

# **S-VYASA Deemed to be University**

## **School of Advanced Studies**

(Under section 3 of the UGC act, 1956)

**Sattva Global City, Bengaluru-560059**



### **REGULATIONS (AMENDED) GOVERNING THE DEGREE OF**

### **DOCTOR OF PHILOSOPHY IN MANAGEMENT & COMMERCE**

(With effect from January 2025 onwards)

## MESSAGE FROM HONORABLE CHANCELLOR

**Dr. H R Nagendra**

Chancellor

S-VYASA (Deemed to be University),  
Bengaluru.



**Dr. H R Nagendra**

The education system in India has a very long history, which speaks of the system of education existed and its role in building the society. The ancient system of education that prevailed over most part of the nation has laid the foundation to place the country as leader in imparting education. Though the modern education System which prevailed over few centuries back tried to mask the traditional system of education prevailed in India, it may be noticed that gradually most of the countries across globe are adopting the traditional (Gurukula) system of education, on understanding the fact that the traditional system of education molds the Individual to face any challenges in the life.

S-VYASA aims to provide high-quality professional education in Yoga, combining the best of the east and the best of the west. The Ph.D. program provides a unique opportunity for all the scholars to unravel the ancient lore and fathom the new Dimensions using empirical methodologies.

I take opportunity to express my heartfelt thanks and also congratulate Dr. B R Ramakrishna, Vice-Chancellor, Dr. N K Manjumnath, Pro-Vice Chancellor, Prof. M K Sridhar, Registrar, Dr. Sony Kumari, Dean of Academics in taking this task forward.

I wish the Ph.D scholars an enlightening experience which would earmark a journey towards academic excellence.

With Love,

**Dr. H R Nagendra**

## MESSAGE FROM HONORABLE VICE-CHANCELLOR

**Dr. Manjunath NK**

Vice-Chancellor,

S-VYASA Deemed to be University,

Bengaluru



**Vice Chancellor**

The Doctor of Philosophy (Ph.D.) is a research-oriented program for those who have the nature of seeking greater depths of knowledge. Swami Vivekananda Yoga Anusandhana Samsthana aims to provide high-quality professional education in Yoga, combining the best of the east (ancient wisdom) and the best of the west (scientific research). The Ph.D. program provides a unique opportunity for all the scholars to unravel the ancient lore and fathom the new dimensions using empirical methodologies. As the world is looking beyond the scope of modern medicine, students pursuing their academia and research in Yoga and integrative medicine shall guide the society towards holistic health and wellbeing,

According to our ancient education system, Guru-Sishya (गुरु-शिष्य) parampara has a significant role in indoctrinating the student and freedom to question. Reviving this legacy in our Ph.D. program, we are making sure that the guide and the student have a chance to strive for the most exhilarating and memorable experience in their research journey. Ph.D. is not a degree for commemoration. It is the first step of “Anvesana,” seeking higher dimensions of learning.

The Ph.D. program manual contains a wealth of information that will help doctoral scholars to understand the policies and procedures governing course work, various timelines, monitoring semester-wise progress, the structure of pre-synopsis, thesis and executive synopsis, and guidance for publications in the context of completing research work. This manual will act as a ready reckoner for all doctoral scholars by providing answers to the most frequently asked questions. I wish the scholars a great learning experience.

With best regards,

**Dr. Manjunath NK**

## **Ph.D. Regulations 2024**

### **(Regulations for the academic year 2024-25 onwards)**

#### **Preamble**

To incorporate the guidelines issued by UGC vide Notification dated 5th May 2016, No.F.1-2/2009(EC/PS)V(I) Vol(II), the following amendments have been made in the regulation for Ph.D. Course of School of Advanced Studies, S-VYASA (Deemed to be University). Hence this amended regulation for the Ph.D. Course.

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## 1. Short title, Application and Commencement.

These regulations shall be called ‘Ph.D. Regulations 2024. These regulations shall come into force from August 2024 with acceptance of the Board of Management.

## 2. Definitions

In these Regulations unless the context requires otherwise or it is specifically so defined:

- a. GOI means ‘Government of India’ in abbreviated form.
- b. GOK means ‘Government of Karnataka’ in abbreviated form.
- c. UGC means ‘University Grants Commission’ established at New Delhi by an Act of Parliament in 1956.
- d. S-VYASA (Deemed to be University) means ‘Swami Vivekananda Yoga Anusandhana Samsthana’, with its headquarters at Bangalore, Karnataka.
- e. S-VYASA-RET mean S-VYASA Research Entrance Test conducted by the University for preparing the merit list of candidates for admission to the Ph.D. course.
- f. Admission Committee means ‘a committee constituted by the University to carry out the activities concerning the admission of candidates to the Ph.D. Course’.
- g. Course work means ‘the programs prescribed as a part of the Ph.D. Course, which all the candidates shall successfully complete as a pre-requisite’.
- h. Research work means ‘the research work/project carried out by the candidate during his Ph.D course.
- i. Research Supervisor means ‘a qualified faculty member / scientist recognized by the University to supervise/ guide the Ph.D. candidates’.
- j. Co-Research Supervisor means ‘the additional Research Supervisor who supervises/guides the doctoral research of a candidate along with the Research Supervisor’.
- k. Research Advisory Committee (RAC) means ‘the Committee constituted by the University to review the research progress of a research scholar’.
- l. Viva Voce Board means ‘a Committee of experts appointed by the University to conduct the final viva-voce on

the Thesis submitted by the candidate’.

### **3. Duration of the Ph.D. Course:**

**3.1** Ph.D. Course, Full Time shall be for a minimum duration of three years including course work and a maximum of six years. Part- Time shall be for a minimum duration of Four years including course work and a maximum of seven years.

**3.2** Under special circumstances, provision for extension beyond the above limits, subject to a maximum of one year, shall be granted on the recommendation of the High-Power Committee and approved by the Vice Chancellor.

**3.3** The women candidates and Persons with Disability (more than 40% disability) may be allowed a relaxation of two years for Ph.D. in the maximum duration, including Maternity Leave/Child Care Leave once in the entire duration of Ph.D. course.

### **4. List of Divisions:**

The University shall permit the registration for Ph.D. under Allied Sciences category in the following Divisions, namely,

1. PhD in Finance
2. PhD in HR
3. PhD in Marketing

A candidate is allowed to pursue Ph.D. program in a subject area of inter-disciplinary nature subject to the approval from Research Advisory Committee (RAC).

### **5. Eligibility criteria for admission to Ph.D. Course.**

The eligibility requirement for candidates to get admitted to the Ph.D. Course shall include the following:

#### **5.1 General eligibility requirements for Part-time/Full-time Ph.D. Course.**

The general eligibility requirement for candidates to get admitted to the Ph.D. Course shall include the following:

- ☞ Master degree in the field of Commerce and Management from a recognized University with 55% aggregate



marks.

### Full-Time Ph.D. Course

- ☞ The minimum qualification is as per 5.1.
- ☞ During course-work, classes will be conducted on all the working days of S-VYASA Deemed to be university, at Bangalore. Minimum attendance of 90% is to be followed in every subject.

### 5.1.1 Part-Time Ph.D. Course

- ☞ The minimum qualification is as per 5.1.
- ☞ During course-work, Classes will be conducted on Saturdays and Sundays at S-VYASA. Minimum attendance of 90% is to be followed in every subject.
- ☞ Part time Ph.D. will be allowed provided all the conditions mentioned in the extant Ph.D. Regulations are met.
- ☞ All the part time Ph.D. candidates have to produce No Objection Certificate (NOC) from their parent organization before getting admitted to the course.

## 5.2 Relaxation of Marks for special categories.

A relaxation of 5% of marks, from 55% to 50%, or an equivalent relaxation of grade, may be allowed for those belonging to SC/ST/OBC (non-creamy layer)/Differently - Abled and other categories of candidates as per the decision of the Commission from time to time, or for those who had obtained their Master's degree prior to 19th September, 1991. The eligibility marks of 55% (or an equivalent grade in a point scale wherever grading system is followed) and the relaxation of 5% to the categories mentioned above are permissible based only on the qualifying marks without including the grace mark procedures.

## 6. Admission Procedure

### 6.1 Entrance Test

- Selection of candidates for Ph.D. Course will be based on qualifying in the national level entrance test Conducted by S-VYASA (Deemed to be University).

- A candidate shall be declared to have passed the entrance test when he/ she scores at least 50% of the marks in the entrance test.

## 6.2 Interview

- Candidates who have passed the entrance test shall appear for an interview conducted by the Admission Committee where the candidate will be assessed for depth of knowledge, research potential and personality.
- The Research Supervisors having vacancy of research students under them will select the candidates depending on their field of research work.
- The selected student list will be announced along with the guide names after the interview by the Admissions Committee and Division wise selected list will be announced and communicated to the candidates.
- Those who have passed JRF/NET (National Eligibility Test)/SLET/KSET/GATE are exempted from the entrance test, but have to appear for interview with a brief synopsis of their intended research topic.
- The validity of the pass in entrance examination for Ph.D. course is valid for one academic year only, after which the candidate has to undergo the process of admission again.

## 7. Recognition and Allocation of Research Supervisor

1. Any regular Professor of S-VYASA, Deemed to be University with a Ph.D. degree and at least five research publications in refereed journals and any regular Associate/Assistant Professor of S-VYASA, Deemed to be University with a Ph.D. degree and at least two research publications in refereed journals after his/her Ph.D. may be recognized as Research Supervisor.
2. Provided that in areas/disciplines where there is no or only a limited number of refereed journals, the Research Advisory Committee of the University may relax the above condition for recognition of a person as Research Supervisor with reasons recorded in writing.
3. Co-Research Supervisor can be allowed in inter-disciplinary areas from other Divisions of the University or from other related institutions with the approval of the Research Advisory Committee. Co-Research Supervisors should have a Ph.D. with minimum 2-post doctoral publications and 2-years of experience.
4. The reallocation of Research Supervisor for a selected research scholar, in case the allotted Research Supervisor leaves the university or any other emergencies shall be decided by the division concerned depending on the number of vacancy of scholars per Research Supervisor, the available specialization among the Research

Supervisors and research interests of the scholars as indicated by them at the time of interview.

5. In case of topics which are of inter-disciplinary nature where the Division concerned feels that the expertise in the Division/Department has to be supplemented from outside, the Division may appoint a Research Supervisor from the Division itself, who shall be known as the Research Supervisor, and a Co-Supervisor from outside the Division/ University on such terms and conditions as may be specified and agreed upon by the consenting Institutions/Colleges.
6. A Research Supervisor/Co-supervisor who is a Professor, at any given point of time, cannot guide more than Eight (8) Ph.D. scholars. An Associate Professor as Research Supervisor can guide up to a maximum of Six (6) Ph.D. scholars and an Assistant Professor as Research Supervisor can guide up to a maximum of four (4) Ph.D. scholars, including reservation category.
7. A candidate cannot change his/her Research Supervisor /Co-Research Supervisor during his/her complete Ph.D. course except in case of emergency, approved by RAC.

## **8. Ph.D. Research Course details**

### **Ph.D. Course consists of the following Steps:**

1. Course work.
2. Presenting 4 closely relevant base papers before the Research Committee
3. Getting approval of Comprehensive Project Evaluation Board.
4. Submission and presentation of Pre-Synopsis to the RAC.
5. Getting the clearance from relevant regulatory bodies and committees for the Experimental work if applicable.
6. Starting of Experimental work.
7. Semester progress reports presentation (every 6 months) in front of RAC.
8. Presenting minimum 2-research papers in International Conferences.
9. Writing of Research papers and submits to the journals.
10. Publication / Acceptance of
  - Minimum 3-research papers in UGC-CARE approved list of journals or standard indexing databases like Web of Science, SCI, Scopus.
  - Presentation and submission of Executive Synopsis.

Plagiarism Check. (The Research Supervisor should submit the soft copy of the thesis to [plagiarismcheck@svyasa.edu.in](mailto:plagiarismcheck@svyasa.edu.in)). The results of plagiarism check should satisfy the UGC norms as mentioned in the UGC website.

Thesis submission and adjudication by Reviewers (National and International) with favorable report by all reviewers.

Formation of Viva-Voce Committee.





Final defense of the thesis by the candidate (Final Viva-Voce) and award of degree.

Submission of copies of Four hard bound and Electronic copies of the thesis incorporating all the corrections recommended by the Committee.

Provisional Certificate to be issued after submission of all the necessary documents.

Issue of the Ph.D. Degree Certificate on Convocation day (January 12th of each year).

**Note:** The above points are mostly relevant for students undertaking empirical studies, however for those students undertaking theoretical studies the process may slightly vary, which will be discussed on case-by-case basis.

	<b>Ph.D. Admission</b>		
	 Submission of Tentative Synopsis		
	 Selection of student by Guide		
	 Formation of RAC Committee		
		<i>Journal presentations / Conference</i>	<i>Semester Report Presentations @</i>
	<b>Course Work</b>		
	<b>Research Topic Approval by CPEB</b>		
	<b>Research Topic Approval by RAC (Pre-Synopsis presentation)</b>		
	<b>Clearance from relevant committees</b>		
	<b>Data Collection</b>		
	<b>Executive Synopsis Presentation</b>		
	<b>Submission of Thesis for Review</b>		
	<b>Final Defense Presentation and award of Ph.D. degree.</b>		
	<b>Submit the hard bound copies and soft copy of Thesis</b>		
	<b>Issue of the Ph.D. degree Certificate on Convocation Day.</b>		

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## Ph.D. Process

### 8.1 Course-Work:

1. The coursework shall be treated as prerequisite for preparing the Scholars for Ph.D. Degree.
2. The students are suggested to complete the Ph.D. coursework within 1-year from the date of registration for full time students. For part-time students, the maximum duration shall be 1.5 years.
3. The Ph.D. Course work shall comprise of one mandatory subject as prescribed by UGC, on “Research Methodology”, one on the subject “Introduction to Yoga Philosophy” and other two subjects can be chosen based on the student’s area of specialisation duly approved by the Research Advisory Committee.
4. The Division where the scholar pursues his/her research shall prescribe the subject(s) to him/her based on the recommendations of the Research Advisory Committee.
5. Grades in the course work, including Research Methodology and Introduction to Yoga Philosophy subjects shall be finalized after a combined assessment by the Research Advisory Committee and the Division and the final grades shall be communicated to the candidate.
6. A Ph.D. scholar has to obtain a minimum of 50% of marks Course work in order to be eligible to continue Ph.D. course and submit the dissertation/thesis. Note that every subject should be passed within two attempts, otherwise his/her admission to Ph.D. course stands cancelled.
7. Candidates failing to fulfil the above requirements are liable to get their registration automatically cancelled and no further extension will be permissible for completing the course work. Such candidates are free to apply for re-admission into Ph.D.

### 8.2 Semester Progress Reports:

1. A research scholar shall appear before the Research Advisory Committee once in six months (every semester) to make a presentation of the progress of his/her work for evaluation and further guidance. The semester progress reports shall be submitted by the Research Advisory Committee to the Ph.D. Department with a copy to the research supervisor.
2. In case the progress of the research scholar is unsatisfactory, the Research Advisory Committee shall record the reasons for the same and suggest corrective measures. If the research scholar fails to implement these corrective

measures, the Research Advisory Committee may recommend to the University, with specific reasons, for cancellation of the registration of the research scholar.

3. If the Ph.D. research scholar fails to submit the two consecutive progress reports or abstains from presentation of progress report, the RAC may recommend for cancellation of the registration of the research scholar.
4. If the research scholar fails to complete the entire Ph.D. work including the submission of thesis within the stipulated period, the registration of the research scholar shall be cancelled as per the university regulations.

### **8.3 Journal presentations:**

1. It is mandatory to present 4 published research papers related to their topic of research in the Journal for the completion of the Ph.D. course. Students are suggested to present at least two research papers before their Pre-synopsis presentation before the research committee.
2. The presentation will be conducted division wise, under the presence of Research Supervisors, Deans and other Ph.D. scholars and faculties. The presentation schedule will be communicated by the Division In charge for JC presentation, at the beginning of each semester.
3. Scholars should select only the published papers from high impact factor journals or the best journal related to their area of research.
4. Research scholars who are involved in theoretical research can present critical review of Books /Articles related to their topic of research.
5. The selected papers / books should be approved by the Research Supervisor before presentation.

### **8.4 Pre-Synopsis Presentation:**

1. Ph.D. scholar should complete his/her Course-work and is also suggested to complete 2-JC presentations before Pre-Synopsis presentation.

The Research Supervisor shall submit the Pre-synopsis document of Student's Research Proposal to the Comprehensive Project Evaluation Board (CPEB) for approval through e-mail: [cpeb@svyasa.edu.in](mailto:cpeb@svyasa.edu.in)

☞ Research Proposals submitted until 10th of every month will be evaluated by Sub-committees.

☞ The Final report of CPEB along with recommendations on technical and ethical aspects will be shared with the member secretary of IEC and the respective Research Supervisors.

☞ The Research proposal, incorporating the changes as recommended, shall be approved by CPEB.

2. After CPEB approval, research supervisor shall request Ph.D. office in the prescribed format for Pre-Synopsis presentation in the presence of Research Advisory Committee, by submitting the below documents
  - a. CPEB approval.
  - b. One hard copy of Pre-Synopsis with spiral binding (duly signed by Research Supervisor)
  - c. Soft-copy of the Pre-Synopsis document.
  - d. Soft-copy of the Power Point Presentation of Pre-Synopsis.
  - e. Soft-copy of the CV with a color photo of the External Expert.
  - f. Ph.D. office will take minimum 15 working days for further processing.
3. The duration of presentation will be 20 minutes, followed by 10-minutes Questions/Answers and discussion. First interaction is by the external expert and then by others.
4. Any suggestions / remarks by the Research Advisory Committee have to be incorporated into the Pre-Synopsis document. The revised soft-copy of the Pre-Synopsis document should be submitted by the Research Supervisor to the Ph.D. office, after getting the approval of the external expert. Ph.D. office will then provide the RAC clearance certificate. Then, Ph.D. scholars shall proceed for IEC approval.

### 8.5 Approval from respective committees and Data Collection:

1. Following the approval of Pre-Synopsis, the candidate shall present the required design and plan of action to Research committee (RC), City Campus for approval.
2. The Research committee meeting will be tentatively conducted once in 3 months.
3. Candidate must follow the template provided by the Research Committee.
4. The presentation date will be fixed by the Research Committee and the same will be conveyed to the students.
5. Further, comments will have to be provided by the students for the clarifications sought by the RC (if any) during presentation.
6. Further to approval of the clarifications provided by the student to the RC, clearance certificate will be issued to the student.

### 8.2 Presentation in Conferences / Seminars:

Every Ph.D. scholar should make minimum **two research paper presentations** in International conferences, and produce the evidence for the same in the form of presentation certificates and/or reprints.



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### 8.3 Paper-Publications:

Every Ph.D. scholar should publish research papers in the refereed journals and produce evidence for the same. It's necessary to publish / acceptance of -

- Minimum 3-research papers in UGC-CARE approved list of journals or standard indexing databases like Web of Science, SCI, Scopus.

### 8.4 Executive-Synopsis Presentation:

A Ph.D. scholar should fulfill the below requirements before the Executive Synopsis Presentation:

- a. Presentations before Research Committee
- b. Conference/ seminar presentations
- c. Publication / Acceptance of Research papers

The research Scholar shall inform Ph.D. office for Executive-Synopsis presentation in the presence of Research Advisory Committee, by submitting the below documents as per the format.

1. One hard copy of Executive-Synopsis with spiral binding (duly signed by the Research Supervisor) in the prescribed format.
2. Soft-copy of the Executive-Synopsis document.
3. Soft-copy of the Power Point Presentation of Executive-Synopsis.

The duration of presentation will be 30 minutes, followed by 20-minutes Questions/Answers and discussion by the external examiner. 10 minutes Questions/Answers by others.

The same External Examiner who evaluated the pre-synopsis shall evaluate the Executive Synopsis. In case of long absence or retirement of the External Examiner, or for any other valid reasons, the Supervisor can request the Dean of Academics for a replacement.

Any suggestions / remarks by the Research Advisory Committee have to be incorporated into the Executive-Synopsis document. The revised soft-copy of the Executive-Synopsis document should be submitted by the Research Supervisor to the Ph.D. office. Then, Ph.D. scholars shall proceed for submission of Thesis.

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### After Executive-Synopsis presentation,

- ☛ RAC makes a panel of national and international reviewers (minimum 3 and maximum 5) for thesis review.
- ☛ Research supervisors shall submit the reviewers list along with their biodata to Ph.D. office.
- ☛ Eligibility criteria for National and International reviewers: with Ph.D. degree/MD and at least five research publications in refereed journals and any regular Associate/Assistant Professor in any recognised University.

### 8.5 Thesis Submission and Evaluation by the External reviewers:

1. Following the approval of Executive-Synopsis, Ph.D. scholar should submit the following documents to Ph.D. office.
  - ☛ Thesis in the prescribed format (two spiral binding copies)
  - ☛ Thesis submission Proforma
  - ☛ List of National and International Reviewers along with their biodata
  - ☛ Plagiarism clearance certificate
2. Ph.D. Department will forward the same to the Examination Department for further processing.
3. Two external reviewers, One national & One international from the panel suggested by RAC, are selected by the Vice - Chancellor for the thesis evaluation.
4. It takes a minimum period of 30 working days to maximum period of 90 working days for the evaluation of thesis. After this period, the reviewers are asked to submit their comments and an evaluative report of the thesis to Controller of Examinations and this in turn is communicated to the candidate and the supervisors.
5. The candidate is asked to write the responses of each comment and the same needs to be executed in the thesis. All the responses written by the candidate is communicated to the reviewers.

### Guidelines for Plagiarism Check:

Research supervisor should send the electronic-copy of the thesis (MS-Word Document) for Plagiarism checking to [plagiarismcheck@svyasa.edu.in](mailto:plagiarismcheck@svyasa.edu.in). and get a report.

The plagiarism check results should satisfy the 10% limits suggested by the UGC.

## **8.6 Open Defense (viva-voce) and award of Ph.D. degree:**

1. The public viva-voce of the Ph.D.-scholar to defend the thesis shall be conducted only if the evaluation reports of the external examiners (both National and International) on the thesis are satisfactory and include a specific recommendation for conducting the viva-voce examination.
2. If one of the evaluation reports of the external examiner, is unsatisfactory and does not recommend viva-voce, the Institution shall send the dissertation/ thesis to another external examiner out of the RAC approved panel of examiners and the viva-voce examination shall be held only if the report of the latest examiner is satisfactory. If the report of the latest examiner is also unsatisfactory, the thesis shall be rejected and the research scholar shall be declared ineligible for the award of the degree.
3. Following the approval by the External reviewers, the Examination Department notifies an open defense for the candidate by inviting one of the reviewers and the Viva-Voce Committee and it becomes open for all the researchers and teaching staff of the University.
4. Following the Open Defense and two favorable opinions by the Experts (both Internal and external) the candidate is called and communicated regarding his/her viva-voce results. On the recommendation of the doctoral committee, the award of the Ph.D. degree will be announced by VC/Pro-VC /Registrar /Registrar(Evaluation) at the end of final Viva-Voce.

### **After the successful Open Defense,**

1. The Ph.D. scholar has to submit the following to the Ph.D. Office/Examination section.
  - a. Three Hard-bound copies with both-sides printing and
  - b. The Digital Form of his/her thesis, that includes :
    - i. PPT of the final presentation.
    - ii. Final thesis in the PDF format.
    - iii. All the published papers.
2. Both the Hardbound copy and Digital media will be forwarded by the Ph.D. office to the Library.
3. Electronic copy of the Ph.D. thesis will be uploaded by the Library In charge to the INFLIBNET/Shodganga, for hosting the same so as to make it accessible to all Institutions/Colleges.
4. Convocation requisitions should also be submitted to the Ph.D. office:

- a. Convocation Application form (filled in).
- b. PPT which contains the brief Bio data of the candidate  
(Photo- background should be plain, preferably white).
- c. Publication details.
- d. Abstract of the Thesis.

## 8.7 Provisional Degree & Convocation:

- After the successful completion of Open Defense, a formal notification will be issued, approved by the Vice – Chancellor and a provisional certificate will be issued to the candidate on application for the same.
- The Ph.D. Degree Certificate is issued to the candidate on the day of the Convocation, January 12th, which is supposed to be the S-VYASA Convocation Day of every year.

## 9 Boards and Committees

The University shall constitute the following Boards and Committees for monitoring the Ph.D. Programme:

1. High Power Committee
2. Admission Committee
3. Equivalence Committee
4. Comprehensive Project Evaluation Board (CPEB)
5. Research Advisory Committee (RAC)
6. Institutional Ethical Committee (IEC)
7. Viva Voce Board and
8. Such other Boards/Committees, as may be required.

The composition, duties and responsibilities of the Boards and Committees are as given below:

### 9.1 High - Power Committee

The High-Power Committee shall be constituted by the Vice-Chancellor.

1. Vice Chancellor: Chairperson

- 
2. Director, Academics: Convener
  3. Director, Research and Development
  4. Dean, Engineering and Technology
  5. HOD, Commerce and Management
  6. Dean, Allied Sciences
  7. External Expert I- Member
  8. External Expert I- Member
  9. Registrar- Member Secretary

The scope of the Committee shall be,

- a. To lay down the policy concerning Ph.D. regulations from time to time.
- b. To resolve any issues raised by the Admission Committee or issues referred by the Registrar, S-VYASA, Bangalore.
- c. Any other related matter.
- d. The tenure of the External Member shall be 3 years. The Committee may meet as often as required, subject to a minimum of two meetings in an academic year.

## **9.2 Admission Committee**

The Admission Committee to be constituted by the Vice Chancellor shall consist of:

1. Dean, Academics - Chairperson
2. One Dean from any Division on rotation to be nominated by VC
3. Nominee of the Academic Council – Member
4. External Expert- 1
5. Officer in-charge of Admissions

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## 6. Registrar - Member Secretary

The Admission Committee shall be responsible for:

- a. Identifying the number of seats available for Ph.D. program and notifying in University Web site.
- b. Scrutinizing applications for eligibility for Ph.D. Program.
- c. To scrutinize the eligibility and appoint Research Supervisor/ Co-Supervisor.
- d. Selection of Ph.D. Candidates.
- e. Approving the number of candidates under each Research Supervisor division wise.
- f. The tenure of the Committee shall be 2 years. The Committee shall meet as often as required.

## 9.3 Equivalence Committee

The Equivalence Committee to be constituted by the Vice Chancellor shall consist of:

1. Dean, Academics - Chairperson
2. One Dean from any Division on rotation to be nominated by VC
3. Deputy Director, Curriculum – Member
4. External Expert- 1
5. Subject Experts
6. Registrar - Member Secretary

The Equivalence Committee shall be responsible:

- a. To verify and compare the syllabus of the other Universities from where students have completed their master degree in Engineering, Commerce, management and applied for the course waiver.
- b. To scrutinizing applications of the candidates to provide the course waiver.

## 9.4 Research Advisory Committee (RAC)

The Registrar shall constitute a Research Advisory Committee for each candidate immediately after the provisional registration and shall have the following composition:

- |                             |          |
|-----------------------------|----------|
| 1. Director, Academics      | Chairman |
| 2. Dean/HOD of the Division | Member   |

- |                                       |          |
|---------------------------------------|----------|
| 3. Research Co-ordinator, City Campus | Member   |
| 4. Co Supervisor (if any)             | Member   |
| 5. Research Supervisor                | Convener |

All members of the Research Advisory Committee must be recognized research Supervisors. The Committee will be formed from the panel of names suggested by the Supervisor and nominated and approved by the Dean.

This Committee shall have the following responsibilities:

- a. (i) To review the research proposal and finalize the topic of research. (ii) To guide the Research Scholar to develop the study design and methodology of research and identify the course(s) that he/she may have to do. (iii) To periodically review and assist in the progress of the research work of the Research Scholar.
- b. The first meeting of the Committee shall be within six months after the provisional registration, and in this meeting, the Committee shall prescribe the subject (RAC subject) that the candidate needs to take as requirement for the completion of the course work.
- c. A Research Scholar shall appear before the Research Advisory Committee at least once in every semester to make a presentation of the progress of his/her work for evaluation and further guidance.
- d. In case the progress of the research scholar is unsatisfactory, the Research Advisory Committee shall record the reasons for the same and suggest corrective measures. If the research scholar fails to implement these corrective measures, the Research Advisory Committee may recommend to the Institution/College with specific reasons for cancellation of the registration of the research scholar.
- e. The Committee, after examining the progress made by the Candidate, shall recommend the submission of the Synopsis to the Ph.D. department and suggest one external examiner who is not in the employment of the Institution to approve the pre-synopsis. The pre-synopsis presentation shall be made by the Ph.D. scholar and evaluated by the external Expert in presence of the RAC. The candidate shall endorse changes in the research, if any proposed by the external examiner. The external expert shall become a part of the RAC from the pre-synopsis presentation and continue till the end of research work.
- f. The Committee shall approve the names of the Panel of Reviewers, suggested by the Supervisor for the evaluation of the Thesis, and this Panel will be forwarded by the Dean of the Academics to the Controller of Examinations. The Committee shall ensure that all the Reviewers are of high standing in the field of the research

of the Candidate.

**NOTE:** The External Expert or Reviewer should have a Ph.D. with minimum 2-post doctoral publications and expertization in the field of the research of the Candidate.

## 9.5 Comprehensive Project Evaluation Board (CPEB)

Comprehensive Project Evaluation Board (CPEB) is formed to evaluate the technical and ethical aspects of the projects and control the redundancy in the research and also to encourage Ph.D. scholars, to design and come up with quality projects.

The key areas of assessment by CPEB is on:

- i) Need and Rationale of the study
- ii) Design of the study (Technical aspects)
- iii) Ethical issues
- iv) Financial aspects

All research projects/proposals from all the courses must to be submitted to CPEB through proper channel.

## 9.6 Institutional Ethics Committee (IEC)

Institutional Ethics Committee (IEC) is the Committee formed of a group of people who examine the research protocol / proposal and state whether or not it is ethically acceptable.

The Vice Chancellor will constitute IEC and it is independent, competent and multi-disciplinary unit.

### Constitution of Institutional Ethics Committee:

Sl. No.	Members of EC	Definition/description
1.	<b>Chairperson/ Vice Chairperson (optional)</b> Non-affiliated Qualifications A well-respected person from	<ul style="list-style-type: none"> <li>Conduct EC meetings and be accountable for independent and efficient functioning of the committee</li> <li>Ensure active participation of all members</li> </ul>



	any background with prior experience of having served/ serving in an EC	<p>(particularly non-affiliated, non-medical/ non-technical) in all discussions and deliberations</p> <ul style="list-style-type: none"> <li>• Ratify minutes of the previous meetings</li> <li>• In case of anticipated absence of both Chairperson and Vice Chairperson at a planned meeting, the Chairperson should nominate a committee member as Acting Chairperson or the members present may elect an Acting Chairperson on the day of the meeting. The Acting Chairperson should be a non-affiliated person and will have all the powers of the Chairperson for that meeting.</li> <li>• Seek COI declaration from members and ensure quorum and fair decision making.</li> <li>• Handle complaints against researchers, EC members, conflict of interest issues and requests for use of EC data, etc.</li> </ul>
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2.	<p><b>Member Secretary/ Alternate Member Secretary (optional)</b></p> <p>Affiliated</p> <p>Qualifications -</p> <ul style="list-style-type: none"> <li>• Should be a staff member of the institution</li> <li>• Should have knowledge and experience in clinical research and ethics, be motivated and have good communication skills</li> <li>• Should be able to devote adequate time to this activity which should be protected by the institution</li> </ul>	<ul style="list-style-type: none"> <li>• Organize an effective and efficient procedure for receiving, preparing, circulating and maintaining each proposal for review</li> <li>• Schedule EC meetings, prepare the agenda and minutes</li> <li>• Organize EC documentation, communication and archiving</li> <li>• Ensure training of EC secretariat and EC members</li> <li>• Ensure SOPs are updated as and when required</li> <li>• Ensure adherence of EC functioning to the SOPs</li> <li>• Prepare for and respond to audits and inspections</li> <li>• Ensure completeness of documentation at the time of receipt and timely inclusion in agenda for EC review.</li> <li>• Assess the need for expedited review/ exemption from review or full review.</li> <li>• Assess the need to obtain prior scientific review, invite independent consultant, patient or community representatives.</li> <li>• Ensure quorum during the meeting and record discussions and decisions.</li> </ul>
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The IEC's Member-secretary screens the research proposals for their completeness and depending on the risk involved, categorize them into 3 types:

- 1) Exemption from review for proposals that involve less than minimal risk.
- 2) Expedite review for more than minimal risk proposals, minor protocol amendments, research on disaster management.
- 3) Full review for more than minimal risk and that involve vulnerable subjects.

The ethical review should be done in formal meetings by all primary reviewers and decision is made only when quorum is complete.

The Committee should meet at regular intervals (Once in three months) and should not keep a decision pending for more than 6 months. Periodic reviews are done as per the SOPs (Standard Operating Procedure).

All the decisions are communicated in writing to the Principal Investigator (PI). Members should be encouraged to attend trainings so that they are aware of all new guidelines and developments.

Elements of review are:

- Design, conduct of the study and approval of review Committees.
- Examination of predictable risks and potential benefits.
- Procedure for selection of subjects including inclusion/exclusion, withdrawal criteria and other issues like advertisement details.
- Management of research related injuries, adverse events and compensation.
- Justification for placebo and availability of products after the study.
- Patient information sheet and informed consent form in English as well as in local language.
- Protection of privacy and confidentiality.
- Plans for data analysis and reporting.
- Adherence to all regulatory requirements and applicable guidelines.
- Competence of investigators, research and supporting staff and facilities.

All documentation & communication of an IEC are dated, filed and preserved up to minimum of three years after completion/termination of the study and strict confidentiality should be maintained during access and retrieval procedures.

# COURSEWORK - CREDITS AND EVALUATION FOR PH.D. - COMMERCE AND MANAGEMENT

## Examination and Evaluation Procedure

### 1. Letter Grading System

As per the UGC guidelines, University follows 10 point letter grading system

CONVERSION OF MARKS INTO GRADE AND GRADE POINT				CLASSIFICATION (SGPA/YGPA/CGPA GRADING)	
MARKS OBTAINED	GRADE	GRADE POINT	DESCRIPTION	GPA	CLASS
<50% Marks	F	0	Dropped	Less than 5.00	Fail
50 to 55% Marks	C	5	Average	5.00 to 5.50	Pass
55.1 to 60% Marks	B	6	Above Average	5.51 to 6.00	Second Class
60.1 to 70% Marks	B+	7	Good	6.01 to 7.00	First Class
70.1 to 80% Marks	A	8	Very Good	7.01 to 8.00	First Class
80.1 to 90% Marks	A+	9	Excellent	8.01 to 9.00	First Class with Distinction
90.1 to 100% Marks	O	10	Outstanding	9.01 to 10.00	First Class with Distinction

(No. of credits \* Grade Point)

$$\text{SGPA/YGPA/CGPA} = \frac{\sum \text{-----}}{\text{No. of Credits}}$$

SGPA/YGPA/CGPA is rounded off to the decimal Place.

## 2. Assessment Procedure

Assessments include both continuous (internal) and summative (final exam). Student has to secure passing marks both in internal and final exam.

Assessment	Internal	Final Exam
Weightage	50 %	50 %
Marks	Test (30 Mark)+Assignment (15 Mark)+ Faculty Assessment (5 mark) = 50	100

## 3. Examination schedule

- Examination dates are scheduled in consultation with Registrar and Dean of Academics.
- Announcement of examination dates are scheduled forty days prior to the event.
- Dates scheduled are to match with the dates mentioned in the academic calendar. Under unavoidable circumstances, dates for examination may be rescheduled.
- The notification of examination schedule shall also include the tentative dates of theory examinations, which shall be followed by issue of notification of detailed time table for practical examinations.
- All the above-mentioned contents of the notification shall be prominently displayed for information of the candidates.
- In case there is an obligatory holiday declared during the examination days, the examination scheduled on the holiday will be conducted at the end of all the examinations and the date will be announced accordingly.

## 4. Internal assessment

As per the academic calendar student has to appear for internal tests and successfully complete assignments.

## 5. Attendance

- To qualify for an examination, 90% of attendance is essential. However up to 80% is the minimum with condonation on medical grounds. The medical certificate is to be produced by the student and the medical officer should be approved by the University.

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- b. Under no circumstances, if the attendance is less than 75%, the candidate will not be eligible for the examination

## **6. Examination application form**

Schedule for issue of exam application forms from the University examination department and schedule for submission of application forms will be notified on University website and notice board.

## **Cumulative Grade Point Average**

Based on the grades obtained in all the subjects registered for by a student, his or her cumulative Grade point Average, Semester Grade Point Average (SGPA), Yearly Grade Point Average (YGPA), and Cumulative Grade Point Average (CGPA) is calculated as follows:

- a. Examination forms duly filled, and affixed with latest stamp sized attested photographs of the candidate should be submitted to course office and course office will verify and forward this to the examination department.
- b. Candidates filling up their application late, an amount of fine is collected which is also notified.

## **7. Hall tickets**

- a. Schedule for issue of hall tickets shall be notified by the University.
- b. During exams, candidates are supposed to get the signature from invigilator/external examiner on the space left blank on the column given for the corresponding subject.
- c. Hall ticket and ID cards are mandatory for a candidate to carry for entry into examination hall

## **8. Malpractice**

- a. Candidates are prohibited from writing their names and register number, in any place other than indicated.
- b. Invocation to Gods or any other marks of identification shall not be written anywhere in the answer book.
- c. Candidates shall not bring any book, portion of book, manuscript or paper of any description.
- d. They shall not copy or communicate with anyone inside or outside the hall or exchange of answer books.
- e. Candidates shall not be in possession of cell phones, programmed calculators, pen scanners, blue tooth

equipment or any other equipment which may be used for any kind of malpractice.

- f. Every candidate will be subjected to scrutinizing and scanning before entering the examination hall to see that no piece of paper or unwanted material is taken inside.
- g. If candidates are found to be indulging in malpractice the candidate shall be booked for malpractice and sent out of the examination hall immediately.
- h. The answer book shall be seized, marked as 'malpractice case' and signed by the Chief Superintendent and packed and sent separately to the University.

## **9. Paper evaluation**

Theory paper evaluation will be conducted as per the University guidelines. Answer scripts will be coded and each paper will undergo single evaluation (internal faculty) for all courses under Applied Sciences stream.

## **10. Examination Results**

Examination results will be announced within 30 days from the last day of examination. It will be announced on University website.

## **11. Re-totalling, Re-evaluation and request for Photocopy of the answer script**

University will notify the dates, procedure and fees for Re-totalling, Re-evaluation and request for Photocopy of the answer script.

## **12. Semester Grade Card**

On the opening of the semester, within two weeks, Semester grade card will be issued.

## **13. Consolidated Grade Card**

Consolidated grade card will be issued at the end of the Course, after the convocation.

## **14. Convocation**

The final certificate will be issued during the convocation on 12<sup>th</sup> January of every year.

## **General Rules and Regulations of the campus**

- Attendance for all the events of the University is compulsory for the student.

- Students must wear Identity Card all the times while they are in class or in the campus. Students will not be allowed to enter the class room/dining hall without his/her identity card. In case of damage or loss of the Identity Card, the student must approach the authorized person immediately.
- Indecent clothing is strictly prohibited in the campus. After the class hours, the students should wear decent dresses like Indian traditional attire i.e. Kurta Pyjama for boys and Salwar Kurta for girls. However, students can wear appropriate sportswear/yoga dress while playing indoor/outdoor games or attending yoga sessions.
- Use of tobacco in any form and smoking is strictly prohibited in the campus.
- Gambling in any form such as playing cards (even without money at stake), consumption of non-vegetarian foods, eggs, alcohol, tobacco, drugs, and narcotics and even possession of such things are prohibited. Indulging in such activities would attract severe disciplinary action.
- The security guards are for the safety of the students. Students must behave with all security personnel amicably and with due respect. Any misbehavior with the security personnel is punishable. Politeness under all circumstances is imperative.
- A student must furnish his/her identity card when being asked by any authority of the University.

## Ragging

Although the word ragging is unheard in the premises of S-VYASA, Ragging in any form (making unpleasant noise, wanton act, vulgar speech/gestures, doing any act which causes or likely to cause physical or psychological harm or raise apprehension or fear of shame or an embarrassment to any student, which include teasing, abusing, playing practical jokes or causing hurt to such students or asking/demanding any student to do any unethical act) is strictly forbidden. If anyone is found guilty of ragging he/she will be expelled and also liable for prosecution. In the matter pertaining to ragging, the victim's complaint is final for taking disciplinary action.

## Acts of Indiscipline and Punitive Action

The University has a high-power Disciplinary Committee, which will look into any act of indiscipline action in campus. The action taken by the Disciplinary Committee will be binding and final.

**The acts of indiscipline are categorized under the following:**



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## Category I:

- Ragging in any form;
- All acts of violence and all forms of coercion such as gheraos, sit-ins or any variation of the same which disrupt the normal academic and administrative functioning of the University and or any act which incites or leads to violence;
- Gheraos, laying siege or staging demonstrations around the residence of any member of the University/any office of the university or any other form of coercion, intimidation or disturbance of right to privacy of the residents of the campus;
- Sexual harassment of any kind
- Possession and/or consumption of any intoxicant such as tobacco in any form, alcohol, or any other narcotic substance

## Category II

- Committing forgery, tampering with the identity Card or University records, impersonation, misusing University property (movable or immovable), documents and records, tearing of pages or defacing, burning or in any way destroying the books, journals, magazines and any material of library or unauthorized photocopying or possession of library books, journals, magazines or any other material. Hunger strikes, dharnas, group bargaining and any other form of protest by blocking entrance or exit of any of the academic and/or administrative complexes or disrupting the movements of any member of the University community.
- Furnishing false certificates, or false information in any manner to the University.
- Any act of moral turpitude;
- Eve-teasing/Adam teasing or disrespectful behavior or any misbehavior with a girl student, women staff member/visitor;
- Arousing communal, caste or regional feelings or creating disharmony among students;
- Use of abusive, defamatory, derogatory or intimidatory language against any member of the University/Community;
- Causing or colluding in the unauthorized entry of any person into the campus or in the unauthorized occupation of any portion of the University premises; including halls of residence, by any person;

- 
- Unauthorized occupation of the hostel rooms or unauthorized acquisition and use of University furniture in one's hostel room or elsewhere;
  - Indulging in acts of gambling in the University premises;
  - Consuming or possessing narcotic drugs/ Ganja or other intoxicants in the University premises;
  - Damaging or defacing, in any form, any property of the University or the property of any member of the University community;
  - Not disclosing one's identity when asked to do so by a faculty member or employee of the University/security personnel who is authorized to ask for such identity;
  - Cooking in the hostel premise/campus
  - Improper behavior while on tour or excursion;
  - Any other offence under the law of land;
  - Accommodating unauthorized guests or other persons in the hostels;
  - Engaging in any attempt at wrongful confinement of any member of the faculty, staff, student or anyone camping inside the campus;
  - Any intimidation of or insulting behavior towards a student, staff, or faculty or any other person;
  - Any other act which may be an act of violation of discipline and conduct;

## **Punitive Actions**

The high-power disciplinary committee would decide the appropriate punishment as follows:

- Penalty
- Summoning parents and warning
- One-month suspension from the course/hostel/campus
- Six-months suspension from the course/hostel/campus
- Suspension up to two years from the course/hostel/campus
- Expulsion from the program/University with remark on the certificates

## **Complaints and Suggestions**

The University welcomes any complaints, suggestions or inquiries to improve the facilities provided in the campus.

## Ph.D. Coursework – Credits and Syllabus

### Credits in Ph.D. – Course Work (Commerce and Management)

Subject Code	Name of the Subject	Credits	Lecture/ Practical (Hrs/week)	Exam in Hrs	IA	Exam
<b>PHRM001</b>	Research Methodology	4	4	3	50	50
<b>PHYG001</b>	Introduction to Yoga Philosophy	4	4	3	50	50
-	Specialisation Paper-I	4	4	3	50	50
-	Specialisation Paper-II	4	4	3	50	50
	<b>Total</b>	<b>16</b>	<b>16</b>		<b>50</b>	<b>50</b>

## Specialisation Based Courses Offered for Each Discipline Under Commerce and Management:

FINANCE						
Subject Code	Name of the Subject	Credits	Lecture/ Practical (Hrs/week)	Exam in Hrs	IA	Exam
<b>PHFM101</b>	Financial Management	4	4	3	50	50
<b>PHFM102</b>	Investment Management	4	4	3	50	50
<b>PHFM103</b>	Banking and Financial Service	4	4	3	50	50
<b>PHFM104</b>	International Financial Maagement	4	4	3	50	50

HR						
Subject Code	Name of the Subject	Credits	Lecture/ Practical (Hrs/week)	Exam in Hrs	IA	Exam
<b>PHHR101</b>	Management and Organisational Behaviour	4	4	3	50	50
<b>PHHR102</b>	Human Resource Management	4	4	3	50	50
<b>PHHR103</b>	International HRM	4	4	3	50	50
<b>PHHR104</b>	Organization Change and Development	4	4	3	50	50

## MARKETING MANAGEMENT

Subject Code	Name of the Subject	Credits	Lecture/ Practical (Hrs/week)	Exam in Hrs	IA	Exam
<b>PHMM101</b>	Marketing Research and Analytics	4	4	3	50	50
<b>PHMM102</b>	Consumer Behaviour	4	4	3	50	50
<b>PHMM103</b>	Digital Marketing	4	4	3	50	50
<b>PHMM104</b>	International Marketing Management	4	4	3	50	50

## **Ph.D. Course Work Syllabus: Commerce And Management**

### **MANDATORY COURSES**

<b>RESEARCH METHODOLOGY</b>								
<b>Course Code</b>	<b>PHRM001</b>	<b>L-P-T-Cr.:</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>Semester:</b>	<b>I</b>
<b>Category:</b>	Programme Elective Course							
<b>Prerequisite:</b>	<b>Introductory knowledge of research fundamentals</b>							
<b>Course Summary:</b>	The Research Methodology course provides a comprehensive foundation in research principles, covering essential topics such as types of research, data collection and analysis, scientific writing, and research ethics. Students will learn to design, conduct, and document research effectively, utilizing quantitative and qualitative methods while adhering to ethical standards. By the course end, students will be equipped with the skills needed for structured, credible research in academic and professional settings.							

**Course Outcomes:** On completion of the course, the student will be able to

CO1	Understand the Meaning and Importance of Research
CO2	Identify data sources and classify the types of data.
CO3	Create and interpret statistical graphics
CO4	Understand the structure of scientific report and develop a project proposal
CO5	Understand the Role of Research Ethics Committee and practice ethical citation.

<b>Module – I:</b>
Introduction to Research: Meaning and importance of Research Types of Research Research Design and Stages Selection and Formulation of Research Problem, Objective(s) and Hypothesis Developing Research Plan – Exploration, Description, Diagnosis, Experimentation, Determining Experimental and Sample Design.
<b>Module – II:</b>
Data Collection: Sources of Data – Primary and Secondary Types of Data – Categorical (nominal and ordinal), Numerical (discrete, continuous, ratio and interval) Methods of Data Collection: Survey, Interviews (in-depth or Key Informant interviews), Focus Group Discussion (FGD), Observation, Records or Experimental Observations.
<b>Module – III:</b>
Data Processing and Analysis: Statistical Graphics – Histograms, Frequency Polygon, Ogive, Dotplots, Stemplots, Bar Graphs, Pareto Charts, Pie Charts, Scatterplots, Boxplots Descriptive Analysis – Frequency Distributions, Measures of Central Tendency, Measures of Variation/Dispersion, Skewness and Kurtosis, Measures of Relative Standing Qualitative Approaches Including Grounded Theory, Ethnography, Narrative Inquiry, Phenomenology and Case-Study.
<b>Module – IV:</b>
Scientific Writing: Structure and Components of Scientific Reports – Types of Report – Technical Reports and Thesis – Significance – Different steps in the preparation – Layout, Structure and Language of Typical Reports – Illustrations and Tables – Bibliography, Referencing and Foot Notes. Preparation of the Project Proposal – Title, Abstract, Introduction – Rationale, Objectives, Methodology – Time frame and Work Plan – Budget and Justification – References.
<b>Module – V:</b>

**Research Ethics:** Research Ethics Committees/Institutional Review Board – Roles and Importance  
Intellectual Property rights – Commercialization, Royalty Reproduction of Published Material – Citation and Acknowledgement, Plagiarism.

**TEXT BOOKS:**

1. Research Methodology – C.R.Kothari
2. Dipankar Deb • Rajeeb Dey, Valentina E. Balas “Engineering Research Methodology”, ISSN 1868-4394 ISSN 1868-4408 (electronic), Intelligent Systems Reference Library, ISBN 978-981-13- 2946-3 ISBN 978-981-13-2947-0 (eBook), <https://doi.org/10.1007/978-981-13-2947-0>
3. Intellectual Property A Primer for Academia by Prof. Rupinder Tewari Ms. Mamta Bhardwa.

**REFERENCE BOOKS:**

1. David V. Thiel “Research Methods for Engineers” Cambridge University Press, 978-1-107-03488- 4
2. Intellectual Property Rights by N.K.Acharya Asia Law House 6th Edition. ISBN: 978-93-81849-30-9



## **MANDATORY COURSES**

<b>INTRODUCTION TO YOGA PHILOSOPHY</b>								
<b>Course Code</b>	<b>PHYG001</b>	<b>L-P-T-Cr.:</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>Semester:</b>	<b>I</b>
<b>Category:</b>	Programme Elective Course							
<b>Prerequisite:</b>	<b>Basic Understanding of Yoga Practice</b>							
<b>Course Summary:</b>	The goal of teaching Yoga Philosophy to postgraduate students is to give comprehensive knowledge about therapeutic basis of yoga as mentioned in ancient literature including Vedās, Upanishads, Bhagavad Gita and shat darshanas etc.							

**Course Outcomes:** On completion of the course, the student will be able to

CO1	Explain the hidden concepts available in the ancient yogic texts
CO2	Understand the yogic principles of Yoga therapy
CO3	Appreciate the contributions of the Yogis
CO4	Understand the fold of afflictions and means to overcome them
CO5	Explain the essence of Vedas and Upanishads

### **Module – I:**

Introduction to Vedas and Upanishads: Historical facts about Vedas: Dating and Authoring of Vedas, Content of Vedas, Vedas in brief: Jnana Kanda – Prasthanas Traya – Upanishads and Vedanta Texts (Taittiriya, Katha, Mandukya, Yoga Vasistha), Karma Kanda - Types of Karma, Performance of Karma, Results of Karma, Theory of Karma, Upanishad Prakriyas (10 upanishads teaching techniques ) in brief

### **Module – II:**

Yoga Philosophy in Upanishads: Main Human quests: Who am I ( Panchakosha Viveka ) – Understanding Consciousness through Indian Philosophy, Ananda Mimamsa – Happiness Analysis and Measuring Ananda – ,Energy Model
<b>Module – III:</b>
Yoga Philosophy in Upanishads: Concept of Dharma – Literal Meaning of Dharma, Nyaya vs Dharma, Varna and Ashrama Dharma – Social Dharma and Life journey, Varna and Ashrama Dharma – Possible conflicts of Dharma and answers
<b>Module – IV:</b>
Darshnas: Astika Darshanas: Sankhya, Yoga, Nyaya, Veisheshika, Mimamsa, Vedanta – Yoga Vasista, Narada Bhakti Sutras Nastika Darshanas, Charvaka, Jaina, Boudha
<b>Module – V:</b>
Bhagavadgita: Concept of Guna, Concept of Yajna, Concept of Atma, Concept of Atma Swaroopa, Concept of Sankhya (Creation), Concept of Sthita Prajna, Concept of Food and its classification, Concept of psycho analysis, Concept of Guna traya Vibhaga and Shraddha traya
<b>TEXT BOOKS:</b> <ol style="list-style-type: none"> <li>1. The Vedas - by Chandrasekharendra Saraswati (2014), Bhavan’s Publication Bhagavad Gita</li> <li>2. Yoga its basis and applications - by Dr. H.R. Nagendra – SVYP</li> </ol>
<b>REFERENCE BOOKS:</b> <ol style="list-style-type: none"> <li>1. Let Go – Discover lasting happiness – Prof A. Satyanarayana Sastry – SVYP</li> </ol>

2. Integrated Approach of Yoga Therapy for Positive Health – Dr R Nagaratna and Dr H R Nagendra – SVYP
3. Bhagawat Gita Shatdarshana – Sw Sukhabodhananda – RK Mat publications Narada Bhakti Sutras – Sw Harshananda – RK Mat publications

## **SPECIALISATION BASED COURSES OFFERED FOR EACH DISCIPLINE UNDER COMMERCE AND MANAGEMENT**

### **BRANCH: FINANCE**

<b>Financial Management</b>								
<b>Course Code</b>	<b>PHFM101</b>	<b>L-P-T-Cr.:</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>Semester:</b>	<b>I</b>
<b>Category:</b>	Programme Elective Course							
<b>Prerequisite:</b>	Students should have a foundational understanding of accounting principles, basic economics, and quantitative analysis. Familiarity with Excel is beneficial, as the course involves practical applications for financial calculations. This background will aid in grasping financial management concepts and applying analytical skills to real-world financial decision-making.							
<b>Course Summary:</b>	This course provides a comprehensive understanding of financial management principles and their strategic application in business. It covers fundamental concepts such as the objectives of financial management, the evolving role of finance managers, and the integration of finance with other functional areas. Students explore the Indian financial system, time value of money, cost of capital, and capital budgeting techniques, with practical applications using MS Excel for calculations and case studies. Emphasis is placed on advanced topics including risk management, behavioral finance, and working capital management, preparing students to make informed financial decisions in dynamic business environments.							

**Course Outcomes:** On completion of the course, the student will be able to

<b>CO1</b>	<i>Understand the core principles of financial management, the evolving role of</i>
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	finance managers, and the interface of financial management with other business functions, including the Indian Financial System and emerging issues.
CO2	<i>Apply</i> the concept of the time value of money through calculations of future and present values, capital recovery, and loan amortization, using both theoretical understanding and practical skills in MS Excel.
CO3	<i>Analyze</i> various financing options such as shares, debentures, term loans, and venture capital, and evaluate the cost of capital, including WACC and marginal cost, through theoretical and practical exercises.
CO4	<i>Evaluate</i> investment decisions using capital budgeting techniques (NPV, IRR, Payback Period, etc.) and conduct risk analysis in capital budgeting, using case studies and MS Excel for practical application.
CO5	<i>Create</i> a working capital management plan by estimating the working capital requirements, understanding the operating and cash cycles, and analyzing the impact of negative working capital on profitability, with hands-on Excel exercises.

### **Module – I: Introduction**

Meaning and objectives of Financial Management, changing role of finance managers. Interface of Financial Management with other functional areas. Indian Financial System: Financial markets, Financial Instruments, Financial institutions and financial services. Emerging issues in Financial Management: Risk Management, Behavioural Finance, Financial Engineering, Derivatives (Theory).

### **Module – II: Time value of money**

Meaning of Time value of money –Future value of single cash flow & annuity, present value of single cash flow, annuity & perpetuity. Simple interest & Compound interest, Capital recovery & loan amortization. (Theory & Problem). Case Study on Loan amortization. Computer lab for calculation of future value, present value and loan amortisation in MS excel.

### **Module – III: Sources of Financing**

Shares, Debentures, Term loans, Lease financing, Hybrid financing, Venture Capital, Angel investing and private equity, Warrants and convertibles (Theory Only). Cost of Capital: Basic concepts. Cost of debenture capital, cost of preferential capital, cost of term loans, cost of equity capital (Dividend discounting and CAPM model) - Cost of retained earnings - Determination of Weighted average cost of capital (WACC) and Marginal cost of capital. (Theory & Problem). Case Study on WACC.

### **Module – IV: Investment Decisions**

Capital budgeting process, Investment evaluation techniques – [Net present value, Internal rate of return, Modified internal rate of return, Profitability index, Payback period, discounted payback period, accounting rate of return Problem). Risk analysis in capital budgeting-Case Study on replacement of capital project. (Numerical problems). Computer lab for calculation of NPV, IRR, PI, Payback period, ARR in MS excel.

### **Module – V: Working Capital Management**

Factors influencing working capital requirements - Current asset policy and current asset finance policy Determination of operating cycle and cash cycle on Excel- Estimation of working capital requirements of a firm. (Does not include Cash, Inventory & Receivables Management). Case study on Working Capital Determination and the impact of negative working capital Amazon-negative working capital and profitability. Computer lab for calculation of working capital cycle and operating cycle in MS excel.

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**TEXT BOOKS:**

1. Financial Management by Khan M Y and Jain P K, TMH Publication 7th Edition
2. Financial Management by Prasanna Chandra, TMH publication, 9th edition

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**REFERENCE BOOKS:**

1. Financial Management: A Strategic perspective by Nikhil Chandra Shil & Bhagaban Das, Sage publications. 1<sup>st</sup> edition
2. Financial Management by I M Pandey, Vikas Publication, 11<sup>th</sup> Edition
3. Cases in Financial Management by I M Pandey & Ramesh Bhat, McGraw Hill Education, 3<sup>rd</sup> Edition.

## **SPECIALISATION BASED COURSES OFFERED FOR EACH DISCIPLINE UNDER COMMERCE AND MANAGEMENT**

### **BRANCH: FINANCE**

<b>Investment Management</b>								
<b>Course Code</b>	<b>PHFM102</b>	<b>L-P-T-Cr.:</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>Semester:</b>	<b>I</b>
<b>Category:</b>	Programme Elective Course							
<b>Prerequisite:</b>	A solid foundation in finance principles, including an understanding of basic statistics, economics, and financial accounting, is essential. Knowledge of quantitative methods and familiarity with Excel or other analytical tools will be advantageous, as the course involves data analysis and portfolio modeling techniques for investment decision-making.							
<b>Course Summary:</b>	This course provides an in-depth exploration of investment and portfolio management principles, focusing on investment avenues, risk-return assessment, security valuation, and portfolio optimization. Students gain insights into the structure of securities markets, analyze macroeconomic and industry trends, and learn various theoretical models, including CAPM and the Markowitz Model, for constructing and managing portfolios. Fundamental and technical analysis are covered to help students understand and interpret market efficiency, and practical problem-solving skills are developed for applying quantitative techniques in investment decision-making.							

**Course Outcomes:** On completion of the course, the student will be able to

CO1	Understand the various investment avenues, characteristics of good investments, and the structure of securities markets, including primary and secondary markets and stock market indicators.
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CO2	Apply the concepts of risk and return by identifying different types of risk, calculating individual security returns, and evaluating risk-return relationships through quantitative problem-solving.
CO3	Evaluate the valuation of securities, including bonds, preference shares, and equity shares, by examining valuation models, dividend models, and bond management strategies.
CO4	Analyze macroeconomic and industry trends using fundamental and technical analysis frameworks, assessing market efficiency and understanding indicators like moving averages and relative strength.
CO5	Create optimized portfolios by utilizing modern portfolio theories such as Markowitz Model, CAPM, and Arbitrage Pricing Theory, constructing efficient portfolios based on risk-return profiles.

Investment Avenues, Attributes, Investor V/s speculator, Features of a good Investment, Investment Process. Financial Instruments: Money Market Instruments, Capital Market Instruments, Derivatives. **Securities Market:** Primary Market, Secondary Market. Stock Market Indicators- Indices of Indian Stock Exchanges (only Theory)

### **Module – II: Return and Risk Concepts**

Concept of return, individual security returns, rate of return, Concept of Risk, Causes of Risk, Types of Risk- Systematic risk- Market Price Risk, Interest Rate Risk, Purchasing Power Risk, Unsystematic Risk- Business risk, Financial Risk, Insolvency Risk, Risk-Return Relationship, Concept of diversifiable risk and non-diversifiable risk. Calculation of Return and Risk of Individual Security (Theory & Problems).

### **Module – III: Valuation of Securities**

Bond features, Types of Bonds, Determinants of interest rates, Bond Valuation, Bond Duration, Bond Management Strategies. Preference Shares- Concept, Features, Valuation. Equity Shares- Concept, Valuation, Dividend Valuation Models, P/E Ratio valuation model. (Theory & Problems).

### **Module – IV: Macro-Economic and Industry Analysis**

Fundamental analysis-EIC Frame Work, Economy Analysis, Industry Analysis, Company Analysis-Financial Statement Analysis.

**Market Efficiency:** Efficient Market Hypothesis, Forms of Market Efficiency, Empirical test for different forms of market efficiency.

**Technical Analysis** – Concept, Theories- Dow Theory, Eliot Wave theory. Charts-Types, Trends and Trend Reversal Patterns. Mathematical Indicators –Moving Average Convergence-Divergence, Relative Strength Index (Theory only).

### **Module – V: Modern Portfolio Theory**

Markowitz Model- Diversification, Portfolio Return, Portfolio Risk, Efficient Frontier. Sharpe's Single Index Model, Capital Asset Pricing Model: Assumptions, CAPM Equation, Capital Market Line, Security Market Line, CML V/s SML. Sharpe's Optimum Portfolio Construction. Arbitrage Pricing Theory: Equation, Assumption, CAPM V/s APT (Theory & Problems).

#### **TEXT BOOKS:**

1. Investment Analysis and Portfolio Management by Prasanna Chandra, Tata McGraw Hill Education, 3<sup>rd</sup> Edition
2. Security Analysis and Portfolio Management by J Kevin, Tata McGraw Hill Education

#### **REFERENCE BOOKS:**

1. Analysis of Investments by Reilly & Brown, Cengage Publication, 10<sup>th</sup> Edition
2. Security Analysis & Portfolio Management by Punithavathy Ehavathy Pandian, Vikas Publications 2<sup>nd</sup> Edition.
3. Investment Management by Bhalla V K, Vikas Publications 19<sup>th</sup> Edition

## **SPECIALISATION BASED COURSES OFFERED FOR EACH DISCIPLINE UNDER COMMERCE AND MANAGEMENT**

### **BRANCH: FINANCE**

<b>Banking and Financial Services</b>								
<b>Course Code</b>	<b>PHFM103</b>	<b>L-P-T-Cr.:</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>Semester:</b>	<b>I</b>
<b>Category:</b>	Programme Elective Course							
<b>Prerequisite:</b>	Students enrolling in this course should have a foundational understanding of economics, basic accounting principles, and familiarity with financial markets. Prior exposure to corporate finance or banking concepts is beneficial but not essential. This background will help students engage more effectively with topics such as regulatory frameworks, credit rating, and financial technology developments that shape the banking and financial services sector.							
<b>Course Summary:</b>	This course provides an extensive overview of the Indian banking and financial services sector, covering the structure and functions of central and commercial banking, as well as emerging banking technologies. Students learn about merchant banking practices, regulatory aspects of NBFCs, and the mechanisms of micro-finance and leasing. Additionally, the course delves into credit rating processes, venture capital stages, and the depository and securitization systems. Through theoretical and problem-solving approaches, students acquire a holistic perspective on the banking sector's role in economic growth and capital markets, equipping them with the knowledge to navigate and evaluate complex financial services.							

**Course Outcomes:** On completion of the course, the student will be able to

CO1	Understand the structure and functions of banking in India, including the role of the Reserve Bank of India, sources of funds, and measures for credit control, with insights into banking reforms and future trends.
CO2	Apply knowledge of commercial banking structures, primary and secondary functions, and technological advancements to evaluate the role of commercial banks in socio-economic development.
CO3	Analyze merchant banking services, including issue management, pricing strategies, and regulatory requirements, differentiating between book building and fixed-price issues.
CO4	Evaluate the role of Non-Banking Financial Companies (NBFCs), micro-finance models, and leasing and hire purchase options in financial services, assessing their regulatory frameworks and evaluation challenges.
CO5	Create a comprehensive understanding of credit rating, venture capital, depository systems, and securitization processes, identifying their impact on financial markets and organizational funding.

### **Module – I: Structure of Banking in India**

**Structure of Banking in India:** Functions of RBI, Monetary system, Sources of funds, Quantitative and qualitative measures of credit control. Banking sector reforms, Bank performance analysis and Future of Banking.(Theory)

### **Module – II: Commercial Banking**

**Commercial Banking:** Structure, Functions - Primary & secondary function, Role of commercial banks in socio- economic development, Services rendered. Banking Technology- Concept of Universal Banking-Home banking–ATMs-Internet Banking– Mobile Banking-Core Banking Solutions–Debit, Credit and Smart Cards– Electronic Payment systems-MICR- Cheque Truncation-ECS- EFT – NEFT-RTGS. (Theory)

### **Module – III: Merchant Banking**



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**SPECIALISATION BASED COURSES OFFERED FOR EACH DISCIPLINE UNDER COMMERCE  
 AND MANAGEMENT**

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**BRANCH: FINANCE**

<b>International Financial Management</b>								
<b>Course Code</b>	<b>PHFM104</b>	<b>L-P-T-Cr.:</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>Semester:</b>	<b>I</b>
<b>Category:</b>	Programme Elective Course							
<b>Prerequisite:</b>	Students should have a solid foundation in fundamental finance principles, including corporate finance, basic accounting, and an understanding of macroeconomic concepts. Familiarity with foreign exchange basics and introductory knowledge of international trade will be beneficial. This foundation will enable students to more effectively engage with the intricacies of foreign exchange mechanisms, risk management strategies, and international financial instruments covered in the course.							
<b>Course Summary:</b>	This course explores the complexities of international finance, offering a comprehensive understanding of the global financial environment, foreign exchange markets, and risk management tools. It begins with the goals of multinational corporations, the evolution of the international monetary system, and balance of payments fundamentals. Students gain practical knowledge of foreign exchange mechanisms, risk management strategies, and various international financial markets and instruments, such as bonds and Eurobonds. Through theoretical and problem-based learning, students are equipped with skills for forecasting foreign exchange rates and managing currency risks, essential for navigating the global finance landscape effectively.							

**Course Outcomes:** On completion of the course, the student will be able to

CO1	Understand the international financial environment, examining the risks, rewards, and goals of multinational corporations, and gaining insights into the balance of payments and historical evolution of the international monetary system.
CO2	Apply knowledge of foreign exchange markets, identifying market structures, transaction types, and exchange rate determination to navigate currency spot and forward markets.
CO3	Analyze various foreign exchange risk management strategies, including hedging techniques using forward, futures, options, and swap markets, while solving complex problems in multi-way swaps.
CO4	Evaluate international financial markets and instruments, including foreign bonds, Eurobonds, and global bonds, to understand their roles in portfolio investment and international banking services.
CO5	Create accurate foreign exchange forecasts by applying international parity relationships, interest rate parity, and arbitrage concepts, identifying factors that influence exchange rate movements.

**Module – I: International Financial Environment**

Importance, rewards & risk of international finance- Goals of MNC- International Business methods. Balance of Payments (BoP), Fundamentals of BoP, Accounting components of BOP, Equilibrium & Disequilibrium, International Monetary System: Evolution, Gold Standard, Bretton Woods system, the flexible exchange rate regime, the current exchange rate arrangements, the Economic and Monetary Union (EMU).(Only Theory).

**Module – II: Foreign Exchange Market**

Function and Structure of the Forex markets, Foreign exchange market participants, Types of transactions and Settlements Dates, Exchange rate quotations, Determination of Exchange rates in Spot markets. Exchange rates determinations in Forward markets. Exchange rate behaviour-Cross Rates- - Bid – Ask – Spread (Theory & Problems).

**Module – III: Foreign Exchange Risk Management**

Foreign Portfolio Investment. International Bond & Equity market. GDR, ADR, International Financial Instruments: Foreign Bonds & Eurobonds, Global Bonds. Floating rate Notes, Zero coupon Bonds, International Money Markets, International Banking services –Correspondent Bank, Representative offices, Foreign Branches. Forward Rate Agreements. (Only Theory).

International Parity Relationships, Measuring exchange rate movements-Exchange rate equilibrium – Factors effecting foreign exchange rate- Forecasting foreign exchange rates. Interest Rate Parity, Purchasing Power Parity & International Fisher effects, Arbitrage, Types of Arbitrage – Locational, Triangular and Covered Interest Arbitrage. (Theory & Problems).

1. International Corporate Finance by Jeff Madura, Cengage Publications, 10<sup>th</sup> Edition
2. International Finance Management by Eun & Resnick, Tata McGraw Hill, 4<sup>th</sup> Edition

1. Financing International Trade: Banking by Gargi Sanati, Sage Publisher, 1<sup>st</sup> Edition
2. International Financial Management by Apte P G Tata McGraw Hill, 6<sup>th</sup> Edition
3. International Financial Management by Madhu Vij, Excel Books, Latest Edition



## **SPECIALISATION BASED COURSES OFFERED FOR EACH DISCIPLINE UNDER COMMERCE & MANAGEMENT**

### **BRANCH: HUMAN RESOURCE**

<b>Management &amp; Organizational Behaviour</b>							
<b>Course Code</b>	<b>PHHR101</b>	<b>L-P-T-Cr.:</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>Semester: I</b>
<b>Category:</b>	Programme Elective Course						
<b>Prerequisite:</b>	A foundational understanding of basic management principles and organizational structures is recommended, ideally at a bachelor's or master's level. Familiarity with fundamental concepts of psychology, sociology, and economics will also be beneficial, as this course integrates these perspectives to address complex organizational dynamics and managerial functions.						
<b>Course Summary:</b>	This course delves into fundamental and advanced concepts of management, providing a comprehensive understanding of managerial principles, functions, and theories. It examines the evolution of management thought and recent trends, offering insights into key aspects such as planning, organization, directing, controlling, and decision-making. The course also explores organizational behavior, focusing on factors like personality, perception, and motivation, as well as group dynamics, teamwork, and organizational culture. A significant emphasis is placed on analyzing power and politics within organizations, preparing students to navigate and shape effective managerial environments.						

**Course Outcomes:** On completion of the course, the student will be able to

CO1	Develop a management framework that integrates core principles and recent trends to address modern organizational challenges.
CO2	Assess various planning and control techniques to design and implement effective management functions that drive organizational success.
CO3	Examine behavioral factors and their impact on organizational effectiveness,

	incorporating models of personality, motivation, perception, and attitude.
CO4	Implement teamwork strategies and group dynamic models to enhance collaboration and individual performance within organizations.
CO5	Comprehend the influence of power, politics, and culture on organizational behavior, shaping strategies for fostering a constructive workplace environment.

**Management** -Introduction, Meaning, Nature, Objectives, Importance, Difference between Administration and Management, Levels of Management, Types of Managers, Managerial Skills, Managerial Competencies, Scope of Management, Functions of Management, Evolution of Management Thought, Fayol's fourteen principles of Management, Recent Trends in Management.

### **Module – II: Functions of Management**

**Planning-** Definition, Features, Nature, Importance, Types, Steps in Planning, Planning Tools and Techniques, Essentials of a Good Plan. **Organisation-**Definitions, Importance, Principles, Types of Organisation Structures, Span of Control, Centralisation and Decentralisation of Authority. **Directing-**Definitions, Importance, Elements of Directing, Principles of Directing, Characteristics of Directing; **Controlling-**Definitions, Need of Controlling, Characteristics of Control, Steps in the Controlling Process, Resistance to Control, Design of Effective Control System, Types of Control, Control Techniques. **Decision-making-** Concepts, Types, Models, Difficulties in Decision-making, Decision-making for Organisational Effectiveness, Decision-making Styles.

### **Module – III: Organisational Behaviour**

**Organisational Behaviour:** Introduction, Definitions, Nature, Goals, Importance, Approaches to Organisational Behaviour, Models. **Attitude-** Meaning, Definition, Types, Components, Attitudes and Behaviour, Changing Attitudes in the Workplace; **Perception-**Perception, Perceptual Process, Factors Influencing Perception, Perception and Decision-making; **Personality-**Definitions, Factors Influencing Personality, Big Five Personality Traits, Myers–Briggs Type Indicator (MBTI), Personality Tools and Tests; **Motivation-**Definitions, Process of Motivation (Cycle of Motivation), Nature, Importance, Types, Theories.

### **Module – IV: Managing Human at Work**

**Group Dynamics-** Meaning of Group, Group Characteristics, Classification of Groups, Models of Group Development, Meaning of Group Dynamics, Group Behaviour, Impact of Group on Individual's Behaviour, impact of External Factors on Group Behaviour. **Teamwork-** Nature of Teams, Team Characteristics, Teams Versus Groups, Teamwork, Processes of Teamwork, Types of Teams, reasons for Team Failure, Creating Effective Teams.

**Module – V:** Organizational Power, Politics and Culture

**Power and Politics-** Nature of Power and Politics, Early Voices, Questioning Power and Authority, Sources of Power for Individuals, Managing Organisational Politics. **Culture-** Definitions of Organisational Culture, Strong Versus Weak Culture, Characteristics, Types, Levels, Dimensions, Creating Organisational Culture, Changing Organisational Culture.

**TEXT BOOKS:**

1. Essentials of Management by Koontz, McGraw Hill publishers, 8<sup>th</sup> Edition
2. Principles of Management & Organizational Behaviour by Chandrani Singh and Aditi Khatri, Sage publication

**REFERENCE BOOKS:**

1. Organizational behavior by Stephen P Robbins, Timothy, Pearson 14<sup>th</sup> Edition
2. Organizational Behaviour by Fred Luthans, McGraw Hill International, 12<sup>th</sup> Edition
3. Principles of Management by Ramesh B Rudani, Tata McGraw Hill publisher

## **SPECIALISATION BASED COURSES OFFERED FOR EACH DISCIPLINE UNDER COMMERCE AND MANAGEMENT**

### **BRANCH: HUMAN RESOURCE**

<b>Human Resource Management</b>								
<b>Course Code</b>	<b>PHHR102</b>	<b>L-P-T-Cr.:</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>Semester:</b>	<b>I</b>
<b>Category:</b>	Programme Elective Course							
<b>Prerequisite:</b>	A fundamental understanding of management principles, including knowledge of organizational structure and behavior, is essential. Familiarity with human resource functions and general business operations will be advantageous, as this course examines HRM through a strategic and analytical lens.							
<b>Course Summary:</b>	This course offers a thorough exploration of advanced Human Resource Management (HRM) practices, covering essential functions like planning, recruitment, performance management, and compensation, while also addressing evolving trends in employment relations and industrial relations. Through case studies and practical applications, students gain insight into HRM's role in both large organizations and small to medium enterprises (SMEs), especially within the service sector. The course also highlights the impact of HRM innovations on organizational growth and explores models and strategies specific to the Indian context.							

**Course Outcomes:** On completion of the course, the student will be able to

CO1	Design HRM frameworks that integrate models, competencies, and line management to enhance organizational performance.
CO2	Assess HR planning, recruitment, and selection strategies to improve workforce planning and alignment with organizational needs.

CO3	Investigate performance management, appraisal systems, and compensation structures to identify factors that influence workforce effectiveness.
CO4	Implement tailored HRM practices to meet the unique needs of SMEs and service sector organizations, enhancing performance and service quality.
CO5	Recognize the role of HRM innovations in fostering organizational innovation, examining factors that contribute to successful HRMI implementation.

### **Module – I: Introduction**

Human Resource Management and Personnel Management, The Importance of Human Resource Management, Models of Human Resource Management, Evolution of Human Resource Management, HRM in India, The Factors Influencing Human Resource Management, Human Resource Management and Line Managers, The HR Competencies, Human Resource Management and Firm Performance.

### **Module-2: Human Resource Planning**

Importance of HR Planning, Manpower Planning to HR Planning, Factors Affecting HR Planning, Benefits of HR Planning, HRP Process, Tools for Demand Forecasting, Attributes of an Effective HR Planning, Barriers to HR Planning, The Challenges for HR, Process of Job Analysis and Job Evaluation.

**Recruitment and Selection:** Importance of Recruitment, Recruitment Policies, Factors Influencing Recruitment, Recruitment Process, Sources, Evaluation of Recruitment Process, Recruitment Strategy; Selection, Future Trends in Recruitment; Selection Process; Selection Tests; Factors Influencing Selections, Challenges in Selection, Application Tracking System using MS-Excel

**Learning, Training, and Development:** Training, Learning and Development, Learning Theories, The Future of Training, Learning, and Development: Crystal Gazing into the Future, World of Learning. Process of training and Techniques of Training

### **Module-3: Performance Management and Appraisal**

Objectives of Performance Management, Performance Management and Performance Appraisal, Common Problems with Performance Appraisals, Performance Management Process, Types of

Performance Rating Systems, Future of Performance Management.

### **Compensation and Benefits**

Introduction, Definitions, Total Compensation, Total Rewards System, Forms of Pay, Theories of Compensation, External Factors, Internal Factors, Establishing Pay Rates, Employee Benefits.

### **Industrial Relations**

Decent Workplace: International Labor Organisation, Industrial Relations, The Objectives of Industrial Relations, Approaches of Industrial Relations Systems, The Actors in Industrial Relations, Indian Context, Industrial Relations and Human Resource Management.

**Employment Relations** - The Definition, Traditional Employment Relations, Actors in the Fray: Role-taking, The New Frameworks for Employment Relations, The Future of Employee Relations.

## **Module-4: Human Resource Management in Small and Medium Enterprises**

Definition of SMEs, Human Resource Management and Performance in SMEs, The Difference in Adoption of Human Resource Management: SMEs and Large Firms, Indian Experience, Impact of Weak Adoption of Human Resource Management in SMEs, Factors Influencing the Adoption of Human Resource Management Practices in SMEs, Future of Human Resource. Management in SMEs.

### **Human Resource Management in the Service Sector**

Introduction, The Emergence of the Services Sector, Implications for Human Resource, Management Function, Differences Between Services Sector and the Manufacturing Sector, Difference in Human Resource Management Practices in Services and Manufacturing Sectors, Human Resource Management and Service Quality Correlation, Some Specific Industries in Services Sector, Trade Unions in Services Sector, Models of Union Strategies.

Case Study on “Training Program at ABC Cement”.

## **Module-5: Human Resource Management Innovations**

Introduction, Human Resource Management and Innovations, Factors Affecting the Innovation Process in Organisations, Characteristics of Human Resource Management Innovations, Conditions Necessary for Successful HRMI Implementation, Current Trends in Human Resource Management Innovations, Innovative Human Resource Management Practices in India, How Human Resource Management Practices Contribute to Organisational Innovation, how to Make Human Resource Management Innovations Sustainable.

**TEXT BOOKS:**

1. Human Resource Management: Concepts by Amitabha Sengupta, Sage Publication India Pvt. Ltd
2. The HR Scorecard: Linking people, Strategy, and performance by Brian Becker, Dave Ulrich, and Mark A. Huselid, Harvard Business School Press

**REFERENCE BOOKS:**

1. The HR Answer Book: An Indispensable Guide for Managers and Human Resources Professionals by Shawn Smith and Rebecca Mazin, AMACOM Publisher
2. Performance Management and Appraisal Systems HR Tools for Global Competitiveness by T V Rao

## **SPECIALISATION BASED COURSES OFFERED FOR EACH DISCIPLINE UNDER COMMERCE AND MANAGEMENT**

### **BRANCH: HUMAN RESOURCE**

<b>International Human Resource Management</b>							
<b>Course Code</b>	<b>PHHR103</b>	<b>L-P-T-Cr.:</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>Semester: I</b>
<b>Category:</b>	Programme Elective Course						
<b>Prerequisite:</b>	A foundational understanding of human resource management concepts, as well as familiarity with organizational behavior and management in a global context, is recommended. Prior knowledge of basic international business principles will also support students in engaging with the course material effectively.						
<b>Course Summary:</b>	This course provides a comprehensive view of International Human Resource Management (IHRM), focusing on the complexities of managing human resources across global borders. Students will explore the evolution, approaches, and practices of IHRM, with emphasis on cross-cultural management, international performance and rewards, knowledge sharing, and global leadership development. The course also addresses the intricacies of international assignments, host country environments, and regulatory challenges, particularly in the context of multinational corporations (MNCs) and cross-border mergers and acquisitions.						

**Course Outcomes:** On completion of the course, the student will be able to

CO1	Formulate strategies that integrate global HRM approaches to manage cross-cultural complexities and enhance international HRM effectiveness.
CO2	Assess international knowledge management practices to develop training and



	leadership programs that address the needs of global leaders and expatriates.
CO3	Examine the influence of cultural and economic differences on global performance management and total rewards systems across various countries.
CO4	Employ effective staffing policies and alternative international assignments to support organizational goals within diverse host country environments.
CO5	Recognize the regulatory and political factors that influence global employment practices, especially in cross-border mergers and acquisitions.

### **Module – I: Introduction**

Meaning and Definition IHRM: Evolution, Challenges, Objectives, IHRM Versus Single Nation-centric HRM IHRM: Approaches Emergence of Global HR Manager IHRM; Culture and Cross-Cultural Management- Introduction, Studies on culture in management Positivist views: ‘Culture and values’ Interpretive views: ‘Culture and meanings’ Critical views: ‘Culture and power’; Comparative Human Resource Management - Globalisation and HRM, The importance of context, Differences in HRM practice; Approaches to International Human Resource Management - Review of IHRM approaches, The concept of HRM, Are IHRM models applicable to other contexts? What factors affect HRM approaches internationally? What are the implications of change for IHRM approaches?

### **Module -2 IHRM Policies and Practices - Part A**

Managing Knowledge in Multinational Firms: Introduction, Different types of knowledge, Factors influencing knowledge sharing How to stimulate knowledge sharing Gaining access to external knowledge, Knowledge retention from the management of knowledge to innovation

Training and Development: Developing Global Leaders and Expatriates

Training and Development: Domestic Versus International Organisations International Training Management: Basic Concepts and Models Leadership Training and Development in International Organisations Technology in International Training Management.

### **Module -3 IHRM Policies and Practices - Part B**

## Global Performance Management

Introduction, Key components of PMSs Factors affecting PMSs Culture and PMSs, PMSs in six leading economies: China, India, Japan, South Korea, UK and USA, PMS for expatriates

## Total Rewards in the International Context

Recap: differentiating between PCNs, TCNs and HCNs Introduction: the current state of total rewards Complexities faced by IHR managers, International total rewards objectives for the MNC Newer forms of international assignments, Key components of global total rewards programs. Approaches to international compensation Repatriation issues, International trends in global total rewards.

## **Module -4 International Assignments And Employment Practices**

Introduction Staffing policies, Motives for international transfers, Alternative forms of international assignments. The international assignment process Dimensions of international assignment success

Multinational Companies and the Host Country Environment Introduction, Varieties of host country environments, Sustainability of divergent, employment arrangements Understanding how MNCs act in diverse host country, environments Host country effects on IHRM practices of MNC subsidiaries

## **Module -5 Employment Practices**

Regulation and Multinational Corporations: The Changing Context of Global Employment Relations

Importance of regulation and political context, Political agendas to de-regulate, Political and institutional drivers of de-regulation, Problems with de-regulation in a global context. Human Resource Management in Cross-Border Mergers and Acquisitions. Cultural differences and cross-border M&A performance, Managing cross-border integration: the HRM implications.

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**TEXT BOOKS:**

1. International Human Resource Management by Srinivas R Kandula, Sage Publication
2. International Human Resource Management by Anne-Wil Harzing, Ashly H Pinnington, Sage Publication

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**REFERENCE BOOKS:**

1. Strategic Human Resource Management: An International Perspective by Gary Rees, Paul E Smith, Sage Publication
2. Global Talent Management: An Integrated Approach by Sonal Minocha and Dean Hristov, Sage Publication

## **SPECIALISATION BASED COURSES OFFERED FOR EACH DISCIPLINE UNDER COMMERCE AND MANAGEMENT**

### **BRANCH: HUMAN RESOURCE**

<b>Organization Change and Development</b>								
<b>Course Code</b>	<b>PHHR104</b>	<b>L-P-T-Cr.:</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>Semester:</b>	<b>I</b>
<b>Category:</b>	Programme Elective Course							
<b>Prerequisite:</b>	A solid foundation in organizational behavior and management principles is recommended. Familiarity with basic concepts of human resource management and strategic planning will also be beneficial, as this course integrates these disciplines to support advanced understanding of change management and organizational development.							
<b>Course Summary:</b>	This course explores the fundamentals and advanced principles of organizational change and development, focusing on the nature of 21st-century organizations, change models, and the roles involved in initiating and managing change. Students will examine the factors driving organizational change, strategies to build readiness, and the essential tools for measuring and sustaining change. A variety of change models and organizational development (OD) practices are covered, including the role of values, ethical considerations, and the importance of employee engagement in achieving organizational effectiveness.							

**Course Outcomes:** On completion of the course, the student will be able to

CO1	Design comprehensive change strategies that align with the roles of change leaders, facilitators, and recipients in managing effective organizational transformations.
CO2	Critically assess an organization's readiness and resistance to change, integrating

	systems theory and change models to foster awareness of change needs.
CO3	Investigate control systems and measurement tools that support change processes, emphasizing accurate data gathering and diagnosis for ongoing change management.
CO4	Implement various change models to address specific organizational needs, using adaptive planning tools and communication principles to guide stakeholders through change.
CO5	Comprehend the core values, ethical considerations, and historical evolution of organizational development, particularly as they relate to employee engagement and effectiveness.

### **Module-1 Changing Organisations**

Nature of 21st Century Organisation, Defining Organisational Change, The Roots of Organisation Change, Environmental Forces, Driving Change Today, The Implications of Worldwide Trends for Change Management, Four Types of Organisational Change, Planned Changes and Intended Results, Organisation Change Roles, Change Initiators, Change Implementers, Change Facilitators, Change Recipients, The Requirements for Becoming a Successful Change Leader, Application of Lewin's Model of Change, OD Practitioners.

### **Module -2 Building and Energising the Need for Change**

Organisations as Systems, Levels and Characteristics of Organisational Change, Models of Organisational Change, Systems Theory and Social Construction Approaches, Developing a Knowledge for the Need for Change, Seek Out and Make Sense of Internal - External Data, The Organisations' Readiness for Change, Creating Awareness of the Need for Change, Factors That Block People From Recognising the Need for Change, Creating a Powerful Vision for Change, The Difference Between an Organisational Vision and a Change Vision.

### **Module -3 Measuring Change: Designing Effective Control Systems**

Using Control Processes to Facilitate Change, Selecting and Deploying Measures, Use Measures that Lead to Challenging but Achievable Goals, Use Measures and Controls that are Perceived as Fair and Appropriate, Ensure Accurate Data, Control Systems and Change Management, Controls During

Design and Early Stages of the Change Project, Measurement Tools to use in Change Process, Strategy Maps, The Balanced Scorecard, Risk Exposure Calculator, Organisational Change Agent, Orienting Yourself to Organisation Change, Data Gathering, Diagnosis and Feedback.

#### **Module -4 Models of Change**

Kurt Lewin's Three-step Model (1950–1952), Six-box Model of Marvin Weisbord, The McKinsey 7-S Model, Huse's Model of Planned Organizational Change, Action Research Model, David Nadler and Michael Tushman Model, Porras and Silvers Model (1991), The Burke–Litwin Causal Model, John Kotter's Eight-step Theory, Organizational Intelligence Model (2004), Managing Change with ADKAR Model, Integrated Model of Change, Comparison and Critical Analysis of Change Models Plan the Work, Selecting the Correct Path, Engage Others in Action Planning, Working the Plan Ethically and Adaptively, Developing a Communication Plan, Key Principles in Communicating for Change, Transition Management. Ensure Alignment in Your Action Planning, Action Planning Tools: 1) To-Do Lists; 2) Responsibility Charting; 3) Contingency Planning; 4) Surveys and Survey Feedback; 5) Project Planning and Critical Path Methods; 6) Force Field and Stakeholder Analysis; 7) Leverage Analysis and 8) Other Change-Management Tools.

#### **Module -5 Organisation Development(OD)**

Concept of O D, History of O D, OD in India, OD Activities, Values, Beliefs and Assumptions of OD, Laboratory Training and T-Groups Action Research and Survey Feedback, Employee Involvement, Organisational Culture, Reengineering Organisational Learning, Organisational Effectiveness and Employee Engagement, Defining Values, Values Important to the OD Practitioner, Core Values of O D, Changes to OD Values, Values Statement of O D, Ethical Issues of OD.

#### **TEXT BOOKS:**

1. Change Management and Organizational Development by Ratan Raina, SAGE publishers
2. Organizational Change – An Action-Oriented Toolkit by Gene Deszca, Cynthia Ingols, Tupper F Cawsey, SAGE Publications

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**REFERENCE BOOKS:**

1. Organization Development: The process of Leading Organizational Change by Donald L Anderson, Sage Publishers, 2<sup>nd</sup> Edition.
2. Orgnaisation Development by Donald L Anderson, Sage South Asia
3. Oragnaization Development and Organization Change by Donald L Anderson and Tupper F, Sage Publications

## **SPECIALISATION BASED COURSES OFFERED FOR EACH DISCIPLINE UNDER COMMERCE AND MANAGEMENT**

### **BRANCH: MARKETING MANAGEMENT**

<b>Marketing Research &amp; Analytics</b>							
<b>Course Code</b>	<b>PHMM101</b>	<b>L-P-T-Cr.:</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>Semester: I</b>
<b>Category:</b>	Programme Elective Course						
<b>Prerequisite:</b>	A foundational understanding of marketing principles and basic statistics is recommended. Prior exposure to research methodology and data analysis concepts will also support students in grasping advanced topics, such as conjoint analysis and predictive modeling, covered in this course.						
<b>Course Summary:</b>	This course provides an in-depth exploration of marketing research methods and their strategic applications, addressing the evolving role of marketing intelligence and predictive analytics in the 21st-century marketplace. Students will engage with concepts from consumer experiment design to marketing decision support systems, and applications across diverse areas such as pricing, distribution, and advertising research. The course concludes with an examination of predictive analytics, highlighting its importance and methods for enhancing decision-making through data mining and big data analysis.						

**Course Outcomes:** On completion of the course, the student will be able to

CO1	Design marketing research experiments, using techniques like conjoint analysis, to gain insights into consumer preferences and decision-making.
CO2	Critically assess marketing research project designs, considering the ethical implications and accuracy of sampling when studying human subjects.



CO3	Examine the role of decision support systems in managing marketing data, applying the four Vs (Volume, Velocity, Variety, and Value) to ensure data quality and relevance.
CO4	Utilize various applications of marketing research in areas such as product, pricing, and advertising research to solve specific business problems.
CO5	Understand the principles and methods of predictive analytics, identifying both the advantages and limitations of predictive models in marketing contexts.

### **Module-1 Marketing Research Dynamics**

Meaning of Marketing research; when marketing research is unnecessary; Nature and Scope of Marketing Research; Marketing Research in the 21st Century (Indian Scenario); limitations of Marketing Research; threats to marketing research; Introduction to marketing intelligence: concept of marketing intelligence (MI), components, need for MI, Domains of MI. Ethics in marketing research. Design of consumer experiments using Conjoint Analysis. Case Study on Marketing Research Dynamics.

### **Module -2 Marketing Research Projects**

Design and implementation of Marketing Research Projects, defining research questions, identifying respondents, sampling accuracy and sufficiency. Issues around studying human subjects.

### **Module -3 Decision Support System**

Marketing Decision Support System-meaning, Use of Decision Support Systems in Marketing Research, Data base & Data warehousing. The three Vs: Volume, Velocity & Variety, The Fourth V: Value. Elements of data base, types of data base, using marketing data base for marketing intelligence, ways to gather consumer data.

### **Module -4 Applications of Marketing Research**

**Applications of Marketing Research:** Introduction, Consumer Market Research, Business-to-

Business Market Research, Product Research, Pricing Research, Motivational Research, Distribution Research, Advertising Research, Media research, Sales Analysis and Forecasting.

### **Module -5 Predictive analysis**

Meaning of predictive analysis, how good are models at predictive behaviour, benefits of predictive models and applications of predictive analysis, reaping the benefits, avoiding the pitfalls, importance of predictive model, process of predictive analytics. Predictive Analytics, Data Mining and Big Data\_ Myths, Misconceptions and Methods by Steven Finlay.

### **TEXT BOOKS:**

1. Marketing Research – An Applied Orientation by Naresh K Malhotra & Satya Bhushan Dash, Pearson publishers, 7<sup>th</sup> Edition
2. Marketing Analytics Using Excel by Ajithab Dash, Sage Publications

### **REFERENCE BOOKS:**

1. Essentials of marketing Research by William G Zikmund et.al, Cengage Learning, 7<sup>th</sup> Edition
2. Marketing Research by V Kumar, Sage Publications, 1<sup>st</sup> Edition
3. Market Research: Text and Cases by Rejendra Nargundkar, McGraw Hill, 3<sup>rd</sup> Edition

## **SPECIALISATION BASED COURSES OFFERED FOR EACH DISCIPLINE UNDER COMMERCE & MANAGEMENT**

### **BRANCH: MARKETING MANAGEMENT**

<b>Consumer Behaviour</b>							
<b>Course Code</b>	<b>PHMM102</b>	<b>L-P-T-Cr.:</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>Semester: I</b>
<b>Category:</b>	Programme Elective Course						
<b>Prerequisite:</b>	Students should have a foundational knowledge of marketing principles and basic psychology, as these areas provide essential context for understanding consumer motivations and behaviors. Familiarity with research methods will also support the practical applications and experiments conducted in this course.						
<b>Course Summary:</b>	This course delves into the intricacies of consumer behavior, emphasizing the psychological, social, and cultural factors that drive purchasing decisions. Students will explore various consumer behavior models, individual and external influences, and the evolving dynamics of consumerism in India. By understanding the motivations, attitudes, perceptions, and learning patterns of consumers, students will gain insights into tailoring effective marketing strategies. The course also examines consumer relationship management (CRM) strategies, situational influences, and the impact of social class and reference groups on consumer choices.						

Course Outcomes: On completion of the course, the student will be able to

CO1	Develop a comprehensive research framework for analyzing consumer behavior and the factors that drive consumerism, particularly within the Indian context.
CO2	Assess the effectiveness of different consumer behavior models, comparing their applicability in real-world decision-making processes and online environments.

CO3	Investigate individual influences on consumer behavior, such as motivation, personality, and perception, to inform targeted marketing strategies.
CO4	Implement consumer learning and attitude models to create persuasive communication strategies that align with brand objectives and target audience characteristics.
CO5	Recognize the role of social class, culture, and reference groups in shaping consumer behavior and adapt marketing approaches to resonate with diverse consumer segments.

### **Module – I: Introduction**

Meaning of Consumer Behaviour; Difference between Consumer & Customer; Nature & characteristics of Indian Consumers; Consumerism: meaning; Consumer Movement in India; Rights & Responsibilities of consumers in India; Benefits of consumerism. Research on Consumer Behaviour; Consumer Behaviour and Society.

### **Module -2 Models of Consumer Behaviour**

Input-Process-Output Model, Nicosia Model, Howard Sheth Model, Engel-Kollat-Blackwell Models of Consumer Behaviour, Internal Influences, External Influences.

**Consumer Decision Making:** Consumer Buying Decision Process, Levels of Consumer Decision Making – Four views of consumer decision making. On-line Decision Making: Meaning & Process/Stages.

Situational Influences- Nature of Situational Influence, Situational Characteristics and consumption behaviour.

Class Exercise: Conducting consumer experiments.

### **Module -3 Individual Influences on Consumer Behaviour and CRM Part –I**

- a) Motivation:** Basics of Motivation, Needs, Goals, Positive & Negative Motivation, Rational Vs Emotional motives, Motivation Process, Arousal of motives, Selection of goals. Motivation Theories and Marketing Strategy - Maslow's Hierarchy of Needs, McGuire's Psychological Motives.
- b) Personality:** Basics of Personality, Theories of Personality and Marketing Strategy (Freudian Theory, Neo-Freudian Theory, Trait Theory), Applications of Personality concepts in Marketing, Personality and understanding consumer diversity, Brand Personality, Self and Self-Image.
- c) Perception:** Basics of Perception & Marketing implications, Elements of Perception, Dynamics of Perception, Influence of perception on CB, Consumer Imagery, Perceived price, Perceived quality, price/quality relationship, Perceived Risk, Types of risk, How to consumers' handle risk.

#### **Module -4 Individual Influences on Consumer Behaviour and CRM Part –II**

- d) Learning:** Elements of Consumer Learning, Marketing Applications of Behavioural Learning Theories, Classical Conditioning – Pavlovian Model, Neo-Pavlovian Model, Instrumental Conditioning.
- e) Attitude:** Basics of attitude, the nature of attitude, Models of Attitude and Marketing Implication, (Tri-component Model of attitude, Multi attribute attitude models. Elaboration Likelihood Model).
- Persuasive Communication:** Communications strategy, Target Audience, Media Strategy, Message strategies, Message structure and presentation

#### **Module -5 External Influences on Consumer Behaviour**

**Social Class:** Social Class Basics, What is Social Class? (Social class & Social status, the dynamics of status consumption, Features of Social Class, Five Social-Class Categories in India.

**Culture:** Basics, Meaning, Characteristics, Factors affecting culture, Role of customs, values and beliefs in Consumer Behaviour. Subculture: Meaning, Subculture division and consumption pattern in India, Types of subcultures. Cross Culture - Cross-cultural consumer analysis - Cross-cultural marketing strategy: Cross-cultural marketing problems in India, Strategies to overcome cross-cultural problems.

**Groups:** Meaning and Nature of Groups, Types Family: The changing structure of family, Family decision making and consumption related roles, Dynamics of husband-wife decision making, The

family life cycle & marketing strategy, Traditional family life cycle & marketing implications, Reference Groups: Understanding the power & benefits of reference groups, Factors that affect reference group influence, Types of reference group, Reference Group Appeals.

**TEXT BOOKS:**

1. Consumer Behaviour by Leon Schiffman, Leslie Kanuk, Pearson publication
2. Consumer Behaviour: A Managerial Perspective by Dr. Dheeraj Sharma, Jagadish N Sheth, Cengage Learning

**REFERENCE BOOKS:**

1. Consumer Behaviour by Sethna, Sage Publications, 4<sup>th</sup> Edition
2. Advertisement Brands & Consumer Behaviour-Case Book by Ramesh Kumar, Sage Publications
3. Consumer Behaviour in Indian Perspective by Sujay Nair, Himalaya Publications

## **SPECIALISATION BASED COURSES OFFERED FOR EACH DISCIPLINE UNDER COMMERCE AND MANAGEMENT**

### **BRANCH: MARKETING MANAGEMENT**

<b>Digital Marketing Management</b>								
<b>Course Code</b>	<b>PHMM103</b>	<b>L-P-T-Cr.:</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>Semester:</b>	<b>I</b>
<b>Category:</b>	Programme Elective Course							
<b>Prerequisite:</b>	Students should have a foundational understanding of marketing principles and basic familiarity with social media platforms. Previous experience in content creation, advertising, or digital tools will be beneficial for hands-on projects in this course.							
<b>Course Summary:</b>	This course offers a comprehensive overview of digital marketing, covering essential strategies, platforms, and tools. Students explore concepts like the P-O-E-M framework, social media strategy, search engine advertising, display advertising, and mobile marketing techniques. With practical assignments on digital marketing and mobile advertising, the course equips students to design and implement effective digital campaigns. By examining key metrics and analytics, students learn how to optimize and assess digital marketing performance, preparing them to navigate the rapidly evolving digital landscape in India and beyond.							

**Course Outcomes:** On completion of the course, the student will be able to

CO1	Recognize the key concepts and differences between traditional and digital marketing, identifying essential skills and strategies for effective digital marketing.
CO2	Develop a display advertising strategy, utilizing different targeting methods to engage audiences effectively.

<p>Concept of Digital Marketing, Origin, traditional versus Digital Marketing. Digital Marketing Strategy- The P-O-E-M Framework, Segmenting and customising Messages, Digital Landscape. Digital advertising Market in India. Skills required in Digital Marketing, Digital Marketing Plan</p>
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<p>Concept of Display Advertising, types of display ads, buying models, display plan</p> <p>Targeting- contextual targeting placement targeting, remarketing, interest categories, geographic and language tagging, demographics, mobile, other targeting methods. Programmatic digital advertising, You Tube Advertising.</p>
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Understanding Ad Placement, Understanding Ad Ranks, Creating First Ad Campaign, Performance Reports.

## Live Project: Create a digital marketing plan

## Twitter Marketing: Building Content Strategy, twitter usage , Twitter Analytics



**Instagram & Snapchat:** Objectives of Instagram, Hashtags. What is Snapchat. Digital Public Relations

### **Module -5 Mobile Marketing**

Mobile Usage, Mobile Advertising- Mobile Advertising Models, advantages of Mobile advertising, Mobile Marketing Toolkit, Mobile Marketing features- Location based services, Social marketing on mobile, QR Codes, Augmented Reality, Gamification. **Tracking mobile campaigns-** Mobile Analytics.

**Live Project: Create a mobile advertising project..**

#### **TEXT BOOKS:**

1. Digital Marketing by Seema Gupta, McGraw Hill Education
2. Marketing 4.0: Moving from Traditional to Digital by Philip Kotler, Hemawan Kartajaya, Wiley publishers

#### **REFERENCE BOOKS:**

1. Fundamentals of Digital marketing by Puneet Bhatia, Pearson publishers, 2<sup>nd</sup> edition
2. Social Media Marketing by Tracy L Tuten, Michael R Solomon, Sage Publication 3<sup>rd</sup> Edition
3. Digital Marketing by Swaminathan T N, Karthik Kumar, Cengage Publisher

## **SPECIALISATION BASED COURSES OFFERED FOR EACH DISCIPLINE UNDER COMMERCE AND MANAGEMENT**

### **BRANCH: MARKETING MANAGEMENT**

<b>International Marketing Management</b>								
<b>Course Code</b>	<b>PHMM104</b>	<b>L-P-T-Cr.:</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>Semester:</b>	<b>I</b>
<b>Category:</b>	Programme Elective Course							
<b>Prerequisite:</b>	Students should have foundational knowledge in marketing principles and business management. Familiarity with basic economic concepts, such as supply and demand, trade, and consumer behavior, will be beneficial for understanding international trade theories and global market dynamics.							
<b>Course Summary:</b>	This course provides an in-depth understanding of international marketing dynamics, exploring strategies, challenges, and theoretical frameworks essential for managing marketing across borders. Topics include global market research, trade theories, entry strategies, product policy, pricing, promotion, and distribution in the international context. Through practical assignments and case studies, students gain insights into market-specific adaptations and strategic decision-making required for global success.							

**Course Outcomes:** On completion of the course, the student will be able to

CO1	Explain the scope, motivations, and challenges of international marketing and distinguish between international and domestic marketing.
CO2	Assess various international trade theories and apply them to identify and classify potential global markets.
CO3	Critically evaluate alternative global market entry strategies and analyze environmental factors, including political, economic, and cultural considerations,

	influencing these choices.
CO4	Implement international product adaptation, product lifecycle, and packaging strategies for consumer and business markets, taking into account global quality standards and cultural variations.
CO5	Develop comprehensive international marketing strategies for pricing, promotion, and distribution decisions, incorporating global frameworks and competitive analysis to effectively position products and services in foreign markets.

### **Module -1 Introduction to International Marketing**

Scope, Challenges, Reasons and Motivations, Concepts to the management of international marketing function, differences between international marketing and domestic marketing – transition from domestic to international markets - World Trade and India's foreign trade: an overview.

### **Module -2 International Trade Theories and Market research**

International Trade Theories- Absolute cost-comparative Cost- H-O Theorem- New Trade Theories- Porter's Diamond Theory- Managerial Implications. Developing a global vision through market research: Breadth and scope of international marketing research, problems in availability and use of secondary data, problems in gathering primary data, multi-cultural research – a special problem , research on internet – a new opportunity , estimating market demand, responsibility for conducting marketing research, communicating with decision makers. Identifying foreign markets – classification based on demand, based on the stage of development, other basis for division of world markets.

### **Module -3 Planning and organization**

**Planning and organization:** Global perspective – global gateways – global marketing management – an old debate and a new view – planning for global markets – alternative market entry strategies – organizing for global competition. Global marketing environment – cultural Environment Political and Legal Environment, Economic Environment- Modes of entry in to foreign business.

### **Module -4 International Product Policy for Consumers**

Quality – green marketing and product development, products and culture – analyzing product components for adaptation – products for consumers in global markets, product development, product adaptation, product standardization, Cross country segmentation, Product life cycle in International Marketing, International Packaging.

Product and services for businesses. Demand in global business to business markets- Quality and global standards – business services – tradeshows crucial part of business to business marketing – relationship markets in business to business context.

### **Module -5 International Pricing, Promotion and distribution decision**

Pricing decision: global pricing frame work, pricing basics, marginal cost pricing and its importance. Transfer pricing, counter trade, systems pricing, pricing and positioning price quotation-INCO terms.

Promotion decision: International Advertising, Sales promotion in International, direct mailing, personal selling,

exhibition – generic promotion in international marketing.

Global Distribution decision - Introduction, distribution as competitive advantage, rationalizing local channels, global channel design, Channel alternatives – Importance of Channel decision – Factors influencing the Channel decision – Channel Selection decision. **Assignment: Identifying a International luxury product and relate it to either pricing or promotion or distribution**

#### **TEXT BOOKS:**

1. International Marketing by Catero, Graham, Tata McGraw Hill publication, latest edition
2. International Marketing by Varshney, Bhattacharya, Sulthan Chand Publication, latest edition

#### **REFERENCE BOOKS:**

1. Global marketing management by Warren J Keegan, Pearson Publication, latest edition
2. International Marketing Management: Text and Cases by U C Mathur, Sage Publication

3. International Marketing: analysis and Strategy by Sak Onkvisit, Johnshaw, Biztantra, Latest Edition