



# SHRI VISHWAKARMA SKILL UNIVERSITY

(State University enacted under the Government of Haryana Act 25, 2016)

## Office Order

Endst. No. *SUSU/2021/DAA/063*

Dated *13-04-2021*

### Subject: Structure of Course Work of Skill Ph.D. Program session 2020-21:

As per the approval from the 6<sup>th</sup> Skill Council, 18<sup>th</sup> Executive Council and the approved minutes of meeting held on 02.04. 2021 under the Chairmanship of Dean (A), the following will be the structure of course work of the Skill Ph. D Program. The course work shall be comprise of:

S. No.	Course	Credits
i	Research Methodology	3 Credits
ii	Quantitative Methods and Computer Applications / Quantitative Techniques	3 Credits
iii	One or more Elective Subject(s) related to the area of research	3 Credits
iv	Research and Publication Ethics (RPE)	2 Credits
v	Literature Survey	1 Credits
vi	Seminars for Short Synopsis	1 Credits
	<b>Total</b>	<b>13 Credits</b>
	Seminar for Pre-Ph.D. Submission (0 Credit) *	0 Credit

\* The seminar on Pre Ph.D submission is mandatory and not included in course work .

Also find the attached syllabus of Course work as approved in the Skill Council and Executive Council meetings . Please report any discrepancy as per approval from Skill Council and Executive Council and also resubmit the signed copy of Schemes of course work as per the above approve structure.

*Total: 1-48*

*Shankh  
19/04/2021*

*Exam - ch-2002  
13/4/21*

*T. Kumar  
Dean  
(AA)*

A copy of the above is forwarded to the following for information and necessary action please.

1. OSD to Vice Chancellor, SVSU, Gurugram.

2. PA to Registrar, SVSU, Gurugram.

3. All Deans/ Skill Professors

*Exam. In-charge  
13-04-21  
DFO (S&T)*

*Bul*

*Vikas  
Dec Agriculture  
13/4/21*





**SHRI VISHWAKARMA SKILL UNIVERSITY**

(A STATE GOVT SKILL UNIVERSITY ESTABLISHED BY GOVT.OF HARYANA)

**Name of the Skill Faculty: Skill Faculty of Management Studies & Research**

**Name of the Programme/Course: Ph. D Programme under  
Skill Department of Management Studies & Research**

**Ph.D Course Work**

**Batch: 2020-21 (onwards)**

**Syllabus**  
**for**  
**Ph.D Programme**  
**Batch (2020-21) onwards**



## RESEARCH METHODOLOGY

Course No. MSP 1001

**Course Credit: 03(3-0-0)**  
**Max. Marks: 100(30I+70E)**

**Course Objective:** To familiarize the students with the basic understanding of research methodology and to provide insight into the application of modern analytical tools and techniques for the purpose of decision making.

### Learning Outcomes

- LO1: Understand various types of research and objective of doing research,  
 LO2: Able to identify the overall process of designing a research study from its inception to its report  
 LO3: Have adequate knowledge on sample measurement & scaling techniques  
 LO4: To conduct the analysis and hypothesis testing for the data collected.  
 LO5: Able to appreciate the components of report writing and evaluate its quality

Unit	Contents
Introduction (LO1)	Meaning, objectives and motivations in research – Characteristics and limitations of research – Components of research work - Criteria of good research – Research process – Types of Research: Fundamental, Pure or Theoretical Research – Applied Research –Descriptive Research –Evaluation Research –Experimental Research –Survey Research – Qualitative Research – Quantitative Research – Historical Research.
Research Design (LO2)	Research Design – definition – essentials and types of research design – errors and types of errors in research design. Research problem: Selecting and analyzing the research problem – problem statement formulation – formulation of hypothesis. Literature review: purpose, sources, and importance - literature review procedure
Measurement, Scaling and Sampling (LO3)	Sampling: Sample size determination - Sample design and sampling techniques. Data Collection methods – primary and secondary data; Measurement and scaling – Different scales – Construction of instrument – Validity and Reliability of instrument.
Data Analysis (LO4)	Descriptive Statistics, Standard Error and Confidence limits of different parameters; Statistical Inference: Hypothesis designing and Testing, Types of error, Parametric and Non Parametric Tests: Techniques and Applicability, Correlation & Regression; Content Analysis: Conceptual Framework, Qualitative and Quantitative Models of Content Analysis, Relational Content Analysis
Research Report Writing (LO5)	Research report – Different types, Components of research report; report writing – the role of audience – readability – comprehension – tone – final proof – report format – title of the report – Research Paper writing



### Suggested readings

1. Creswell, J. (Latest Edition) Research Design: Qualitative, Quantitative, and Mixed Methods Approaches, SAGE Publications
2. Donald R. Cooper, Pamela S. Schindler and J K Sharma, Business Research methods, Tata Mc Graw Hill, New Delhi, (Latest Edition)
3. Uma Sekaran and Roger Bougie, Research methods for Business, 5th Edition, Wiley India, New Delhi. (Latest Edition)
4. Krishnswamy, K.N., Shivkumar, Appa Iyer and Mathiranjana M. (Latest Edition) Management Research Methodology; Integration of Principles, Methods and Techniques (Pearson Education, New Delhi).
5. Chawla D. & Sondhi N. Research Methodology Concepts and Cases, S. Chand & Company Ltd. (Latest Edition)
6. Cooper & Schindler (Latest Edition) Business Research Methods, McGraw-Hill

**Note: Latest references and case study will be added by the teaching faculty during the class**

### Instructional Strategies

1. Lecture
2. Discussion
3. Presentation
4. Case Study
5. Seminar/presentation by student
6. Assignment and projects
7. Demonstration
8. Learning by doing

### Evaluative Strategies

<b>Presentation</b>	Knowledge of the subject	Presentation skills	Visual Aids	Body language and confidence
<b>Case-studies</b>	Understanding of the case	Presentation skills	Appropriateness of reply	Interpretation and Justification
<b>Assignment</b>	Content/ subject matter	Structure of the response	Presentation	Conclusion
<b>Open book test</b>	Subject matter identified	Structure and organisation of the response	Comprehension skills	Appropriateness of the response
<b>Surprise test</b>	Subject matter identified	Structure and organisation of the response	Comprehension skills	Appropriateness of the response
<b>Quiz</b>	promptness to response	Appropriateness of the response	Application of knowledge	Communication and confidence
<b>Report</b>	Problem Identification/Content/ subject matter	Quality of Literature survey and Objective finalisation	Methodology	Data collection, analysis, interpretation and discussion
<b>Project</b>	Problem Identification/Content/ subject matter	Quality of Literature survey and Objective finalisation	Methodology	Data collection, analysis, interpretation and discussion

**Note: Internal assessment will be conducted as per examination ordinance of SVSU.**



## LITERATURE SURVEY

Course No. MSP 1002

Course Credit: 01(1-0-0)  
Max. Marks: 100(70I+30E)

**Course Objective:** the aim of the course is to make students aware about various sources of information for literature review and help them to understand and evaluate the research conducted in the relevant area of interest.

### Learning Outcomes

Students should be familiar with:

LO1: The steps in the overall process for conducting a literature review for a scholarly educational study.

LO2: The criteria for evaluating the quality of a study.

LO3: The ways of organizing the material found

LO4: Able to make comparison for relevant studies in appropriate manner  
LO5: Classify the study as per methodology and analytical techniques adopted.

### Course Content

The report of literature review submitted by the scholar should be based on

- A. Proper classification of the relevant research studies conducted in the related problem area of the study.
- B. Proper clarity regarding the type of methodology, analytical techniques, variables and the results elaborated in the studies.
- C. Making the comparison of relevant studies of problem area on the basis of geographical and chorological manner.
- D. Bibliometric analysis of the relevant studies of the problem area
- E. Any area of study of interest of the students

**Note:** - 1. For the internal evaluation the scholar need to submit one copy for the review of literature and the presentation need to be given for the same

2. A topic for review need to be submitted by the scholar duly signed by supervisor after joining as the researcher scholar in the department along with the bibliometric analysis of literature.

3. For the external evaluation, the scholar need to submit one written summary report and give oral presentation before external evaluated/examiner



## QUANTITATIVE TECHNIQUES

Course No. MSP 1003

Course Credit: 03(3-0-0)  
Max. Marks: 100(30I+70E)

**Course Objectives:** The objective of the coursework is to Introduce the basic statistics used in research; Understand the univariate and bivariate methods of statistical analysis in research; Comprehend multivariate methods involving correlation, regression and meta-analysis and its application in research; Use SPSS, MS Excel to analyse data, and interpret results obtained during analysis.

### Learning Outcomes

LO1: Understand statistical inference in relation to various statistical techniques

LO3: Able to make use of bivariate and multivariate techniques for analysis of data.

LO3: Analyse the data using multivariate methods of research

LO4: Able to apply quantitative techniques to solve a variety of business problems

LO5: Able to performance statistical analysis on paper as well as using Excel and SPSS where appropriate

Unit	Contents
Univariate and inferential Statistical Techniques (LO1)	Central tendency and dispersion, Graphical representation of data, Hypothesis formulation and testing, Parametric & Non Parametric methods-t-test, F -test, Chi Square, Mann Whitney U test
Bivariate Methods (LO2)	Correlation Analysis-Pearson, Spearman, Bi-serial, point bi serial, Partial and multiple Correlation, Non-linear correlation, Tetrachoric and Phi, Regression Analysis: Linear
Multivariate Methods (LO3)	Factor analysis, Discriminant Analysis, Multiple and logistic regression, Conjoint analysis, Meta-Analysis, Structural Equation Modelling.
Decision Analysis (LO4)	Decision Analysis-Introduction, Structural equation modelling, Time series analysis, Trend Analysis, Index number
Application of Computers (LO5)	Application of SPSS, MS Excel for statistical analysis; Web Search

### Suggested readings

1. Aczel Amir D (Latest Edition) Complete Business Statistics, 6thed. New Delhi: Tata McGraw Hill
2. Chadha, N.K. (Latest Edition) Statistical methods for Behavioural and Social Sciences. New Delhi: Reliance
3. Montgomery, Douglas C. (Latest Edition), 5/e, Design and Analysis of Experiments, (Wiley India)
4. Montgomery, Douglas C. & Runger, George C. (Latest Edition), 3/e, Applied Statistics & Probability for Engineers (Wiley India)
5. Rajaram, R :Basic Computer Science and Communication Engineering. (Latest Edition)
6. Field, Andy. Discovering Statistics Using SPSS (Latest Edition)

**Note: Latest references and case study will be added by the teaching faculty during the class**



### Instructional Strategies

1. Lecture
2. Discussion
3. Presentation
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5. Seminar/presentation by student
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### Evaluative Strategies

<b>Presentation</b>	Knowledge of the subject	Presentation skills	Visual Aids	Body language and confidence
<b>Case-studies</b>	Understanding of the case	Presentation skills	Appropriateness of reply	Interpretation and Justification
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## RESEARCH AND PUBLICATION ETHICS

Course No. MSP 1004

**Course Credit: 02(2-0-0)**  
**Max. Marks: 100(30I+70E)**

**Course Objectives:** The objective of the coursework is to Provide students with the fundamental knowledge of basics of philosophy of science and ethics, research integrity, publication ethics; Hands-on sessions are designed to identify research misconduct and predatory publications; Indexing and citation databases, open access publications, research metrics (citations, h index, Impact Factor etc); Guide and mentor students in presenting plagiarism tools for a valid and ethical research report.

**Learning Outcome**

- LO1: Understand the basic philosophy of science and ethics, research integrity and publication ethics.
- LO2: Familiar with ethical issues and conduct in educational research
- LO3: Able to identify research misconduct and predatory publication
- LO4: Understanding about the open access publications, tools for indexing and citation
- LO5: Apply the tools for plagiarism checking

Unit	Content
Philosophy and Ethics (LO1)	Introduction to philosophy: definition, nature and scope, concept, branches; Ethics: definition, moral philosophy, nature of moral judgments and reactions.
Scientific Conduct (LO2)	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
Publication Ethics (LO3)	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 contributor ship; Identification of publication misconduct, complaints and appeals; Predatory publisher and journals.
Open Access Publishing: (LO4)	Open access publications and initiatives; SHERPA/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.
Publication Misconduct, Database and Research Metrics (LO5)	A. Group Discussions- 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. C. Databases-Indexing databases; Citation databases: Web of Science, Scopus, etc. D. Research Metrics -Impact Factor of journal as per Journal; Citation Report, SNIP, SJR, IPP, Cite Score; Metrics: h-index, g index, i10 index, altmetrics.



### Suggested Readings

1. Bird, A. (Latest Edition). Philosophy of Science. Routledge
2. MacIntyre, Alasdair (Latest Edition). A short History of Ethics. London
3. P. Chaddah, (Latest Edition). Ethics in Competitive Research: Do not get scooped; do not get plagiarized, ISBN:978-9387480865
4. National Academy of Science, Nation Academy of Engineering and Institute of Medicines. (Latest Edition). On Being a Scientist: A Guide to responsible conduct in Research: National Academies Press
5. Resnik, D.B. (Latest Edition). What is ethics in research & why it is important. National Institute of Environmental Health Sciences, 1-10.
6. Beall, J. (Latest Edition). Predatory publishers are corrupting open access. Nature, 489(7415), 179-179.
7. Indian National Science Academy. Ethics in Science Education, Research and Governance (Latest Edition)
8. The Ethics of Teaching and Scientific Research By Miro Todorovich; Paul Kurtz; Sidney Hook. (Latest Edition)
9. Research Ethics: A Psychological Approach By Barbara H. Stanley; Joan E. Sieber; Gary B. Melton (Latest Edition)
10. Research Methods in Applied Settings: An Integrated Approach to Design and Analysis By Jeffrey A. Gliner; George A. Morgan Lawrence Erlbaum Associates, (Latest Edition)
11. Ethics and Values in Industrial-Organizational Psychology By Joel Lefkowitz Lawrence Erlbaum Associates, (Latest Edition).

**Note: Latest references and case study will be added by the teaching faculty during the class**



### Instructional Strategies

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## SEMINARS FOR SHORT SYNOPSIS

**Course No. MSP 1005**

**Course Credit: 01(1-0-0)  
Max. Marks: 100(30I+70E)**

Following guidelines for credit seminar shall be followed:

1. Seminar should be based on thrust areas in specific research domain.
2. Research scholar should do literature survey, identify the topic for seminar and finalize the same in consultation with Guide/Supervisor.
3. Research scholar is expected to use multiple literatures and understand the topic.
4. Report should be compiled in the standard format as per University Guidelines for report writing and present in front of pair of Examiners appointed by the Head of the Department/Institute of respective Program.

Seminar should be assessed jointly by the pair of Internal and External Examiners

Following points must be assessed during the presentation of Credit Seminar

- i. Quality of Literature survey and Novelty in the topic
- ii. Relevance to the specialization
- iii. Understanding of the topic
- iv. Quality of Written and Oral Presentation



**DEPARTMENTAL ELECTIVE COURSE (IN RELEVANT RESEARCH AREA)- Any One to be opted by Candidate**

**ELECTIVE I- BUSINESS ANALYTICS**

**BUSINESS ANALYTICS – A MULTI-DISCIPLINARY APPROACH**

**Course No. MSP 1007**

**Course Credit: 03(3-0-0)**  
**Max. Marks: 100(30I+70E)**

**Course Objective:**

To enable the research student to understand the emerging areas in business; All the areas are covered to give an insight in to different opportunities available in business; It helps the students to appreciate other businesses as an equivalent.

**Learning Outcomes**

LO1: Understand the scope of business analytics in decision making

LO2: Think critically about data and the analyses based on those data

LO3: Identify and describe complex business problems in terms of analytical models.

LO4: Apply appropriate analytical methods to find solutions to problems that achieve stated objectives.

LO5: Become familiar with the processes needed to develop, report, and analyze business data.

Unit	Contents
<b>Unit I: Introduction (LO1)</b>	Business analytics - Cloud computing - Artificial intelligence - 5G technology - Internet of things
<b>Unit II: Describing &amp; Summarizing Data (LO2, LO3, LO5)</b>	Visualizing Data, Descriptive Statistics, Relationships Between Two Variables, Creating Representative and Unbiased Samples, The Normal Distribution, Confidence Intervals, Dealing with missing or incomplete data, Data Classification
<b>Unit III Applications (LO3, LO4)</b>	Meaning types and application of Business Analytics, Use of Spread Sheet to analyze data-Descriptive analytics and Predictive analytics.
<b>Unit IV: Application of Business (LO3, LO4)</b>	<b>Unit IV:</b> Application of Business Analysis: Retail Analytics, Marketing Analytics, Financial Analytics, Healthcare Analytics, Supply Chain Analytics.
<b>Unit V Predictive Analysis (LO1, LO5)</b>	<b>Unit V:</b> Predictive modelling in HR: Employee retention and turnover; workforce productivity and performance; scenario planning; Statistical QualityControl (SQC) – Statistical Process Control (SPC) – Pareto Analysis – Histogram – Scatter Diagram – Control Charts; Customer Analytics Overview; Quantifying Customer Value; Social media analytics

**Suggested Readings**

- Essentials of Business Analytics: An Introduction to the methodology and its application, Bhimasankaram Pochiraju, SridharSeshadri, Springer (Latest Edition)
- An Introduction to Business Analytics, Ger Koole, Lulu.com, (Latest Edition)
- Newbold, Carlson, Thorne – Statistics for Business and Economics, (Latest Edition), Pearson
- The New HR Analytics: Predicting the Economic Value of Your Company's Human Capital Investments: Predicting the Economic Value of Your Company's Human Capital Investments Hardcover – Import, 1 Jun 2010, Jacfitz-Enz
- James R. Evans., Business Analytics – Methods, Models and Decisions, Pearson Publications, 1st Edition, (Latest Edition)



## ELECTIVE II- MANAGEMENT SCIENCE

## CONTEMPORARY ISSUES IN DECISION SCIENCE

Course No. MSP 1008

Course Credit: 03(3-0-0)  
Max. Marks: 100(30I+70E)

**Course Objective:** - Students should know the role of the modeling in decision-making and different model components, different decision-structuring techniques, model-building and model validation techniques.

L01: Apply operations research techniques like linear programming problem in decision making.

L02: Formulate and build basic model of optimisation problems.

L03: Select and apply appropriate techniques to solve particular optimisation problems.

L04: Interpret and evaluate the results from optimisation models in the context of a problem scenario.

L05: Develop analytical skills in applying a scientific approach to structure and solve managerial problems.

Unit	Contents
<b>Unit I: Introduction (L01)</b>	Concepts of problem solving and decision-making, quantitative analysis, management science techniques; Use of Quantitative Techniques in Marketing, Finance, Manufacturing and Service Operations; OR Modelling, Heuristics and Algorithms, Statistical Inference with Fuzzy Data, Bayesian Statistics
<b>Unit II: Optimisation (L02)</b>	Introduction to optimization, Linear programming, Sensitivity Analysis, Introduction to Simulation
<b>Unit III: Advance Techniques (L03)</b>	Advanced linear programming techniques-SFA, DEA, Application of SFA and DEA using Excel, Frontier, DEAP and DPIN.
<b>Unit IV: Optimisation Models (L04)</b>	Transportation models, assignment models, minimum cost network flow models, and shortest path models, PERT & CPM
<b>Unit V Decision Analysis (L05)</b>	<b>Unit V: Decision Tree Analysis, Queuing Models, Game theory Application in Business</b>



**Suggested Readings**

1. Applications of Management Science, edited by Kenneth D. Lawrence, and Gary Kleinman, Emerald Publishing Limited, (Latest Edition). ProQuest Ebook Central, <https://ebookcentral.proquest.com/lib/hselibraryebooks/detail.action?docID=1953299>.
2. Ravindran, A.. Operations Research and Management Science Handbook, edited by A. Ravi Ravindran, Chapman and Hall/CRC, (Latest Edition). ProQuest Ebook Central, <https://ebookcentral.proquest.com/lib/hselibrary-ebooks/detail.action?docID=332795>.
3. Management Science : Current Researches and Developments - Part I, edited by Brian H. Rudall, Emerald Publishing Limited, (Latest Edition). ProQuest Ebook Central, <https://ebookcentral.proquest.com/lib/hselibrary-ebooks/detail.action?docID=306229>.
4. Management Science : Current Researches and Developments - Part II, edited by Brian H. Rudall, Emerald Publishing Limited, (Latest Edition). ProQuest Ebook Central, <https://ebookcentral.proquest.com/lib/hselibrary-ebooks/detail.action?docID=306230>.
5. Encyclopedia of Operations Research and Management Science. (Latest Edition). Edition. Editors: Saul I. Gass, Michael C. Fu. URL <https://proxylibrary.hse.ru:2176/referencework/10.1007/978-1-4419-1153-7>. Springer Link
6. S.D. Sharma (Latest Edition). Operations Research, Nath & Co., Meerut.
7. Maurice Solient, Arthur Yaspén, Lawrence Fridman, (Latest Edition), OR methods and Problems, New Age International Edition.
8. J K Sharma (Latest Edition). Operations Research Theory & Applications, 3e, Macmillan India Ltd.
9. P. Sankara Iyer, (Latest Edition), Operations Research, Tata McGraw-Hill.



**ELECTIVE III- ENTREPRENEURSHIP DEVELOPMENT****BUSINESS VENTURE AND INNOVATION****Course No. MSP 1009****Course Credit: 03(3-0-0)**  
**Max. Marks: 100(30I+70E)****Course Objective:** To provide students an exposure to various aspects of business innovation and opportunities thereof.

- L01: Create and exploit innovative business ideas and market opportunities  
 L02: Turn market opportunities into a business plan and interpret their own business plan.  
 L03: Explain the importance of leadership, marketing and management in businesses venture  
 L04: Understand the fundamentals of developing and presenting business plan to potential investors.  
 L05: Evaluate various support initiated by government for starting the projects.

Unit	Contents
<b>Unit I: Introduction (L01)</b>	The Innovation Imperative - Innovation Globalization and Development Sustainability Led Innovation and Sources of Innovation - Search Strategies for Innovation
<b>Unit II: Business Models (L02)</b>	Business Opportunity Spotting - Opportunity Evaluation - Industry and Market Research - Strategy and Business Models
<b>Unit III: Building the Case (L03)</b>	Leadership and Team - Exploiting Networks Developing - Exploiting Knowledge and Intellectual Property
<b>Unit IV: Business Plan (L04)</b>	Concept of Business Plans - Entrepreneurial Finance - Financial Forecasting - Pitching to Resource Providers - Negotiating Deals - New Venture Creation
<b>Unit V: Creating New Venture and Government Support for Entrepreneurship (L05)</b>	Concept of new venture, Developing Businesses - Talent through Corporate Venturing - Growing the Enterprise: Start-up India, Make in India, Atal Innovation Mission (AIM), Support to Training and Employment Programme (STEP), Jan Dhan, Aadhaar, Mobile (JAM), Digital India, Trade Related Entrepreneurship Assistance and Development (TREAD), Pradhan Mantri Kausalya Vikasyojana (PMKVY), National Skill Development Mission (NSDM). (Concepts only)

**Suggested Readings**

1. Hersey, Paul, Kenneth H. Blanchard and Dewey E. Johnson: Management of Organisational Behaviour: Utilising Human Resources, Prentice Hall, New Delhi. (Latest Edition)
2. Ivancevich; John and Micheol T. Matheson: Organisational Behaviour and Management, Business Publication Inc., Texas. (Latest Edition)
3. Koontz, Harold, Cyril O'Donnell, and Heinz Wehrich: Essentials of Management, Tata McGraw-Hili, New Delhi. Luthans, Fred: Organizational Behaviour, McGraw-Hill, New York. (Latest Edition)
4. Robbins, Stephen P, and Mary Coulter: Management, Prentice Hall, New Delhi. Robbins, Stephen P: "Organizational Behavior" Prentice Hall, New Delhi. (Latest Edition)
5. Govindarajan & Natarajan: Principles of Management, Prentice Hall of India Private Limited, New Delhi. (Latest Edition)



6. Baron, R. A., Shane, S. A. and Reuber, A. R. Entrepreneurship: a process perspective. Toronto, ON: Thompson Nelson, (Latest Edition). Type: Textbook: ISBN-10: 0176103341; ISBN-13: 9780176103347
7. Kawasaki, G. The art of the start: the time-tested, battle-hardened guide for anyone starting anything. 2.0 New York, NY: Penguin, (Latest Edition). Type: Textbook: ISBN-13: 9781591847847
8. Osterwalder, A. and Pigneur, Y. Business model generation. Hoboken, NJ: John Wiley & Sons, (Latest Edition). Type: Textbook: ISBN-10 0470876417; ISBN-13 9780470876411
9. Wise, S. Hot or not: how to know if your business idea will fly or fail? Ryerson Entrepreneur Institute, Toronto, ON: John Wiley & Sons, (Latest Edition). Type: Textbook: ISBN-10 1468024493; ISBN-13 9781468024494
10. Innovation and Entrepreneurship, (Latest Edition), by John Bessant and Joe Tidd -ISBN: 978-1-118-99309-5



**ELECTIVE IV- FINANCE****EMERGING ISSUES IN FINANCE**

Course No. MSP 1010

Course Credit: 03(3-0-0)  
Max. Marks: 100(30I+70E)

**Course Objective:** The objective of this course is to familiarize the students with the functioning of financial world and to enable them to identify, understand and manage the challenges involved.

LO1: To develop the understanding of the financial market process and operations.

LO2: To be able to understand and evaluate issues related to theories & applications of financial management.

LO3: To understand investor perceptions and analysis of approaches in Indian Capital Market.

LO4: To evaluate the applications of financial instruments in the derivative market.

LO5: To explore and work critically in the new dimensions of research in the field of corporate restructuring and behavioral finance.

Unit	Contents
<b>UNIT I: Financial Markets (LO1)</b>	Types of Markets, Financial Instruments, Financial Services, Leasing, Hire Purchase, Housing Finance, Insurance, Primary and Secondary Market, Operations of a Stock and Commodities Exchange.
<b>UNIT II: Financial Management (LO2)</b>	Sources of finance, capital structure decision, dividend decision, asset pricing models, management of ecological and holistic challenges through finance function; Emerging issues in Corporate Finance and Financial Management challenges in globally integrated world
<b>UNIT III: Security Analysis and Portfolio Management (LO3)</b>	Analysis of Securities Efficient Market Hypothesis (EMH), Capital Asset Pricing Model (CAPM), Empirical Evidences of Indian Capital Market Research.
<b>UNIT IV: Derivatives Market (LO4)</b>	Concepts and Types of Derivatives, Pricing and Valuations, Option Pricing and Valuation, Stock Index Future, Future and Option Trading in a Stock, Currency and Interest Rate Instruments, Empirical Evidences.
<b>Unit 5: Corporate Restructuring and Behavioural Finance (LO5)</b>	Need, Methods of restructuring, Mergers and Acquisitions, Divestiture, Contracting Out, Outright Sale, Disinvestments, Leveraged buyout. Conceptual and research Issues in Behavioral Finance. Micro Financing in India; Financial inclusion and role of Banking Industry.



**Suggested Readings**

1. Van Horne, J.C. & Wachowicz, J.M. (Jr). (Latest Edition). *Fundamentals of Financial Management*. Pearson Education
2. Madura, J. (Latest Edition). *International Corporate Finance*. Cengage Learning.
3. Mishkin, F.S. & Eakins, S.G. (Latest Edition). *Financial Markets and Institutions*. Pearson Education.
4. Alexander, G.J., Sharpe, W.F. & Bailey, J.V. (Latest Edition). *Fundamentals of Investments*. Pearson Education
5. Chance, D.M. & Brooks, R. (Latest Edition). *An Introduction to Derivatives and Risk Management*. Cengage Learning
6. Parikh, P. (Latest Edition). *Value Investing and Behavioral Finance*. McGraw Hill Education.
7. Apte, P.G., 2009, *International Financial Management*, 5/e, Tata McGraw Hill Pub. Delhi.
8. J.J. Hamton, *Financial Decision Making: Concepts, Problems and Cases*, Prentice-Hall of India, New Delhi, (Latest Edition).
9. Khan and Jain, *Financial Management*, Tata McGraw-Hill Publishing Co. Ltd., New Delhi, (Latest Edition).
10. Stephan A. Ross, Randolph W. Waterfield and Jeffery Jaffe, *Corporate Finance*, Tata McGraw-Hill Publishing Co. Ltd., New Delhi, (Latest Edition).
11. Richard A. Brealey and Stewart C. Meyers, *Principles of Corporate Finance*, Tata McGraw-Hill Publishing Co. Ltd., New Delhi, (Latest Edition).



**ELECTIVE V: HR & OB/ HR ANALYTICS**

**EMERGING RESEARCH ISSUES IN HR**

**Course No. MSP 1011**

**Course Credit: 03(3-0-0)  
Max. Marks: 100(30I+70E)**

**Course Objective:** To develop an understanding about the preparedness of organisations to manage human resources effectively to succeed in the dynamic environment.

**Learning Outcomes**

- LO1: Know about the Human Resource Management and challenges in the present context
- LO2: Create and exploit HR strategies in the global perspective
- LO3: Applications of eHRM.&HR Analytics
- LO4: Evaluate the various current issues of Organisation Behaviour.
- LO5: Understanding the psychology and components of decision making

<p><b>UNIT I</b> <b>Human Resource Management: Context(LO1,LO2)</b></p>	<p>Human Resource Management: Context , Models and Challenges of HRM; HR Roles and HR Competencies; Handling Employee concerns like demographic and cultural changes, inclusion &amp; diversity. <b>Discussion: Related Case Study</b></p>
<p><b>UNIT II</b> <b>Strategic Human Resource Management (LO2)</b></p>	<p>Applicability of SHRM, Global perspective Ethical and Legal climate of global HRM. <b>Discussion: Related Case Study of HRM,</b></p>
<p><b>UNIT III</b> <b>Ehrm&amp; HR Analytics (LO2,LO3)</b></p>	<p>eHRM, Principles of High performance work systems, Anatomy, Creation, Outcomes; HR Scorecard, HR Analytics, Latest papers on contemporary HR issues. <b>Discussion: Related Case Study</b></p>
<p><b>UNIT IV</b> <b>Current Issues in Organization Behavior(LO4)</b></p>	<p>Employee Engagement, CSR&amp;OB, Work-Family Studies, Organizational Change and Development, Teams and Group Studies, Leadership-Trends and Issues, Organizational Justice, Citizenship, Performance <b>Discussion: Related Case Study</b></p>
<p><b>UNIT V</b> <b>Decision Making(LO5)</b></p>	<p>Positive Psychology and Workplace, Personality and Individual Differences, Cognition and Decision Making, Mindfulness, Antisocial Behavior, Spirituality, Self, Social, and Organizational Identity, Emotions at workplace, Interpersonal Relations &amp; Transactional Analysis, Latest papers on contemporary OB issues. <b>Discussion: Related Case Study</b></p>

**Suggested Readings**

1. Robins, S.P., Judge, T.A., & Vohra, N. (Latest Edition). *Organizational Behavior* Pearson
2. Dessler, G. & Varkkey, B. (Latest Edition). *Human Resource Management*. Pearson
3. Saunders, M., Millmore, M., Lewis, P, Thornhill, A. & Morrow, T. (Latest Edition). *Strategic Human Resource Management: Contemporary Issues*. Pearson
4. Cummings, T.G. & Worley, C.G(Latest Edition). *Organization Development and Change*. Cengage Learning.
5. Refer one related HBR case studies in every unit for discussion.



**ELECTIVE VI: MARKETING/MARKETING RESEARCH**

**EMERGING RESEARCH ISSUES IN MARKETING**

Course No. MSP 1012

Course Credit: 03(3-0-0)  
Max. Marks: 100(30I+70E)

**Course Objective:** The aim of the course is to addresses the use of marketing research as an aid to making marketing decisions.

**Learning Outcomes**

- LO1: To develop the understanding of the conceptual framework of marketing.
- LO2: To be able to understand and evaluate issues related to theories & applications.
- LO3: To understand consumer attitude and behaviour in the dynamic environment.
- LO4: To enhance the ability to analyse the marketing communication for better performance.
- LO5: To explore and work critically in the new dimensions of research in the field

Unit	Contents
<b>Unit I Introduction (LO1)</b>	Marketing Concept and Theory: Market Orientation, Societal Marketing, Holistic Marketing Conducting Marketing Research and measuring marketing productivity <b>Discussion:</b> Kohli, Ajay K.. and Jaworski, ernard J. (1990). Market orientation: The construct, research propositions, and managerial implications. <i>Journal of Marketing</i> , 54, 1-18.
<b>Unit-II Segmentation and Consumer Behaviour (LO2)</b>	Segmenting Consumer and Industrial Markets Consumer Decision Making Process: Theory of Planned Behaviour, Theory of Reasoned Action <b>Discussion:</b> Martelo Landroquez, Silvia, Barroso Castro, Carmen & Cepeda-Carrión , Gabriel. (2013). Developing an integrated vision of customer value. <i>Journal of Services Marketing</i> , 27 (3), 234 – 244.
<b>Unit-III Creating Value (LO3)</b>	Creating Customer Value, Satisfaction and Loyalty Marketing Strategy and Customer Creativity in context with Customer Co-Creation-Benefits and Challenges <b>Discussion:</b> Reinartz, Werner, Krafft, Manfred & Hoyer, Wayne D. (2004). The customer relationship management process: Its measurement and impact on performance. <i>Journal of Marketing Research</i> , 41(3) 293-305.
<b>Unit-IV Branding and Marketing Communication (LO4)</b>	Creating Brand Equity: Concept, Brand Equity Models, Building, Maintaining and Measuring Brand Equity Designing and Managing Integrated Marketing Communication: Concepts and Applications <b>Discussion:</b> Schmitt, Bernd & Zarantonello, Lia. (2013). Consumer experience and experiential marketing: A critical review. In Naresh K. Malhotra (Ed.) <i>Review of Marketing Research</i> , Volume 10, 25 – 61. Emerald Group Publishing Limited.
<b>UNIT V Digital Marketing (LO5)</b>	Digital Marketing: Engagement for enhancing customer Experience through E-Mail Marketing and Social Media Marketing; Green Marketing: Concepts and consumer Attitude and behaviour <b>Discussion:</b> Kumar, A., Bezawada, R., Rishika, R., Janakiraman, R., & Kannan, P. K. (2016). From social to sale: The effects of firm-generated content in social media on consumer behavior. <i>Journal of Marketing</i> , 80(1), 7–25



**SUGGESTED READINGS:**

1. Kotler, P. Keller, K.N. Koshy, A. & Jha, M. (Latest Edition). *Marketing Management: A South Asian Perspective*. Pearson Education India.
2. Keller, Kevin Lane, Parameswaran, M. G. & Jacob, Isaac. (Latest Edition). *Strategic Brand Management: Building, Measuring, and Managing Brand Equity*. Pearson Education India.
3. Lovelock, Christopher H. & Jochen. W. (Latest Edition). *Services Marketing (People, Technology, Strategy)*. Pearson Education India.
4. Hawkins, D., Motherbaugh, D. L. & Mookerjee, A. (Latest Edition). *Consumer Behavior: Building Marketing Strategy*. McGraw Hill Education
5. Murphy, Patrick E. (2015) Marketing Ethics, *Wiley Encyclopedia of Management*, Volume 2, 83-95
6. Singhapakdi, Anusorn & Vitell, Scott J.C. (1990). Marketing Ethics: Factors Influencing Perceptions of Ethical Problems and Alternatives. *Journal of Macromarketing*, Volume 10, 14-18.
7. O'Hern, Matthew S. and Rindfleisch, Aric. (2010). Customer co-creation: A typology and research agenda. Naresh K. Malholtra (Ed.) *Review of Marketing Research*. (pp. 84-106). Armonk, NY: M.E. Sharpe.