

REGULATIONS & COURSE CONTENT

OF

Ph.D(Management)



POST GRADUATE DEPARTMENT OF BUSINESS MANAGEMENT
FAKIRMOHAN UNIVERSITY
BALASORE, ODISHA-756019

(Effective from the academic session 2020-21)

**REVISED SYLLABUS OF PH. D. COURSE WORK IN MANAGEMENT
(WITH EFFECT FROM THE 2020 – 2021 BATCH)**

About the Department

The Department of Business Management came into existence in the year 2004 .It has been imparting teaching in Business Administration, leading to MBA degree and Ph.D in Management since its inception

Programme Objectives

1. To develop research competency of the students by strengthening their knowledge in .field of research in management and allied discipline
2. To develop competency of the students in understanding emerging issues in respective domain areas
3. To develop competency of the students to understand and apply different research methods.
4. To develop the critical thinking skill and analytical skill of the students
5. To inculcate strong values and ethical mind set while conducting research

Programme Outcomes

The programme outcome is to develop research skill and ability of the students. In specific the programme outcomes are:

Programme Specific Outcome

PSO 1: Develop understanding on business research process and its application in different domain areas.

PSO 2: Demonstrate logical thinking skill, data handling skill and analytical skill

PSO 3: Demonstrate ability to apply business research methods in different domain areas

PSO 4: Demonstrate ability to create a good research proposal and conduct research catering to local needs.

COURSE STRUCTURE

Paper Name/Code	Title	Paper Type	Credit Hours	Marks [Internal + End Term]
Paper-I BM-RMCA	Research Methodology and Computer Applications	Theory	6	100 [40+60]
Paper -II BM-RA-MM/ BM-RA-HRM/ BM-RA-FM	Recent Advances in Marketing Management Or Recent Advances in Human Resource Management Or Recent Advances in Financial Management	Theory	6	100 [40+60]
Paper-III BM-RPE	Research and Publication Ethics	Theory and Practical	2	50 [20+30]
Paper-IV BM-LL	Literature Review	Project	6	100
Paper-V BM-RP	Preparation of Research Proposal/ Synopsis	Project	4	50

Total	24	400
--------------	-----------	------------

MARKING PATTERN

Paper	Internal Evaluation				End Term Examination				Total
	Home Assignment	Presentation	MCQ	Written	Written	Presentation	Report	Viva-Voce	
Paper-I	10	NA	10	20	60	NA	NA	NA	100
Paper-II	10	NA	10	20	60	NA	NA	NA	100
Paper-III	10	05 (GD)	05	NA	30	NA	NA	NA	50
Paper-IV	NA	NA	NA	NA	NA	20	60	20	100
Paper-V	NA	NA	NA	NA	NA	10	30	10	50

Sl. No	Continuous Internal Assessment (Components) For Paper I & Paper II	Mark Allotted
1	One MCQ to be administered at the end of each unit	10*
2	Mid-term Assessment based on Unit I & Unit II	20
3	Assignment at the end of Unit V (Based on Unit III, IV & V)	10
	Total	40

*In case of MCQ one to be administered at the end of Unit 1, Unit II, III, IV & V and the best one to be considered

End-term Assessment (Question Pattern) for Ph. D Coursework			
Sl.No.	Question Pattern	Mark Allotted	Total Marks
1	A total of 10 questions to be answered, each carrying 2 marks, 02 questions from each unit (within 50 words)	2x10	20
2	A total of 05 questions to be answered, each carrying 4 marks, 01 question from each unit (within 100 words)	4X5	20
3	A total of 02 questions to be answered out of 5 options each carrying 10 marks based on five units (within 300 words)	10X2	20
	Total		60

PASSING PERCENTAGE & DURATION

Passing Marks in Individual Paper: 50% (End Term and Internal Marks taken together) in each Theory/ Practical/ Project paper

Passing Marks in Aggregate: 55%

Division: No Division; Only Pass or Fail

Duration: One semester

Back/ Improvement: There is no provision for back/ improvement in the Ph. D. Course Work.

BOARD OF EXAMINERS

Sl. No.	Section	Examiner(s)
01	Home Assignment and Quiz	Internal Course Teacher/ Instructor from the University P. G. Department
02	Seminar Presentation	A board of examiners consisting of faculty members of the University P. G. Department, who are members of the SRC in the subject. The proposed Supervisor, if from outside the University Campus, may be coopted as a member examiner.
03	Written (Mid Term)	Internal Course Teacher/ Instructor from the University P. G. Department
04	Report	A board of examiners consisting of faculty members of the University P. G. Department, who are members of the SRC in the subject. The proposed Supervisor, if from outside the University Campus, may be coopted as a member examiner.
05	Viva-Voce	A board of examiners consisting of faculty members of the University P. G. Department, who are members of the SRC in the subject. The proposed Supervisor, if from outside the University Campus, may be coopted as a member examiner.
06	Written (End Term)	Examiner as appointed by the Board of Studies

Detailed Syllabus

Sub. Code	Subject Name	Credit	Internal Mark	External Mark
BM-RMCA(paper-I)	Research Methodology and Computer Applications	06	40	60

Objectives	<ol style="list-style-type: none"> 1. To make the students aware on the basic concept of business research 2. To make the students understand the process of business research 3. To help the students develop skill in handling and analysing data 4. To develop ability to create a scientific research proposal and to carry out the same
Pre-Requisites	Basic knowledge of statistics
Teaching Scheme	Lectures followed by interactive and problem solving sessions. Demonstration of different techniques and their usages in different situations will be explained. All lectures will be followed by activity oriented sessions.

Unit	Topics	Hours
I	Basics: Concept & Importance of Business Research Approaches-Deductive & Inductive, Key Properties of Research, Types of Research, Exploratory vs Conclusive Research, Qualitative vs Quantitative Research	10
II	Research Process: Defining research problem-Steps involved in problem identification, Review of Literature, Identification of Research Gap. Theoretical framework & Hypotheses Development, Research Design-Types, Measurement of variables, Scaling-Types & Techniques, Sources & Methods of Data Collection, Sampling-Steps in sampling, criteria for selecting a sampling procedure, Types of sampling design, Methods of sample size determination	12

III	Data Processing & Data Analysis-I: Preparing data for analysis-Data editing, coding & tabulation, Choosing right statistical methods for analysis-Descriptive vs Inferential statistics, statistical techniques for Uni-variate, Bi-variate and Multi-variate data	12
IV	Data Analysis-II : Procedure for testing hypothesis, Application of parametric and Non-parametric test, Usage of Factor analysis, Multiple Regression analysis, Discriminant & Cluster Analysis, Application of ANOVA & MANOVA, Mediation and Moderation Analysis, Introduction to SEM	12
V	Computer Application & Ethics in Research & Report Writing: Introduction to MS Office , Application of MS Word, Ms-Power Point & Excel in Research, Application of SPSS, AMOS & R software in research. Ethics in Business Research- Ethical principles-Harm to participants, Lack of informed consent, Invasion of privacy, Deception, Other ethical and legal considerations-Data management, Copyright ,Reciprocity and trust, Affiliation and conflicts of interest Development of Research Proposal, Types of Report, Layout & Structure of Report, Bibliography & Referencing,& footnotes	14
Total		60

Reference Books:

1. Donald Cooper, Pamela Schindler, Business Research Methods, McGraw-Hill Higher Education, 12th Edition
2. Deepak Chawala & Neena Sondhi, Research Methodology, Vikash Publishing House, New Delhi, 2nd edition.
3. Uma Sekaran, Research Methods for Business: A Skill Building Approach, Wiley India, New Delhi, 1st edition.
4. CR Kothari, Research Methodology-Methods and Techniques, New Age Publishers, 2nd Edition.
5. Naresh K. Malhotra, Marketing Research-An applied orientation, 3rd Edition, Pearson Education New Delhi, 2002
6. Robert Ho, Handbook of Univariate and Multivariate Data Analysis and Interpretation with SPSS, 1st Edition, Chapman & Hall/CRC, Taylor & Francis Group, 2006

Course Outcomes(CO)	<p>At the end of the course, the students will be able to:</p> <p>CO 1. To have conceptual clarity on basic concept & process of research</p> <p>CO2. To demonstrate skill in defining research problem and develop ability to resolve managerial dilemma</p> <p>CO3. To demonstrate ability to use different research methods</p> <p>CO4. To demonstrate ability to create an effective research proposal</p>
---------------------	--

Sub. Code	Subject Name	Credit	Internal Mark	External Mark
BM-RA-MM (paper-II)	Recent Advances in Marketing Management	06	40	60

Objectives	<ol style="list-style-type: none"> To make the students aware on the basic concept of marketing management study To develop ability to create a scientific marketing research proposal and to carry out the same To make the students Explain how the marketing plan is used by marketing and the overall organization To help the students develop Demonstrate how organizations use integrated marketing communication (IMC) to support their marketing strategies
Pre-Requisites	Basic knowledge of marketing management and allied discipline
Teaching Scheme	Lectures followed by interactive and problem solving sessions. Demonstration of different techniques and their usages in different situations will be explained. All lectures will be followed by activity oriented sessions.

Unit	Topics	Hours
I	<p>An Introduction to Marketing: Concept, Nature and scope, Core Marketing Concepts ,Customer Value, Evolution of Modern Marketing Concept, Introduction to Marketing Mix , Strategic Marketing Planning. Product and Pricing Management: Product Decisions: Meaning and Classification of Product, Product Mix, Product Life Cycle, Branding and Positioning. Pricing Decisions: Factors affecting Pricing, Pricing objectives and strategies, Distribution and Promotion Management: Distribution Decisions: Channel design and Management, Logistics, Whole selling and Retailing. Promotion Decisions: Promotion Mix, Integrated Marketing Communications,.</p> <p>Overview of Consumer Behaviour-Understanding Consumer Behaviour- Meaning and Concept of Consumer and Customer, Consumer Decision making process-Concept of Consumer Decision; Business to Business Marketing: Concept and nature of B2B marketing. Factors influencing demand in B2B markets. Organizational buying behaviour, Marketing mix for B2B marketing.</p>	12
II	<p>Introduction to Digital Marketing: Nature, feature, types, SEO, advantages, disadvantages Marketing strategies for the digital world - latest practices.</p> <p>E-Commerce and Internet Marketing: Introduction to E-marketing, online marketing-mix, online consumer, customer management in the virtual world, online branding, traffic building and E-commerce, Managing content in a digital age – content planning and writing. Consumer buying behavior in the digital-age, and factors affecting consumer behavior. Acquiring & Engaging Users through Digital Channels: Understanding the relationship between content and branding and its impact on sales, search marketing, mobile marketing, video marketing, and social-media marketing.</p>	12
III	<p>The Marketing Research System - Definition of MR - Basic and Applied Research – The Marketing Research Process - Types of Research - Steps in Marketing Research Process - Research Design - Data Sources - Marketing Information System . Application of Marketing Research: Product Research – Motivation research – Advertising Research – Sales Control Research – Rural Marketing research - Export Marketing research, Application of Statistics in Marketing Research.</p>	12

IV	<p>CRM concepts - Acquiring customers, - Customer loyalty and optimizing customer relationships - CRM defined - success factors, the three levels of Service/ Sales Profiling - Service Level Agreements (SLAs), creating and managing effective SLAs.</p> <p>CRM in Marketing - One-to-one Relationship Marketing - Cross Selling & Up Selling - Customer Retention, Behaviour Prediction - Customer Profitability & Value Modelling, - Channel Optimization - Event-based marketing. - CRM and Customer Service - The Call Centre, Call Scripting - Customer Satisfaction Measurement.</p> <p>Customer retention & Brand Loyalty: Attitude loyalty & Cognitive Loyalty, Customer engagement</p>	12
V	<p>Introduction of Services: Definition, Characteristics and Classification of Services, Difference between Product and Services Marketing, Paradigms in Services Marketing, Present Marketing Environment,</p> <p>Services Marketing Mix: Understanding the 7 P's, Strategies for Services Marketing: Segmentation, Targeting & Positioning, and Differentiation.</p> <p>Delivering Services: Role of Employees and Customers in service delivery; Role of Intermediaries, Service process – Blue printing – Physical evidence. Pricing of Services, Role of Advertising, Personal Selling, Sales Promotion, Publicity and Public Relations.</p> <p>Evaluating Success of Service Offering: Service quality and measurement,.</p>	12
Total		60

Reference Books:

1. Consumer Behavior, Leon G. Schiffman, Leslie Lazar Kanuk, S.Ramesh Kumar, Pearson
2. Digital Marketing, S.Gupta, McGraw-Hill
3. Services Marketing, Valarie A. Zeithaml, Mary Jo Bitner, D. Gremler, Ajay Pandit, McGraw Hill
4. Retailing Management, Michael Levy, Borton A Weitz, Ajay Pandit, Mc Graw Hill
5. Product Management, D. R. Lehmann & R. S. Winer, 4th Edition, TATA McGraw-Hill publications
6. Sales Management, Tanner, Honeycutt and Erffmeyer, Pearson
7. Quick win Digital Marketing, H. Annmarie , A. Joanna, Paperback edition
8. Services marketing, Christopher Lovelock, JochenWirtz, Jayanta Chatterjee, Pearson
9. Retail Management A Strategic Approach, Barry Berman, Joel Evans, Mini Mathur, Pearson
10. B2B Marketing, M.D. Hutt & D. Sharma, T.W. Speh , 11th Edition, Cengage B2B marketing, Sage Publications.

Course Outcomes(CO)	<p>At the end of the course, the students will be able to:</p> <p>CO 1. To have conceptual clarity on basic concept & process of marketing study</p> <p>CO2. To Critically evaluate the key analytical frameworks and tools used in marketing And Apply key marketing theories, frameworks and tools to solve Marketing problems</p> <p>CO3. To Exercise critical judgement through engagement and reflection with existing marketing literature and new developments in the marketing environment</p> <p>CO4. To demonstrate ability to create an effective marketing research proposal</p>
---------------------	--

Sub. Code	Subject Name	Credit	Internal Mark	External Mark
BM-RA-HRM (Paper-II)	Recent Advances in Human Resource Management	06	40	60

Objectives	<ol style="list-style-type: none"> 1. To make the students aware on recent trends and practices in the field of HRM 2. To develop critical thinking and analytical skills in resolving HR issues and challenges 3. To develop ability to apply different statistical tools and techniques in HRM
Pre-Requisites	Basic knowledge of HRM & allied field of HRM
Teaching Scheme	Lectures followed by interactive and activity oriented sessions.

Unit	Topics	Hours
I	Basics: Evolution of field of HRM-Traditional HRM to .Strategic HRM & Hard HRM to Sustainable HRM, Types of Sustainable HRM-Socially Responsible HRM, Green HRM, Triple Bottomline HRM, Common Good HRM	12
II	Emerging Trends in Research & Practice: In Employee Resourcing, Performance & Reward Management, Learning & Development, Employee Relation, Innovation in HRM Practice, Talent Management & Mobility, New Employment Model & Work-life Balance	12
III	HR Issues & Challenges: Inclusion & Diversity, Employee Creativity & Innovation, Employee Motivation & Engagement, HR Flexibility, Managing organisational change	12
IV	Future of HRM: Impact of technology-Digital HR & workplace transformation, HR Metrics & Analytics, HRM in cross-cultural context, HR Co-creation, Corporate social responsibility, Employee well-being and Resilience	12
V	Research Methods in HRM: Research-Practice gap in HR, Empirical Studies, Case Studies & Conceptual studies, Application of Statistics in HRM	12
Total		60

Reference Books:

1. Michael Armstrong and Stephen Taylor, Handbook of Human Resource Management Practice, Thirteenth edition 2014, Kogan Page
2. Tamás Bányai(Ed.),Sustainable Human Resource Management,2019.MDPI
3. V Nilakant & S Ramnarayan , Managing Organisational Change 1st Edition,Sage Publication
4. Shobhana Madhavan,Cross-cultural Management.Second Edition,Oxford India
5. Digital HR Strategy: Achieving Sustainable Transformation in the Digital Age
6. Dipak Kumar Bhattacharyya, Human Resource Research Methods, 1st Edition,2007,Oxford University Press

Course Outcomes(CO)	<p>At the end of the course, the students will be able to:</p> <p>CO 1. To have conceptual clarity on emerging trends in HRM</p> <p>CO2. To demonstrate skill in identifying research gap in HR</p> <p>CO3. To demonstrate ability to use different research methods in the field of HR</p>
---------------------	---

Sub. Code	Subject Name	Credit	Internal Mark	External Mark
Paper-II-BM-RA-FM	Recent Advances in Financial Management	06	40	60

Objectives	The objectives of this course are: 4. To familiarize the students with the advanced knowledge in the discipline of financial management 5. To provide the research with knowledge of emerging issues and trends in financial markets and new innovations in the financial sector. 6. To emphasise the practical knowledge along with the conceptual understanding of the subject. 7. To develop ability to apply different statistical tools and techniques in this subject.
Pre-Requisites	Basic knowledge of financial management & allied field of Finance
Teaching Scheme	Lectures followed by interactive and activity oriented sessions.

Detailed Syllabus

Unit	Topics	Hours
I	Basics -Nature, Objectives and Functions of Financial Management, Role and Responsibility of Finance Manager, Features of Financial Markets; functions; classification and Participants in Financial Markets	12
II	Issues in Financial Management: Management of Working Capital, Financing Decisions, Investment Decisions and Dividend Policy	12
III	Issues in Corporate Restructuring: Objective and Types of Restructuring, Merger vs Acquisition, Behavioral Finance , Conceptual and Research Issues, Micro Financing in India, Financial inclusion	12
IV	Financial Statement Analysis: Techniques of Financial Statement Analysis, Ratio Analysis, Innovation in Financial Sector: Mutual Fund, Venture Capital and NPA Management of Bank.	12
V	Emerging Trends in Financial Management: Digitalization of Financial Services, Social & Environmental Finance (Green Finance), Emerging Risk Management Techniques and Alternative Investment Options.	12
	Total	60

Recommended Books

1. Pandey, I. M., "*Financial Management*", 11th Edition, Vikas Publishing House Pvt. Ltd., Noida, 2015
2. Khan, M.Y. & Jain, P.K., "*Financial Management Text, Cases and Problems*", Tata McGraw-Hill Publishing Company Ltd., New Delhi, 2007
3. Chandra, Prasanna, "*Financial Management Theory and Practice*", 8th Edition, Tata McGraw-Hill Publishing Company Ltd., New Delhi, 2011
4. James C & Van Harne, " *Financial Management & Policy*" 12th Edition Pearson Education Inc., New Delhi, 2002
5. Vij Madhu, "*International Financial Management*" 3rd Edition, Excel Book. New Delhi, 2010
6. Bhalla, V.K. "*Investment Management: Security Analysis & Portfolio Management*", 1st Edition, S. Chand and Company, 2008

7. Fischer, D.E. & Jordan, R.J. “*Security Analysis & Portfolio Management*”, 6th Edition, PHI, New Delhi, 2002
8. Avdhani V.A. “*Security Analysis & Portfolio Management*”, Himalaya Publishing House. Mumbai, 2007
9. J. Fred. Weston, Mark L. Michell, J. & Harold Mulherin, “*Take Overs, Restructuring & Corporate Governance*” 4th Edition, Pearson Education Inc., New Delhi, 2013
10. Das B, Raskhit D & Debasish SS “ *Corporate Restructuring*” 1st Edition, Himalaya Publishing House, , Mumbai, 2020
11. Bhole.M.L & Mahakud, J. “*Financial Institutions & Markets*”, 6th Edition McGraw-Hill Education, New Delhi, 2017
12. Khan.Y.M “*Indian Financial System*”, 11th Edition, McGraw-Hill Education, New Delhi, 2019
13. Frank K. Reilly, & Keith C. Brown, “*Investment Analysis and Portfolio Management*”, 10th Edition Cengage Learning, 2012
14. Robert A. & J.A. Chatterjee “*An Introduction to Derivative Securities, Financial Markets, and Risk Management*”, W. W. Norton & Company, 2016

Course Outcomes(CO)	At the end of the course, the students will be able to: CO-1. To have conceptual clarity on emerging trends in financial management CO-2. To demonstrate skill to identify the research gap in this subject CO-3. To demonstrate ability to use different research methods in this subject CO-4. To know the understanding the digitalization of financial service and risk management techniques
----------------------------	---

Sub. Code	Subject Name	Credit	Internal Mark	External Mark
Paper-III BM-RPE	Research & Publication Ethics	02	20	30

Objectives	The objectives of this course are: <ol style="list-style-type: none"> 1. To provide students with the fundamental knowledge of basics of philosophy of science and ethics, research integrity, publication ethics. 2. To have hands-on sessions to identify research misconduct and predatory publications. 3. To make the students aware on Indexing and citation databases, open access publications, research metrics (citations, h index, Impact Factor etc). 4. To guide and mentor students in presenting plagiarism tools for a valid and ethical research report.
Pre-Requisites	Basic knowledge of Ethics & allied field of Finance
Teaching Scheme	Lectures followed by interactive and activity oriented sessions.

Detailed Syllabus

Unit	Topics	Hours
I	Philosophy and Ethics: Introduction to Philosophy: definition, nature, scope, concept, branches Ethics: definition, moral philosophy, nature of moral judgment and reactions	!2

II	Scientific Conduct: Ethics with respect to science and research; Intellectual honesty and research integrity, copyright, Scientific misconduct: falsification, fabrication and Plagiarism (FFP); Redundant Publication: duplication and overlapping publication, salami slicing; Selective reporting and misrepresentation of data	12
III	Publication Ethics: Publication Ethics: definition, introduction and importance Best practice/standard setting initiative and guidelines: COPE, WAME, etc. Conflict and interest Publication misconduct: definition, concept, problems that leads to unethical behaviour and vice versa, type Violation of publication ethics, authorship and contributor ship Identification of publication misconduct, complaint and appeals Predatory publisher and journals Avoiding Plagiarism. Preparing documents for MoUs, Confidentiality Agreements	12
IV	Open access publishing: Open access publication and initiatives SHERPA/RoMEO online resource to check publisher copyright and self-archiving policies Software tool to identify predatory publication developed by SPPU Journal finder/journal suggestion tools viz. JANE, Elsevier Journal finder, Springer, Journal Suggester, etc.	12
V	A. Group Discussion: Subject Specific Ethical Issues FFP, authorship Conflict interest, Complaints and appeals: examples and fraud from India and abroad B. Software tools: Use of plagiarism software like turnitin, Urkund and other open source software tools	12
VI	A. Database: Indexing database, Citation database: web of science, scopus, etc. B. Research metrics: Impact factor of Journal as per journal citation report, SNIP,SJR,IPP, Cite Score Metrics: h-index, g-index, i-10 index, altmetrics	
	(Note : Practical based on topics mentioned in Unit 4 5, and 6)	
	Total	60

References:

1. Nicholas H. Steneck. Introduction to the Responsible Conduct of Research. Office of Research Integrity. 2007. Available at: <https://ori.hhs.gov/sites/default/files/rcrintro.pdf>
2. The Student's Guide to Research Ethics By Paul Oliver Open University Press, 2003
3. Responsible Conduct of Research By Adil E. Shamoo; David B. Resnik Oxford University Press, 2003
4. Ethics in Science Education, Research and Governance Edited by KambadurMuralidhar, Amit Ghosh Ashok Kumar Singhvi. Indian National Science Academy, 2019.
5. Anderson B.H., Dursaton, and Poole M.: Thesis and assignment writing, Wiley Eastern 1997.
6. BijornGustavii: How to write and illustrate scientific papers? Cambridge University Press.
7. Bordens K.S. and Abbott, B.b.: Research Design and Methods, Mc Graw Hill, 2008.
8. Graziano, A., M., and Raulin, M.,L.: Research Methods – A Process of Inquiry, Sixth Edition, Pearson, 2007.

<https://youtu.be/9BwYB6HLU34> For selective reporting and misrepresentation of data

<https://www.youtube.com/watch?v=-JykscFFuQA>(Open accessing Publishing)

<https://www.youtube.com/watch?v=365tjNTIHcA> (Group discussion in Ethics)