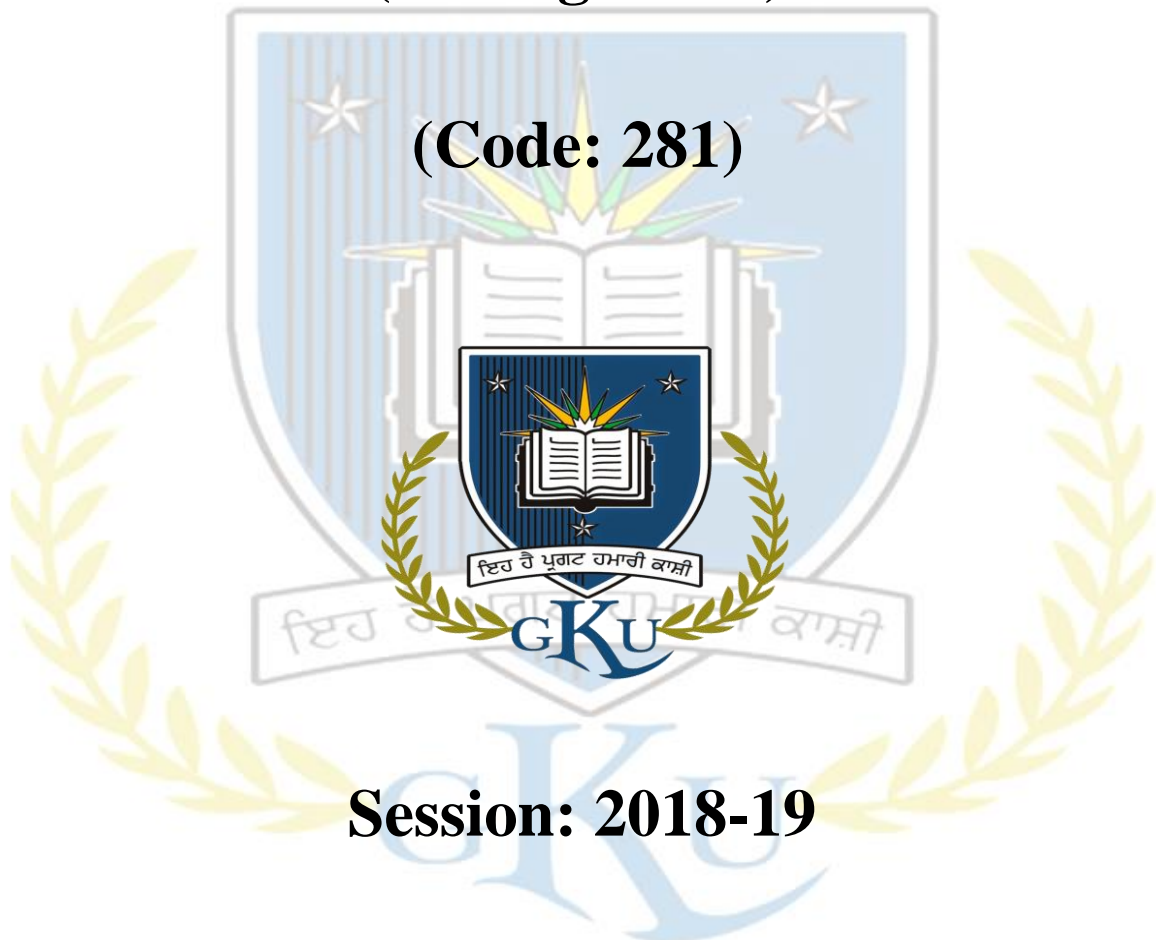


Program Syllabus Booklet

Doctor of Philosophy

(Management)

(Code: 281)



Session: 2018-19

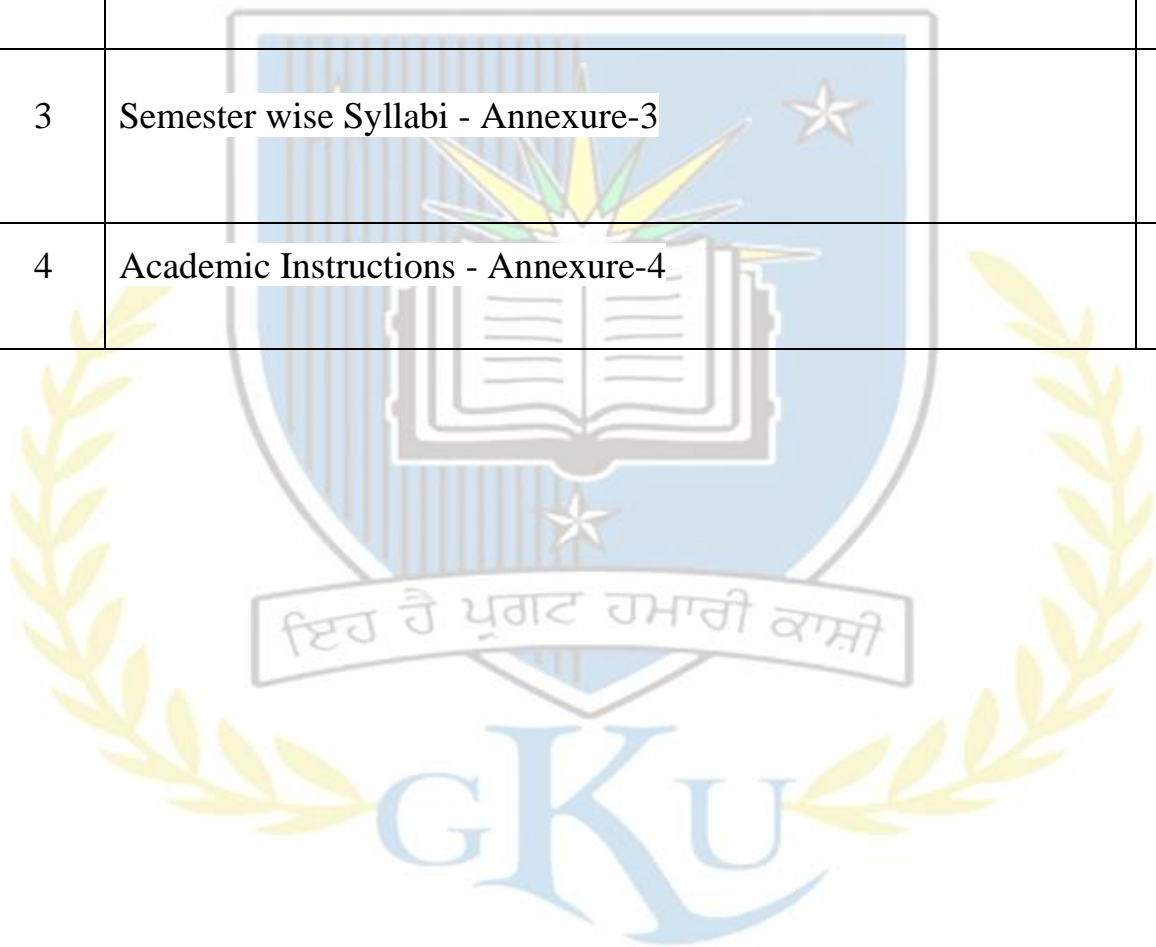
**University College of Commerce and
Management**

Guru Kashi University

Talwandi Sabo

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Program Name: Ph.D. Management

Program Code: 281

The Program Outcomes (POs) for Ph.D. Management are as follows:

| PO | Statement |
|------------|---|
| PO1 | Advanced-level knowledge of the general field of general Management and expert knowledge in their field of specialization |
| PO2 | Identify, formulate, review research literature, and analyze complex managerial problems reaching substantiated conclusions using first principles of management, global changes and managing group conflict. |
| PO3 | Design solutions for complex managerial problems and job design or processes that meet the specified needs with appropriate consideration for the manpower planning, and the group dynamics, and environmental reforms. |
| PO4 | Appreciation of the limitations of one's own work and discipline, of the complexity of knowledge, and of the potential contributions of other interpretations, methods, and disciplines. Ability to critically evaluate current research and research techniques and methodologies, and to address these gaps. |
| PO5 | Implement research for the generation of new knowledge, applications, or understanding at the forefront of the discipline and to adjust the research design or methodology in the light of unforeseen problems. |
| PO6 | Promotes social development by generating and directing human energies towards the needs of the society such as health care, education, clean environment etc. |
| PO7 | Examines the moral validity of the choice. Equity, social justice fundamentally with a fair distribution of benefits from health and social development. |
| PO8 | Collaboration within a group can help solve difficult problems. By working together, teams can find the solutions that work best. |

The Program Specific Outcomes (PSOs) for Ph.D. (Management) are as mentioned below:

| PSO | Statement |
|------|--|
| PSO1 | Develop skills in qualitative and quantitative data analysis and presentation. |
| PSO2 | Develop advanced critical thinking skills. |
| PSO3 | Demonstrate the basic computer skills necessary to conduct the research. |



Annexure -2

| Study Scheme | | | | | | | | | | |
|----------------------|-------------------|---------------------------------------|---------------------|------------------|----|----|----------------|----------------|----------------|-------------|
| Sr. No. | Subject Code | Subject Name | Type of Subject T/P | (Hours Per Week) | | | No. of Credits | Internal Marks | External Marks | Total Marks |
| | | | | L | T | P | | | | |
| 1 | 180101 | Research Methodology | T | 4 | 0 | 0 | 4 | 50 | 50 | 100 |
| 2 | Elective-I | | | | | | | | | |
| 3 | 180104 | Research and Publication Ethics | T/P | 1 | 0 | 2 | 2 | 50 | 50 | 100 |
| 4 | B281101 | Recent Advances in Management studies | T | 4 | 0 | 0 | 4 | 50 | 50 | 100 |
| 5 | 281102 | Seminar | P | NA | NA | NA | 2 | 100 | NA | 100 |
| Total No. of Credits | | | | | | | 12/13 | | | |

| Elective-I (Select one of the following subjects) | | | | | | | | | | |
|--|--------------|-----------------------------------|---------------------|------------------|---|---|----------------|----------------|----------------|-------------|
| Sr. | Subject Code | Subject Name | Type of Subject T/P | (Hours Per Week) | | | No. of Credits | Internal Marks | External Marks | Total Marks |
| | | | | L | T | P | | | | |
| 1 | 180102 | Computer Applications in Research | T/P | 1 | 0 | 2 | 2 | 100 | NA | 100 |
| 2 | 180105 | Statistical Methods | T | 3 | 0 | 0 | 3 | 50 | 50 | 100 |

Course Name: Research Methodology

Course Code: 180101

Semester 1st

L T P

Credits: 04

4 0 0

Course Outcomes: On successful completion of this course, the students will able to:

| CO | Statement |
|-----|---|
| CO1 | Acquire basic skills, tools of research, concept of research, stages and procedure of research. |
| CO2 | Identify the importance of research in the field of humanities. |
| CO3 | Inspire for writing research papers for seminars, conferences, research journals. |
| CO4 | Understand the technicalities of research and writing articles / Dissertations/thesis. |
| CO5 | Use at the origin stage of human beings and become entrepreneur. |

Course Contents

1) Research

Objectives of Research, Research types, Research methodology, Research process – Flowchart, description of various steps, Selection of research problem

2) Research Design

Meaning, Objectives and Strategies of research, different research designs, important experimental designs, completely randomized, randomized block, Latin Square, Factorial experimental design.

3) Methods of Data Collection and Presentation:

Types of data collection and classification, Observation method, Interview Method, Collection of data through Questionnaires, Schedules

4) Probability Distributions

Discrete and Continuous probability distributions, Binomial, Poisson, Exponential, Normal, Frequency distribution, Cumulative Frequency distribution, Relative Frequency distribution.

5) Sampling Methods:

Different methods of Sampling : Probability Sampling methods , Random Sampling,

Systematic Sampling, Stratified Sampling, Cluster Sampling and Multistage Sampling.

Non probability Sampling methods, Sample size

6) Testing of Hypotheses:

Testing of Hypotheses concerning mean(s), Testing of Hypotheses concerning proportion (s), Testing of Hypotheses concerning variance(s) Parametric tests (t, z and F) , Chi Square test.

7) Analysis of Data:

Statistical measures and their significance: Central tendencies, variation, skewness, Kurtosis.

Analysis of Variance, One – way ANOVA

Correlation and Regression, Multiple Regression, Time series analysis, Factor Analysis, Centroid method.

Computer simulations using MATLAB / SPSS

8) Report writing and Presentation:

Types of reports, Report Format – Cover page, Introductory page, Text, Bibliography, Appendices, Typing instructions, Oral Presentation.

References:

- Montgomery, D. C. (2017). *Design and analysis of experiments*. John wiley & sons.
- Kothari, C. R. (2004). *Research methodology: Methods and techniques*. New Age International. New Delhi
- Krishnaswamy, K., Sivakumar, A., & Mathirajan, M. (2006). *Research Methodology- integration of Principles, Methods and Techniques*.
- Chawla, D., & Sodhi, N. (2011). *Research methodology: Concepts and cases*. Vikas Publishing House.
- Cooper, D. R., Schindler, P. S., & Sun, J. (2006). *Business research methods* (Vol. 9, pp. 1-744). New York: Mcgraw-hill.
- Gupta, S. P. (2001). *Statistical Methods*, sultan Chand and sons. *New Delhi, 42*.

Websites links

- <https://library.sacredheart.edu/c.php?g=29803&p=185902>
- <http://www.mgcub.ac.in/pdf/material/20200412163718c034959fb5.pdf>
- <https://www.nedarc.org/statisticalHelp/advancedStatisticalTopics/hypothesisTesting.ht ml>
- <http://web.cjcu.edu.tw/~jdwu/biostat01/lect004.pdf>

The mapping of PO/PSO/CO attainment is as follows:

| | | | | | | | | | | | |
|-----------|-----|-----|-----|-----|-----|-----|-----|-----|------|------|------|
| CO/PO/PSO | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 | PSO1 | PSO2 | PSO3 |
|-----------|-----|-----|-----|-----|-----|-----|-----|-----|------|------|------|



| | | | | | | | | | | | |
|---------|-----|-----|---|---|---|-----|-----|-----|-----|-----|-----|
| CO1 | 2 | 1 | 3 | 2 | 2 | 2 | 2 | 3 | 2 | 3 | 2 |
| CO2 | 2 | 2 | 2 | 3 | 3 | 3 | 3 | 2 | 3 | 2 | - |
| CO3 | 3 | 3 | 2 | 2 | 3 | 2 | 2 | - | 2 | 2 | 3 |
| CO4 | 3 | 3 | 1 | 2 | 1 | 3 | 3 | 3 | 3 | 3 | 2 |
| CO5 | 3 | 2 | 2 | 1 | 1 | 3 | 3 | 3 | 3 | 3 | 2 |
| Average | 2.6 | 2.2 | 2 | 2 | 2 | 2.6 | 2.6 | 2.7 | 2.6 | 2.6 | 2.2 |

The correlation levels are: “1” – Low Correlation, “2” – Medium Correlation, “3” – High Correlation and “-” indicates there is no correlation.

Course Name: Recent Advances in Management Studies
Course Code: A281101
Semester 1st

L T P

Credits: 02

1 0 2

Course Outcomes: On successful completion of this course, the students will able to:

| CO | Statement |
|-----|---|
| CO1 | Evaluate the global context for taking managerial actions of planning, organizing and controlling |
| CO2 | Develop the organizational structure, staffing arrangements and safety and welfare aspects. |
| CO3 | Maintain organization behaviour, group dynamics and conflict management |
| CO4 | Implement marketing strategy for better result. |
| CO5 | Contribute in corporate social responsibility, managing global changes. |

Course Contents

Unit I

Basic concepts of management: Definition, Need and Scope, Different schools of Management thought, Behavioural, Scientific, Systems, and Contingenc Contribution of Management Thinkers: Taylor, Fayol, Elton Mayo

Unit II

Planning– Concept, Nature, Importance, Steps, Limitations, Management by objectives
Organizing - Concept, Nature, Importance, Principles, Centralization, Decentralization,
Organization Structures- Line and Staff Authority, Functional, Product, Matrix,

Geographical, Customer, New Forms of Organization, Virtual, Organizations as Networks, Types of Network Organizations/Clusters, Self-Organizing Systems. Organizational Designs for Change and Innovation, Designing Principles for New Forms of Organizations

Staffing - Concept, Nature, Importance, Steps, Concept of knowledge worker.

Directing – Concept, Nature, Importance.

Controlling - Concept, Nature, Importance, Process of controlling, Control techniques.

Unit III

Theories of Group Formation, Formal and Informal Groups and their interaction, Importance of teams, Formation of teams, Team Work, Leading the team, Team Meeting, Conflict Management, Traditional vis-à-vis Modern view of conflict, Conflict Process, Strategies for resolving destructive conflict, Stress management, employee welfare, energy management and energy audit.

Unit IV

Decision making: Concept, Nature, Importance, and Process. Types of decisions, Problems in decision making

Modern approaches to management: Concept of Knowledge management, change management, technology management, supply chain management, introduction to Intellectual Property Rights (IPR) and cyber laws, process and project quality standards – six sigma, CMM, CMMI, PCMM, Impact of IT quality management systems, learning organizations

Unit V

Contemporary Issues: Social Responsibility & Ethics, Globalization & Management Inventing & Reinventing Organizations, Culture & Multiculturalism, Managing Organizational Change & Innovation

References:

- Horngren, C. T., & Srikant, M. Data, and George Foster. 2002. *Cost Accounting: A Managerial Emphasis*.
- Williams, J. R., Haka, S. F., Bettner, M. S., & Carcello, J. V. (2005). *Financial and managerial accounting*. China Machine Press..
- Keller, K. L., Parameswaran, M. G., & Jacob, I. (2011). *Strategic brand management: Building, measuring, and managing brand equity*. Pearson Education India.
- V.S. Ramaswamy., & S. Namakumari, *Marketing Management, Planning, Implementation and Control*, Macmillan.
- RS, R. K., & Atkinson, A. A. (1989). *Advanced management accounting*. Prentice-Hall Inc.

Websites links:

- https://www.researchgate.net/publication/329758697_Cost-Volume-Profit_Analysis_Chapter_3



- <https://www.mreza-mira.net/wp-content/uploads/Marketing-Insights-from-A-to-Z.pdf>
- <https://www.slideshare.net/atifghayas/international-business-67787886>

The mapping of PO/PSO/CO attainment is as follows:

| CO/PO/PSO | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 | PSO1 | PSO2 | PSO3 |
|-----------|-----|-----|-----|-----|-----|-----|-----|-----|------|------|------|
| CO1 | 2 | 3 | 3 | 2 | 3 | 2 | 3 | 2 | 3 | 2 | 3 |
| CO2 | - | 1 | 2 | 3 | 3 | 2 | 3 | 3 | 2 | 3 | 2 |
| CO3 | 2 | 2 | 2 | 3 | 1 | 2 | 3 | - | 2 | 3 | 2 |
| CO4 | 1 | - | 2 | 3 | 3 | 2 | 3 | 3 | 1 | 2 | 1 |
| CO5 | 2 | 3 | 2 | 3 | 3 | 3 | 3 | 2 | 1 | 1 | 2 |
| Average | 1.7 | 2.2 | 2.2 | 2.8 | 2.6 | 2.2 | 3 | 2.5 | 1.8 | 2.2 | 2 |

The correlation levels are: “1” – Low Correlation, “2” – Medium Correlation, “3” – High Correlation and “-” indicates there is no correlation.

Course Name: Computer Applications in Research

Course Code: 281101

Semester: 1st

L T P

1 0 2

Credits: 02

Course Outcomes: On successful completion of this course, the students will able to:

| CO | Statement |
|-----|---|
| CO1 | Demonstrate knowledge of Query optimization, Parallel and distributed database systems, new database architectures and query operators. |
| CO2 | Develop new methods in databases based on knowledge of existing techniques. |
| CO3 | Apply acquired knowledge for developing holistic solutions based on database systems/database techniques. |
| CO4 | Understand the principles of concurrency control. |
| CO5 | Understand the principles of recovery management. |

Common for all branches except Hindi, Punjabi, English, History and Religious Study

Unit 1

Generating Charts/Graphs in Microsoft Excel, Power Point Presentation, Websearch, Use of Internet and www. Using search like Google etc

Unit 2:

SPSS concepts and its use for Statistical Analysis

Unit 3:

MatLab and its use for Statistical Analysis

Unit 4:

Introduction to the use of LaTeX, Mendeley, Anti-Plagiarism

References: -

- Bansal, R. K., Goel, A. K., & Sharma, M. K. (2009). *MATLAB and its applications in engineering*. Pearson Education India.
- Landau, S., & Everitt, B. S. (2003). *A handbook of statistical analyses using SPSS*. Chapman and Hall/CRC.
- Office 2007 in Simple Steps, Kogent Solutions, (Wiley Publishers).
- MS-Office 2007 Training Guide, S. Jain (BPB Publications).

Websites links:

- <https://scholar.valpo.edu/cgi/viewcontent.cgi?article=1000&context=psy>
- <https://blog.mendeley.com/2011/10/25/howto-use-mendeley-to-create-citations-using-latex-and-bibtex/>
- <https://www.mathworks.com/matlabcentral/fileexchange/30291-matlab-tools-for-scientists-introduction-to-statistical-analysis-choer>

The mapping of PO/PSO/CO attainment is as follows:

| CO/PO/PSO | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 | PSO1 | PSO2 | PSO3 |
|-----------|-----|-----|-----|-----|-----|-----|-----|-----|------|------|------|
| CO1 | 3 | 2 | 1 | 2 | 3 | 3 | 1 | 1 | 2 | 3 | 2 |
| CO2 | 2 | 3 | 2 | 3 | 1 | 2 | 3 | 2 | 3 | 2 | 1 |
| CO3 | 1 | 3 | 3 | 2 | 3 | 3 | 2 | 1 | 3 | 2 | 3 |
| CO4 | 3 | 2 | 3 | 3 | 2 | 2 | 3 | 2 | 2 | 2 | 1 |
| CO5 | 1 | 2 | 3 | 3 | 3 | 2 | 3 | 2 | 1 | 2 | 1 |

The correlation levels are: “1” – Low Correlation, “2” – Medium Correlation, “3” – High Correlation and “-” indicates there is no correlation.

Course Name: Seminar

Course Code: 282102

Semester: 1st

L T P

Credits: 02

1 0 2

Course Outcomes: On successful completion of this course, the students will able to:

| CO | Statement |
|-----|--|
| CO1 | Comprehend his findings in a lucid way and make suggestions and derive a conclusion, as per the theme of the subject chosen. |
| CO2 | Relate the theoretical knowledge with their practical experience. |
| CO3 | Acquire wider knowledge and enhance their confidence level in carrying their workin depth according to the objectives and hypotheses framed. |
| CO4 | Comprehend the decision-making process under uncertainty using statistical tools. |
| CO5 | Comprehend his findings in a lucid way and make suggestions and derive a conclusion, as per the theme of the subject chosen. |

The mapping of PO/PSO/CO attainment is as follows:

| CO/PO/PSO | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 | PSO1 | PSO2 | PSO3 |
|-----------|-----|-----|-----|-----|-----|-----|-----|-----|------|------|------|
| CO1 | 1 | 2 | 3 | 2 | 3 | 2 | 3 | 2 | 3 | 3 | 2 |
| CO2 | 3 | 1 | 2 | 3 | 1 | 2 | 3 | 1 | 2 | 3 | 1 |
| CO3 | 2 | 3 | 2 | 3 | 1 | 2 | 3 | 1 | 3 | 3 | 1 |
| CO4 | 1 | 1 | 3 | 2 | 3 | 3 | 2 | 2 | 1 | 3 | 3 |
| CO5 | 1 | 2 | 3 | 3 | 1 | 2 | 2 | 3 | 1 | 3 | 3 |

The correlation levels are: “1” – Low Correlation, “2” – Medium Correlation, “3” – High Correlation and “-” indicates there is no correlation.

Course Name: Statistical Methods

Course Code: 180105

Course Outcomes: On successful completion of this course, the students will able to:

| CO | Statement |
|-----|---|
| CO1 | Define and use the basic terminology of statistics |
| CO2 | Explain the statistical concepts of central tendency, dispersion skewness, Kurtosis & index numbers |
| CO3 | Differentiate the ideas between discrete and continuous random variables. |
| CO4 | To develop the skill for applying appropriate statistical tools and techniques in different situations. |

Unit-I

Probability distribution: uniform, binomial, Poisson, geometric, hyper geometric, negative binomial, multinomial, normal, exponential, Cauchy, Gamma, Beta, Weibull, log normal, logistic and Pareto.

Unit-II

Compound and truncated distributions. Central and non-central z, t and F. Bivariate normal

Unit-III

Distribution of quadratic forms and r-th order statistic. Practical: Random experiments. Moments

Unit-IV

Correlation and regression. Fitting of: binomial, Poisson, normal, hyper geometric and negative binomial. Truncated binomial and Poisson. Log normal.

References: -

- Chiang, C. L. (2003). *Statistical methods of analysis*. World Scientific.
- Freund, R. J., & Wilson, W. J. (2003). *Statistical methods*. Elsevier.
- Ott, R. L., & Longnecker, M. T. (2015). *An introduction to statistical methods and data analysis*. Cengage Learning.

Websites links:

- <https://www.nature.com/subjects/statistical-methods#:~:text=Statistical%20methods%20are%20mathematical%20formulas,the%20robustness%20of%20research%20outputs.>



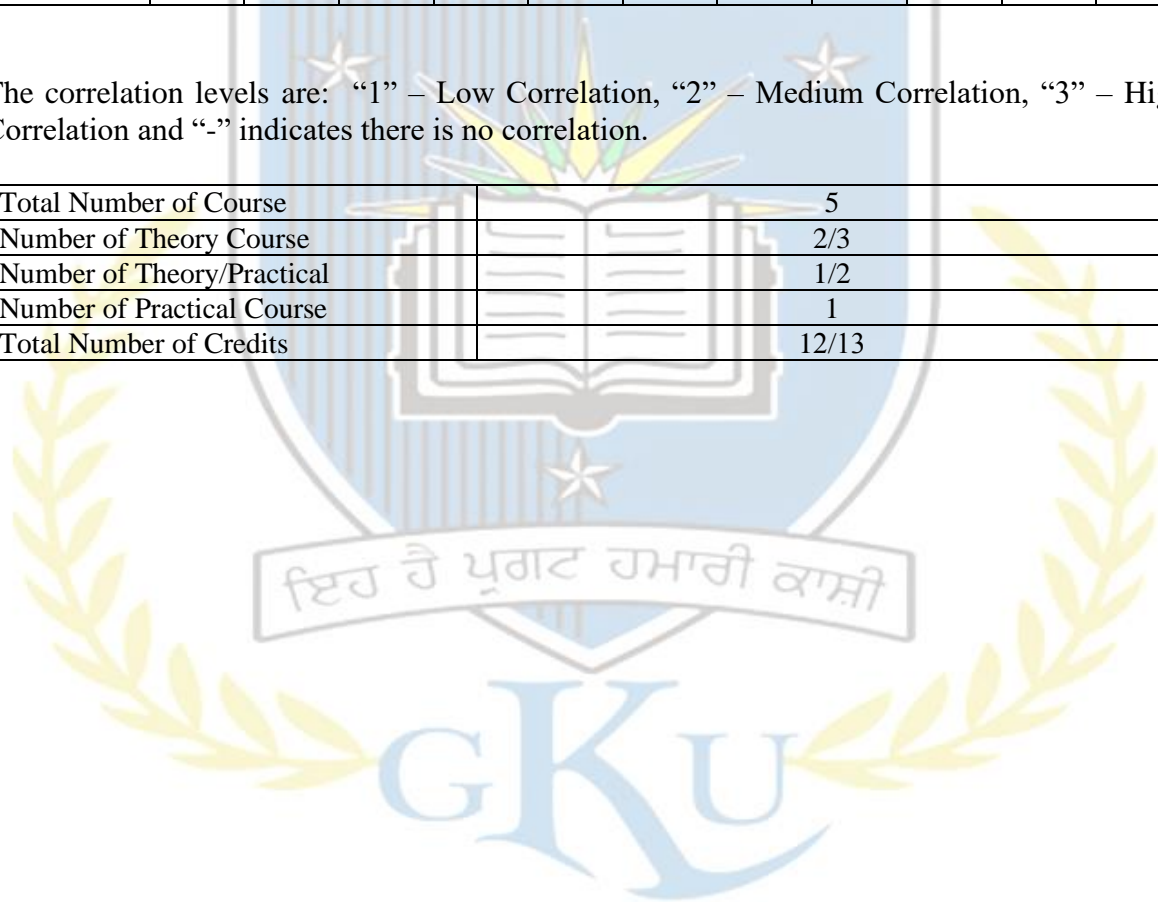
- <https://sccn.ucsd.edu/~arno/mypapers/statistics.pdf>

The mapping of PO/PSO/CO attainment is as follows:

| CO/PO/PSO | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 | PSO1 | PSO2 | PSO3 |
|-----------|------|-----|------|------|-----|-----|-----|-----|------|------|------|
| CO1 | - | 1 | 2 | 3 | 3 | 2 | 3 | 3 | 2 | 3 | 2 |
| CO2 | 1 | - | 2 | 3 | 3 | 2 | 3 | 3 | 1 | 2 | 1 |
| CO3 | 2 | 2 | 2 | 3 | 1 | 2 | 3 | - | 2 | 3 | 2 |
| CO4 | 2 | 3 | 3 | 2 | 3 | 2 | 3 | 2 | 3 | 2 | 3 |
| Average | 1.25 | 1.5 | 2.25 | 2.75 | 2.5 | 2 | 3 | 2 | 2 | 2.5 | 2 |

The correlation levels are: “1” – Low Correlation, “2” – Medium Correlation, “3” – High Correlation and “-” indicates there is no correlation.

| | |
|----------------------------|-------|
| Total Number of Course | 5 |
| Number of Theory Course | 2/3 |
| Number of Theory/Practical | 1/2 |
| Number of Practical Course | 1 |
| Total Number of Credits | 12/13 |



ACADEMIC INSTURCTIONS

Attendance Requirements

A student shall have to attend 75% of the scheduled periods in each course in a semester; otherwise, he / she shall not be allowed to appear in that course in the University examination and shall be detained in the course(s). The University may condone attendance shortage in special circumstances (as specified by the Guru Kashi University authorities). A student detained in the course(s) would be allowed to appear in the subsequent university examination(s) only on having completed the attendance in the program, when the program is offered in a regular semester(s) or otherwise as per the rules.

Assessment of a course

Each course shall be assessed out of 100 marks. The distribution of these 100 marks is given in subsequent sub sections (as applicable).

| Components | Attendance | Internal (50) | | | | MST1 | MST2 | External (50) ETE | Total |
|-------------------|------------|---------------|----|----|----|------|------|----------------------|-------|
| | | Assignment | | | | | | | |
| | | A1 | A2 | A3 | | | | | |
| Weightage | 10 | 10 | 10 | 10 | 30 | 30 | 50 | | |
| Average Weightage | 10 | 10 | | | 30 | | 50 | 100 | |

Passing Criteria

The students have to pass both in internal and external examinations. The minimum passing marks to clear in examination is 40% of the total marks.