



School of Management & Liberal Arts Doctor of Philosophy (Ph.D.)

Program Educational Objectives (PEOs):

PhD graduates will be prepared to:

1. **Demonstrate** mastery in a specific domain and **contribute** original research that **advances** disciplinary frontiers.
2. **Design** and **execute** high-quality, ethical research that **addresses** contemporary challenges and **meets** international publishing standards.
3. **Communicate** research findings through scholarly writing, teaching, and presentations to **foster** academic and professional dialogue.
4. **Apply** academic inquiry to **generate** solutions that **benefit** society, industry, and the environment.
5. **Lead** in academic and research environments by **engaging** in interdisciplinary collaboration, teaching, and mentoring.

Program Outcomes (POs)

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Graduates of the PhD program will be able to:

1. **Demonstrate** advanced theoretical and practical knowledge in their area of specialization.
2. **Apply** rigorous research methodologies to **investigate** complex academic and real-world issues.
3. **Produce** original research that **contributes** to both disciplinary and interdisciplinary fields.
4. **Communicate** findings effectively through publications, presentations, and teaching.
5. **Uphold** ethical standards in research, teaching, and academic service.
6. **Translate** research insights into societal, industrial, or environmental impact.
7. **Design** and **deliver** effective teaching and mentoring to **enhance** academic learning.
8. **Collaborate** across disciplines and **lead** research initiatives to **drive** academic and societal progress.

PROGRAM (CURRICULUM) STRUCTURE FOR Ph.D. IN MANAGEMENT

Program: Doctor of Philosophy (Ph.D.) in Management
Total Credits: 19
UGC Prescribed Credits: 14 to 16

S. No.	Course Code	Course Name	Periods			Credits
			L	T	P	
1	PHDM 701	Research Methodology	4	0	0	4
2	PHDM 702	Statistics	3	0	0	3
3	PHDM 703 P	Statistical Packages for Research in Management	0	0	4	2
4	PHDM704	Research & Publication Ethics	2	0	0	2
5	-	Core Course - 1	3	0	0	3
6	-	Core Course - 2	3	0	0	3
7	PHDM 705	Seminar	-	-	-	2
8	-	Comprehensive (Written & Oral)				
Total Credits			15	0	4	19

Note: Core Course-1 and Core Course-2 will be domain specific and will be based on the area of research chosen by the research scholar.

LIST OF COURSES UNDER DIFFERENT SPECIALIZATIONS

S. No.	Course Code	Course Name	Periods			Credits
			L	T	P	
1	PHDM706	Rural Marketing	3	0	0	3
2	PHDM707	Consumer Behaviour	3	0	0	3
3	PHDM708	Retail Marketing	3	0	0	3
4	PHDM709	Advanced Human Resource Management	3	0	0	3
5	PHDM710	Advanced Organization Behaviour	3	0	0	3
6	PHDM711	Contemporary Issue and Trends in Managing Human Resource	3	0	0	3
7	PHDM712	Behaviour Finance	3	0	0	3

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8	PHDM713	Strategic Financial Management	3	0	0	3
9	PHDM714	Econometrics and Financial Analysis	3	0	0	3
10	PHDM715	Management of Advanced Financial Services	3	0	0	3

COURSE SYLLABI

Course: RESEARCH METHODOLOGY			Pre-PhD Course Work
Course Code: PHDM701	L T P	4 0 0	Credits: 4

OBJECTIVE	The purpose of this course is to enable students to understand the fundamentals of research methodology and use them in their research endeavors.		
COURSE OUTCOMES	Upon completion of the course scholars should be able to: <ol style="list-style-type: none"> 1. Understand the purpose of research, identify a research problem/ need, translate it into a research question, and design an appropriate way to answer it. 2. Identify and understand the main qualitative and quantitative methods of business research, their merits and demerits, and appropriate application areas. 3. Develop skills in choosing suitable sampling techniques, measurement scales, questionnaire design, conducting interviews, surveys, and leading focus groups. 4. Formulate testable hypothesis and choose the most appropriate tools for testing them, develop skills of quantitative data analysis and interpretation of its results. 5. Communicate research findings and their implications in a clear and well-organized way, both orally and in writing. 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Introduction: Scientific investigation, Statistics in scientific inquiry, Research philosophy: Positivism, Realism, Interpretivism, Pragmatism, Basic research and applied research, Research design and internal validity, Qualitative Research Strategy: Case Study, Ethnography, Focus Groups, Depth Interview, Projective Techniques, Quantitative Research Strategy: Survey, Experiment, Observation, Content Analysis, The research process, Planning a research project and formulating research questions, Structuring the research proposal, Review of literature, searching data bases, Issue of plagiarism, Case study approach.	10
	2.	Measurement and Scaling: Theory of measurement, Comparative scaling, Primary scales of measurement, non-comparative scaling, Questionnaire design: Questionnaire design process, Focus group discussion, Pre-testing questionnaire, Construct validity and reliability	10
	3.	Sample Design and Data Collection: Census and sample, Sampling design process and external validity, Classification of sampling techniques: probability and non-probability sampling techniques, Sample size,	10

		determination, Data collection process, Online data collection, and Interaction content on web	
	4.	Inferential Statistics and Nonparametric Statistics: Sampling Distribution, 1-Sample Kolmogorov-Smirnov, z- test, Test of significance, t-test, Analysis of Variance (ANOVA), Simple linear regression, Multivariate regression, Factorial Design (Two Way ANOVA).	12
	5.	Moderation and mediation, Classification methods, Logistic, Binary, Probit, Factor Analysis, Cluster Analysis, Multi-Dimensional scaling, MANOVA, Structured Equation Modelling. Chi-Square Distributions and as a Test of Independence, Wilcoxon rank-sum test and Mann- Whitney test, Kruskal-Wallis test, Rank Correlation, Goodness-of-Fit Tests.	12
	6.	Reporting and thesis 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, drawing conclusions, Suggestions, Bibliography, referencing and footnotes, Oral presentation, Making presentation, Use of visual aids.	06
		Total hours	60
TEXT BOOK	1. Saunders; <i>Research Methods for Business Students</i> ; Pearson Education 2. William M.K. Trochim; <i>Research Methods</i> ; Bizantra		
REFERENCE BOOK/ SUGGESTED READING	1. V. Kumar: <i>International Marketing Research</i> ; Prentice Hall of India 2. Hair, Anderson, Tatham and Black; <i>Multivariate Data Analysis</i> ; Pearson Education 3. Michael, S. Lewis-Beck, Bryman, Alan E. and Tim, Futing Liao; <i>The Sage encyclopedia of Social Science Research Methods</i> ; Sage Publications 4. Sherri, L. Jackson; <i>Research Methods: A Modular Approach</i> ; Thomson Wadsworth 5. Yin, Robert K.; <i>The Case Study Anthology</i> ; Sage Publications 6. Kaplan, David; <i>Structural Equation Modeling: Foundations and Extensions</i> ; Sage Publications 7. Denzin N. K. and Lincoln Y. S., “ <i>The Sage Handbook of Qualitative Research</i> ”, Sage Publications. 8. Alvesson M. and Skoldberg K., “ <i>Reflexive Methodology New Vistas for Qualitative Research</i> ”, Sage Publications		

Course: STATISTICS			Pre-PhD Course Work
Course Code: PHDM702	L T P	4 0 0	Credits: 3

OBJECTIVE	To familiarize the students with the concepts of Statistics and their Applications		
COURSE OUTCOMES	<p>Upon completion of the course scholars should be able to:</p> <ol style="list-style-type: none"> 1. Portray and examine the key terminology, concept tools and techniques used in statistical analysis. 2. Develop basic skills for quantitative applications in business situations. 3. Discuss critically and conduct basic statistical analysis of data and its uses and limitations. 4. Critically estimate the underlying assumptions of analysis tools 5. Choose a statistical method for solving practical problems 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Sampling and Estimation: Introduction to sampling, Random sampling, Introduction to sampling distributions, Estimation -Point and Interval estimates and Confidence Intervals, Calculating Interval Estimates of the Mean for large and small sample sizes, determining the sample size in estimation.	09
	2.	Hypothesis Testing: Introduction to Hypothesis Testing, Procedure of Hypothesis Testing, measuring power of Hypothesis Test, Hypothesis testing of Means when the population Standard Deviation is known and not known, Hypothesis Testing for differences between Means for large, small samples and dependent samples, Probability values another way to look at Hypothesis Testing, Limitations of Tests of Significance	09
	3.	Non-Parametric Methods: Introduction to Non-Parametric Statistics, The Sign Test for Paired Data, Rank Sum Tests: The Mann Whitney U Test and the Kruskal Wallis Test, The One Sample Runs Test, The Kolmogorov – Smirnov Test.	09
	4.	Regression & Correlation Analysis: Linear Regression: Statistical Inferences in Linear Regression, Multiple Regression, going beyond a single Explanatory Variable, Significance Testing and Goodness of Fit, and working with Qualitative Variables. Pearson's and Spearman Rank Correlation.	09
	5.	Time Series and Forecasting: Introduction, Variation in Time Series, Trend Analysis, and	09

		methods of measurement of Trend, Cyclical Variation, Seasonal Variation, Irregular Variation, Problem solving involving All Four Components of a Time Series, Time Series Analysis in Forecasting.	
		Total hours	45
TEXT BOOK	1. Levin, R. I., Rubin D.S., Rastogi S., Siddiqui, M.H.; <i>Statistics for Management</i> . Pearson Education 2. Ken Black.; <i>Business Statistics: For Contemporary Decision Making</i> ; John Wiley & Sons		
REFERENCE BOOK/ SUGGESTED READING	1. Aczel, Amir. D, Sounderpandian, J, Saravanan, P; <i>Complete Business Statistics</i> ; McGraw Hill. 2. Carver,R. H., Nash, J.G.; <i>Doing Data Analysis with SPSS</i> ; Cengage learning		

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Course: STATISTICAL PACKAGES FOR RESEARCH IN MANAGEMENT			Pre-PhD Course Work
Course Code: PHD703 P	L T P	0 0 4	Credits: 2

OBJECTIVE	To equip students with the skills to apply basic statistical methods, analyze data using SPSS to prepare statistical reports.		
COURSE OUTCOMES	Upon completion of the course scholars should be able to: 1. Read-in, enter, organize, and save data in a suitable way. 2. Calculate/recode variables and prepare data for analysis. 3. Conduct descriptive and basic inferential statistics. 4. Become familiar with SPSS presentation of statistical output. 5. Create and edit graphical displays of data		
COURSE DETAILS	Module No.	Topic	Hours
	1.	SPSS-An Overview: Mouse and keyboard processing, Frequently used dialog boxes, Editing output, Printing results, Creating and editing a data file, Importing data from Excel files	04
	2.	Data Management using SPSS: Listing cases, replacing missing values, Computing new variables, Recording variables, Exploring data, Selecting cases, Sorting cases, Merging files, Data Transcription, Types of scales, Selecting cases, Recoding variables, Creating new variables, Treatment of missing data, Merging files, Reliability and Validity of Research Instrument, Data cleaning: finding and treating outliers, Levene's test for homogeneity of variances.	14
	3.	Inferential Statistics and Multivariate Analysis using SPSS: Sampling Distribution, One Sample Kolmogorov-Smirnov test, z-test, Test of significance, t-test, Analysis of Variance (ANOVA), Regression Analysis: Linear, Multivariate, Logistic and Probit, Factor Analysis, Classification methods: Cluster Analysis, Multi-dimensional scaling, MANOVA.	14
	4.	Nonparametric Statistics: Chi-Square Test: Goodness of Fit and Test of Independence, Wilcoxon rank-sum test and Mann-Whitney test, Kruskal-Wallis test, Rank Correlation.	14

	5.	Structural Equation Modelling with AMOS: Overview, Causality, Background, SEM basics, SEM strategies, CFA and Path analysis, Goodness of Fit indices, Mediation and Moderation.	14
		Total hours	60
TEXT BOOK	1. Andy Field; Discovering Statistics using IBM SPSS Statistics; Sage Publications. 2. Bryman, Alan and Duncan Cramer; Quantitative Data Analysis with SPSS for Windows: A Guide for Social Scientists; McGraw Hill.		
REFERENCE BOOK/ SUGGESTED READING	1. Sweet Stephen A.; <i>Data analysis with SPSS</i> ; Allyn and Bacon 2. Barbara M. Byrne; <i>Structural Equation Modeling with AMOS: Basic Concepts, Applications and Programming</i> ; Routledge		

Course: RESEARCH & PUBLICATION ETHICS			Pre-PhD Course Work
Course Code: PHDM704	L T P	2 0 0	Credits: 2

OBJECTIVE	To develop basic awareness of ethics, research integrity, publication ethics, identify research misconduct and predatory publications.		
COURSE OUTCOMES	Upon completion of the course scholars should be able to: 1. Describe and apply theories and methods in ethics and research ethics. 2. Acquire an overview of important issues in research ethics, like responsibility for research, ethical vetting, and scientific misconduct. 3. Acquire skills in presenting arguments and results of ethical inquiries. 4. Understand indexing and citation databases, open access publications, research metrics (citations, h-index, Impact Factor, etc.) and plagiarism tools.		
COURSE DETAILS	Module No.	Topic	Hours
	1	Philosophy and Ethics: Introduction to philosophy: definition, nature and scope, concept, branches Ethics: definition, moral philosophy, nature of moral judgments and reactions	04
	2	Scientific Conduct: Ethics with respect to science and research, Intellectual honesty and research integrity. Scientific misconducts: Falsification, Fabrication, and Plagiarism (FFP), Redundant publications: duplicate and overlapping publications, salami slicing. Selective reporting and misrepresentation of data	04
	3	Publication Ethics: Publication ethics: definition, introduction and importance. Best practices / standards setting initiatives and guidelines: COPE, WAME, etc. Conflicts of interest. Publication misconduct: definition, concept, problems that lead to unethical behavior and vice versa, types. Violation of publication ethics, authorship and Contributorship. Identification of publication misconduct, complaints and appeals. Predatory publishers and journals.	07

	4	Open Access Publishing: Open access publications and initiatives, SHERPA/RoMEO online resource to check publisher copyright & self-archiving policies, Software tool to identify predatory publications developed by SPPU, Journal finder/journal suggestion tools viz. JANE, Elsevier Journal Finder, Springer Journal Suggested, etc.	04
	5	Publication Misconduct: Group Discussions: Subject specific ethical issues, FFP, authorship, Conflicts of interest, Complaints and appeals: examples and fraud from India and abroad Software tools: Use of plagiarism software like Tumitin, Urkund and other open-source software tools.	04
	6	Databases and Research Metrics: Databases: Indexing databases, Citation databases: Web of Science, Scopus, etc. Research Metrics: Impact Factor of journal as per Journal Citation Report, SNIP, SIR, IPP, Cite Score, Metrics: h-index, g index, i10 index, altimetric	07
		Total Hours	30
TEXTBOOKS	<ol style="list-style-type: none"> 1. Dobrick, F M, FischerLutz M., Research Ethics in the Digital Age: Ethics for the Social Sciences and Humanities in Times of Mediatization and Digitization. Springer 2. Oliver P., “<i>The Student's Guide to Research Ethics</i>”, Open University Press. 		
REFERENCE BOOKS/ SUGGESTED READING	<ol style="list-style-type: none"> 1. Todorovich M, Kurtz P, “<i>The Ethics of Teaching and Scientific Research</i>”, Miro Torovich; Paul Kurtz; Sidney Hook Prometheus Books, 1977 2. Stanley B. H., Sieber J. E., Melton G. B., “<i>Research Ethics: A Psychological Approach</i>”, University of Nebraska Press. 3. Salzano F. M., Hurtado A. M., “<i>Lost Paradises and the Ethics of Research and Publication</i>”, Oxford University Press. 		

CORE COURSES

Course: RURAL MARKETING			Pre-PhD Course Work
Course Code: PHDM706	L T P	3 0 0	Credits: 3

OBJECTIVE	The course intends to acquaint students with the rural and agricultural market environment. It enables them to understand rural consumer markets and hence contribute to the upcoming global economic scenario where rural markets are emerging as potential markets.		
COURSE OUTCOMES	Upon completion of the course students should be able to: <ol style="list-style-type: none"> 1. Understand the concept of rural marketing along with the challenges and opportunities in rural marketing. 2. Explain rural consumer behavior and the factors affecting the behavior. 3. Design the marketing mix elements for rural markets. 4. Understand the agriculture market and challenges in agriculture marketing. 5. Elucidate the emergence of organized retailing in rural markets and different operative models adopted by companies. 		
COURSE DETAILS	Module No.	Topic	Hours
	1	Introduction to Rural Markets Definition, nature and characteristics of rural market, Rural market structure: demographic and physical, Economic Environment, Rural market vs Urban Markets, 4 As of rural marketing, Rural marketing: Challenges and opportunities.	08
	2	Rural Consumer Behavior Profile and Lifestyle of Rural Consumer, Segmentation: rural market segmentation tools, Targeting and positioning, Rural consumer behavior, Rural shopping habits, Rural customer buying decision process, Factors affecting consumer behavior: cultural, social, technological, economic and political.	08
	3	Marketing Mix in Rural Markets Product: Significance, concept and product mix decisions, Pricing strategy: objectives, policies and strategies, Promotion: advertising, sales promotion and PR in rural markets, Communication in rural	09

		marketing: Language and culture, Distribution strategies, Channels of Distribution, Role of Government, Financial institutions, Self Help Groups (SHG), Public Sector Undertakings, Regulated markets, and public distribution system.	
	4	Understanding Agricultural Markets Scope of agricultural marketing, Traditional agricultural marketing system, Challenges in agricultural marketing: transportation, grading and standardization, Economic importance of agricultural marketing, Export potential of agricultural markets.	10
	5	Innovation in Rural Markets Significance of innovation in rural markets, importance of market information in rural marketing, Emergence of organized retailing in rural India, Key drivers of organized retail, Cases in organized retail, Operative models adopted by Indian companies. Selected Case Studies ITC: e-choupal and choupal sagar, Project Shakti and Shaktiman by Uniliver	10
		Total hours	45
TEXTBOOK	1. Kashyap, Pradeep; <i>Rural Marketing</i> ; Pearson Education 2. Dogra, Balram and Ghuman Karminder; <i>Rural Marketing</i> ; McGraw hill.		
REFERENCE READING	1. Badi, R.V. and Badi, N.V; <i>Rural Marketing</i> ; Himalaya Publishing House 2. Prahalad, C.K; <i>The fortune at the Bottom of the pyramid</i> ; Pearson Education 3. Krishnamacharyulu C.G. and Ramakrishna Lalitha; <i>Rural Marketing</i> ; Pearson Education		

Course: CONSUMER BEHAVIOR			Pre-PhD Course Work
Course Code: PHDM707	L T P	3 0 0	Credits: 3

OBJECTIVE	To develop an in-depth understanding of the various aspects, dimensions and facets of Consumer Behaviour.		
COURSE OUTCOMES	Upon completion of the course students should be able to: <ol style="list-style-type: none"> 1. Understand the basic concepts of consumer behaviour 2. Develop insights into different aspects of consumer behaviour 3. Identify different factors that influence consumer behaviour 4. Understand process of consumer decision making that leads to consumer adoption. 		
COURSE DETAILS	Module No.	Topic	Hours
	1	Introduction to Consumer Behaviour Nature, scope and determinants of consumer behavior, Application of research in consumer behaviour, Market Segmentation: meaning and bases of segmentation, criteria for effective targeting, implementing segmentation strategies	07
	2	Individual Determinants of Consumer Behaviour Motivation: Nature and Types of Motives, Dynamics of motivation, Types of Needs, Motivational theories, Personality: Theories, Product Personality, Self, Self-image, Consumer Perception: Concept and Elements of Perception, Dynamics of perception, Consumer Imagery, Consumer Learning: Elements of learning, Behavioral and Cognitive Learning Theories, Consumer Attitude: Functions of Attitude, Attitude Theories: Tri-component, Multi attribute and Cognitive Dissonance, Attitude formation, Attitude Change Strategies	14
	3	External Influences on Consumer Behaviour Group behaviour: Meaning and types of groups, Influence of Reference Groups, Group appeals, Family: Functions of family, Family decision making, Family Life Cycle, Culture: Values and Norms, Characteristics and effect on Consumer Behaviour, Types of sub culture, Cross cultural consumer, Social	12

		Class: Categories, Measurement and Applications of Social Class	
	4	Consumer Decision Making Process Personal Influence and Opinion Leadership: Process of Opinion Leadership, Profile of Opinion Leader, Opinion leadership and Firm's promotional Strategy, Diffusion of innovations: Diffusion Process, Adoption Process, Introduction to Consumer Decision Making: levels, decision making process- pre purchase, purchase and post purchase process, Models of consumer decision-making.	12
		Total hours	45
TEXT BOOKS	<ol style="list-style-type: none"> 1. Ramesh Kumar S., Schiffman Leon, Kanuk, Leslie Lazar; Consumer Behavior; Pearson 2. Loudon, David L. and Della,Bitta Albert J.; Consumer Behavior; McGrawHill. 3. Assael, H., 'Consumer Behaviour in Action', Cengage Learning. 4. Blackwell, R. D.,Miniard, P. W. and Engel, J. F., 'Consumer Behaviour', Cengage Learning. 5. Batra, S. and Kazmi, S. 'Consumer Behaviour in Indian Perspective'. Himalaya Publications. 		
REFERENCE READING	<ol style="list-style-type: none"> 1. Kahneman, D (2013), Thinking, Fast and Slow, Penguin. 2. Hoyer, W.D. & Macinnis, D.J. (2010). Consumer Behavior, Cengage Learning. 		

Course Code: PHDM708	L T P	3 0 0	Credits: 3
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OBJECTIVE	Objective: To familiarize the students with the concept, process, and management of retail marketing.		
COURSE OUTCOMES	Upon completion of the course students should be able to: <ol style="list-style-type: none"> 1. Understand the concept of retail marketing along with the challenges and opportunities in retail marketing. 2. Explain retail marketing strategy and applications. 3. Design merchandise management for retail markets. 4. Understand the store management and challenges in retail marketing. 		
COURSE DETAILS	Module No.	Topic	Hours
	1	Introduction to Retailing Introduction to Retailing, Types of retailers, Multichannel retailing, Factors influencing retail customers, Customer buying behaviour, Market research for understanding retail markets and consumers.	11
	2	Retail Strategy Retail market strategy, Growth strategies and retail strategic planning process, Financial strategy, Retail locations, Site selection and trading area analysis, Retail franchising, Human resource management, Information Systems, Supply Chain Management, Customer relationship management.	12
	3	Merchandise Management Introduction and evolution of merchandising, Category management, merchandise Planning, Buying systems and buying merchandise, Retail pricing, Retail communication mix. Managing Retail Services	11
	4	Store Management Managing the store, Store layout, Design and visual merchandising, Customer service, Gaps and recovery, Legal and ethical aspects in retailing.	11
		Total hours	45
TEXTBOOK	<ol style="list-style-type: none"> 1. Pradhan, S.; <i>Retailing Management: Text and Cases</i>; McGraw Hill 2. Berman, Barry and Joel, R. Evans; <i>Retail Management: A Strategic Approach</i>, Pearson Education 		
REFERENCE READING	<ol style="list-style-type: none"> 1. Levy, M, Weitz, B.A, Pandit, A.; <i>Retailing Management</i>; McGraw Hill 		

	<ol style="list-style-type: none"> 2. Pradhan, S.; <i>Retailing Management-Text and Cases</i>; McGraw Hill 3. Berman, B., Evans, J.R.; <i>Retail Management-A Strategic Approach</i>; Pearson Education 4. Newman, A.J., Cullen, P.; <i>Retailing: Environment and Operations</i>; Thomson Learning 5. Bajaj, C., Tuli, R., Srivastava, N.V.; <i>Retail Management</i>; Oxford University Press
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Course: ADVANCED HUMAN RESOURCE MANAGEMENT			Pre-PhD Course Work
Course Code: PHDM709	L T P	3 0 0	Credits: 3

OBJECTIVE	To enable research scholars to critically evaluate and apply theoretical, strategic, and data-driven approaches to HRM across industries and geographies.		
COURSE OUTCOMES	Upon completion of the course students should be able to: <ol style="list-style-type: none"> 1. Analyze foundational theories and models of HRM from a strategic perspective. 2. Develop expertise in workforce planning and advanced talent acquisition strategies. 3. Critically evaluate compensation frameworks and their link to performance. 4. Analyze industrial disputes, employment security, and trade union roles to evaluate strategies for industrial harmony and workforce welfare in India. 5. Evaluate global HRM practices and formulate culturally responsive strategies to address future human relations challenges in multinational contexts. 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Theoretical Foundations and Evolution of HRM - Evolution from Personnel to Strategic HRM and HRM 4.0, Theoretical Approaches: Human Capital Theory, RBV, Behavioral Perspective, Models of HRM, Framework of HRM in the present-day corporate sector; Environmental Scanning, HRM in the Global Context. Challenges of HRM	10
	2.	Workforce Planning and Talent Acquisition - External Factors Affecting Workforce Planning, Behavioral Factors in Human Resource Planning, Strategic Workforce Forecasting and Replacement Planning, Job Analysis Techniques and Process, Employee Acquisition Strategies- Internal vs. External, Employer Branding	09
	3.	Performance & Reward Management - Compensation Structures and Job Evaluation Techniques, Variable Pay, Equity Plans, and Executive Compensation, Performance Management Systems and Appraisal Methods, Performance Appraisal and Potential Evaluation, Emerging Issues in Performance Management, Employee Empowerment.	09
	4.	Industrial Relations - Causes of Industrial Unrest and Remedial Measures, Industrial disputes in India,	09

		Employment Security and Management of Redundancies. Trade Unionism in India. Social Security, Health & Welfare Measure in India. Compliance Frameworks, Indian Labor Codes, ILO Conventions, HR Governance	
	5.	International Human Resource Management: Dynamics of HRM in Multinational Corporations, Cross Cultural HRM. Human Relations Challenges of the Future.	08
		Total Hours	45
TEXT BOOK	<ol style="list-style-type: none"> 1. Armstrong, M. (2020). <i>Armstrong's Handbook of Human Resource Management Practice</i> (15th ed.). Kogan Page. 2. Schuler, R. S., & Jackson, S. E. (2017). <i>Strategic Human Resource Management</i>. Wiley. 		
REFERENCE BOOK/ SUGGESTED READING	<ol style="list-style-type: none"> 1. Raymond Noe, Wright, Gerhart & Hollenbeck, <i>Human Resource Management – Gaining A Competitive Advantage</i>, Tata McGraw - Hill 2. Snell Scott & Bohlander George, <i>Principles of Human Resource Management</i>, Cengage Learning 3. Werener J M & Desimone RL, <i>Human Resource Development</i>, Cengage Learning 		

Course: ADAVANCE ORGANIZATIONAL BEHAVIOUR			Pre-PhD Course Work
Course Code: PHDM710	L T P	3 0 0	Credits: 3

OBJECTIVE	To enable research scholars to develop a critical and research-oriented understanding of individual and group behavior in organizations, with a focus on leadership, change, and culture.
COURSE OUTCOMES	<p>Upon completion of the course students should be able to:</p> <ol style="list-style-type: none"> 1. Critically analyze how individual traits and emotions influence workplace behavior.

	2. Evaluate the dynamics of interpersonal influence and collaboration in teams. 3. Assess how organizational culture and climate influence performance and employee behaviors. 4. Compare diverse leadership models and assess their relevance across organizational contexts. 5. Design and assess effective change and development interventions in organizations.		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Individual Differences and Organizational Fit- Personality types (MBTI, Big Five, HEXACO model), Values, Perception, and Attribution, Attitudes and job satisfaction, Motivation theories (Maslow, Herzberg, McClelland, Self-Determination), Decision-making biases and heuristics, Emotional Intelligence (EI) and Psychological Capital, Cognitive Psychology	09
	2.	Groups, Teams and Interpersonal Influence- Group formation and development (Tuckman's model), Processes, Team roles and group decision-making, Power and politics in organizations, Conflict sources and resolution strategies, Negotiation techniques (distributive/integrative), Trust and Psychological Safety	09
	3.	Organizational Culture, Climate and Citizenship- Culture typologies, Cultural intelligence, Organizational climate and employee engagement, Organizational Citizenship Behavior (OCB), Subcultures and resistance, Toxic Cultures and Deviant Behavior.	09
	4.	Leadership Perspectives and Practices- Trait, Contingency, Path-Goal and Behavioral theories of leadership, Transformational vs. transactional leadership, Ethical, Authentic, Servant and Adaptive leadership, Neuro leadership Followership and distributed leadership, Leadership derailment and dark-side traits	09
	5.	Organizational Change and Development- Change management models (Lewin, Kotter, ADKAR), Resistance to change and employee buy-in, Learning organizations and organizational learning loops, OD	09

		interventions (team building, process consultation, appreciative inquiry), Organizational agility and resilience	
		Total Hours	45
TEXT BOOK	1. Robbins, S. P., & Judge, T. A. (2023). <i>Organizational Behavior</i> (19th ed.). Pearson. 2. Luthans, F; <i>Organizational Behavior</i> ; McGraw Hill		
REFERENCE BOOK/ SUGGESTED READING	1.Yukl, G. (2012). <i>Leadership in organizations</i> (8th ed.). Pearson. 2.Schein, E. H. (2017). <i>Organizational culture and leadership</i> (5th ed.). Wiley. 3.Hackman, J. R., & Katz, D. (2010). <i>Group behavior and performance</i> . Harvard University Press.		

Course: CONTEMPORARY ISSUES AND TRENDS IN MANAGING HUMAN RESOURCE			Pre-PhD Course Work
Course Code: PHDM711	L T P	3 0 0	Credits: 3

OBJECTIVE	To equip scholars with insights into emerging global HRM trends and disruptions, enabling future-oriented and critical perspectives on work, workplace, and workforce management.
COURSE OUTCOMES	Upon completion of the course students should be able to: <ol style="list-style-type: none"> 1. Analyze emerging HRM practices to assess their strategic impact on organizations. 2. Examine evolving employee behaviors and relationships to understand their influence on justice, performance, and well-being at work. 3. Evaluate how HR can drive environmental stewardship, green talent practices, and sustainability reporting within organizations.

	4. Apply ethical principles and CSR frameworks to promote fair, inclusive, and responsible HR practices. 5. Design and interpret HR metrics and analytics to align HR strategies with business goals and enhance decision-making.		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Recent Developments in HRM: Competency Based HRM; Six Sigma in HR, HR Accounting, HR Audit, Work Life Balance, Flexible Work arrangement Workplace Spirituality, Stress Management, Psychological Contracts and Reward Communication,	09
	2.	Contemporary Issues in Human Behavior: Employment relationship, Work-family studies, Organizational Justice, Citizenship, and Performance, Changing patterns of work, Job- related employee well-being	09
	3.	Sustainable and Green HRM- Green HRM and sustainable talent practices, Environmental stewardship through HR, Role of HR in ESG and CSR initiatives, Climate anxiety and employee responses, Sustainability reporting and GRI standards	09
	4.	Ethics and CSR in HR- Ethical recruitment, Fair Treatment, Diversity, Surveillance and Consent, HR's role in CSR strategy, Volunteering, Inclusive Policies, Grievance and Whistleblower Mechanisms	09
	5.	HR Metrics, Analytics, and Strategic Alignment - Types of HR Metrics, HR Scorecard and Balanced Scorecard, Competency Mapping, Tools for HR Analytics, Artificial Intelligence and HR, Strategic HRM Alignment	09
		Total Hours	45
TEXT BOOK	1. Armstrong, M. (2020). <i>Armstrong's Handbook of Strategic Human Resource Management</i> (7th ed.). Kogan Page. 2. Schuler, R. S., & Jackson, S. E. (2014). <i>Strategic Human Resource Management</i> . Wiley.		
REFERENCE BOOK/ SUGGESTED READING	1. Cascio, W. F., & Boudreau, J. W. (2016). <i>The Search for Global Competence: From International HR to Talent Management</i> . Wiley 2. Mathis, R. L., Jackson, J. H., & Valentine, S. R. (2020). <i>Human Resource Management</i> (15th ed.). Cengage Learning.		

<p>3.Rao, T. V. (2014). <i>HRD Audit: Evaluating the Human Resource Function for Business Improvement</i>. SAGE Publications India</p> <p>4.Budhwar, P., & Debrah, Y. A. (Eds.). (2013). <i>Human Resource Management in Developing Countries</i>. Routledge.</p> <p>5. Sison, A. J. G. (2015). <i>Corporate Governance and Ethics: An Aristotelian Perspective</i>. Edward Elgar Publishing.</p>

Course: BEHAVIOURAL FINANCE			Pre-PhD Course Work
Course Code: PHDM712	L T P	3 0 0	Credits: 3

OBJECTIVE	To familiarize the students with an overview of important results of behavioural finance, as well as the implications of these results for the traditional finance theory and practice.
COURSE OUTCOMES	<p>Upon completion of the course scholars should be able to:</p> <ol style="list-style-type: none"> 1. Explain the evolution, theoretical foundations, and key concepts of Behavioral Finance, including utility theory and prospect theory. 2. Analyze various behavioral biases and their influence on investment decisions through the lens of prospect theory and mental accounting. 3. Identify and evaluate errors in probability judgment, including correlation-causation confusion and probability weighting. 4. Examine how heuristics, biases, and herding behavior affect financial decision-making and market trends. 5. Assess the impact of behavioral patterns on money management, saving behavior, and market anomalies.

	6. Understand the role of brain functions and neurological responses in shaping financial decisions and risk perceptions.		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Introduction: Introduction and evolution of behavioral finance, Utility of Money, expected utility vs. prospect theory, pioneers in the field of behavioral finance, Theoretical framework of BF	08
	2.	Dimensions of Behavioural Finance: Characteristics of Behavioural Finance & Different Biases, Prospect Theory, Framing, Mental accounting, Loss Aversion, Influence of Behavioral Biases on Investment Decisions	08
	3.	Probability and Related Errors: Problems with Probability, Correlation and Causation Error, and Probability Weighting.	08
	4.	Herding, Heuristics, and Availability Bias: The Availability Heuristic, Framing, Mental Accounting and Expenditures, Loss Aversion, Representativeness, Overconfidence, Belief Perseverance and Confirmation Bias, and Herding.	08
	5.	Money Management and Decision Making: Management of Money, Financial Decision-Making, Benefits of Saving Early, Market Bubbles and Crashes, and Anomalies.	08
	6.	Neurofinance: Concept, challenges, and advantages Neurofinance and Decision-making	05
		Total Hours	45
TEXT BOOKS	<ol style="list-style-type: none"> 1. Ackert, L. F., & Deaves, R. (2010). <i>Behavioral finance: Psychology, decision-making, and markets</i> (1st ed.). South-Western Cengage Learning. 2. Shefrin, H. (2007). <i>Behavioral corporate finance: Decisions that create value</i>. McGraw-Hill/Irwin. 3. Pompian, M. M. (2012). <i>Behavioral finance and investor types: Managing behavior to make better investment decisions</i>. John Wiley & Sons. 		
REFERENCE BOOKS	<ol style="list-style-type: none"> 1. Shleifer, A. (2000). <i>Inefficient markets: An introduction to behavioral finance</i>. Oxford University Press. 2. Statman, M. (2019). <i>Behavioral finance: The second generation</i>. CFA Institute Research Foundation. 		

Course: Econometrics and Financial Analysis			Pre-PhD Course Work
Course Code: PHDM713	L T P	3 0 0	Credits: 3

OBJECTIVE	To equip Ph.D. students with advanced econometric tools and analytical frameworks necessary for conducting rigorous empirical research in finance, enabling them to model, interpret, and critically evaluate financial data and theories.
COURSE OUTCOMES	<p>Upon completion of the course scholars should be able to:</p> <ol style="list-style-type: none"> 1. Understand and apply classical econometric models to analyze fundamental relationships in finance and assess their theoretical underpinnings. 2. Apply advanced time series models to analyse financial return data, forecast market behaviour, and model volatility dynamics. 3. Utilize panel data methods to investigate cross-sectional and temporal dimensions of financial datasets and address econometric issues such as endogeneity. 4. Conduct event studies and microstructure analysis to assess the informational efficiency and reaction of financial markets to news and events. 5. Design and conduct empirical research in finance using appropriate econometric techniques, tools, and real-world financial data.

COURSE DETAILS	Module No.	Topic	Hours
	1.	Foundations of Econometrics and Financial Theory Nature and scope of econometrics in finance, Classical Linear Regression Model (CLRM) assumptions, financial data characteristics (stationarity, volatility, etc.), Overview of asset pricing theories (CAPM, APT)	09
	2.	Time Series Econometrics for Finance Stationarity and unit root testing (ADF, KPSS tests), ARIMA and ARMA modelling, forecasting asset returns, ARCH and GARCH models for volatility modelling, Structural breaks and regime switching models	09
	3.	Panel Data Econometrics in Financial Research Pooled OLS, Fixed Effects, and Random Effects models, Dynamic panel models (GMM, Arellano-Bond), Applications in corporate finance, banking, and asset pricing, Endogeneity and instrument variable (IV) techniques	09
	4.	Financial Market Microstructure and Event Studies Microstructure models (bid-ask spread, order flow, information asymmetry), High-frequency data econometrics, Event study methodology: Abnormal returns and market reaction, Market efficiency hypothesis testing	09
	5.	Applications and Empirical Research in Finance Econometric evaluation of investment strategies, Risk modeling and portfolio optimization, Use of econometric software (R, Stata, EViews, Python) for empirical work, Research paper design and data sourcing (CRSP, Bloomberg, RBI, CMIE, etc.)	09
		Total Hours	45
TEXT BOOKS	<ol style="list-style-type: none"> 1. Brooks, C. (2019). <i>Introductory econometrics for finance</i> (4th ed.). Cambridge University Press. 2. Wooldridge, J. M. (2020). <i>Introductory econometrics: A modern approach</i> (7th ed.). Cengage Learning. 3. Tsay, R. S. (2010). <i>Analysis of financial time series</i> (3rd ed.). Wiley. 		
REFERENCE BOOKS	<ol style="list-style-type: none"> 1. Campbell, J. Y., Lo, A. W., & MacKinlay, A. C. (1997). <i>The econometrics of financial markets</i>. Princeton University Press. 2. Greene, W. H. (2018). <i>Econometric analysis</i> (8th ed.). Pearson Education. 		

	3. Enders, W. (2014). <i>Applied econometric time series</i> (4th ed.). Wiley.
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Course: Management of Advanced Financial Services			Pre-PhD Course Work
Course Code: PHDM714	L T P	3 0 0	Credits: 3

OBJECTIVE	To enable research scholars to gain advanced knowledge and analytical skills in the structure, innovation, regulation, and strategic management of modern financial services to facilitate high-level research and decision-making in the financial sector.		
COURSE OUTCOMES	<p>Upon completion of the course scholars should be able to:</p> <ol style="list-style-type: none"> 1. Evaluate the structure, evolution, and regulatory environment of advanced financial services in a dynamic economic landscape. 2. Critically analyze advanced investment vehicles and wealth management strategies in the context of high-net-worth individual (HNI) and institutional investors. 3. Apply and assess sophisticated risk management instruments and insurance frameworks to mitigate financial uncertainties. 4. Design and evaluate strategic financial advisory services tailored for corporate growth and restructuring scenarios. 5. Investigate the impact of technological and regulatory innovation on the evolution of global financial services and their socio-economic implications. 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Overview of Advanced Financial Services Introduction to the Financial Services Industry, Classification and Growth of Financial Services, Role of Technology and FinTech in Financial Services, Innovation and Disruption in Traditional Financial Institutions, Regulatory Framework Governing Financial Services (SEBI, RBI, IRDAI)	09
	2.	Investment and Wealth Management Services Portfolio and Wealth Management Services, Hedge Funds, Mutual Funds, and PMS (Portfolio	09

		Management Services), Venture Capital & Private Equity Services, Alternative Investment Strategies, Robo-Advisors and AI in Investment Management	
	3.	Risk Management and Insurance Services Advanced Risk Management Techniques, Derivative Products and Hedging Mechanisms, Credit Derivatives and Structured Products, Reinsurance and Captive Insurance Models, Behavioral Risk and Insurance Decisions	09
	4.	Corporate Financial Services and Strategic Advisory Mergers & Acquisitions (M&A) Advisory, Corporate Restructuring and Financial Engineering, Strategic Debt and Equity Financing, Valuation Services and Business Modelling, IPO Management and Underwriting	09
	5.	Emerging Trends and Global Financial Services Cross-border Financial Services and International Regulations, Digital Payments, Blockchain, and Cryptocurrencies, ESG Investing and Green Finance, Behavioural Finance in Financial Services, Future Trends: AI, Big Data, and Open Banking	09
		Total Hours	45
TEXTBOOKS	<ol style="list-style-type: none"> 1. Khan, M. Y. (2011). <i>Financial services</i> (5th ed.). Tata McGraw-Hill Education. 2. Fabozzi, F. J. (2008). <i>Handbook of financial instruments</i>. Wiley. 3. Saunders, A., & Cornett, M. M. (2020). <i>Financial markets and institutions</i> (7th ed.). McGraw-Hill Education. 		
REFERENCE BOOKS	<ol style="list-style-type: none"> 1. Allen, F., & Santomero, A. M. (1997). <i>The theory of financial intermediation</i>. Wharton Financial Institutions Center. 2. Machiraju, H. R. (2010). <i>Indian financial system</i> (4th ed.). Vikas Publishing House. 3. Van Horne, J. C., & Wachowicz, J. M. (2008). <i>Fundamentals of financial management</i> (13th ed.). Pearson Education. 		

PROGRAM (CURRICULUM) STRUCTURE FOR Ph.D. in LIBERAL ARTS

Program: Doctor of Philosophy (Ph.D.) in Liberal Arts
Total Credits: 19
UGC Prescribed Credits: 14 to 16

S. No.	Course Code	Course Name	Contact Hours			Credits
			L	T	P	
1	PHDLA701	Research Methodology	4	0	0	4
2	PHDLA702	Statistics for Quantitative Analysis	3	0	0	3
3	PHDLA703P	Statistical Packages for Research in Social Sciences & Humanities	0	0	4	2
4	PHDLA704	Research & Publication Ethics	2	0	0	2
5	PHDLA705	Philosophy of Social Sciences *	3	0	0	3
6		Core Course-2**	3	0	0	3
7	PHDLA706P	Seminar	-	-	-	2
Total Credits			15	0	4	19

Note: *Core Course 1

****Core Course-2 will be domain specific and will be based on the area of research chosen by the research scholar.**

LIST OF COURSES UNDER DIFFERENT SPECIALIZATIONS

S. No.	Course Code	Course Name	Periods			Credits
			L	T	P	
1	PHDSLA707	Advanced Research in English Literature	3	0	0	3
2	PHDSLA708	Contemporary Issues in Indian Economy	3	0	0	3
3	PHDSLA709	Advanced Research in Political Science	3	0	0	3
4	PHDSLA710	Advanced Theories and Contemporary Issues in Psychology	3	0	0	3

COURSE SYLLABI

Course: RESEARCH METHODOLOGY			Pre-PhD Course Work
Course Code: PHDLA701	L T P	4-0-0	Credits: 4

OBJECTIVE	The purpose of this course is to enable students to understand the fundamentals of research methodology and use them in their research endeavors.		
COURSE OUTCOMES	<p>Upon completion of the course scholars should be able to:</p> <ol style="list-style-type: none"> 1. Understand the purpose of research, identify a research problem/ need, translate it into a research question, and design an appropriate way to answer it. 2. Identify and understand the main qualitative and quantitative methods of business research, their merits and demerits, and appropriate application areas. 3. Develop skills in choosing suitable sampling techniques, measurement scales, questionnaire design, conducting interviews, surveys, and leading focus groups. 4. Formulate testable hypothesis and choose the most appropriate tools for testing them, develop skills in quantitative data analysis and interpretation of its results. 5. Communicate research findings and their implications in a clear and well-organized way, both orally and in writing. 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Introduction to Social Research: Inquiry: A Fundamental Concept for Scientific Investigation; Research: Meaning and Purpose; Research in Social Sciences and Humanities: Definitions, Types, Nature, and Characteristics; Theory in Humanities Social Science Research	14
	2.	Philosophy of Social Science and Research Empiricism, Proof and Evidence; Paradigms: Inductive and/or Deductive Research Designs; Grounded Theory; Qualitative Research.	12
	3.	Quantitative Research Approach; Designing Research Proposal in Quantitative Approach, Experimental Method; Social Survey Method; hypothesis testing, measurements, scaling; Survey Questionnaire; Interview Method; Sampling Techniques for Quantitative Research; Data Analysis Techniques for Quantitative Study; Techniques for Reporting Quantitative Data.	12
	4.	Qualitative Research Approach: Designing a Research Proposal in Qualitative Research; Action and Evidence-Based Research; Participatory Research; Focus Group	12

		Discussion; Key Informants' Interviews; Sampling Techniques for Qualitative Research; Data Analysis Techniques for Qualitative Study; Designing a Research Proposal in Mixed-Method Approach	
	5.	Reporting and thesis 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, drawing conclusions, Suggestions, Bibliography, referencing and footnotes, Oral presentation, Making presentation, Use of visual aids. Data Collection Instrument Development, Fieldwork and Research Ethics; Plagiarism and Referencing Techniques Used in Social Research Report Writing proposals for research grants.	10
		Total hours	60
TEXTBOOKS	<ol style="list-style-type: none"> 1. Umesh Kumar B. Dubey, D. P. Kothari, <i>Research Methodology: Techniques and Trends</i>; Chapman & Hall 2. Islam R. M, Khan, Niaz Ahmed and Baikady, Rajendra, <i>Principles of Social Research Methodology</i>. Springer 		
REFERENCE BOOKS/ SUGGESTED READING	<ol style="list-style-type: none"> 1. V. Kumar: <i>International Marketing Research</i>; Prentice Hall of India 2. Hair, Anderson, Tatham and Black; <i>Multivariate Data Analysis</i>; Pearson Education 		

Course: Statistics for Quantitative Analysis			Pre-PhD Course Work
Course Code: PHDLA702	L T P	3- 0- 0	Credits: 3

OBJECTIVE	To familiarize the students with the concepts of Statistics and their Applications
COURSE OUTCOMES	<p>Upon completion of the course scholars should be able to:</p> <ol style="list-style-type: none"> 1. Portray and examine the key terminology, concept tools and techniques used in statistical analysis. 2. Develop basic skills for quantitative applications in social situations. 3. Discuss critically and conduct basic statistical analysis of data and its uses and limitations. 4. Critically estimate the underlying assumptions of analysis tools.

5. Choose a statistical method for solving practical problems.			
COURSE DETAILS	Module No.	Topic	Hours
	1.	Sampling and Estimation: Introduction to sampling, Random sampling, Introduction to sampling distributions, Estimation -Point and Interval estimates and Confidence Intervals, Calculating Interval Estimates of the Mean for large and small sample sizes, determining the sample size in estimation.	09
	2.	Hypothesis Testing: Introduction to Hypothesis Testing, Procedure of Hypothesis Testing, Measuring power of Hypothesis Test, Hypothesis testing of Means when the population Standard Deviation is known and not known, Hypothesis Testing for differences between Means for large, small samples and dependent samples, Probability values another way to look at Hypothesis Testing, Limitations of Tests of Significance	10
	3.	Non Parametric Methods: Introduction to Non-Parametric Statistics, The Sign Test for Paired Data, Rank Sum Tests: The Mann Whitney U Test and the Kruskal Wallis Test, The One Sample Runs Test, The Kolmogorov – Smirnov Test.	08
	4.	Regression & Correlation Analysis: Linear Regression: Statistical Inferences in Linear Regression, Multiple Regression, going beyond a single Explanatory Variable, Significance Testing and Goodness of Fit, and working with Qualitative Variables. Pearson's and Spearman Rank Correlation. Correlational and causation analysis.	09
	5.	Time Series and Forecasting: Introduction, Variation in Time Series, Trend Analysis, and methods of measurement of Trend, Cyclical Variation, Seasonal Variation, Irregular Variation, Problem solving involving All Four Components of a Time Series, Time Series Analysis in Forecasting.	09
		Total hours	45
TEXTBOOKS	1. Levin, R. I., Rubin D.S., Rastogi S., Siddiqui, M.H., <i>Statistics for Management</i> ; Pearson Education 2. Ken Black.; <i>Business Statistics: For Contemporary Decision Making</i> ; John Wiley & Sons		
REFERENCE BOOKS/	1. Aczel, Amir. D, Sounderpandian, J, Saravanan, P., <i>Complete Business Statistics</i> ; McGraw Hill 2. Carver,R. H., Nash, J.G., <i>Doing Data Analysis with SPSS</i> ; Cengage learning		

SUGGESTED READING	
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Course: STATISTICAL PACKAGES FOR RESEARCH IN SOCIAL SCIENCES AND HUMANITIES			Pre-PhD Course Work
Course Code: PHDLA703P	L T P	0 0 4	Credits: 2

OBJECTIVE	This course introduces data analysis using the R programming language. Participants will learn how to import, clean, manipulate, visualize, and analyze data using R. The course emphasizes hands-on exercises and real-world applications to develop practical data analysis skills.		
COURSE OUTCOMES	<p>Upon completion of the course scholars should be able to:</p> <ol style="list-style-type: none"> 1. Read-in, enter, organize, and save data in a suitable way. 2. Calculate/recode variables and prepare data for analysis. 3. Conduct descriptive and basic inferential statistics. 4. Become familiar with presentation of statistical output with R. 5. Create and edit graphical displays of data with R 		
COURSE DETAILS	Module No.	Topic	Hours

	1.	Introduction to R and R Studio: Basics of R syntax and data types; R Studio interface and project management	2
	2.	Data Import and Export: Importing data from different file formats (e.g., CSV, Excel); Exporting data to different file formats; Cleaning and preparing data for analysis. Data Manipulation with dplyr: Introduction to the dplyr package for data manipulation, Filtering, sorting, and selecting data, Mutating and summarizing data	14
	3.	Data Visualization with ggplot2: Introduction to ggplot2 for data visualization, Creating scatter plots, bar plots, and line plots, Customizing plot aesthetics and themes, Creating advanced plots: histograms, boxplots, and density plots, Faceting and layering for multi-panel plots Exporting plots for publication	16
	4.	Exploratory Data Analysis (EDA): Understanding distributions and summary statistics, Exploring relationships between variables, Identifying outliers and missing values. Statistical Inference with R: Introduction to statistical inference, Hypothesis testing: t-tests, chi-square tests Confidence intervals and p-values; Linear Regression, Understanding the principles of linear regression Simple linear regression with R; Multiple linear regression and model diagnostics;	14
	5.	Data Wrangling with tidyr: Introduction to the tidyr package for data reshaping, Converting data between wide and long formats, Handling missing values and creating new variables. Data Analysis with JAMOV: t test, ANOVA, Wilcoxon signed-rank test for paired samples Mann-Whitney U test for independent samples	14
		Total hours	60
TEXTBOOKS	1. Li, Yuelin & Baron, Jonathan, Behavioral Research DataAnalysis with R. Springer. 2. Strunk, Kamden K. and Mwavita, Mwarumba, Design and Analysis in Educational Research Using JAMOV. Routledge		
REFERENCE BOOKS/ SUGGESTED READING	1. Sweet Stephen A.; <i>Data analysis with SPSS</i> ; Allyn and Bacon 2. Barbara M. Byrne; <i>Structural Equation Modeling with AMOS: Basic Concepts, Applications and Programming</i> ; Routledge		

Course: RESEARCH & PUBLICATION ETHICS			Pre-PhD Course Work
Course Code: PHDM704	L T P	2 0 0	Credits: 2

OBJECTIVE	To develop basic awareness of ethics, research integrity, publication ethics, identify research misconduct and predatory publications.		
COURSE OUTCOMES	<p>Upon completion of the course scholars should be able to:</p> <ol style="list-style-type: none"> 1. Understand the nature of philosophy and ethics. 2. Describe and apply theories and methods in ethics and research ethics. 3. Acquire an overview of important issues in research ethics, like responsibility for research, ethical vetting, and scientific misconduct. 4. Acquire skills in presenting arguments and results of ethical inquiries. 5. Understand indexing and citation databases, open access publications, research metrics (citations, h-index, Impact Factor, etc.) and plagiarism tools. 		
COURSE DETAILS	Module No.	Topic	Hours
	1	Philosophy and Ethics: Introduction to philosophy: definition, nature and scope, concept, branches Ethics: definition, moral philosophy, nature of moral judgments and reactions	04
	2	Scientific Conduct: Ethics with respect to science and research, Intellectual honesty and research integrity. Scientific misconducts: Falsification, Fabrication, and Plagiarism (FFP), Redundant publications: duplicate and overlapping publications, salami slicing. Selective reporting and misrepresentation of data	04
	3	Publication Ethics: Publication ethics: definition, introduction and importance. Best practices / standards setting initiatives and guidelines: COPE, WAME, etc. Conflicts of interest. Publication misconduct: definition, concept, problems that lead to unethical behavior and vice versa, types. Violation of publication ethics, authorship and Contributorship. Identification of publication misconduct, complaints and appeals. Predatory publishers and journals.	07

	4	Open Access Publishing: Open access publications and initiatives, SHERPA/RoMEO online resource to check publisher copyright & self-archiving policies, Software tool to identify predatory publications developed by SPPU, Journal finder/journal suggestion tools viz. JANE, Elsevier Journal Finder, Springer Journal Suggested, etc.	04
	5	Publication Misconduct: Group Discussions: Subject specific ethical issues, FFP, authorship, Conflicts of interest, Complaints and appeals: examples and fraud from India and abroad Software tools: Use of plagiarism software like Tumitin, Urkund and other open-source software tools.	04
	6	Databases and Research Metrics: Databases: Indexing databases, Citation databases: Web of Science, Scopus, etc. Research Metrics: Impact Factor of journal as per Journal Citation Report, SNIP, SIR, IPP, Cite Score, Metrics: h-index, g index, i10 index, altimetric	07
		Total Hours	30
TEXTBOOKS	<ol style="list-style-type: none"> 1. Dobrick, F M, FischerLutz M., Research Ethics in the Digital Age: Ethics for the Social Sciences and Humanities in Times of Mediatization and Digitization. Springer 2. Oliver P., “<i>The Student's Guide to Research Ethics</i>”, Open University Press. 		
REFERENCE BOOKS/ SUGGESTED READING	<ol style="list-style-type: none"> 1. Todorovich M, Kurtz P, “<i>The Ethics of Teaching and Scientific Research</i>”, Miro Torovich; Paul Kurtz; Sidney Hook Prometheus Books, 1977 2. Stanley B. H., Sieber J. E., Melton G. B., “<i>Research Ethics: A Psychological Approach</i>”, University of Nebraska Press. 3. Salzano F. M., Hurtado A. M., “<i>Lost Paradises and the Ethics of Research and Publication</i>”, Oxford University Press. 		

CORE COURSES

Course: PHILOSOPHY OF SOCIAL SCIENCES			Pre-PhD Course Work
Course Code: PHDLA705	L T P	3- 0 -0	Credits: 3

OBJECTIVE	This course introduces the philosophy of social sciences. It helps scholars to understand a wide range of methodological options.		
COURSE OUTCOMES	<p>Upon completion of the course scholars should be able to:</p> <ol style="list-style-type: none"> 1. Understand Philosophy of Social Sciences. 2. Gain knowledge regarding research paradigms 3. Develop critical insights into research practice 4. Explore exemplary research works and enhance research skills 		
COURSE DETAILS	Module No.	Topic	Hours
	1	Research: Meaning and Purpose Social Research: Definitions, Types, Nature, and Characteristics, Theory in Social Research, Impartiality, value neutrality and standpoint research, Action and Agency, Reductionism, Constructivism.	08
	2	Philosophy of Social Science and Research Paradigms: Inductive and/or Deductive Research Designs, Positivism, Critical Theory in Social Research: A Theoretical and Methodological Outlook, Narrative Inquiry, Phenomenology, and Grounded Theory in Qualitative Research, Pragmatism, Paradigms.	08
	3.	Philosophically Informed practice of research: Evidence-Based Research, Participatory Research, Case Study, Ethnographic and Ethnographic Methods, Indigenous and Decolonizing Research Methodology, In-Depth Case Interview, Observation, Ethnomethodology, Action Research, Reflexivity in Social Research.	09
	4	Genealogy and Discourse Analysis Genealogy and history, Critical historiography, challenging monotonous finality in history writing, effective history. Problematizing, mapping the emergence, social sense, history of the present, Genealogy as the history of subjections, Genealogy of Nietzsche compared phenomenology of Hegel in problematizing history, Genealogy of morals, phenomenology of spirit, compared to Marx's dialectic materialism. Archeology of knowledge, power/knowledge, successive epistemes, discursive formation, individuated origin of ideas.	10

	5	Discussions on Model Decertations Model dissertations in social sciences. Model dissertations in humanities.	10
		Total hours	45
TEXTBOOKS	1. Islam M R, Ahmed Khan N and Baikady. R., Principles of Social Research Methodology. Springer 2. Risjord, M., Philosophy of Social Science: A Contemporary Introduction. Routledge		
REFERENCE BOOKS/ SUGGESTED READING	1. Foucault, M., The archeology of knowledge and the discourse on language. Trans. AM Sheridan Smith. New York: Pantheon Books. 2. Jarvie, I., Sage Handbook of Philosophy of Social Sciences, Sage.		

Course: Advanced Research in English Literature			Pre-PhD Course Work
Course Code: PHDLA707	L T P	3-0-0	Credits: 3

OBJECTIVE	To enable students with advanced critical, theoretical, and research skills necessary for original and interdisciplinary scholarship in English Literature, fostering depth of knowledge, analytical rigour, and academic innovation.
COURSE OUTCOMES	Upon completion of the course scholars should be able to: 1. Recall key concepts, major theorists, and foundational texts from Literary Theory, Comparative Literature, Postcolonial Studies, Digital Humanities, and Ecocriticism.

	2. Explain the interdisciplinary relevance and historical development of literary and cultural theories across global contexts. 3. Apply critical theories and digital methodologies to the analysis of diverse literary texts and cultural narratives. 4. Compare and contrast different theoretical frameworks to interpret literature through postcolonial, ecological, and global perspectives. 5. Critically evaluate scholarly debates and construct original arguments that integrate digital tools with contemporary literary and cultural theories.		
COURSE DETAILS	Module No.	Topic	Hours
	1	Literary Theory and Criticism: M.A.R. Habib, A History of Literary Criticism: From Plato to the Present Jonathan Culler, Structuralist Poetics: Structuralism, Linguistics and the Study of Literature Terry Eagleton, Literary Theory: An Introduction	12
	2	Comparative Literature and World Literature: Dennis Walder, The Literature of the Modern World Michael Cronin, Cultural Translation in a Global Era K.M. George, Comparative Indian Literature	10
	3	Postcolonial Studies and Cultural Studies: Raymond Williams, Culture and Society Arjun Appadurai, Modernity at Large: Cultural Dimensions of Globalization.	09
	4	Ecocriticism and Environmental Humanities: Jonathan Bate, The Song of the Earth Rob Nixon, Slow Violence and the Environmentalism of the Poor	08
	5	Digital Humanities in Literary Research: Laura Mandell, Breaking the Book: Print Humanities in the Digital Age Johanna Drucker, Graphesis: Visual Forms of Knowledge Production	08
		Total hours	45
TEXTBOOKS	1. Habib, M. A. R. A History of Literary Criticism: From Plato to the Present. Blackwell Publishing, 2005. 2. Culler, Jonathan. Structuralist Poetics: Structuralism, Linguistics and the Study of Literature. Routledge, 2002. 3. Eagleton, Terry. Literary Theory: An Introduction. 2nd ed., Blackwell Publishing, 2008.		
REFERENCE BOOKS/ SUGGESTED READING	1. Walder, Dennis, editor. The Literature of the Modern World: Critical Essays and Documents. Oxford University Press, 1990. 2. Cronin, Michael. Cultural Translation in a Global Era. Routledge, 2006. 3. George, K. M., editor. Comparative Indian Literature: An Anthology. Macmillan India, 1984.		

	<ol style="list-style-type: none"> 4. Williams, Raymond. Culture and Society: 1780–1950. Columbia University Press, 1983. 5. Appadurai, Arjun. Modernity at Large: Cultural Dimensions of Globalization. University of Minnesota Press, 1996. 6. Bate, Jonathan. The Song of the Earth. Harvard University Press, 2000. 7. Nixon, Rob. Slow Violence and the Environmentalism of the Poor. Harvard University Press, 2011. 8. Mandell, Laura. Breaking the Book: Print Humanities in the Digital Age. Wiley-Blackwell, 2015. 9. Drucker, Johanna. Graphesis: Visual Forms of Knowledge Production. Harvard University Press, 2014.
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Course: CONTEMPORARY ISSUES IN INDIAN ECONOMY			Pre-PhD Course Work
Course Code: PHDLA708	L T P	3- 0 -0	Credits: 3

OBJECTIVE	This course provides an in-depth understanding of current macro and microeconomic challenges in the Indian economy. It helps scholars to enhance research capabilities and analytical reasoning in identifying and assessing real-time economic issues.
COURSE OUTCOMES	<p>Upon completion of the course scholars should be able to:</p> <ol style="list-style-type: none"> 1. Understand key contemporary challenges and opportunities in the Indian economic landscape. 2. Analyze sectoral trends and evaluate public policy responses using theoretical and empirical tools. 3. Develop independent research perspectives on structural changes in the Indian economy. 4. Assess the implications of digitalization, globalization, and sustainability on economic planning.

	5. Formulate and critique economic arguments based on current data and policy developments.		
COURSE DETAILS	Module No.	Topic	Hours
	1	Macroeconomic and Fiscal Dynamics Overview of India's recent macroeconomic performance (GDP growth, inflation, fiscal deficit); Fiscal federalism and state finance post-GST; Monetary policy and inflation targeting framework; Public debt, subsidies, and fiscal sustainability; Union Budget: Trends and analysis.	12
	2	Sectoral Developments and Challenges Agricultural sector reforms, MSP issues, and rural distress; Industrial policy and Make in India; Services sector: Growth engine and employment paradox; Infrastructure development: PPP models; Informal sector and labour market transitions.	11
	3.	Contemporary Policy Reforms and Governance NITI Aayog and cooperative federalism; Financial sector reforms: NPAs, Insolvency and Bankruptcy Code; Social welfare schemes and DBT; Digital economy and fin-tech growth E-governance and transparency initiatives.	10
	4	Globalization and India's trade strategy post-WTO & FTAs; Climate change, environmental sustainability, and green economy policies; Regional disparities and inclusive growth; Gender and youth in economic development; India's position in global indices (HDI, EoDB, GII, GII)	12
		Total hours	45
TEXTBOOKS	1. Datt, R., & Sundharam, K. P. M. (2020). Indian Economy (73rd ed.). New Delhi: S. Chand. 2. Ahluwalia, M. S. (2019). Backstage: The Story Behind India's High Growth Years. Rupa Publications.		
REFERENCE BOOKS/ SUGGESTED READING	1. Panagariya, A. (2017). India's Tryst with Destiny: Debunking Myths that Undermine Progress and Addressing New Challenges. HarperCollins. 2. Basu, K. (2021). Policy Maker's Journal: From New Delhi to Washington, D.C. Simon & Schuster. 3. Government of India. (Various Years). Economic Survey. Ministry of Finance, Government of India. 4. NITI Aayog. (2023). Strategy for New India @75. Retrieved from https://www.niti.gov.in		

Course: ADVANCED RESEARCH IN POLITICAL SCIENCE			Pre-PhD Course Work
Course Code: PHDLA709	L T P	3- 0- 0	Credits: 3

OBJECTIVE	To provide a robust understanding of key theories, concepts, and debates in Political Science. This course equips scholars with methodological tools for independent, ethical, and innovative research.		
COURSE OUTCOMES	<p>Upon completion of the course scholars should be able to:</p> <ol style="list-style-type: none"> 1. Demonstrate advanced understanding of political theory, comparative politics, and global governance. 2. Apply qualitative, quantitative, and mixed methods to political research. 3. Analyze political phenomena using interdisciplinary lenses (economy, society, culture). 4. Develop an original research proposal grounded in theoretical and empirical analysis. 		
COURSE DETAILS	Module No.	Topic	Hours
	1.	Research Methodology and Design in Political Science: Philosophical foundations of research: Positivism, Critical Theory. Research design: Problem formulation, hypothesis,	09

		operationalization. Qualitative methods: Interviews, ethnography, discourse analysis. Quantitative methods: Surveys, statistics, content analysis. Ethics in political research.	
	2.	Political Theory and Contemporary Debates: Classical traditions: Liberalism, Marxism, Feminism. contemporary debates: Justice, power, citizenship, identity. Indian political thought: Ambedkar, Gandhi, Savarkar, Nehru, Tagore. Postcolonial theory, subaltern studies, critical race theory.	09
	3.	Comparative Politics and Institutional Analysis: Comparative method: Systems, structures, and agency. Typologies of political regimes: Democratic, authoritarian State, political parties, civil society, and electoral Systems. Case studies from Global South and Global North.	09
	4.	International Politics and Global Governance: Theories of IR: Realism, Liberalism, Constructivism, Marxism. International organizations, global justice, and diplomacy. Climate change, migration, technology, and global inequality. India's foreign policy in a changing world order.	09
	5.	Literature Review and Research Proposal Writing: Conducting systematic literature reviews, framing research questions and objectives, referencing tools and citation styles (APA, Chicago, MLA), Writing a structured research proposal with theoretical and methodological clarity.	09
		Total hours	45
TEXTBOOKS	<ol style="list-style-type: none"> 1. Chatterjee, P. (2004). <i>Politics of the Governed: Reflections on Popular</i> 2. Heywood, A. (2023). <i>Political theory: An introduction</i> (5th ed.). Palgrave Macmillan. 3. Hague, R., & Harrop, M. (2020). <i>Comparative government and politics: An introduction</i> (11th ed.). Palgrave Macmillan. 4. Hay, C. (2002). <i>Political Analysis: A Critical Introduction</i>. Palgrave Macmillan. 5. Chakrabarty, B., & Pandey, R.K. (2008). <i>Indian Government and Politics</i>. SAGE Publications. 6. Marsh, D., & Stoker, G. (2010). <i>Theory and Methods in Political Science</i> (3rd ed.). Palgrave Macmillan. 		
REFERENCE BOOKS/ SUGGESTED READING	<ol style="list-style-type: none"> 1. Burnham, P., Lutz, K.G., Grant, W., & Layton-Henry, Z. (2008). <i>Research Methods in Politics</i>. Palgrave. 2. Bhargava, R., & Acharya, A. (eds.) (2008). <i>Political Theory: An Introduction</i>. Pearson Longman. 3. Sen, A. (2009). <i>The Idea of Justice</i>. Harvard University Press. 		

	4. King, G., Keohane, R., & Verba, S. (1994). <i>Designing Social Inquiry: Scientific Inference in Qualitative Research</i> . Princeton University Press.
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Course: ADVANCED THEORIES AND CONTEMPORARY ISSUES IN PSYCHOLOGY			Pre-PhD Course Work
Course Code: PHDLA710	L T P	3- 0 -0	Credits: 3

OBJECTIVE	To provide an in-depth understanding of major classical and contemporary psychological theories. This course equips scholars with theoretical frameworks that can inform innovative and ethical research.		
COURSE OUTCOMES	<p>Upon completion of the course scholars should be able to:</p> <ol style="list-style-type: none"> 1. Critically analyze and compare classical and modern theories of psychology. 2. Identify and evaluate emerging psychological issues in technology, ecology, and culture. 3. Apply psychological theories to research design and real-world social issues. 4. Demonstrate awareness of indigenous and global perspectives in psychological thought. 5. Develop a scholarly voice in engaging with contemporary debates in psychology. 		
COURSE DETAILS	Module No.	Topic	Hours
	1	Revisiting Classical Psychological Theories Historical evolution of psychological thought Key figures: Freud, Jung, Skinner, Rogers, Maslow, Piaget, Vygotsky. Personality theories: Psychoanalytic, Humanistic, Trait-based. Learning theories: Classical/Operant conditioning, Social Learning. Cognitive Development and Sociocultural theories. Social Learning, Cognitive Development, and Sociocultural theories.	10
	2	Advances in Cognitive and Affective Neuroscience: Brain-behavior relationship. Advances in understanding memory, emotion, attention, and consciousness. Cognitive biases, heuristics,	09

		and decision-making. Affective neuroscience: Emotion regulation, fear circuits, trauma. Neural plasticity and cognitive rehabilitation.	
	3.	Critical Psychology and Indigenous Perspectives: Critical theory: power, marginalization, and psychologization · Decolonizing psychology. Indian Psychology: Vedanta, Yoga, Buddhism, Ayurveda. Community and culturally responsive mental health approaches. Spiritual dimensions of self and consciousness.	08
	4	Psychology, Technology, and Mental Health: The impact of digital technology on cognition, emotion, and behavior. Social media, identity performance, and body image. Technostress, digital burnout, and attention economy. Cyberpsychology: gaming, online addiction, parasocial relationships. Ethics of AI, digital therapy, and data privacy in mental health.	08
	5	Environmental Psychology and Global Challenges: Challenges, Ecopsychology: human-nature connection, Climate anxiety, eco-grief, and psychological resilience. Environmental identity and behavioral change. Place attachment, urban stress, and green interventions. Global mental health and psychological first aid.	10
		Total hours	45
TEXTBOOKS	<ol style="list-style-type: none"> 1. Gazzaniga, M. S. et al. Cognitive Neuroscience: The Biology of the Mind 2. Vaidyanathan, S. Yogic Psychology 		
REFERENCE BOOKS/ SUGGESTED READING	<ol style="list-style-type: none"> 1. Henriques, G. (2011). A New Unified Theory of Psychology 2. Foucault, M. (1988). Madness and Civilization 		