

# Sri Sai University, Palampur (H.P)

Sai University Business School

Deptt. of Management

**Ph. D (Management)**

**Scheme (2021 – 2022)**

## Compulsory Courses:

SN	Code	Subject	L	T	P	Cr	Hrs
1	BM 191	Research Methodology in Management	5	0	0	5	5
2	RPE 021	Research and Publication in Ethics	1	0	2	2	3

**Note:** The student has to take second paper in Ph.D (One optional course of specialization from the following specializations) from the concerned field of the student in which he has to do Ph. D:-

**Optional Courses (Choice Based):** Any one specialization course to opt.

SN	Code	Subject	L	T	P	Cr	Hrs
1	BM193	Contemporary Issues in Marketing Management	5	0	0	5	5
2	BM194	Contemporary Issues in Financial Management	5	0	0	5	5
3	BM195	Contemporary Issues in Human Resource Management	5	0	0	5	5
4	BM196	Entrepreneurship Development and Project Management	5	0	0	5	5

Grand Total      11+0+2 = 12 = 13

\*\*\*\*\*

## BM191 Research Methodology in Management

L	T	P	TC	TH
5	0	0	5	5

**Course Learning Objectives:** The courses aims at equipping the research scholar with an understanding of the research process, design, tools and techniques including parametric and non parametric tests in order to facilitate the research.

**Course Learning Outcomes:** At the end of the course, the research scholar will be able to:

- Have a deeper and complete understanding of designing research questionnaire.
- Conduct research survey through multiple regression and correlation.
- Design statements, research questions, hypothesis framing and hypothesis testing.
- Carry out data analysis and draw interpretations.
- enabled to prepare synopsis, write thesis and research publications

### Unit – I

**Introduction to Business Research:** The Nature of Research; **identifying** the underlying conceptual elements of the research issue; Theoretical Approaches to Research. **Planning and Designing a Research Study:** Choosing a Research Topic, Review of Literature, Types of Reviews, Sources of Research Literature, Writing of Review.

### Unit - II

**Problem Formulation:** Problem Definition, Hypothesis Formulation, Causal Research. Problem solving techniques: logical approach, creative approach. Group problem solving techniques for idea generation- brain storming and Delphi method. Objectivity in research.

### Unit - III

**Research Design:** Different type of Research design; Rationale behind choosing an appropriate Research Design for different types of Research Study. Sampling design, Probability and Non-Probability sampling, sampling and Non-Sampling errors.

### Unit - IV

**Data Collection:** Types and methods of data collection. Questionnaire: Nature, Importance and Uses; Issues Involved In Designing of Questionnaire, Web-Based Questionnaires; Testing Validity and Reliability of Questionnaires. Attitude Measurement Scales, Data Preparation and Preliminary Analysis.

### Unit - V

**Data Analysis and Interpretation: Parametric Test:** z test, T test and F test and ANOVA,

**Non-Parametric Tests:** Chi-Square Test, Mann Whitney Test. Multimedia Analysis: Discriminant Analysis, Factor Analysis and Cluster Analysis, Application of Computer Software/Ms. Excel in data analysis. Report Writing: Bibliography & Citation, Structure and Components of Research Report.

**Reference Books:**

1. Zikmund William, "Business Research Methodology," Thomson.
2. Panner Selvam R, "Research Methodology," PHI
3. Copper & Schinder, "Business Research Methodology," THM.
4. Murthy S. N & Bhojanna. U, "Business Research Methodology," Excel Books.
5. Bhattacharya Deepak Kumar, "Research Methodology," Excel Books.
6. Kothari CR, "Research Methodology," Vishwas Prakshan.
7. S.P. Gupta , "Statistical Methods",

\*\*\*\*\*

## RPE021 Research and Publication in Ethics

L	T	P	TC	TH
1	0	2	3	3

**Course Learning Objectives:** The courses aims at equipping the research scholar with the awareness about research and publication ethics including knowledge of data based and research matrix, software and use of plagiarism software tools.

**Course Learning Outcomes:** At the end of the course, the research scholar will be able to:

- Understand theory and practice of philosophy and ethics in research.
- Understand theory and practice of scientific conduct of research.
- Understand theory and practice of publications ethics including open access publishing, publication misconduct, data bases and research metrics.
- Use of Plagiarism software like Turnitin, Urkund and others
- Use of SPSSSS software for data analysis

### Unit – I

#### Theory

#### **RPE 01: Philosophy and Ethics (3 hrs)**

Introduction to Philosophy: definition, nature and scope, concept, branches.

Ethics: definition, moral philosophy, nature of moral judgments and reactions.

### Unit – II

#### **RPE 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 Publication: duplicate and overlapping publications, salami slicing

Selective reporting and misrepresentation of data

### Unit – III

#### **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.

## Unit - IV

### Practice

#### RPE 04: Open Access Publishing (4hrs)

Open access publications and initiatives

SHERPA/ROMEO online resource to check publisher copyright and self archiving policies.

Software tool to identify predatory publications developed by SPPU

Journal finder / journal suggestion tools viz. JANE, Elsevier Journal Finder, Springer Journal

Suggested, etc.

## Unit - V

#### RPE 05: Publication Misconduct (4hrs)

##### (A) Group Discussion (2hrs)

Subject specific ethical issues, FFP, authorship

Conflicts of interest

Complaints and appeals: examples and fraud from India and abroad.

##### (B) Software Tools (2hrs)

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

#### RPE 06: Databases and Research Metrics (7hrs)

##### (A) Databases (4hrs)

Indexing databases

Citation databases: Web of Science, Scopus etc.

##### (B) Research Metrics (3hrs)

Impact Factor of Journal Citation Report, SNIP, SJR, IPP, Cite Score.

Metrics: h – index, g index, i10 index, altmetrics

### Reference Books:

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 Academics Press.

5. Rensik, D.B. (2011). What is ethics in research & why is it important. *National Institute of Environmental Health Sciences*, 1- 10.
6. Beall, J. (2012). Predatory Publisher are corrupting open access, *nature*, 489 (7415), 179-179.
7. Indian national Science Academy (INSA), Ethics in Science Education, Research and Governance (2019)

\*\*\*\*\*

Deptt of Management, SSU Palampur (H.P)

## BM193 Contemporary Issues in Marketing Management

L	T	P	TC	TH
5	0	0	5	5

**Course Learning Objectives:** The course aims at making research scholar understand concepts, philosophies, processes and techniques of managing the marketing operations of a firm in turbulent business environment. This course will provide better understanding of the complexities associated with marketing functions, strategies and provides research scholar with the opportunity to apply the key concepts to practical business situations.

**Course Learning Outcomes:** At the end of the course, the research scholar will be able to:

- To learn the basics of marketing, selling, marketing mix and its core concepts.
- To understand the intricacies of the marketing environment and marketing information systems for effective marketing planning and strategies.
- To equip the research scholar with necessary skills for effective market segmentation, targeting and positioning.
- To prepare the research scholar for understanding the various components of product mix, product life cycle and comprehend the new product development process.
- To develop an understanding of promotion mix and strategies for successful promotion.
- To gain knowledge about the emerging trends in marketing and pyramid marketing.

### Unit - I

#### **Orientation of Modern Marketing and Analyzing Market Opportunities:**

Marketing Tasks and Approaches to Modern Marketing, Marketing Environment and Environment Scanning, Analyzing Market Environment.

**Role of Marketing in Corporate sector in Recent era:** 4Ps & beyond, Marketing Challenges, Marketing information system and Marketing Research, Strategic Planning in Marketing Management.

### Unit - II

**Service Marketing:** Concepts, Characteristics and Classification. Marketing Mix for Services. Problems in marketing of Services. Marketing Strategies for Service Firms. A brief study of Specific Services: Tourism, Hospitality, Banking and Insurance Services.

**Customer Evaluation of Service Quality:** Gaps Model for improving the Quality of Service - Knowledge gap, standards gap, delivery gap, communications gap. Service Recovery.

### Unit - III

**Measurement Process in Marketing Research:** Measurement in Marketing, Difficulties in Measurement, Concepts of Validity and Reliability; Attitude Measurement: Importance of Attitude in Marketing, Nature of Attitudes and their Measurement, Attitude Scaling Procedures, Thurston Scale, Likert Scale, Paired Comparison Scale, Semantic Differential Scale and Multi-Dimensional Scale (MDS) and Their Applications.

**Applied Marketing Research:** Demand Measurement and Forecasting, Product Research, Advertising Research, Distribution Research, Sales Control Research, Pricing Research, Motivation Research. Use of Statistical Package for Social Sciences (SPSS) in Marketing Research.

### Unit - IV

**Supply Chain Management:** Components of SCM, Physical Distribution System; Distribution Channels, Types & Functions, Selection, Cooperation and Conflict Management.

**Retail Marketing:** Retailing in India, Significance of retail industry, marketing retail equations, new role of retailers, Indian retail scenario and its future prospects, Retail Formats and Theories, Theories of retail development, Concept of retail life cycle, Classification of retail stores, the role of franchising in retail. FDI in retail.

**Understanding the Retail Consumers:** The factors influencing retail shopper, Consumer decision making process, changes in the Indian consumer, the use of market research as a tool for Understanding markets and consumers, Store Locations.

### Unit - V

**Emerging Issues in Marketing:** Green Marketing, Holistic Marketing, Network Marketing, Event Marketing, Nucleus Marketing; Mergers and Acquisitions: Regulatory Framework, Marketing Issues and Relevance in 21st century business Enterprises

**Competing through E-Marketing** – Components of e-marketing, Impact of e-Marketing on marketing Strategy.

#### Reference Books:

1. Kotler Philip & Armstrong, G., Principles of Marketing, Prentice-Hall of India, 2008.
2. Kotler Philip, Marketing Management, Prentice-Hall of India, 2007.
3. Kotler Philip & Keller, Principles of Marketing, Prentice-Hall of India, 2007.
4. Saxena Rajan, Marketing Management, Tata McGraw-Hill Publishing Co. Ltd., 3rd Edit

\*\*\*\*\*

## BM194 Contemporary Issues in Financial Management

L	T	P	TC	TH
5	0	0	5	5

**Course Learning Objectives:** To provide an in-depth understanding to facilitate research on core finance function and decisions in the area of financial management including stock market and regulations; corporate restructure; international finance and banking systems in India.

**Course Learning Outcomes:** At the end of the course, the research scholar will be able to:

- Understand financial management, its evolution, objectives, significance and interface with related functional fields including financial policy in detail.
- Understand stock market and regulations in details.
- Understand various issues and methods in corporate restructuring; behavioral finance, microfinance – conceptual and research items.
- Describe internal financial management, its mechanism, markets and derivatives
- Understand the modern banking in India, related regulations, IRAC and providing norms, risk management, ALM.

### Unit – I

#### Financial Management and Policy

**Financial Strategy:** Concept, Objectives and components of Strategic planning process. Linkage between corporate strategy and financial strategy; implications of capital budgeting, capital structure and dividend policy on corporate strategy; Shareholders value creation, Security Valuation Principles and Models: Bonds, Equities, Preference shares.

### Unit - II

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

### Unit - III

**Issues in Corporate Restructuring:** Need, Methods of restructuring, Mergers and Acquisitions, Divestiture, Contracting out, outright sale, Disinvestment, leveraged buyout. **Mergers and Acquisitions:** Motives, considerations in M&A decisions, Synergy Value, Due Diligence Process, Business Valuation Methods, Evaluation of Mergers and Acquisitions and regulations.

**Behavioral Finance**, Conceptual and Research Issues, Micro Financing in India, Financial inclusion and role of Banks.

#### **Unit - 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.

#### **Unit - V**

**Banking System in India:** Organization, Structure, Emerging scenario of Banking in India, Entry of Private and foreign Banks. Financial Innovation and Opportunities for Banks: Universal Banking, Banc assurance, Factoring and Securitization.

Regulation of Banking Sector: Role of RBI: Prudential Norms and performance measurement, CRR, SLR, CRAR, NPA, Income recognition, Asset qualification and Provisioning norms, Basel accord. Risk Management in Banks, Asset liability Management Using traditional GAP and modern techniques.

#### **Reference 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.

\*\*\*\*\*

## BM195 Contemporary Issues in Human Resource Management

L	T	P	TC	TH
5	0	0	5	5

**Course Learning Objectives:** The objective of this course is to make the scholars aware of structure, functions and importance of HR department in any organization with emphasis on managing human resource, motivation, retention and maintaining industrial relations.

**Course Learning Outcomes:** At the end of the course, the research scholar will be able to:

- Explain and analysis HRM, HRD, HRP and related concepts; evolution, structure, functions and importance of HR department in any organization
- Understand recruitment and selection, training and development, career planning and development and internal mobility concepts, procedure and techniques.
- Examine the provision of employees help, safety and welfare.
- Maintain excellent industrial relation in any organization by illustrating, proper mechanism for dispute and grievance redressal.
- Examine performance appraisal, promotion, compensation, QWL and QC concept in organization.

### Unit –I

**An overview of Human Resource Management:** Framework of HRM in the present day corporate sector; environmental scanning, HRM in the Global Context. Challenges of HRM. Strategic HRM.

**Manpower Search:** Employee Acquisition Strategies and Selection Process in Corporate Sector, **Career & Competence Development**, Training and Retraining, Measuring Training Effectiveness. Job Involvement, Employee Engagement. Performance Appraisal and Potential Evaluation, Employee Empowerment, Compensation, Incentives and Fringe benefits.

**Retention Strategies:** Counseling & Mentoring, Managing Separations and Rightsizing.

### Unit - II

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

### Unit - III

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

### Unit - IV

**Ethical Issues in Human Resource Management:** Need and Implications of Ethics for Human Resource Management. Corporate Social Responsibility. Indian Ethos, Values, Human Values in HRM.

**HRD:** HRD Practices, HRD Audit, HRD Culture & Climate, Strategic HRD

### Unit - V

**International Human Resource Management:** Dynamics of HRM in Multinational Corporations, Cross Cultural HRM. Human Relations Challenges of the Future.

#### Reference Books:

1. Garry Desseler, Human Resource Management, Prentice-Hall India Pvt. Ltd., New Delhi, 10<sup>th</sup> Edition.
2. Edwin B. Flippo, Personnel Management, McGraw-Hill Book Company, 6<sup>th</sup> Edition.
3. Raymond Noe, Wright, Gerhart & Hollenbeck, Human Resource Management – Gaining.
4. Sell Scott & Bohlander George: Human Resource Management, Cenage Learning India Pvt. Ltd., New Delhi.
5. Regis Richard; Strategic HRM & Development, Excel Books, New Delhi.
6. Pareek U; Understanding Organizational Behaviour, Oxford University Press.
7. Kaushal SL; Business Ethics, Deep & Deep Publications, New Delhi.
8. Sen Ratna; Industrial Relations in India, Mac Millan, New Delhi.
9. Rao TV; HRD Audit, Response Books, New Delhi.
10. Kandula SR; Strategic Human Resource Development, PHI, Pvt. Ltd., New Delhi

\*\*\*\*\*

### BM196 Entrepreneurship Development and Project Management

L	T	P	TC	TH
5	0	0	5	5

**Course Learning Objectives:** To provide a comprehensive understanding of the concept of an Entrepreneur and intricacies involved in managing entrepreneurial projects. The prime aim is to imbibe the necessary entrepreneurial competencies among students and motivate them choose Entrepreneurship as a feasible and desirable career option.

**Course Learning Outcomes:** At the end of the course, the research scholar will be able to:

- Explain the characteristics, functions and traits of an entrepreneur.
- Illustrate the concept of corporate entrepreneurship and development of the same in the organizations.
- Significance of women entrepreneurs, rural entrepreneurship and social entrepreneurship.
- Examine entrepreneurial strategies to explore new entry opportunities, methods of enhancing creativity and generation of ideas.
- Develop an effective business plan.
- Explain the basic concepts of project management and analyze different phases of project management viz. generation and screening of project ideas, project analysis, selection, financing, implantation and review.

#### Unit I

**Entrepreneur and Entrepreneurship:** Concept, Characteristics, functions of an entrepreneur, Entrepreneur Vs Manager, Types of entrepreneur, Entrepreneurial Mind Set, Key attributes of an entrepreneur, desirable and acquirable traits and behaviours, Readiness of the entrepreneur: Right age, right time and right conditions, Myths and Realities of entrepreneurship. **Entrepreneurship and Intrapreneurship:** Similarities and variance, Developing Corporate Entrepreneurship.

**Women entrepreneurs:** -Meaning, role, problems for women entrepreneurs, **Rural entrepreneurship, social entrepreneurship,** Entrepreneurship Development, Entrepreneurial support systems and role of government in Entrepreneurship Development.

#### Unit II

**Entrepreneurial Motivation, Strategy, Creativity and Innovation:** Concept and Theories, **Entrepreneurial Strategy: Generating and Exploiting New Entry Opportunities,** Generation of new Entry Opportunity, entry Strategy, Risk reduction strategies for New Entry Exploitation

**Creativity and Business Idea Generation:** Concept of creativity, ideas from trend analysis, sources of new ideas, Methods of generating new ideas, Creative problem solving, creativity and entrepreneurship. **Entrepreneurial Innovation:** Concept and types, Opportunity Recognition and opportunity assessment plan, product planning and development process.

### Unit III

**Protecting Ideas and Legal issues for the entrepreneur.** Concept of IPR, Patents, Trademarks, Copyrights, Licensing, Product Safety, Other Legal Issues in Setting Up An Organisation. **Business Plan Creating and Starting the Venture:** Concept of Business Plan, Scope and Value, Writing the business plan, Using and implementing business plan. **Succession Planning and Strategies for Harvesting and Ending Venture:** Exit Strategy, succession of Business, Selling off, bankruptcy **Reasons of failure of business plan,** Reasons for the failure of entrepreneurial ventures.

### Unit IV

**Project Management:** Concept, facets and Key Issues of project management. **Generation and screening of project ideas, Project Analysis:** Market and demand analysis, Technical analysis, Financial estimates and projection, **Project Selection:** Investment criteria, Risk analysis, Social Cost Benefit analysis.

**Project Financing:** Financing of projects, Concept of Venture Capital in detail, Difference between Venture Capital and Private Equity. **Project Implementation:** Project planning and control, Network techniques for project management: PERT and CPM Models, **Project Review:** Post Audit and Administrative Aspects.

### Reference Books

1. Chandra, P. (2017). *Projects: Preparation, Appraisal, Budgeting and Implementation*. New Delhi: 8<sup>th</sup> Edition, Tata McGraw .
2. Desai, V. (2017). *Project Management and Entrepreneurship*. New Delhi: 2<sup>nd</sup> Edition, Himalaya Publishing House.
3. Fyffe, D. S. (2001). *Project Feasibility Analysis*. New York: John Wiley and Sons.
4. Hisrich, R. D, Peters, M.P, and Shephers, D.A.(2016). *Entrepreneurship*. New Delhi: 10<sup>th</sup> Edition, Tata McGraw.
5. Mohanty, Sangram Keshari (2017). *Fundamentals of Entrepreneurship*, Revised Edition, PHI Learning Pvt Ltd.
6. Natrajan, K. and Gordon, E. (2017). *Entrepreneurship Development*. New Delhi: 6<sup>th</sup> Edition , Himalaya Publishing House.

\*\*\*\*\*

Deptt of Management, SSU Palampur (H.P)