

Department of Management & Department of Commerce

Scheme of Examination

For

Ph.D. Course Work

From The Academic Session 2024-25



Gurugram University, Gurugram

A handwritten signature in blue ink, appearing to read "Gurugram", is placed over the printed name.

Chairperson
Department of Management
Gurugram University
Gurugram

Scheme of Examination

Ph.D. Course work (Commerce & Management)

Course Code	Title of the course	Theory Marks	Internal Marks	Practical Marks	External Marks	Total Marks	Credits L+T+P	Time
	Research Methodology	70	30	-		100	3+0+1	3 Hrs Theory plus 2 Hrs Lab
	Review of Literature		50		50	100	3+1+0	4 Hrs
	Advances in Commerce & Management (BL)*	70	30			100	3+1+0	4 Hrs
24/PHD/COM/01	Research and Publication Ethics	35	15	-		50	2+0+0	2 Hrs
	Total Credits						14	

- Blended Learning Mode

Research Methodology

Maximum Marks: 100

Theory Marks: 70

Internal Marks: 30

Time: 3 Hrs.

Course Objective:

1. To acquaint the knowledge of research or step by step process of research: identification of research problem, understanding research designs, data collection, data analysis and interpretation, preparation and presentation of report.
2. To equip the students with the basic understanding of research methodology and to provide an insight into the application of analytical tools and techniques with the help of SPSS and other analytical software.

Course Outcome: The scholar will have a better understanding of research that will guide the researcher at every step of his/her research journey.

Unit I

Nature of and scope Research Methodology: Defining Research, Scientific Research, Types of Research, Theory Generation; Research Process, Problem Formulation and Statement of Research Objectives. Qualitative techniques, including Grounded Theory and IPA (Interpretative Phenomenological Analysis)

Unit II

Research Design: Meaning, Types of Research Design; Methods of Data Collection: Observation and Survey Methods, Primary Data, Secondary Data; Attitude Measurement Techniques: Measurement and Scaling; Questionnaire Design; Sample Design: Sampling Methods.

Unit III

Statistical Analysis: Basic Concepts of Statistical Analysis; Introduction to Probability and Probability Distributions; Sampling Distribution, Statistical Tests: Hypothesis Formulation and Testing; Scale development: Validity and Reliability: Concept & Testing; Factor analysis- Exploratory Factor analysis and Confirmatory Factor Analysis.

Unit IV

Parametric and Non-parametric tests; Model Building: Simple and Multiple Regression; Introduction to Multivariate Data Analysis Techniques. Data Analysis in SPSS: One Sample t-test, t-test with more than one sample – repeated measures t-test and independent sample t-test; One-way and Two-way between groups ANOVA with post-hoc comparisons; One-way analysis of Covariance (ANCOVA); Chi-square tests.

Correlation, Regression-linear, Polynomial, Binary regression, Regression with Dummy Variables, Logistic Regression; OLS regression and its assumption, SEM Measurement model, AMOS software (Hayes method), with a focus on mediation and moderation analysis

Lab work (2 hours a week):

Introduction to SPSS; SPSS Environment - Data Editor, Viewer and Draft Viewer, Chart Editor, Text Output Editor, Toolbar, Menus, Dialogue Boxes, Opening and Saving Files. Preparation of Data Files: Defining Variables – Variables Labels, Value Labels, Missing Values, Variable Types, Column Format, Measurement Level; Data Entry, Inserting and Deleting Cases and Variables, Moving Variables.

Data Screening and Transformation: Errors in data entry: Accessing Normality – Histograms, stem and leaf plots and

box plots, Kolmogorov – Smirnov and Shapiro Wilk Statistics, Skewness and Kurtosis; Assessing normality by group; Variable Transformation; Data Transformation – Recode, Compute, Data Selection, Descriptive Statistics

Suggested Readings:

1. Aczel & Sounderpandian, Complete Business Statistics, McGraw-Hill.
2. Anderson, Sweeney & Williams, Statistics for Business and Economics, Cengage Learning.
3. Bajpai Naval, Business Research Methods, Pearson.
4. Beri, G.C., Marketing Research, Tata McGraw Hill Education, NewDelhi.
5. Carver & Nash, Doing Data Analysis with SPSS, Cengage Learning.
6. Chauhan Ajay, Research Analytics: A Practical Approach to Data Analysis
7. Chawla, D., Sondhi, N., Research Methodology: Concept and cases, Vikas Publishing House, New Delhi.
8. Cooper Donald R. & Schindler Pamela S., Business Research Methods, McGraw-Hill.
9. Dooley, D., Social Research Methods, Prentice Hall, New Jersey.
10. Field, Andy, Discovering Statistics Using IBM SPSS Statistics, SAGE Publications, New Delhi, India.
11. Julie Pallant, SPSS Survival Manual, Tata McGraw Hill
12. KiranPandya, SmrutiBulsari, Sanjay Sinha, SPSS in Simple Steps, Wiley India.
13. Krishnaswamy, K. N., Sivakumar, A. I. and Kathirajan, M., Management Research Methodology: Integration of Principles, Methods and Techniques, Pearson, NewDelhi.
14. Kumar, R, Research Methodology: A step-by step guide for beginners, SAGE, New Delhi.
15. Levin, R., Rubin, D.S., Rastogi, S., Siddiqui, M.H., Statistics for Management, Pearson Education India, NewDelhi.
16. Malhotra, N, Dash, S, Marketing Research: An Applied Orientation, Pearson, NewDelhi.
17. Nargundkar, R., Marketing Research: Text and Cases, Tata McGraw Hill Education, New Delhi.
18. Sheridan J Coakes; Lyndall Steed and PetaDzidic, SPSS for Windows – Analysis without Anguish, Wiley India.
19. Zikmund William G., Business Research Methods, Cengage Learning.
20. Kothari, C.R. Research Methodology: Methods and Techniques, New Age International Publishers, New Delhi.

Instructions for External Examiner: The question paper shall be divided in two sections. Section 'A' shall comprise of Seven short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 100 words normally. Section 'B' shall comprise 8 questions (2 questions from each unit). The Scholars will be required to attempt four questions selecting one question of 14 marks from each unit. All questions will carry equal marks.

Instructions for Internal Examiner: The internal assessment should be spread evenly throughout the course work. Below are the suggestive components for 30 marks. A teacher has a choice to change these components as per the need.

S. No.	Course Assessment Components	Marks/Weightage (%)
1	Assessment 1 : Assignment 1/Quiz/ Case Analysis (A)	10
2	Assessment 2 : Assignment 1/Quiz/ Case Analysis (A)	10
3	Assessment 3 : Presentations (P)	10
Internal Assessment (IA) (1+2+3)		30 (30%)
End-Term Examination (EE)		70 (70%)
Total Marks (IA+EE)		100

Review of Literature

Maximum Marks: 100

Internal Marks: 50

External Marks: 50

Time: 4 Hrs.

Course Outcome: After completion of this course; scholar will be able to understand the basics of literature review, differentiate between traditional vs. systematic review, search and select relevant literature. In addition, scholar will acquire skills for exploring and mapping the literature and synthesize the same for synopsis writing. Finally, the scholar will have a better understanding of starting of research that will guide the researcher at every step of report writing.

Course Objectives:

CO1: To acquaint the skills of Reviewing Literature.

CO2: To acquaint students with the skill of identifying research gaps by synthesizing the reviewed literature.

CO3: To equip students with the ability to develop conceptual frameworks with the help of literature review.

CO4: To equip the students with the basic understanding of research proposal and report writing.

Unit I

Review of Literature: Meaning, Purpose of the review, Identification of the literature, organizing the literature, different reading strategies and literature matrix. Sources of Literature: Web of science, Scopus, Wiley, Sage Journals, Taylor and Francis. Bibliography and Reference Writing: Harvard and APA Style of Reference writing and other reference styles.

Unit II

Literature Review: Types of Literature Reviews: Narrative or Traditional Literature Reviews, Critically Appraised Topic (CAT), Scoping reviews. Systematic Literature Reviews: PRISMA Framework.

Unit III

SALSA Framework. Identification of Research Gaps, Research Questions Framing, Objective Framing through Reviews, Identification and extraction of variables of research through Review of Literature, Methodological Decision, Future Research and Scope. Model & Concept Development through Review of Literature. Bibliometrics analysis.

Unit IV

Research Proposal and content of Research Proposal/synopsis. Research Proposal/synopsis Writing: Structure and Components (Format) of Research Report, Types of Report, and Principles of report writing & Characteristics of Good Research Report. Introduction to Software used in Review of Literature (Zotero, Mendeley).

Suggested Readings:

1. Booth, A., Papaioannou, D., & Sutton, A. (2012). Systematic approaches to a successful literature review
2. Fink, A. (2010). Conducting research literature reviews : from the Internet to paper
3. Galvin, J. (2006). Writing literature reviews: A guide for students of the social and behavioral sciences
4. Machi, L. A., & McEvoy, B. T. (2012). The literature review: Six steps to success

Notes

1. The research scholar is required to prepare a concept paper/ working paper/ review paper by reviewing at least 40 research papers/ reference books/ unpub lished dissertations/ other reports etc in the area of research.
2. The research scholar is required to make a presentation based on the review paper as above and also to participate in the Viva Voce before the Evaluation Committee to be constituted by the Dean/Director (with one external expert) and be evaluated.

3. This course has no written theory end-term examination.

S. No.	Course Assessment Components	Marks/Weightage (%)
1	Concept Paper/ Working Paper/ Review Paper Submission.	50 (50%)
2	Presentation & Viva – Voce (End-Term)	50 (50%)
Total Marks		100

Instruction for Viva - Voce

Viva - Voce of 50 marks must be conducted by inviting an external examiner.

Advances in Commerce & Management

Maximum Marks: 100

Internal Marks: 30

Theory Marks: 70

Time: 4 Hrs.

Course Objective:

The course aims to develop understanding of the Modern day Business function in the corporate enterprises and various research and policy implications. It will help to develop the knowledge and understanding of Scholars on the various aspects of commerce and management. To enable Scholars to identify research issues in the specialization area. It will develop insight of Scholars as to the area and topic in the area that they may work up to develop their Ph.D. proposals.

Course Outcomes:

It will help to introduce the scholars to the concepts, strategies and contemporary issues involved in the different aspects of Management

Unit I

Advances in Human Resource Management:

Framework of HRM in the present day corporate sector; environmental scanning, HRM in the Global Context. Challenges of HRM. Strategic HR Management and Planning, Human Resource Planning and Retention, Recruiting and Labor Markets, Training Human Resources, Performance Management and Appraisal, Total Rewards and Compensation, Incentive Plans and Executive Compensation, Managing Employee Benefits, Dynamics of HRM in Multinational Corporations, Employee Rights and Responsibilities, Union/Management Relations, Human Resilience, Measurement and Coping strategies for frustration, Stress & Burn out, Work from Home and Work-Life balance, Retention and Talent Management, Concept of Equal Employment Opportunity, HRD Practices, HRD Audit, HRD Culture & Climate

Unit II

Advances in Marketing Management

Conversational Marketing, Holistic Marketing, Search Engine Optimization, Influencer Marketing, Social Media Management and Marketing, Green Marketing Management, Spiritual Marketing, Green Purchase Behavior, Indian Retail Scenario, Marketing Automation, Brand Strategy, Nucleus Marketing, Customer Profitability Analysis.

Unit III

Advances in Accounting & Finance

Creative Accounting, Social Accounting, HR Accounting and Audit, Green Accounting, Accounting Conflicts, capital structure and dividend policy on corporate strategy, Green Accounting, Risk Management, Asset liability Management Using traditional GAP and modern techniques, Investment Management, Behavioral Finance, corporate performance, Credit management, Micro finance, Internal control, Banks and Crypto currency, Fintech.

Unit IV

Advances in Operations Management and General Management

Supply Chain Management - Vendor Evaluation and Audit; Quality Management; Statistical Process Control, Six Sigma; Flexibility and Agility In Manufacturing Systems; World Class Manufacturing; Project Management Concepts, R&D management, Management of service operations; Role and importance of materials management, value analysis, Inventory control, Waste management Contemporary Issues in Management, CSR, ERP, EPR, Digital Transformation, Green Entrepreneurship.

Instructions for External Examiner: The question paper shall be divided in two sections. Section 'A' shall comprise of seven short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 100 words normally. Section 'B' shall comprise 8 questions (2 questions from each unit). The Scholars will be required to attempt four questions selecting one question of 14 marks from each unit. All questions will carry equal marks.

Instructions for Internal Examiner: The internal assessment should be spread evenly throughout the course work. Below are the suggestive components for 30 marks. A teacher has a choice to change these components as per the need.

S. No.	Course Assessment Components	Marks/Weightage (%)
1	Assessment 1 : Assignment 1/Quiz/ Case Analysis (A)	10
2	Assessment 2 : Assignment 2/ Quiz/ Case Analysis (A)	10
3	Assessment 3 : Presentations (P)	10
	Internal Assessment (IA) (1+2+3)	30 (30%)
	End-Term Examination (EE)	70 (70%)
	Total Marks (IA+EE)	100

Suggested Readings

1. Kotler Philip & Keller, Principles of Marketing, Prentice-Hall of India, 2007.
2. Saxena Rajan, Marketing Management, Tata McGraw-Hill Publishing Co. Ltd., 3rd Edition.
3. Sharan Vyaptakesh, "Fundamentals of Financial Management" Pearson.
4. James C Vanhorne, "Financial Management & Policy" Pearson
5. Vijmadhu, "International Financial Management" Excel Book.
6. Bhalla VK & S Shivaramu, "International Business Environment & Management" Anmol publication.
7. Mike W. Peng, "International Business" Cengage Learning.
8. J.Fred. Weston, Mark L. Mitchell, J. Harold Mulherin, "Takeovers, Restructuring, and Corporate Governance" Pearson Education Inc.
9. M.Y.Khan "Indian Financial System" Tata McGraw – Hill Publishing Company Ltd., New Delhi.
10. Regis Richard; Strategic HRM & Development, Excel Books, New Delhi.
11. Pareek U; Understanding Organizational Behaviour, Oxford University Press.
12. Kaushal SL; Business Ethics, Deep & Deep Publications, New Delhi.
13. Sen Ratna; Industrial Relations in India, MacMillan, New Delhi.
14. Rao TV; HRD Audit, Response Books, New Delhi.
15. Kandula SR; Strategic Human Resource Development, PHI, Pvt. Ltd., New Delhi.
16. Hodgetts RM & Hegar KW' Modern Human Relations at Work, Thomson South Western.
17. P.Subba Rao, "International Business text and Cases", Himalaya Publishing House, Delhi.
18. Bhalla, V K and S.Shivaramu, "International Business Environment and Business" New Delhi, Anmol, 1995.
19. Bhalla, V.K., "International Economy: Liberalization process" New Delhi, Anmol, 1993.
20. Daniel, John D and Radebaugh, Lee H, "International Business. 5th ed.," New York, Addison Wesley, 1989.
21. Eiteman, DK and Stonehill, AL, 'Multinational Business Finance.' New York, Addison Wesley, 1986.

Research and Publication Ethics (RPE)

Course Id: 24/PHD/COM01:

Total Marks: 50 (External = 35 Marks + Internal = 15 Marks)

Credits: 02 (30 hrs)

Overview: 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.

Pedagogy:

Class room teaching, guest lectures, group discussion, and practical sessions.

Learning Outcome

- By the end of the Course, students will be able to understand the importance of being ethical in carrying out research and publication activities. They will be able to differentiate the quality publication practices and how to be cognisant about dubious publishing practices/publishers. More importantly, there will be an increased awareness about 'open access' and contribution of research output to open access publishing platforms. The learners will also get acquainted with the software/databases which are necessary for carrying out research work

Detailed Syllabus

THEORY:

Instructions for q.paper setter:

- The question paper shall comprise **eight questions of Seven Marks each** (at least one questions from each unit). **The students will be required to attempt five questions.**
- The internal assessment will be done through tutorials, assignments, quizzes and Group discussion. Weightage will be given for active participation.

Unit 1: Philosophy and Ethics (3 hrs)

1. Introduction to philosophy: definition, nature and scope, concept, branches
2. Ethics: definition, moral philosophy, nature of moral judgements and reactions.

Unit 2: Scientific Conduct (5 hrs)

1. Ethics with respect to science and research
2. Intellectual honest and research integrity
3. Scientific misconducts: falsification, fabrication, and plagiarism.
4. Redundant publications: duplicate and overlapping publications, salami slicing

5. Selective reporting and misrepresentation of data.

Unit 3: Publication Ethics (7 hrs)

1. Publication ethics: definition, introduction and importance
2. Best practices/standards setting initiatives and guidelines: COPE, WAME, etc.
3. Conflicts of interest
4. Publication misconduct: definition, concept, problems that lead to unethical behavior and vice versa, types
5. Violation of publication ethics, authorship and contributor ship
6. Identification of publication misconduct, complaints and appeals
7. Predatory publishers and journals

PRACTICE:

Unit 4: Open Access Publishing (4 hrs)

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

Unit 5: Publication Misconduct (4 hrs)

A. Group Discussions (2 hrs)

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

B. Software Tools (2 hrs):

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

Unit 6: Databases and Research

Metrics (7 hrs)

A Databases (4 hrs)

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

B. Research Metrics (3 hrs)

1. Impact Factor of journal as per journal citation report, SNIP, SJR, IPP, Cite Score.

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

S. No.	Course Assessment Components	Marks/Weightage (%)
1	Assessment 1 : Class Participation (CP)	10(20%)
2	Assessment 2 : Case Analysis/Assignment & Presentation (CAP)	5 (10%)
3	End-Term Examination (EE)	35(70%)
	Total (CP + CAP + EE)	50(100%)