges in management.*  
*2) understand how the tools and techniques of Financial Management can be applied to analyse various financial aspects of research in Management*

**Module-I: Introduction to Accounting Standards and Practices-**Accounting principles and postulates, contemporary practices in Accounting disclosures, Institutional adherence to Accounting standards

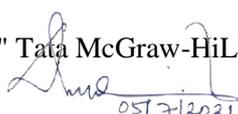
**Module-II: Nature and Scope of Financial Management-** Goals & objectives of financial management, Role of Financial Manager, Concept of profit maximization and wealth maximization .

**Module-III: Capital Structure Decisions: Capital Structure Theories** -EBIT &EPS analysis – Financial Leverage-Operating leverage – Cost of Capital, Element of Cost of Capital, Composite cost of capital/WACC.

**Module-IV: Multinational Financial Management:** Its organization, Opportunities and challenges of Multinational Corporations; Foreign Exchange Markets: Spot market, Forward market. Mechanism of foreign exchange management, Derivatives: forwards, futures, options, swap.

## **Recommended Books: -**

1. Kapil Sheeba, "Financial Management" Pearson.
2. Jonathan Berk, Peter, "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 Shiva Ramu, "International Business Environment & Management" Anmol publication.
7. Mike. W. Peng, "International Business" Cengoye Learning.
8. J. Fred. Weston, Mark L. michell, J. Harold Mulherin, "Take Overs, Restructing & Corporate Governance" Pearson Education Inc.
9. M. Y. Khan "Indian Financial System" Tata McGraw-HiLL Publishing Company Ltd., New Delhi.

  
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# MGT 732(E): CONTEMPORARY ISSUES AND TRENDS IN MARKETING MANAGEMENT

**Credit: 04 (4 Lectures + 0 Tutorial + 0 Practical)/w**

**Total Credit Hour: 40 hours**

**Internal Assessment: 25 marks**

**Total Marks: 75 Marks**

**(Elective Paper)**

**Course Objective:** *The course aims to develop knowledge and understanding of the scholar on the various aspects of modern marketing management so as to enable them to identify research issues in the specialization area that will facilitate in choosing an appropriate topic for research and understand the theoretical backdrop of his/her area of research*

**Course Outcome:** *Upon completion of this course, the scholars will be able to -*  
*1) Analyse, interpret and apply the knowledge, concepts, tools necessary to overcome the complex marketing issues.*  
*2) Develop creative solutions to marketing problems.*

**Module I: Introduction to Modern Marketing:** Marketing concept, Marketing Mix, Indian Marketing Environment, Market Segmentation, Positioning & Targeting, Marketing Strategy, Analysing consumers and selecting markets, Marketing Research.

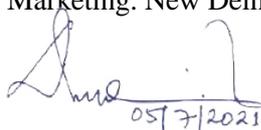
**Module II: Product and Brand Management:** Product Concepts; Product Mix; Product Development Process; New Product Launches, Concept and importance of Branding; Basic branding concepts: brand awareness, brand personality, brand image, brand identity, brand loyalty, brand equity; Major Branding Decisions: Brand Positioning and Re-launch: Brand building and communication.

**Module III: Marketing of Services:** Understanding Services and its characteristics, Services Classification, Marketing Mix for Services, Problems in marketing of Services, Marketing Strategies for various Service sectors, Customer Evaluation of Service Quality: Gaps Model for improving the Quality of Service, Service Recovery.

**Module IV: Emerging dimensions of sustainable Marketing:** Green Marketing, Holistic Marketing, Network Marketing, Event Marketing, Rural and agricultural Marketing, Guerilla marketing, Viral and Buzz Marketing, Customer Relationship Marketing, Marketing of non profit organizations, e-Marketing.

## **Recommended Books: -**

1. Kotler, P. (2015). Marketing Management, Analysis, Planning, Implementations and Control. New Delhi: Pearson Education.
2. Stanton William, J. (2015). Fundamentals of Marketing. New Delhi: McGraw- Hill.
3. Kotler, P .and Armstrong, G. (2015). Principles of Marketing. New Delhi: Pearson Education.
4. Saxena Rajan, Marketing Management, Tata McGraw-Hill Publishing Co. Ltd., 3rd Edition.
5. Etzel, M.J., Walker, B.J. and Stanton, W. J . (2007). Marketing concept & Cases special Indian Edition. New Delhi: Tata McGraw- Hill.
6. Carthy, M. and Perreault (2009). Basic Marketing: A Global Marketing Approach, New Delhi: Tata McGraw- Hill.
7. Kurtz, D.L. and Boone, L.E. (2007). Principles of Marketing. New Delhi: Thomson publishers.



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# MGT-733(E): CONTEMPORARY ISSUES AND TRENDS IN HUMAN RESOURCES MANAGEMENT

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

Total Credit Hour: 40 hours

Internal Assessment: 25 marks

Total Marks: 75 Marks

(Elective Paper)

**Course Objective:** *The objective of the course is to familiarize the students with the advanced knowledge in the discipline of Human Resources Management. The course has been designed to provide the research students with knowledge of emerging issues and trends in Human Resources across the world. The emphasis in the course will be on the practical knowledge along with the conceptual understanding of the subject.*

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

- 1) conceptualise the various dimensions of human resource management for undergoing quality research and also to address the emerging challenges in management.*
- 2) comprehend the various contemporary HR strategies and their application in Management research across the organised sector.*

**Module-I: HRM and Manpower Search:** Framework of HRM in the present day scenario, Strategic HRM, Challenges of HRM, Employee acquisition and modern selection processes

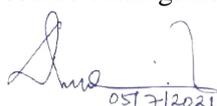
**Module-II: Performance Management and Career Development:** Training and Development, Effectiveness of Training Programs, Employee Engagement, Compensation and Fringe benefits, Counseling, Mentoring, Managing separations and rightsizing

**Module-III: Organisational Development and Industrial Relations:** Managing stress and Frustration, Quality of work life, work life balance, Motivation, Job satisfaction, Managing change, Equal Opportunities. Industrial Disputes – Reasons and Remedial measures, Trade Unionism in India, Social Security, Health and Welfare measures in India.

**Module-IV: HRD and International HRM:** HRD Practices, HRD audit, HRD culture and climate. HRM in the Global Context Dynamics of HRM in Multinational Corporations, Cross Cultural HRM, Expatriates and Global Compensation

## Recommended Books: -

1. Sen Ratna; Industrial Relations in India, Mac Millan, New Delhi.
2. Edwin B. Flippo, Personal Management, McGraw- Hill Book Company, 6<sup>th</sup> Edition.
3. Regis Richard; Strategic HRM & Development, Excel Books, New Delhi.
4. Pareek U; Understanding Organizational Behaviour, Oxford University Press.
5. Rao TV; HRD Audit, Response Books, New Delhi.
6. Hodgetts RM & Hegar KW' Modern Human Relations at Work, Thomson South Western.
7. Garry Desseler, Human Resource Management, Prentice-Hall India Pvt. Ltd., New Delhi, 10<sup>th</sup> Edition.
8. Kandula SR; Strategic Human Resource Development, PHI, Pvt. Ltd., New Delhi.
9. Werener JM & Desimone RL: Human Resource Development, Cenage Learning India Pvt. Ltd., New Delhi.
10. Snell Scott & Bohlander George: Human Resource Management, Cenage Learning India Pvt. Ltd., New Delhi.

  
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