

SIKKIM UNIVERSITY

(A Central University Established by an Act of Parliament of India, 2007)

**LEARNING OUTCOME - BASED
CURRICULUM**

**DOCTOR OF PHILOSOPHY (PH.D.)
IN MANAGEMENT**

(With effect from Academic Session 2023-24)



**DEPARTMENT OF MANAGEMENT
SIKKIM UNIVERISTY
6TH MILE, TADONG - 737102
GANGTOK, SIKKIM, INDIA**

BRIEF OUTLINE

The Ph D in Management syllabus under Choice Based Credit System (CBCS) has been revised keeping in view the changing scenario of the present education system in the 21st Century and as per the University Grants Commission (UGC) regulations for award of PhD degree 2022. The content of the syllabus is prepared on the basis of the current demands in research in business studies to promote necessary knowledge and skills required in teaching and conducting the research. The programme shall be governed by the Department of Management, Sikkim University, Gangtok, Sikkim.

PROGRAMME 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.

PROGRAMME 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 by applying the learning from scientific research process and identifying the research gaps.

OUTLINE OF THE PROGRAMME

The syllabus for Ph.D. in Management program has 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 toward executing the research. 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.

Duration of the Programme

- (1) Ph.D. Programme shall be for a minimum duration of three (3) years, including course work, and a maximum duration of six (6) years from the date of admission to the Ph.D. programme.
- (2) A maximum of an additional two (2) years can be given through a process of re-registration as per the Statute/Ordinance of the university; however, that the total period for completion of a Ph.D. programme should not exceed eight (8) years from the date of admission in the Ph.D. programme.

Provided further that, female Ph.D. scholars and Persons with Disabilities (having more than 40% disability) may be allowed an additional relaxation of two (2) years; however, the total period for completion of a Ph.D. programme in such cases should not exceed ten (10) years from the date of admission in the Ph.D. programme.

(3) Female Ph.D. Scholars may be provided Maternity Leave/Child Care Leave for up to 240days in the entire duration of the Ph.D. programme.

Types of Courses

Courses in PhD course work shall be of two kinds: Core and Elective courses.

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.

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).

c. Research Proposal: Each scholar has to prepare a research proposal on any researchable topic in his/her area of research/ interest based on the elective course. This course shall be of 4 credits and be evaluated through presentation before the department council members during the end semester examination.

Elective Courses:

The department shall offer elective courses (4 credits) in five broad areas of research, Viz. General Management, Human Resource & Organisation Behaviour, Marketing, Accounting & Finance. The scholar must opt any one elective based on his/her interest or area of research and qualify in one of these elective papers.

PhD Course work Structure

Every research scholar admitted for PhD program of dept. of management must earn a minimum of 55% marks or its equivalent grade in a 10-point scale. If a scholar fails to obtain minimum SGPA in I Sem, s/he may apply for improvement in any one course within one month of declaration of result. However,

PhD Course work Structure (AY 2023-24 onwards)

Course Code	Course Title	Credits	Internal Assessment	External Evaluation	Total
MGT-C-701	Research Methodology	4	50	50	100
MGT-P-702	Research Proposal	4	50	50	100
MGT-C-703	Research & Publication Ethics	2	50	50	100
	Any one Elective course from core area of research	4	50	50	100
	Total	14			

Core Areas of Research

Course Code	Course Title	Credits	Internal Assessment	External Evaluation	Total
MGT-E-704	Advances in Management Practices	4	50	50	100
MGT-E-705	Advances in Human Resource & Organisational Behaviour	4	50	50	100
MGT-E-706	Advances in Marketing	4	50	50	100
MGT-E-707	Advances in Accounting & Finance	4	50	50	100

Assessment & Evaluation

Internal Evaluation

There shall be two components of internal assessment viz. A. Sessional tests and B. Teacher's assessment. The course teacher shall take 2 sessional tests of 25 marks each. The best score in any one sessional test shall be included for internal assessment under Sessional test Category. Besides sessional tests, the course teacher shall monitor each student in terms of attendance, class participation, assignments, presentations etc and award marks out of 25. The total marks for internal assessment shall be based on sessional test (25 marks) and teacher's assessment (25 marks) making a total score of 50 marks.

End Semester Evaluation

The student shall be evaluated out of 50 marks in their end semester examination conducted by CoE and executed by the dept. of management. The end semester examination shall be 2 hrs duration and comprise of 2 sections: Section A (10 Marks)-10 or 5 Very short answer type of questions of 1 or 2 marks each respectively from the entire syllabus; Section B (40 Marks)-six questions from the entire syllabus of 10 marks each. The students are required to attempt any four questions.

Course work Passing Standards

Attendance

The student must meet the requirement of 75% attendance in each course for appearing in end semester examination. The attendance of the students shall be monitored by the respective course teacher. The University may condone the shortage in attendance in exceptional circumstances, up to a maximum of 10% provided the student represents his/her case to the CoE through HoD. The institute shall have the right to withhold the student from appearing in examination of a specific course if the above requirement is not fulfilled.

Passing Criteria

A student shall be said to have earned the credits for a course if he/she earns minimum 6 SGPA in the coursework. If a student fails to secure minimum 6 SGPA in coursework, s/he has to repeat the course in the next relevant semester and appear in both internal and external examinations.

Grading System

The Indirect and Absolute Grading System shall be used, i.e. the assessment of individual Courses in the concerned examinations will be on the basis of marks. However, the marks shall later be converted into Grades by a defined mechanism wherein the overall performance of the learners can

be reflected after considering the Credit Points for any given course. The overall evaluation shall be designated in terms of Grade. The 10-point standard scale mandated by UGC shall be used.

MGT-C-701

Research Methodology

3-1-0 (4 credits)

Course Learning Outcomes: After completion of this course, the students shall be able to

- ✓ Gain a comprehensive understanding of the basic principles and concepts of research, including the research process, research design, and ethical considerations.
- ✓ Develop research questions and hypotheses that guide their research endeavours.
- ✓ Identify and apply appropriate research methods and techniques, including qualitative, quantitative, and mixed methods approaches. They will learn about sampling techniques, data collection methods, and data analysis procedures to ensure the reliability and validity of their research findings.
- ✓ Analyze and interpret research data using various data analysis techniques, such as descriptive statistics, inferential statistics, and qualitative data analysis methods.
- ✓ Communicate research findings effectively by means of written and oral communication skills to effectively present their research findings.

Unit I- Introduction to Research Methodology

Meaning of research; Objectives of Research; Types of Research; Significance of Research, definition of construct and variables, research process, identifying and defining the Problem, Literature review, Research gap, developing objectives & hypotheses, preparation of research proposal,

Unit II-Research Design & Data collection

Meaning of Research Design, Types of Research Design: Exploratory, Descriptive, Diagnostic and Experimental.

Sampling: Population & Sample, Probability and non-probability sampling methods, sample size calculation,

Sources of data collection: Primary Sources-Observation, Interview, focus group, Questionnaires, Schedules; Secondary sources; Measurement & scaling, Reliability & validity issues

Unit III-Data Analysis

Qualitative data Analysis: content analysis, coding and analysis, interpretation of results.

Quantitative data analysis: Descriptive statistical analysis; Inferential statistical analysis: testing of hypothesis-t-test, z-test, f-test, ANOVA, chi square test, Mann-Whitney U test, Kruskal Wallis H Test, errors in hypothesis testing, correlation & regression Analysis, Testing the Assumption of Regression: Multicollinearity, heteroscedasticity and autocorrelation; Introduction to panel data and time series analysis (using statistical software)

Unit IV- Advanced Data Analysis & Report Writing

Discriminant Analysis, Factor Analysis, Cluster analysis, Structural Equation Modelling (using statistical software)

Structure and components of Scientific Reports: types of Report – Technical Reports and Thesis, Layout, structure and Language of typical reports, Figures and tables, Bibliography, Referencing and foot notes

Suggested readings:

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: Wiley Publications

MGT-P-702

Research Proposal

(4 Credits)

The students are required to prepare a research proposal on a topic from their interest area of Research during the semester. This proposal must be submitted in hard copies to the HoD before the commencement of end semester examination. The proposal shall be evaluated by the departmental research Committee through a presentation by the scholar. The format and guidelines for preparing the research proposal are given below:

1. Title: Provide a clear and concise title that reflects the research topic or objective.
2. Introduction: Start with an introduction that provides background information about the research problem or topic. Clearly state the research problem, research questions.
3. Literature Review: Conduct a comprehensive literature review to demonstrate your understanding of existing research and theories related to your topic. Identify gaps or areas that need further exploration.
4. Research Objectives: Clearly articulate the specific objectives or aims of your research. These objectives should be aligned with the research problem and contribute to addressing the research gaps identified in the literature review.
5. Research Methodology: Describe the research design, data collection methods, and data analysis techniques you will use. Justify why these methods are appropriate for addressing your research objectives.
6. Sampling and Data Collection: Specify your target population or sample size and provide details on how you will select participants or collect data. Explain the rationale behind your sampling strategy.
7. Ethical Considerations: Discuss any ethical considerations related to your research, including informed consent, participant confidentiality, and data protection. Explain how you will address these ethical concerns.
8. Timeline: Provide a timeline that outlines the different stages of your research project, including data collection, data analysis, and report writing. This will help demonstrate the feasibility of your research.
9. Resources: Identify the resources, such as equipment, materials, or software, that you will need to conduct your research. Discuss any collaborations or partnerships that will support your research.

10. Expected Outcomes and Significance: Describe the potential outcomes or contributions of your research. Explain how your research will advance knowledge, fill gaps, or provide practical implications.
11. Limitations: Acknowledge and discuss any limitations or constraints that may impact your research, such as time limitations, access to resources, or potential biases. Address how you plan to mitigate these limitations.
12. References: Include a list of references cited in your proposal using the APA citation style.

The research proposal shall be evaluated on the basis of above criteria in addition to the presentation skills of the scholar.

MGT-C-703

Research and Publication Ethics

1-1 (2 credits)

Course Learning Outcomes: on completion of this course, the research scholar shall be able to

- ✓ Understand the importance of research and publication ethics that govern research and publication practices.
- ✓ Comprehend ethical considerations in research design and data collection such as participant recruitment, informed consent, confidentiality, and data collection.
- ✓ Apply ethical guidelines in data analysis and interpretation ethically, ensuring accuracy, objectivity, and transparency.
- ✓ Demonstrate knowledge of responsible authorship and publication practices including understanding the criteria for authorship, avoiding plagiarism, and properly attributing sources.

Unit I: PHILOSOPHY AND ETHICS

Introduction to Philosophy: definition, nature and Scope, Concept, Branches; Ethics: definition, moral philosophy, nature of moral judgements and reaction

SCIENTIFIC CONDUCT-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.

Unit II: PUBLICATION ETHICS

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

OPEN ACCESS PUBLISHING: Open access publications and initiatives; SHEERPA/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.,

Unit III: PUBLICATION MISCONDUCT

- A. Publication Misconduct- Subject specific ethical issues, FFP, authorship; Conflicts of 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

Unit IV: DATABASES AND RESEARCH METRICS

- A. Databases- Indexing databases, Citation databases: 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, i10 index, altimetric

Suggested Readings:

1. Bird, A.(2006). Philosophy of Science. Routledge
2. Macintyre, Alasdair (1967) A Short History of Ethics. London
3. 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.
4. Resnik, D.B.(2011) What is ethics in research & why is it important. National institute of Environmental Health Science, 1-10 Retrieved from <https://www.niehs.nih.gov/research/resources/bioethics/whatis/index.cfm>
5. Beall, J: (2012) Predatory publishers are corrupting open access. Nature, 489(7415), 179-179. <https://doi.org/10.1038/489179a>
6. Indian National Science Academy (INSA)(2019). Ethics in Science Education, Research and Governance. ISBN:978-81-939482-1-7. http://www.insaindia.res.in/pdf/Ethics_Book.pdf.

MGT-E-704 Advances in Management Practices 3-1-0 (4 credits)

Course learning outcomes: After taking this course, student will be able to

- ✓ Revise the fundamentals of management field.
- ✓ Integrate and apply the knowledge through analytical approach develop by different disciplines.
- ✓ Understand the strategic dimensions of management.
- ✓ Explore the new development in the field of management.

Unit I- Fundamentals of Management

Fundamentals of Management Concepts: Concepts, Functions & Levels of Management, Management skills, Managerial Roles; Social Responsibility of Management; Corporate governance, early writings in Management: Classical approaches and Neo-classical approaches

Unit II- Organisation Views

Organisational Views: Organisational Structure, Leadership, Organizational Culture, National Cultures and Management Practices – Comparative Analysis of Chinese, American, Japanese and Indian Management, Work Ethics – Work Culture – Ethical Theories – Ethical Values- Environmental Ethics Ethical dilemma faced by managers.

Unit III-Strategic Dimensions

Strategic dimensions of Management Practices: Introduction to Strategic Management, Environmental appraisal and industry analysis, Strategic formulation & choice of alternatives, Strategy Implementation, evaluation and control.

Unit IV-Contemporary Issues

Contemporary Management Views: MBO and TQM, Creativity and Innovation in Management, Change Management, Organizational Transformation, Technology Management, Knowledge management and Learning Organizations. Contribution of modern management thinkers, Issues of sustainable development.

Suggested readings:

1. Harold Koontz, Heinz Wehrich & 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. L.M. Prasad: Principles and Practice of Management, Sultan Chand & Sons
4. Meenakshi Raman, Prakash Singh: Business Communication, Oxford
5. Courtland L Boove, John Thill, Abha Chatterjee: Business Communication today, Pearson Education.
6. Durai, P. (2015). Principles of Management, Text and Cases. New Delhi: Pearson Education.
7. Koontz, H. (2010). Essentials of Management. New Delhi: Tata McGraw-Hill Education.
8. Stoner, Freeman & Gilbert Jr. (2009). Management. New Delhi: Prentice Hall.
9. Wehrich, H. & Koontz, H. (2010). Management- A Global Perspective: New Delhi: Tata McGraw-Hill Education.
10. Robbins, S.P. & Decenzo, D. A. (2014). Fundamentals of Management: Essential Concepts and Applications. New Delhi: Pearson Education.

MGT-E-705 Advances in Human Resource & Organisational Behaviour

3-1-0(4 Credits)

Course Learning Outcomes: After the successful completion of the course, students will be able to:

- ✓ Understand the basics of human resource management & Organisation Behaviour with roles and responsibilities of a human resource manager.
- ✓ Analyse the human resource & organisational behaviour challenges in present scenario.
- ✓ Know the essentials of employing, maintaining and promoting a motivated workforce in an organisation as well as Individual behaviours, group behaviours and organisational behaviour issues.
- ✓ Develop critical understanding of contemporary issues of human resource management and Organisational behaviour.

Unit I Introduction to HR & OB

Human resource management - concept, evolution, scope; HR Generalist & HR Specialist, HR Competencies; Challenges: global challenges, technology challenges; managing talent; competency development; line and staff responsibilities of HR manager; human resource planning & forecasting; human resource information system; eHRM, Green HRM

OB- concept and importance; Contemporary Issues in Organizational Behaviour: Employee Engagement; OB & CSR; Work-Family Studies; Organizational Justice, Citizenship, and Performance.

Unit II- Recruitment & Personality

HR sourcing and recruitment; selection process; job analysis - job description and job specification; job design approaches; job evaluation - concept & methods; employee compensation management & determinants of wage/salary fixation; incentives, bonus, ESOPs, fringe Benefits.

Personality - concept, determinants and applications; values, ability, attitudes and emotions; perception - concept, process and applications; learning and reinforcement; motivation - theories and applications; job satisfaction; stress management.

Unit III-Performance Appraisal & Group Dynamics

Performance appraisal methods - limitations and problems; human resource development; training - process, methods and evaluation; HR scorecard and analytics; career planning and development; potential appraisal and succession planning.

Group Dynamics: Types of groups; stages of group development; group decision making; interpersonal relationships; work teams and team building; conflict management; power and political behaviour; leadership functions and styles; transactional Analysis.

Unit IV-Industrial Relations & Behavioural Advances

Industrial relations; grievance handling; employee welfare; contemporary issues in HRM - knowledge management, HR audit & accounting, HR in virtual organizations, ethics & corporate social responsibility; Global HRM: A global perspective, legal and ethical climate of global HRM.

Organizational structure and designs and behavioural implications; organizational climate and culture; organizational change and its management; organizational development; individual & interpersonal behaviour in global perspectives.

Suggested readings:

1. Aswathapa, K. Human resource management: Text and cases, Tata McGraw Hill Education.
2. Haldar, U. and Sarkar Juthika, Human Resource Management, Oxford University Press.
3. Decenzo, D. & Robbins S.P., Human Resource Management, Wiley India Private Limited
4. Gary, Dessler, Essentials of Human Resource Management, Pearson.
5. Rao, V.S.P., Human Resource Management, Cengage Learning India.
6. Newstorm, J. and Keith Davis, Organisational Behaviour, TMH.

Course Learning Outcomes: After taking this course, student will be able to

- ✓ Understand the emerging areas of research in Marketing Management
- ✓ Understand the emerging areas of research in Integrated Marketing Communication
- ✓ Understand the emerging areas of research in Social Media Marketing.
- ✓ Understand the emerging areas of research in Rural Marketing and other related areas

Unit I: Marketing Management: Emerging issues related to New Product Development, Pricing, and Channels of Distribution

Unit II: Integrated Marketing Communication: Online Advertising, Publicity, Sales Promotion, Personal Selling, Internet Marketing, Public relation. Marketing through Social Media, Marketing Technology, Marketing Data and Analytics

Unit III: Social Media Marketing: Emerging areas in social media marketing Facebook, Twitter, LinkedIn, YouTube, What's App, Google, web page analytics etc.

Unit IV: Other Emerging issues in Marketing: Rural and agricultural Marketing, Consumerism and consumer movement, consumer protection legislations., Guerilla marketing, Viral and Buzz Marketing. Marketing of Services, Customer Relationship Marketing, International Marketing

Suggested Readings:

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: Mc Graw- Hill.
3. Kotler, P . and Armstrong, G. (2015). Principles of Marketing. New Delhi: Pearson Education.
4. Ramaswamy, V.S. & Namakumari, S. (2007). Marketing Management: Planning, Implementation and Control. New Delhi: Macmillan India Ltd.
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.

MGT-E-707

Advances in Accounting and Finance

3-1-0 (4 credits)

Course Learning outcomes: On completion of this course, the students shall be able to

- ✓ Develop an advanced understanding of the theoretical and practical aspects of accounting and finance.
- ✓ Develop the ability to formulate research questions and evaluate the current literature on accounting and finance.
- ✓ Develop the ability to analyze, interpret and critically evaluate research data in the field of accounting and finance.
- ✓ Develop the ability to synthesize and apply theoretical knowledge to practical problems in accounting and finance.

Unit I- Introduction to Advances in Accounting and Finance

Overview of accounting and finance, role of accounting and finance in business, Basic principles of accounting and finance, Terminology and concepts related to accounting and finance, Professional ethics and regulations in accounting and finance

Unit II- Financial Statement Analysis

Financial statement analysis techniques, Ratio analysis, Common-size analysis, Cash flow analysis, Financial forecasting, Capital budgeting

Unit III- Advanced Corporate Finance

Mergers and acquisitions, Corporate restructuring, International finance, Risk management, Derivatives and hedging strategies, Corporate governance

Unit IV- Emerging Topics in Accounting and Finance

Behavioral finance, Artificial intelligence and machine learning in finance, Accounting in the digital age, Blockchain in finance, Impact of digital technologies on financial markets, Ethical, legal, and regulatory issues in accounting and finance; Fintech growth & opportunities

Suggested Readings:

1. Bedard, J. (2013). *Advances in Accounting and Finance for Ph.D. Students*. Oxford University Press.
2. Hanlon, M., & Heitzman, S. (2010). *Advanced Topics in Accounting and Finance: A Comprehensive Guide for Ph.D. Students*. J Wiley & Sons.
3. Penman, S. (2011). *Financial Statement Analysis and Security Valuation*. McGraw-Hill.
4. Ross, S. A., Westerfield, R. W., & Jaffe, J. (2011). *Corporate Finance*. McGraw-Hill.
5. Aswath, D. (2009). *Corporate Finance: Theory and Practice*. John Wiley & Sons.
6. Graham, J. R., & Harvey, C. R. (2001). *The Theory and Practice of Corporate Finance: Evidence from the Field*. Princeton University Press.
7. Brealey, R., & Myers, S. (2008). *Principles of Corporate Finance*. McGraw-Hill.
8. Taffler, R. (2008). *Financial Modeling for Managers: With Excel Applications*. John Wiley & Sons.