

**Department of Management
&
Department of Commerce**

Scheme of Examination

For

Ph.D. Course Work

From The Academic Session 2021-22



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
Ph.D MGT/COM 101	Research Methodology	70	30	-		100	3+0+1	3 Hrs Theory plus 2 Hrs Lab
Ph.D MGT/COM 102	Review of Literature		50		50	100	3+1+0	4 Hrs
Ph.D MGT/COM 103	Advances in Commerce & Management (BL)*	70	30			100	3+1+0	4 Hrs
Ph.D MGT/COM 104	Research and Publication Ethics	35	15	-		50	2+0+0	2 Hrs
	Total Credits						14	

- **Blended Learning Mode**

Research Methodology

Ph.D MGT/COM 101

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.

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: Validity and Reliability; 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; Parametric and Non-parametric tests; Model Building: Simple and Multiple Regression; Introduction to Multivariate Data Analysis Techniques.

Unit IV

Data Analysis in SPSS: Reliability test, 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, Factor analysis- Exploratory Factor analysis and Confirmatory Factor Analysis, SEM Measurement model.

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; Assessing 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, NewJersey.
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, NewDelhi.
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

Ph.D MGT/COM 102

Maximum Marks: 100

Internal Marks: 50

External Marks: 50

Time: 4 Hrs.

Course Objective:

1. To acquaint the knowledge of Review of Literature and different types of review.
2. To equip the students with the basic understanding of research proposal and report writing.

Course Outcome: After completion of the session, you will be able to understand the basics of literature review, differentiate between Traditional vs. systematic review, how to search and select literature, and the use of digital methods for exploring and mapping the literature, Different reading strategies. The scholar will have a better understanding of starting of research that will guide the researcher at every step of report writing.

Unit I

Review of Literature; Meaning, Purpose of the review, Identification of the literature, organizing the literature. Different reading strategies. Monitoring your progress through the literature matrix

Unit II

Literature Review; Types of Literature Reviews; Narrative or Traditional Literature Reviews, Critically Appraised Topic (CAT), Scoping reviews, Systematic Literature Reviews, Annotated Bibliographies, Sources of Literature- Web of science, Scopus, MDPI, Wiley, Sage Journals, Taylor and Francis.

Unit III

Identification of Research Gaps, Research Questions Framing, Objective Framing through Reviews, Identification of Scale and Extraction of Variable of research from Review of Literature, Methodological Decision, Future Research and Scope, Research Proposal and Contents of Research Proposal.). Model & Concept Development through Review of Literature.

Unit IV

Report Writing; Structure and Components (Format) of Research Report, Types of Report, Principles of report writing & Characteristics of Good Research Report. Bibliography and Reference Writing; Harvard and MLA, APA Style of Reference Writing and Other Reference Styles. Annexure used in Reports. Software used in Review of Literature (WOS, Mendeley).

Suggested Readings:

1. Adler, Stier and Clark, How it's done: An Invitation to Social Research
2. Becker, Writing for Social Sciences: How to start and finish your thesis, book, or article
3. Cooper, Schindler, Social Sciences Research Methods: Salkind, Exploring research.
4. Booth, A., Papaioannou, D., & Sutton, A. (2012). Systematic approaches to a successful literature review
5. Fink, A. (2010). Conducting research literature reviews : from the Internet to paper
6. Galvin, J. (2006). Writing literature reviews: A guide for students of the social and behavioral sciences
7. Machi, L. A., & McEvoy, B. T. (2012). The literature review: Six steps to success

Note:-

1. The research scholar is required to prepare a concept paper/ working paper/ review paper by reviewing at least 30 research papers/ reference books/ unpublished 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

Ph.D MGT/COM 103

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:

HR Management in Organizations, Strategic HR Management and Planning, Human Resource Planning and Retention ,Recruiting and Labor Markets, Selecting Human Resources, Training Human Resources ,Performance Management and Appraisal, Total Rewards and Compensation, Incentive Plans and Executive Compensation, Managing Employee Benefits, Risk Management and Worker Protection ,Employee Rights and Responsibilities ,Union/Management Relations, Human Resilience, New work techniques: Work from Home and Work-Life balance.. Retention and Talent Management. Concept of Equal Employment Opportunity.

Unit II

Advances in Marketing Management

Conversational Marketing, Video Marketing, Search Engine Optimization, Influencer Marketing, Social Media Management and Marketing, Green Marketing Management, Spiritual Marketing, Green Purchase Behavior, Marketing Collateral, Marketing Automation, Brand Strategy, Competitive Positioning. Customer Profitability Analysis.

Unit III

Advances in Accounting & Finance

Creative Accounting, Social Accounting, HR Accounting and Audit, Green Accounting, Accounting Conflicts, Responsibility Accounting , Green Accounting, Risk Management, Corporate Governance , Investment Management, Behavioral Finance ,corporate performance, Credit management, Micro finance, Internal control, Banks and Crypto currency, Cyber security issues in Digital Banking.

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, MRP; 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 Vyuptakesh, "Fundamentals of Financial Management" Pearson.
4. James C Vanhame, "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" Cengoye Learning.
8. J.Fred. Weston, MarkL. Michell, 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. RaoTV; 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 Radebangh, 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

Ph.D MGT/COM 104

Maximum Marks: 50
External Marks: 35
Internal Marks: 15
Time: 2 Hrs.

Course Objectives:

- To aware the Scholars about basics of philosophy of science and ethics
- To educate the Scholars about research integrity and publication ethics.
- To vigilant the Scholars about research misconduct and predatory publications.
- To inform the Scholars about indexing and citation databases, open access publications
- To inform the Scholars about research metrics (citations, h-index, Impact Factor, etc.) and plagiarism tools.

Course Outcomes: Scholars should be able to -

- Understand about the publication ethics and publication misconducts
- Aware about falsification, fabrication, and plagiarism
- Use Citation databases and understand about impact factor of journal
- Use plagiarism software like Turnitin, URKUND
- Identify Predatory publishers and journals

Unit - I

Introduction to philosophy: definition, nature and scope, concept, Branches; Ethics: definition, moral philosophy, nature of moral judgments and reactions; Ethics with respect to science and research.

Unit – II

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.

Unit - III

Citation databases: Web of Science, Scopus; Open access publications and initiatives; Publication ethics: definition, introduction and importance; Best practices / standards setting initiatives and guidelines: COPE, WAME, etc.

Unit - IV

Conflicts of interest; Publication misconduct: definition, concept, problems that lead to unethical behavior and vice versa; Violation of publication ethics, authorship and contributor ship; Identification of publication misconduct, complaints and appeals; Predatory publishers and journals.

References:

- 1) Bird, A. (2006). Philosophy of Science, Routledge
- 2) Mac Intyre & Alasdair (1967). A Short History of Rthics. London.
- 3) Chaddah, P. (2108). Ethics in Competitive Research: Do not Get Scoped; Do not get Plagiarized.
- 4) National Academy of Sciences, National Academy of Engineering and Institute of Medicine. (2009). On Being a Acientist: 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 <https://doi.org/10.1038/489179a>
- 7) Indian National Science Academy (INSA), Ethics in Science Education, Research and Governance (2019). [http://www. Insaindia.res.in/pdf/Ethics_Book.pdf](http://www.Insaindia.res.in/pdf/Ethics_Book.pdf)

Instructions for External Examiner: The question paper shall be divided in two sections. **Section ‘A’** shall comprise of short answer type questions from whole of the syllabus carrying one/two marks each for a total of 7 marks, which shall be compulsory. Answer to each question should not exceed 50 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 from each unit. All questions will carry 7 marks. All questions will carry equal marks.

Instructions for Internal Examiner: The internal assessment will be based on the discussion/presentation/class participation/ quizzes/assignments from the topics: Open Access Publishing, SHERPA/RoMEO online resource to check publisher copyright; self-archiving policies, Journal finder (like JANE, Elsevier Journal Finder), Publication Misconduct, Databases (Web of Science, Scopus etc.), Impact Factor of journal as per Journal Citation Report, SNIP, SIR,IPP, Cite Score , Metrics: h-index, g index, i10 index, altmetrics, Use of plagiarism software like Turnitin, PDS Ouriginal (Urkund), Predatory Journal Identification, clone Journal Identification and other open source software tools etc.

The internal assessment should be spread evenly throughout the course work. Below are the suggestive components for 15 marks. A teacher has a choice to change these components as per the need.

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