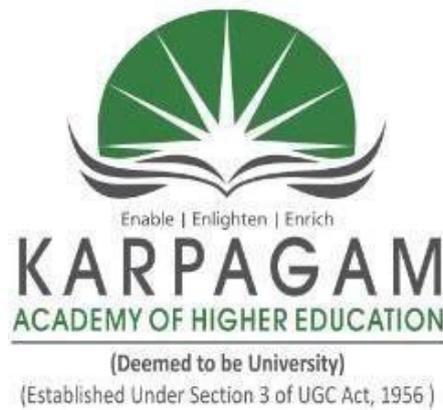


Ph.D., MANAGEMENT
CHOICE BASED CREDIT SYSTEM

Curriculum and Syllabus
(2025-2026)



DEPARTMENT OF MANAGEMENT

FACULTY OF ARTS, SCIENCE, COMMERCE AND
MANAGEMENT

KARPAGAM ACADEMY OF HIGHER EDUCATION

(Deemed to be University)

(Established under section 3 of UGC Act, 1956)

(Accredited with A+ Grade by NAAC in the second cycle)

Pollachi Main Road, Eachanari (Post), Coimbatore - 641021, Tamil Nadu, India

Phone: 0422-2980011-15; Fax No: 0422-2980022-23

Email: info@karpagam.com; Web: www.kahedu.edu.in

Regulations
for
Ph.D., Full Time (FT) / Part Time (PT)

As per the UGC (Minimum Standards and Procedures for Award of Ph.D., Degree)
Regulations, 2022

The Regulation will be effective from 7th November, 2022
(The research scholars admitted from January, 2023 onwards will be governed by this regulation)



Karpagam Academy of Higher Education

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Pollachi Main Road, Eachanari Post, Coimbatore – 641 021, Tamil Nadu, India

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Regulations for Ph.D., Full Time (FT) / Part Time (PT)

1.0 Preamble

The Degree of Doctor of Philosophy (Ph.D.) is awarded to a candidate who has submitted a thesis on the basis of original and independent research work done in any particular discipline or involving more than one discipline (inter-disciplinary), that make a contribution to the advancement of knowledge, which is approved by Board of Examiners as per the requirement.

2.0 Eligibility Criteria for admission to the Ph.D. Programme:

- 2.1 A 1-year/2-semester master's degree programme after a 4-year/8-semester bachelor's degree programme or a 2-year/4-semester master's degree programme after a 3-year bachelor's degree programme or qualifications declared equivalent to the master's degree by the corresponding statutory regulatory body, with at least 55% marks in aggregate or its equivalent grade in a point scale wherever grading system is followed

or equivalent qualification from a foreign educational institution accredited by an assessment and accreditation agency which is approved, recognized or authorized by an authority, established or incorporated under a law in its home country or any other statutory authority in that country to assess, accredit or assure quality and standards of the educational institution.

- 2.2 Candidate seeking admission after a 4-year/8-semester bachelor's degree programme should have a minimum of 75% marks in aggregate or its equivalent grade on a point scale wherever the grading system is followed. A relaxation of 5% marks or its equivalent grade may be allowed for those belonging to SC/ST/OBC (non-creamy layer)/Differently-Abled, Economically Weaker Section (EWS) and other categories of candidates as per the decision of the Commission from time to time.

Candidates who have completed the M.Phil. programme with at least 55% marks in aggregate or its equivalent grade in a point scale wherever grading system is followed or equivalent qualification from a foreign educational institution accredited by an assessment and accreditation agency which is approved, recognized or authorized by an authority, established or incorporated under a law in its home country or any other statutory authority in that country to assess, accredit or assure quality and standards of educational institutions, shall be eligible for admission to the Ph.D. programme. A relaxation of 5% marks or its equivalent grade may be allowed for those belonging to SC/ST/OBC (non-creamy layer)/Differently-Abled, Economically Weaker Section (EWS) and other categories of candidates as per the decision of the Commission from time to time

- 2.3 The Part Time research scholars have to report to the guide once in a month till they submit their Synopsis/Thesis.

3.0 Admission

Admission for Ph.D. programme shall be made on half yearly basis viz. January and July. The admission shall be based on the criteria notified by the Institution, keeping in view the guidelines/norms issued by the UGC and other statutory bodies concerned and taking into account the reservation policy of the Central / State Government and the number of vacancies available with each recognized guide of the Department concerned.

4.0 Selection Procedure

4.1 The candidates will be selected for admission to Ph.D., programme based on the performance in the **Entrance Test** and **Interview** conducted to assess the aptitude of the candidate for research, subject to satisfying the eligibility conditions.

The candidates who have qualify for fellowship/scholarship in UGC-NET//UGC-CSIRNET/GATE/CEED and similar National level tests based on an interview. And/or The candidates who have qualified from “Karpagam Academy of Higher Education entrance test” conducted at the level of our Institution. The Entrance Test syllabus shall consist of 50% of research methodology, and 50% shall be subject-specific.

Students who have secured 50% marks in the entrance test are eligible to be called for the interview. A relaxation of 5 % marks will be allowed in the entrance examination for the candidates belonging to SC/ST/OBC/differently-abled category, Economically Weaker Section (EWS), and other categories of candidates as per the decision of the Commission from time to time.

KAHE may decide the number of eligible students to be called for an interview based on the number of Ph.D. seats available.

4.2 The candidates selected for admission to the Ph.D., programme shall be required to submit attested copy of the certificates with 3 passport size recent Photo. The original certificates brought during interview will be returned immediately after verification.

4.3 Provided that for selection of candidates, a weightage of 70% to the entrance test and 30% to the performance in the interview shall be given.

4.4 The Karpagam Academy of Higher Education shall maintain the list of all the Ph.D., registered students on its website year-wise. The list shall include the name of the registered candidate, topic of his/her research, name of his/her supervisor / co-supervisor and date of enrolment /registration.

4.5 Admission of International students in Ph.D., programme is also based on Entrance test and Interview keeping in view the guidelines/norms in this regard issued by statutory/regulatory bodies concerned from time to time.

5.0 Eligible Degrees for Ph.D., Registration:

Master's degree / M.Phil., Degree in the relevant disciplines or 4-Year Bachelor's Degree in the relevant disciplines, approved by Central and State approval authority.

6.0 Duration of the Programme

Ph.D. Programme shall be for a minimum duration of three (3) years, including coursework, and a maximum duration of six (6) years from the date of admission to the Ph.D. programme.

A maximum of an additional two (2) years can be given through a process of re-registration as per the Statute/Ordinance of the Higher Educational Institution concerned; provided, however, that the total period for completion of a Ph.D. programme should not exceed eight (8) years from the date of admission in the Ph.D. programme.

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

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

Ph.D. programmes through part-time mode will be permitted, provided all the conditions stipulated in these Regulations are fulfilled.

The Higher Educational Institution concerned shall obtain a “No Objection Certificate” through the candidate for a part-time Ph.D. programme from the appropriate authority in the organization where the candidate is employed, clearly stating that:

- i. The candidate is permitted to pursue studies on a part-time basis.
- ii. His/her official duties permit him/her to devote sufficient time for research.
- iii. If required, he/she will be relieved from the duty to complete the course work.

7.0 Conversion from Full Time Ph.D. to Part Time Ph.D. and Vice-versa

- i. Conversion from Full time to Part time or vice versa is permitted on recommendation of the Research Supervisor
- ii. A conversion fee of ₹2000 has to be paid towards the conversion.

8.0 Modification of Topic

Modification of topic of research by the candidate is permitted. A fee of ₹ 2000 has to be paid for a change of topic of research. The time limit fixed for modification of topic of research in Ph.D., programme is up to final DCM prior to submission of synopsis.

9.0 Language

The Ph.D., Part I course work and Part II synopsis / thesis must be written in English for subjects other than languages.

10.0 Eligibility criteria to be a Research Supervisor:

Permanent faculty members working as Professor/Associate Professor with a Ph.D., and at least five research publications in peer-reviewed or refereed journals and permanent faculty members working as Assistant Professors with a Ph.D., and at least three research publications in peer-reviewed or refereed journals may be recognized as a Research Supervisor in the university where the faculty member is employed. Such recognized

research supervisors cannot supervise research scholars in other institutions, where they can only act as co-supervisors. Ph.D. awarded by a university under the supervision of a faculty member who is not an employee of the university would be in violation of these Regulations.

For Ph.D. scholars working in Central government/ State government research institutions whose degrees are given by Higher Educational Institutions, the scientists in such research institutions who are equivalent to Professor/Associate Professor/Assistant Professor can be recognized as supervisors if they fulfill the above requirements.

Provided that in areas/disciplines where there is no, or only a limited number of peer-reviewed or refereed journals, the Higher Educational Institution may relax the above condition for recognition of a person as Research Supervisor with reasons recorded in writing.

Adjunct Faculty members shall not act as Research Supervisors and can only act as co-supervisors.

However, Co-Supervisor can be allowed in inter-disciplinary areas from other departments of the same institute or from other institutions with the approval of the Doctoral Committee.

In case of interdisciplinary/multidisciplinary research work, if required, a Co-Supervisor from outside the University may be appointed.

A Research Supervisor who is a Professor, at any given point of time, can guide a maximum of 8 Ph.D., scholars only. An Associate Professor upto a maximum of 6 Ph.D., scholars and an Assistant Professor upto a maximum of 4 Ph.D., scholars.

In case of relocation of a female Ph.D. scholar due to marriage or otherwise, the research data shall be allowed to be transferred to the Higher Educational Institution to which the scholar intends to relocate, provided all the other conditions in these Regulations are followed, and the research work does not pertain to a project sanctioned to the parent Institution/Supervisor by any funding agency. Such scholar shall, however, give due credit to the parent institution and the supervisor for the part of research already undertaken.

Faculty members with less than three years of service before superannuation shall not be allowed to take new research scholars under their supervision. However, such faculty members can continue to supervise Ph.D. Research scholars who are already registered until superannuation and as a co-supervisor after superannuation, but not after attaining the age of 70 years.

11.0 Admission of International students in Ph.D., programme.

Each supervisor can guide up to two international research scholars on a supernumerary basis over and above the permitted number of Ph.D. scholars as specified.

12.0 Change of Research Supervisor

Transfer of Ph.D., scholars from one Research supervisor to another Research supervisor shall be permitted under the following conditions:

- i. If the Research Supervisor resigns and leaves the institution.
- ii. If the Research Supervisor expresses unwillingness to guide the candidate
- iii. If the Research Scholar expresses his/her unwillingness to work under a specific Research Supervisor.

- iv. By mutual consent.
- v. A fee of ₹2000 has to be paid towards the change of Research Supervisor, if the change is requested by the Research scholar.

13.0 Doctoral Committee (Research Advisory Committee as per UGC)

There shall be a Doctoral Committee (Research Advisory Committee as per UGC) for every Ph.D., scholar to monitor the progress of his/her research work. For every scholar, the Supervisor shall furnish a Panel of three experts with doctoral qualification who have produced Ph.D., Candidates in the field of proposed research, from the other Academic Institutions / National Laboratories and any other research laboratories, from whom one will be nominated as a member. The Supervisor of the scholar shall be the convener of the Doctoral Committee. The Co-Supervisor, if applicable, shall also be a member. In the absence of Research Supervisor, the Co-Supervisor can be the convenor of the Doctoral Committee. The Head of the Department concerned with Ph.D., qualification shall be an internal member. If the HOD is the Supervisor, the next senior faculty with Ph.D., Degree shall be the member. If a Doctoral Committee member is away from his/her place of work for a longer period, the Supervisor shall request for an alternate member from the Panel of experts submitted.

13.1 Functions of Doctoral Committee (Research Advisory Committee as per UGC):

The Research Supervisor of the Ph.D. scholar concerned shall be the Convener of this committee, and this committee shall have the following responsibilities:

- i. To review the research proposal and finalize the topic of research.
- ii. To guide the Ph.D. scholar in developing 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 Ph.D. scholar.

Each semester, a Ph.D. scholar shall appear before the Doctoral Committee in the Karpagam Academy of Higher Education campus to make a presentation and submit a brief report on the progress of his/her work for evaluation and further guidance. The Doctoral Committee shall submit its recommendations along with a copy of Ph.D. scholar's progress report to The Registrar, Karpagam Academy of Higher Education. A copy of such recommendations shall also be provided to the Ph.D. scholar.

The first Doctoral Committee meeting of a scholar which shall be conducted within one month from the date of registration shall decide the topic of research, work plan and the course work to be undertaken by the scholar. The Doctoral Committee shall also submit a Panel of three Experts from recognized institutes (other than Parent Institution) along with their CV for question paper setting and evaluation relating to Part –I Examinations.

The scholar shall be permitted for pre-submission presentation after recommended by the Final Doctoral Committee Meeting. The synopsis to be submitted only after the successful completion of pre-submission presentation. The time gap between the date of pre-submission and the date of submission of synopsis shall be atleast one month.

14.0 Submission of Progress Report:

Progress report is to be submitted every half-year period during the entire duration of Ph.D., programme

15.0 Course of Study:

The course of study of Ph.D., programme consists of Part I Course work and Part II Research work.

15.1 Part I: Course Work

Course work comprises the following three theory papers.

Paper I : Research Methodology and Pedagogy

Paper II : Research and Publication Ethics

Paper III : Special Paper (Research Area)

15.2 The course work shall be treated as a prerequisite for Ph.D., preparation. The credit assigned to the Ph.D. course work shall be 12 credits.

Paper I on Research Methodology and Pedagogy a minimum of four credits shall be assigned which could cover areas such as quantitative methods, computer applications, research ethics and review of published research in the relevant field, training, field work, etc.

Paper II Research and Publication Ethics and Paper III Special Paper carry 4 credits each. The total number of special papers in each discipline shall be 10. The candidate has to select one among the 10, in consultation with the Research Supervisor.

The Credit requirement for the Ph.D. coursework is a minimum of 12 credits, including a "Research and Publication Ethics" course as notified by UGC vide D.O. No. F.1- 1/2018(Journal/CARE) in 2019 and a research methodology course. The Research Advisory Committee can also recommend UGC recognized online courses as part of the credit requirements for the Ph.D. programme.

Ph.D. scholars, irrespective of discipline, shall be trained in teaching / education / pedagogy / writing related to their chosen Ph.D. subject during their doctoral period. Ph.D. scholars will also be assigned 4-6 hours per week of teaching/research assistantship for conducting tutorial or laboratory work and evaluations.

The Full-Time scholar is required to write all the three courses within six months and for Part time the research scholar has to write within one year, from the date of registration, but has to pass all the courses within a maximum of one and half years (three attempts). If the scholar fails to complete course work within one and half years (three attempts) his/her registration will stand automatically cancelled.

15.3 A Ph.D., scholar has to obtain a minimum of 55% of marks or its equivalent grade in the UGC 10 point scale in the course work in order to be eligible to continue the programme and submit the dissertation/thesis.

The pattern of question paper for course work for Ph.D., programme is given below.

Pattern of Question Paper (Common for FASCM /FoE/FoP)(For Course Work in Ph.D, Programme)

Part – A (5 X 7 = 35 marks - Answer any FIVE out of Seven)

Part – B (5 X 10 = 50 marks - Answer any FIVE out of Ten)

Part – C (1 X 15 = 15 marks - Compulsory Question)

15.4. Part II: Research Work

Upon satisfactory completion of course work and obtaining the marks/grade prescribed, the Ph.D., scholar shall be required to undertake research work. The Ph.D., candidates shall select an original research topic within the chosen area of research specialization. At the end of the minimum period of duration the candidates are eligible to submit the thesis.

16.0 Publication of Articles

Before sending the articles for publication, the article/manuscript is to be submitted to Scrutiny Committee for language and technical scrutiny with a fee of ₹450 per article. After publication, the candidate has to submit the copy of his/her article to the members of the Doctoral Committee.

16.1 Publication of a minimum of two articles is mandatory for submission of a thesis.

16.2 Condition for submission of thesis:

It is Mandatory for the Ph.D., Scholars to publish two research articles for submission of his/her of Ph.D., thesis as mentioned below:

- (i) Engineering, Science and Pharmacy: One article should be in SCI / SCIE / Web of Science and another one in Scopus
- (ii) Commerce, Management, Arts: One in Scopus and another one in Peer reviewed / UGC care listed Journals
- (iii) To attend at-least two timeline presentations and two annual research congress

17.0 Pre-Submission Presentation

The Pre-submission will be permitted only when the research scholar has either published his/her article or it has been accepted for publication provided the date of publication of the article is given in the acceptance letter for publication in an approved Journal. All the published papers by the scholar shall have name of the Research Supervisor and Karpagam Academy of Higher Education. Papers without the name of the Research Supervisor and Karpagam Academy of Higher Education will not be accounted. The Research Scholar should be one among the first two authors in the paper.

Prior to submission of the synopsis, the scholar shall make Pre-submission presentation and it is open to all faculty members and research students, and their feedback and comments if any may suitably be incorporated in the draft synopsis and thesis in consultation with Doctoral Committee. A notification may be issued to all the Departments regarding the same. The report in the prescribed format shall be forwarded

by the Research Supervisor to the Research section on the same day along with the certificate of bonafide research work done.

18.0. Plagiarism (Turnitin Software):

18.1 The research scholar has to submit his/her synopsis and thesis for checking plagiarism on payment of prescribed fee. If the percentage of plagiarism is more than 10% the thesis will not be accepted for submission. Same is the case for manuscripts and synopsis.

18.2 Further while submitting for evaluation, the thesis shall have an undertaking from the research scholar and a certificate from the Research Supervisor attesting the originality of the work, vouching that the plagiarism is less than 10% and that the work has not been submitted for the award of any other degree/diploma of the same Institution where the work was carried out, or any other Institution.

18.3 In any case if scholars have committed an act of plagiarism with more than 10%, his/her Thesis / degree shall be withdrawn and his / her registration shall be cancelled and also, he / she shall be debarred to register for any other programme in the Karpagam Academy of Higher Education. Appropriate legal action shall also be initiated.

18.4 Research Supervisor ship of the Supervisor will also be withdrawn.

19.0. Submission of synopsis

The research scholar who has successfully completed the course work alone is eligible to submit the synopsis. He/she shall be permitted to submit the synopsis during the last quarter of the eligible minimum period on the recommendation of the Final Doctoral Committee Meeting and after Pre-submission Presentation. The research scholar shall submit five copies of synopsis with a soft copy along with prescribed application through the Research Supervisor to the Controller of Examinations. Synopsis shall be accepted only when the Panel of Examiners is submitted to Controller of Examinations. In case the panel is exhausted, the Vice Chancellor can either call for a fresh panel of examiners from the Research Supervisor or nominate examiner(s).

19.1 Submission of thesis

Five copies of thesis with flexible cover along with soft copy (PDF format) shall be prepared in accordance with the format and specifications prescribed. Thesis shall be submitted together with the prescribed application form along with the prescribed fee, within three months from the date of submission of the synopsis.

All the Ph.D., scholars are encouraged to submit their thesis within the stipulated time period. However, for those candidates who have submitted synopsis but unable to submit the thesis within the stipulated period, an extension of three months will be allowed on payment of ₹ 2000/- as extension fee. If the candidate fails to submit within the extension period of three months, he / she has to pay full year fee for all the years till he / she submits the thesis.

20.0 Evaluation of the Thesis

- 20.1 The Ph.D. thesis submitted by a Ph.D. scholar shall be evaluated by his/her Research Supervisor and atleast two external examiners who are experts in the field. Such examiner(s) should be academics with a good record of scholarly publications in the field. Wherever possible, one of the external examiners should be chosen from outside India. The viva-voce board shall consist of the Research Supervisor and at least one of the two external examiners and may be conducted offline.
- 20.2 The viva-voce of the Ph.D. scholar to defend the thesis shall be conducted if both the external examiners recommend acceptance of the thesis after incorporating any corrections suggested by them. If one of the external examiners recommends rejection, the Institution concerned shall send the thesis to an alternate external examiner from the approved panel of examiners, and the viva-voce examination shall be held only if the alternate examiner recommends acceptance of the thesis. If the alternate examiner does not recommend acceptance of the thesis, the thesis shall be rejected, and the Ph.D. scholar shall be declared ineligible for the award of a Ph.D.
- 20.3 Each member of the Board shall adjudicate the thesis and shall submit a detailed report as given in the prescribed form on the merits and demerits of the thesis and finally explicitly indicate whether the thesis is Recommended or Recommended for Resubmission or Not Recommended within a period of 6 months.
- 20.4 If the evaluation report from the examiner is not received within 6 Months, another examiner will be appointed from the panel of examiners.
- 20.5 As soon as the reports of evaluation are received from the examiners by Controller of Examinations, they shall be sent to the Research Supervisor (Convener) for consolidation of the reports.
- 20.6 If the examiners insist on corrections to be made in the thesis, the same shall be made before appearing for the Public viva-voce examination, along with a certificate as given below from the Research Supervisor that the corrections have been satisfactorily carried out.

A Ph.D. scholar shall submit the thesis for evaluation, along with (a) an undertaking from the Ph.D. scholar that there is no plagiarism and (b) a certificate from the Research Supervisor attesting to the originality of the thesis and that the thesis has not been submitted for the award of any other degree/diploma to any other Higher Educational Institution.

<p>CERTIFICATE</p> <p>This is to certify that all corrections, modifications suggested by the examiners of the thesis entitled, “.....”submitted by Mr./Ms have been incorporated and resubmitted. The thesis may be accepted.</p> <p style="text-align: right;">Signature of the Research Supervisor</p>

- 20.7 In case of a thesis, which has not been specifically ‘recommended’ or ‘not recommended’ but revision and resubmission is suggested, the thesis shall be

revised and the thesis duly certified by the Research Supervisor be sent to the same examiner who has suggested the revision for obtaining the recommendation.

- 20.8 The time-limit to resubmit the revised thesis, as per the suggestions for revision and resubmission of thesis by the examiner(s) shall not exceed twelve full months. A candidate shall not ordinarily be permitted to submit the thesis for the degree or to take the public viva-voce examination on more than two occasions.
- 20.9 The viva-voce shall be conducted by the Research Supervisor and atleast by one of the two external examiners, on the critiques given in the evaluation report. It is open to DC Members, all faculty members, research scholars and other interested experts/researchers.
- 20.10 The first notification for Ph.D., viva-voce shall be issued only after the Research Supervisor of the candidate, receives the approval from the authorities to issue the first notice.
- 20.11 15 clear days' notice may be required to be given for issue of the second notification from the date of the first notification. Similarly, 15 clear days are required to be given for conducting the public viva-voce from the date of issue of the second notification.
- 20.12 The Research Supervisor shall fix the date and time of the viva-voce in consultation with the External Examiner and Head of the Department concerned. After conducting the public viva-voce, the Research Supervisor shall convey to the Controller of Examination, the result of such examination endorsed by the External Examiner along with list of participants, recommending for the award of Ph.D.,
- 20.13 A candidate who is not successful in the Public viva-voce may be permitted to undergo the Public viva-voce second time, within a period of three months but not before one month after the first viva-voce.
- 20.14 The entire process of evaluating a Ph. D. thesis, including the declaration of the viva-voce result, within a period of six (6)months from the date of submission of the thesis.

21.0 Award of the Degree

A candidate who has successfully completed the public viva-voce shall be declared to have qualified for the award of Ph.D., degree of Karpagam Academy of Higher Education. Viva voce evaluation of the thesis shall be conducted offline. Prior to actual award of the degree, provisional certificate shall be issued after approval by the Board of Management.

Issuing a Provisional certificate:

Prior to the actual award of the Ph.D. degree, the degree- awarding Higher Educational Institution shall issue a provisional certificate to the effect that the Ph.D. is being awarded in accordance with the provisions of these Regulations.

Award of Ph.D. degrees:

Award of degrees to candidates registered for the Ph.D. programme on or after November,07, 2022 shall be governed by University Grants Commission (Minimum Standards and Procedures for Award of Ph.D. Degree) Regulations, 2022.

Depository with INFLIBNET:

Following the successful completion of the evaluation process and before the announcement of the award of the Ph.D. degree(s), the Karpagam Academy of Higher Education shall submit an electronic copy of the Ph.D. thesis to INFLIBNET, for hosting the same so as to make it accessible to all the Higher Educational Institutions and research institutions.

22.0. Cancellation of Registration

The registration of a research scholar shall stand cancelled if -

- The research scholar has not paid the prescribed fee within the stipulated time;
- The Full-Time candidate has not completed his course work within one and half years (three attempts) and Part-Time candidates within two years (three attempts)
- The progress report is not submitted consecutively or the progress reports are not satisfactory as decided by the Doctoral Committee;
- The maximum period stipulated for the programme exceeded; and
- The research scholar withdraws from the course voluntarily.

In all the above cases, the fees paid by the research scholar shall be forfeited. However, such candidates may be permitted for fresh registration.

23.0 Publication of the thesis

The candidate may publish his/her thesis on the recommendation of the Research Supervisor in the format as given below and after getting permission from the Karpagam Academy of Higher Education. At least ten copies of the published work should be given to the Karpagam Academy of Higher Education at free of cost Permission for publication of the thesis should be obtained within FIVE years of the award of the degree. All the publications arising out of the research work shall have the name of Karpagam Academy of Higher Education. Due credit shall be given to the Institution and Research Supervisor if any patent is filed out of the work undertaken during the period of research.

[CERTIFICATE]

This is to certify that the thesis entitled, “.....” submitted by Mr. / Ms. does not contain any objectionable material and is a record of original and independent research work done by him/her. Hence the thesis is fit for publication, if the candidate so desires.

Signature of the Research Supervisor

24.0 Conferment of the Degree

Candidates who qualify for the Ph.D., degree shall be awarded the degree in the discipline in which he/she has registered.

25. Preparation and Submission of Synopsis and Thesis

25.1 Preparation of Synopsis

Synopsis should outline the research problem, the methodology adopted and the summary of the findings. The synopsis should not exceed 10 pages from the first page to the last page including the List of Publications. The sequence in which the Synopsis should be arranged is as follows:

- i. Cover Page and Title page (as shown in the Annexure I) (Page No.17& Page No.18)
- ii. Text divided into suitable Headings (numbered consecutively)
- iii. References
- iv. List of Publications (those published / accepted for publication in Journals and papers presented in Conferences / Symposia)
- v. Standard A4 size (297mm x 210mm) paper shall be used for preparing the copies.

Top edge: 30 mm

Bottom edge: 30 mm

Left side: 35 mm

Right side : 25 mm

The Synopsis should be prepared on good quality white bond paper preferably not lower than 80 gsm. One and a half spacing should be used for typing the general text. The general text shall be typed in Font Style Times New Roman and Font Size 12. All page numbers (Arabic numbers) should be typed without punctuation on the upper right hand corner. Synopsis should be bound using flexible cover of thick white art paper. The cover should be printed in black letters and the text for printing should be identical to what has been prescribed for the title page. References, if any cited in the text of the Synopsis, should be listed at the end of the Synopsis under the heading "REFERENCES" as per the following format:

References

I. References cited from published research papers should be in the following format:

a. Single author

Wattenberg, L.W.,2008.Chemoprevention of cancer. *Cancer Research.*, 45:1-8.

b. Two authors

Defendi, V. and B. Pearson, 2012. Quantitative estimation of succinic dehydrogenase activity in a single microscopic tissue section. *Journal, Histochemistry, Cytochemistry*, 3: 61-64.

c. More than two authors

Kristan K., M. Kotnik, M. Oblak and U.J. Urleb, 2009. New high throughput fluorimetric assay for discovering inhibitors of UDP-N-acetylmuramyl-l-alanine: d-glutamate (MurD)lLigase. *Biomol. Screen*, 14: 412-418.

II. References cited from a published book

Vuković-Gačić, B. and D.Simić, 2010. Identification of natural antimutagens with modulating effects on DNA repair, In: *Antimutagenesis and anti-carcinogenesis mechanisms III* (Eds. G.Bronzzeti, H. Hayatsu, S. De Flora, M.D. Waters and D.M. Shankel), Plenum Press, New York,269-277.

III. References cited from approved Thesis / Dissertation

Ratnakar, P., 2012. Biochemical studies of *Allium sativum* Linn. (Garlic). Ph.D., Thesis, Delhi University. P. 87.

25.2 Preparation of Thesis

A. General

In general, the Thesis shall be presented, in an organized and scholarly fashion, the original research work of the research scholar.

B. Size of Thesis

The size of the Thesis should not exceed 250 pages of typed matter reckoned from the first page of Chapter 1 to the last page of the Conclusion Chapter exclusive of tables, photographs, figures, references & appendices.

C. Sequence of the Contents of the Thesis

The sequence in which the Thesis material should be arranged is as follows:

- i. Cover Page and Title page (as shown in Annexure II Page 19& Page 20)
- ii. Bonafide Certificate (as shown in Annexure III Page 21)
- iii. Declaration and Certificate from the Research Supervisor and co-Research Supervisor (if any)(as shown in Annexure IV Page 22& V Page 23)
- iv. Acknowledgement
- v. Table of Contents
- vi. List of Symbols and Abbreviations.
- vii. Abstract
- viii. Chapters
- ix. References
- x. Appendices
- xi. List of Publications- only title of the paper with ISSN and other details.

D. Page Dimensions and Margin

The dimensions of the final bound Thesis report (5 copies) should be 290 mm x 205mm. Page margins: Tables and Figures should conform to the margin specifications. Large sized figures may be as it is or otherwise reduced to the appropriate size before insertion.

E. Bonafide Certificate

The Bonafide Certificate shall be typed in **double line spacing** using Font Style Times New Roman and Font Size 12 as per the format shown in Annexure III. The certificate shall carry the Supervisor's signature and shall be followed by the Supervisor's name, academic designation, department and full address of the institution where the Research Supervisor has guided the research scholar.

F. Acknowledgement

It should be brief and should not exceed two pages when typed in double spacing. The scholar's signature shall be made at the bottom right end above his / her name typed in capitals.

G. Table of Contents

The Table of contents should list all captions from items v to xi following it. The title page, Bonafide Certificate and Declaration Certificate will not find a place among the items listed in the Table of Contents but the page numbers must be typed in lower case Roman letters in all the pages (excepting No. i on the Title page). One and a half spacing should be adopted for typing the matter under Table of Contents.

H. List of Symbols and Abbreviations

One and a half spacing should be adopted for typing the matter under this head. Standard symbols, abbreviations, etc. should be used. The list should be arranged alphabetically with respect to the contents on the right side.

I. Abstract

Abstract should be an essay type of narration not exceeding four pages outlining the research problem, methodology used for solving it and a summary of the findings. This shall be typed in double line spacing using Font Style Times New Roman and Font Size 12.

J. Chapters

The chapters may be broadly divided into Introduction, Review of Literature, Material and Methods, Results, Discussion, Summary and References.

- a. Each chapter should be given an appropriate title.
- b. Tables and Figures in a chapter should be placed in the immediate vicinity of the reference where they are cited.
- c. Footnotes should be used sparingly. They should be typed single space and placed directly underneath in the very same page which refers to the material they annotate.

K. List of References

The listing of references cited in the text should be typed in single line spacing starting from 4 lines spaces below the heading "REFERENCES". The reference material should be listed in the alphabetical order of the first author of each reference. The name of the author / authors should be immediately followed by the other details and year. The cited references in the Text should be listed "REFERENCES" as per the specified format:

L. Appendices

Appendices are provided to give supplementary information's relevant to the research work done by the candidate.

M. List of Publications

Reprints / Photostat copies of research papers already published / accepted for publication in Journals are to be attached in chronological orders and these pages need not be numbered. The heading "List of Publications" alone must find a place in the Table of Contents without page numbers for this item only.

N. Tables and Figures

"Table" means tabulated numerical data in the body of the Thesis as well as in the appendices. All other non-verbal material used in the body of the Thesis and appendices such as charts, graphs, maps, photographs and diagrams may be designated as Figures.

- a. A Table or Figure including caption should be accommodated within the prescribed margin limits and appear on the page following the page where their first reference is made.
- b. Tables and Figures on half page or less in length may appear on the same page along with the text. However, they should be separated from the text both above and below by triple spacing.

- c. All Tables and Figures should be prepared on the same paper or material used for the preparation of the rest of the Thesis.
- d. Two or more small Tables or Figures may be grouped, if necessary, in a single page.
- e. Wherever possible, the photograph(s) shall be reproduced on a full sheet of photographic paper or colour xerox.
- f. More than one photograph can be included in a page.
- g. Samples of Fabric, Leather, etc., if absolutely necessary may be attached evenly in a page and fixed/pasted suitably and should be treated as Figures.

O. Typing Instructions

General

This section includes additional information for final typing of the Thesis. The impressions on the typed / photo-stated / printed copies should be black in colour.

A sub-heading at the bottom of a page must have at least two full lines below it or else it should be carried over to the next page.

The last word of any page should not be split using a hyphen. One and a half spacing should be used for typing the general text. The general text shall be typed in Font Style Times New Roman and Font Size 12. Single spacing should be used for typing:

- (i) Long Tables
- (ii) Long quotations
- (iii) Foot notes
- (iv) Multiline captions
- (v) References

All quotations exceeding one line should be typed in an indented space – the indentation being 15 mm from either side of the margin.

P. Page Numbering

All page numbers (small case Roman numerals or Arabic numbers) should be typed without punctuation on the **upper right hand corner** 20 mm from the top with the last digit of the number in line with the right hand margin. The preliminary pages of the Thesis (such as Title page, Bonafide Certificate, Declaration and Certificate, Table of Contents, Acknowledgement, List of Symbols and Abbreviations and Abstracts) should be numbered in lower case Roman numerals. The Title page will be numbered as (i) but this should not be typed on the page. The page immediately following the Title page shall be numbered as (ii) and it should appear **at the top right hand corner** as already specified. Pages of main text, starting with Chapter 1 should be consecutively numbered using Arabic numerals.

Q. Numbering of Chapters, Divisions and Sub-Divisions

The numbering of chapters, divisions and sub-divisions should be done using Arabic numerals only and further decimal notation should be used for numbering the divisions and sub-divisions within a chapter. For example, sub-division 4 under division 3 belonging to chapter 2 should be numbered as 2.3.4. The caption for the sub-division should immediately follow the number assigned to it.

Every chapter beginning with the first chapter should be serially numbered using Arabic numerals. Appendices, included if any, should also be numbered in an identical manner starting with Appendix 1.

R. Numbering of Tables and Figures

Tables and Figures appearing anywhere in the Thesis should bear appropriate numbers. The rule for assigning such numbers is illustrated by an example. Thus, if a Figure in Chapter 3, happens to be the fourth then assign 3.4 to that Figure. Identical rules apply for Tables except that the word Figure is replaced by the word Table. If Figures (or Tables) appear in appendices, then Figure 3 in Appendix 2 will be designated as Figure A 2.3. If a table is to be continued into the next page this may be done, but no line should be drawn underneath an unfinished Table. The top line of the Table continued into the next page should, for example read Table 2.1 (continued) placed centrally and underlined.

S. Numbering of Equations

Equations appearing in each Chapter or Appendix should be numbered serially, the numbering should commence afresh for each Chapter or Appendix. Thus, for example, an equation appearing in Chapter 3, if it happens to be the eighth equation in that Chapter should be numbered as (3.8) thus (3.8) While referring to this equation in the body of the Thesis it should be referred to as Equation (3.8).

T. Binding Specifications

Thesis should be bound with **black calico cloth** and using flexible cover of thick white art paper. The cover should be printed in black letters and the text for printing should be identical to what has been prescribed for the title page.

Soft copy of the Thesis (PDF format) written in CD (2 Nos.) should be submitted for Karpagam Academy of Higher Education archives.

Revision of Regulation:

The Karpagam Academy of Higher Education may from time to time, amend the Regulations based on UGC Regulations if found necessary.

ANNEXURE I

Specimen of Cover Page and Title Page

IMPACT OF DIGITAL ADVERTISING IN RURAL MARKETING

Font Size 18><1.5 line spacing>

SYNOPSIS

Submitted by

<Italic>

RAGHAVENDRA S A

in partial fulfilment of the requirements for the award of the degree of

<Italic><1.5 line spacing>

DOCTOR OF PHILOSOPHY

IN

MANAGEMENT



DEPARTMENT OF MANAGEMENT

Karpagam Academy of Higher Education

(Deemed to be University) (Established Under Section 3 of UGC Act, 1956)

(Accredited with A+ Grade by NAAC in the Second Cycle)

Pollachi Main Road, Eachanari Post, Coimbatore – 641 021, Tamil Nadu, India

<1.5 line spacing>

December, 2024

**IMPACT OF DIGITAL ADVERTISING IN RURAL MARKETING
SYNOPSIS**

Submitted by

RAGHAVENDRA S A

in partial fulfilment of the requirements for the

award of the degree of

**DOCTOR OF PHILOSOPHY
IN
MANAGEMENT**



DEPARTMENT OF MANAGEMENT

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Pollachi Main Road, Eachanari Post, Coimbatore – 641 021, Tamil Nadu, India

December, 2024

ANNEXURE II

Specimen of Cover Page and Title Page

IMPACT OF DIGITAL ADVERTISING IN RURAL MARKETING

<1.5 line spacing>

THESIS

Submitted by

<Italic>

RAGHAVENDRA S A

in partial fulfilment of the requirements for the award of the degree of

<Italic><1.5 line spacing>

DOCTOR OF MANAGEMENT

IN

MANAGEMENT



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Pollachi Main Road, Eachanari Post, Coimbatore – 641 021, Tamil Nadu, India

<1.5 line spacing>

December, 2024

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December, 2024

ANNEXURE IV

Specimen of Declaration

DECLARATION

I _____ hereby declare that the thesis entitled
“ _____ ”
submitted to the Karpagam Academy of Higher Education, in partial fulfillment of the
requirements for the award of the Degree of Doctor of Philosophy in
_____ is a record of bonafide and
independent research work done by me during the period from ____/____/____ to ____-
____/____/____ under the supervision and guidance of
Dr. _____, Department of
_____ at Karpagam Academy of Higher Education, and it has not
formed the basis for the award of any Degree / Diploma / Associate ship / Fellowship or other
similar title to any candidate in Karpagam Academy of Higher Education so far.

Signature of the Research Scholar

ANNEXURE V

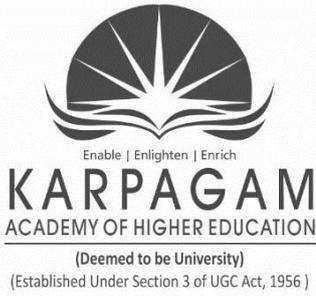
Specimen of Certificate

CERTIFICATE

This is to certify that the thesis entitled
“_____” submitted to the Karpagam
Academy of Higher Education, in partial fulfillment of the requirements for the award of the
Degree of Doctor of Philosophy in _____ is a record of
bonafide research work done by Mr. / Ms. _____ during
the period from ____/____/____ to ____/____/____ of his / her study in the
Department of _____ at Karpagam Academy of
Higher Education, under my supervision and guidance and the thesis has not formed the basis
for the award of any Degree / Diploma / Associate ship / Fellowship or other similar title to any
candidate of Karpagam Academy of Higher Education so far.

Countersigned
Head of the Department

Signature of the Research Supervisor



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Phone: 0422 - 2980011- 14 | Email : info@kahedu.edu.in

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FORMAT I

Progress Report of Research Scholar

(To be submitted once in six months)

1. Programme : Ph.D., FT/PT
2. Subject :
3. Name & Regn.No. of the Research scholar:
4. Title of Ph.D., Research work :
5. Report No./Month/Year :

No.	Month	Year

6. Brief report about the work carried

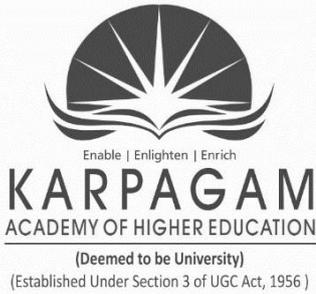
out by the Research scholar :

- a. Article/s published _____ No's (Attach copies)
- b. Seminars/Conferences attended _____ (Attach certificate copies)
- c. Course work: Completed / Not Completed (Attach copy of Mark sheet)
- d. Course fee: Paid till _____(copies of receipts)

7. Research Guide's Comment :

Signature of the Research Scholar
(with Name & address)
Mobile No.:
E-mail id:

Signature of the Research Supervisor
(with Name & address)
Mobile No.:
E-mail id:



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FORMAT II

Request for Pre-submission presentation

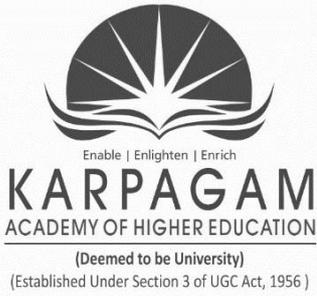
Check list

1. Name of the research scholar with Registration Number :
2. Name of the Research Supervisor :
Designation :
Department :
3. (a) Whether the minimum period completed? : Yes/NO (Refer Registration Communication)
(b) If extension obtained, attach particulars :
4. Whether course fee paid for all the years : Yes/No (Attach No Dues Certificate)
5. Title of Ph.D. Research work :
6. Details of the Part I Course work :
(Enclose necessary documents)
7. Number of DC Meetings attended (Annually 2) :
8. Total No. of 6 months performance reports submitted : 6/8/10/12
9. (a) No. of Time-line presentations attended :
(b) No. of Annual Research Congress attended :
10. (a) Minimum No. of Research articles to be published : 2 as per KAHE regulation
(b) No of articles published by the scholar :
(Attach photocopies of reprints)
11. Whether submission of thesis is recommended
at the Final Doctoral Committee Meeting and
date of DCM :
12. Communication skill* : Good/Satisfactory/Need improvement
(To be judged based on the DC Meeting,
Time line Presentation and
Annual Research Congress) (Tick whichever is applicable)

**Signature of the Research Scholar
Supervisor**

Signature of the Research

*The Guide/HOD shall give specific remarks about the communication skill of the scholar. At the time of Pre-submission Presentation, if it is found that the Communication skill of the scholar is less than average, the period of submission may be extended for one more year and the scholar shall be advised to improve his/her Communication skill and may be presented again.



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FORMAT III

KAHE / RS / Rx /Ph.D./Dept./ Pre-Sub / xxxx / 2022/

Date: _____

Pre-Submission presentation of the Ph.D. research - Notification

I am by direction to inform you that a Pre-submission Presentation of the Ph.D., thesis is arranged for the candidate _____ working under the supervision of _____, Designation, Department of _____, Karpagam Academy of Higher Education, Coimbatore – 641 021.

Ph.D. Thesis Title: “ _____ ”.

All members of faculty, experts and all interested persons are requested to attend the aforesaid Pre-submission Presentation.

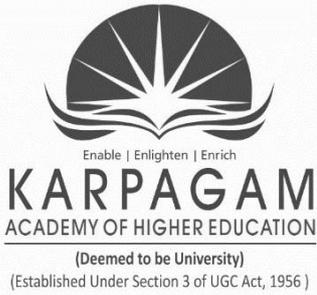
Venue :
Date :
Time :

Registrar

To

All Head of the Department of _____, requested to make necessary arrangement to conduct the programme.

Kindly circulate to Dean / Director / Research Supervisor / Research Scholars



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FORMAT - IV

DEPARTMENT OF _____
Pre-submission Presentation Report

- | | |
|---|---|
| | Date: |
| 1. Name of the Research Scholar | : |
| 2. Register Number of the Research Scholar | : |
| 3. Ph.D., programme in | : |
| 4. Department | : |
| 5. Name of the Research Supervisor | : |
| Designation | : |
| Department | : |
| 6. Presentation date & Venue | : |
| 7. No. of articles published by the scholar | : |
| 8. Number of members present in
the presentation (enclose the
attendance sheet) | : |
| 9. A report on the Question & Answer Session
(in the enclosed format) | : |
| 10. Comments of the Supervisor | : |
| (a) On the composition of the Thesis chapters | : Adequate/Needs to be revised. |
| (b) On the Communication skill*
(additional sheets may be used) | : Good/Satisfactory/Needs improvement
(Tick whichever is applicable) |
| 11. After the Pre-submission
Presentation whether the scholar
may be permitted to submit the Thesis | : Permitted/Extended for one year
(Strike out whichever is not applicable) |

Signature:

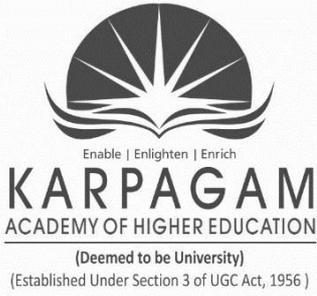
Research Scholar

Research Supervisor

HOD

Dean

*(At the time of Pre-submission Presentation, if it is found that the Communication skill of the scholar is less than average and needs improvement, the period of submission may be extended for one more year and the scholar shall be advised to improve his/her Communication skill and may be presented again.)



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FORMAT – IV Annexure

Pre-submission Presentation: A brief report on the Question & Answer Session

Answers should be brief and relevant to the question. If needed, additional sheets may be used

Topic of the Research work:

Q1.

Answer:

Q2.

Answer:

Q3.

Answer:

Q4.

Answer:

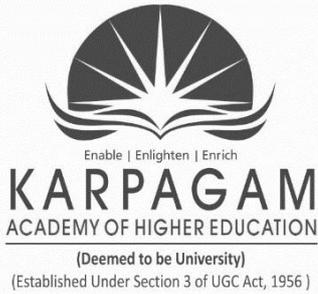
Q5:

Answer:

Signature of

Research Scholar

Research Supervisor



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FORMAT V

Pre-submission presentation

Certificate

Name & Reg. No. of the research scholar :

Subject :

Date of Presentation :

Certified that the above research scholar under my guidance has presented his/her research work during Pre-submission Presentation and his/her presentation is _____ . All the suggestions made by the participants are taken into consideration and important suggestions will be included in the thesis entitled:

“ _____ ”.

Place :

Date :

**Signature of the Research Supervisor
(Name & Address)**

Counter Signed:

**HOD
(Name & Seal)**



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FORMAT - VI

Submission of Ph.D., Thesis: Check List

1. Name of the research scholar with Registration Number :
2. Name of the Research Supervisor :
Designation :
Department :
3. (a) Whether the minimum period completed? : Yes/No (Refer Registration Communication)
4. (b) If extension obtained, attach particulars :
5. Whether course fee paid for all the years : Yes/No (Attach No Dues Certificate)
6. Title of Ph.D. Research work :
7. Details of the Part I Course work :
8. (Enclose necessary documents)
9. Number of DC Meetings attended (Annually 2) :
10. Total No. of 6 months performance reports submitted : 6/8/10/12
(a) No. of Time-line presentations attended :
(b) No. of Annual Research Congress attended :
11. (a) Minimum No. of Research articles to be published : 2 as per KAHE regulation
(b) No of articles published by the scholar :
12. Whether submission of thesis is recommended at the Final Doctoral Committee Meeting and date of DCM :
13. Date of Pre-Submission Presentation made :
(Attach a certificate from the supervisor duly countersigned by the HOD)
14. Probable date of submission of Synopsis :
15. Expected date of submission of Thesis :

Signature of:

Research Scholar

Research Supervisor

HOD

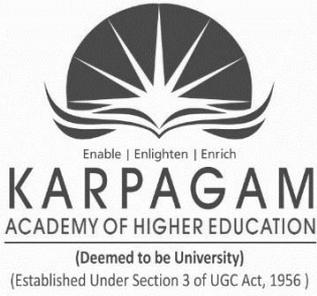
For Office of the Research use:

1	2	3	4	5	6	7	8	9	10	11	12	13	14
----------	----------	----------	----------	----------	----------	----------	----------	----------	-----------	-----------	-----------	-----------	-----------

Recommendation for submission: **Recommended / Not recommended**

Addl. Director, Research

Director, Research



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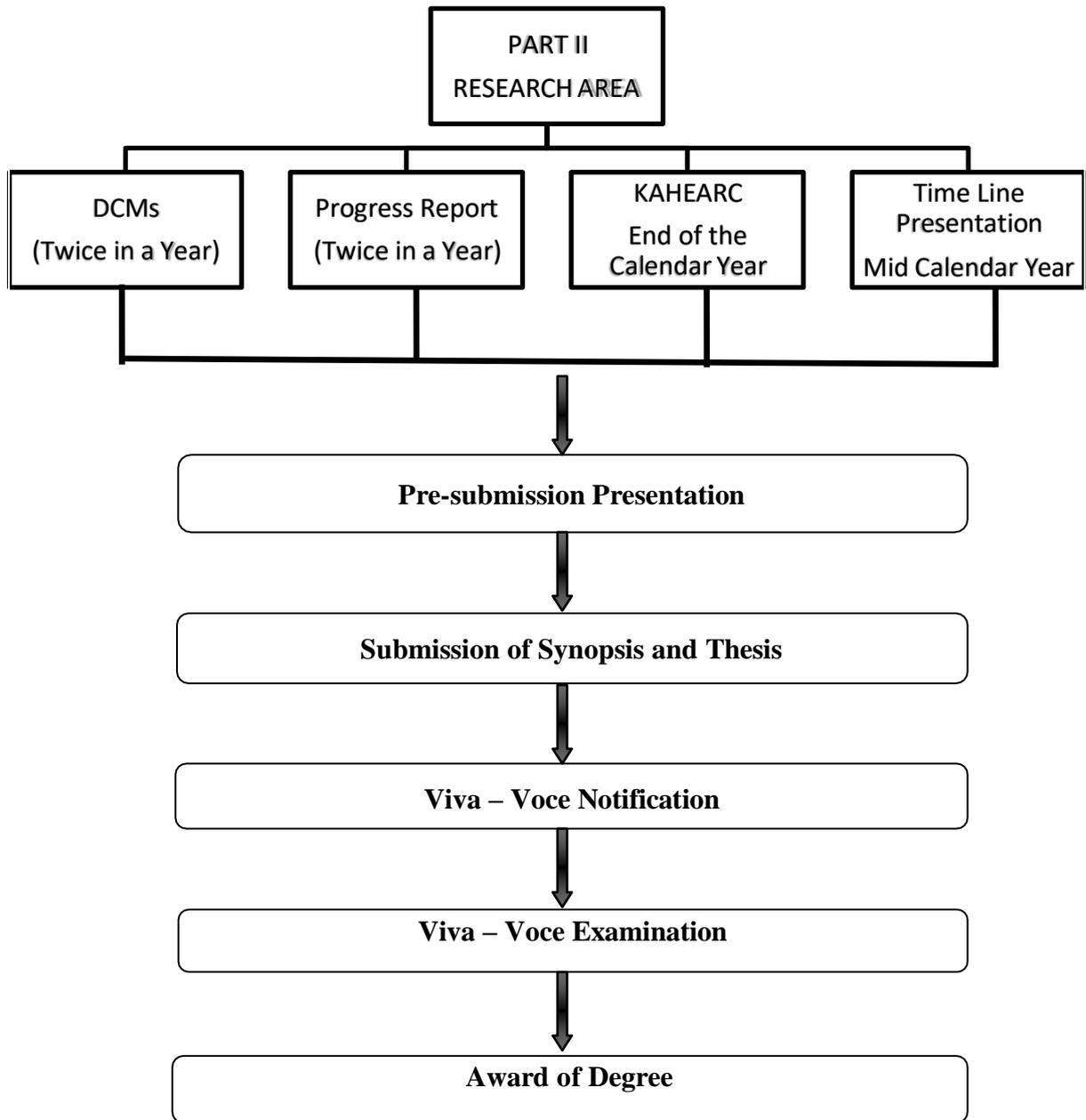
Certificate of Plagiarism

Certified that the thesis entitled “_____” for
the award of Ph.D., degree has undergone Plagiarism check through Turnitin software and the
level of plagiarism is _____.

Signature of the Research Scholar

Signature of the Research Supervisor

Professor in- charge for Plagiarism Test



Publications terminology

1. Impact Factor

The Impact Factor of an academic journal is a measure which reflects the average number of citations to recent articles published in that Journal.

- It is a measure of the relative importance of a journal in a given field.
- It was devised by **Mr. Eugene Garfield**, the founder of the **Institute for Scientific Information**.
- Impact factor is calculated yearly starting from 1975 for those journals which are indexed in the **Journal Citation Reports**.
- Normally, the impact factor for 2021 is published in 2022.
- It is a journal metric and not to be used to assess an individual researcher or research institution.

Calculation

Example: If a Journal has an impact factor of 3 in the year 2022; it means that each paper published in that journal during the years 2020 and 2021 had received an average of 3 citations in 2022.

Let A= The number of times that articles published in that journal in and 2021, were cited by articles in indexed journals during 2022.

B= The total number of “citable items” (usually, articles, reviews and proceedings) published in that journal in 2020 and 2021.

Then, Impact factor (in 2022) = $\frac{A}{B}$

2. HIndex

The h-index is an index that attempts to measure both the productivity and impact of the published work of a scientist or scholar. The index is based on the set of the scientist's most cited papers and the number of citations that they have received in other publications. The index can also be applied to the productivity and impact of a group of scientists, such as a department or university or country, as well as a scholarly journal. The index was suggested by Jorge E. Hirsch, a physicist at UCSD (University of California, San Diego), as a tool for determining theoretical physicists' relative quality and is sometimes called the Hirsch index or Hirsch number. The h-index serves as an alternative to more traditional journal impact factor metrics in the evaluation of the impact of the work of a particular researcher.

3. Scopus

Scopus, officially named **SciVerse Scopus**, is a bibliographic database containing abstracts and citations for academic journal articles. It covers nearly 20,500 titles from over 5,000 international publishers, of which 19,500 are peer-reviewed journals in the scientific, technical, medical, and social sciences (including arts and humanities). It is owned by **Elsevier** and is available online by subscription. Since Elsevier is the owner of Scopus, and is also one of the main international publishers of scientific journals, Elsevier established the independent and international Scopus Content Selection and Advisory Board to prevent a potential conflict of interest in the choice of the periodicals to be included in the database and to maintain an open and transparent content coverage policy. The board consists of scientists and subject librarians from all scientific disciplines and geographical areas, whose interest is to access any relevant information regardless of the publishers.

SciVerse

SciVerse is a platform for accessing scientific information from certain databases and the web. It is published by **Elsevier**. It provides access to 2,500 journals and 11,000 books with about 500 thousand additions each year.

"**SciVerse**" globally indexes articles, books, theses, abstracts, patents and sifts through web results, from publishers, universities and professional organizations.

4. International Standard Serial Number

An **International Standard Serial Number (ISSN)** is a unique eight-digit number used to identify a print or electronic periodical publication. Periodicals published in both print and electronic form may have two ISSNs, a **print ISSN (p-ISSN)** and an **electronic ISSN (e-ISSN or eISSN)**. The ISSN system was first drafted as an ISO international standard in 1971 and published as ISO 3297 in 1975. The ISO subcommittee is responsible for the standard.

Code format

The format of the ISSN is an eight-digit number, divided by a hyphen into two four-digit numbers. The last digit, which may be 0–9 or an X, is a check digit. The ISSN of the journal *Hearing Research*, for example, is 0378-5955, the check digit is 5.

Code assignment

ISSN codes are assigned by a network of ISSN National Centres, usually located at national libraries and coordinated by the ISSN International Centre based in Paris. The International Centre is an intergovernmental organization created in 1974 through an agreement between UNESCO and the French government. The International Centre maintains a database of all ISSNs assigned worldwide, the ISSN Register.

Availability

The ISSN Register is not freely available for interrogation on the web but is available by subscription. There are several routes to the identification and verification of ISSN codes for the general public.

- the print version of a periodical typically will include the ISSN code as part of the publication information
- most periodical websites contain ISSN code information
- derivative lists of publications will often contain ISSN codes; these can be found through on-line searches with the ISSN code itself or periodical title.

5. Peer Review

Peer review is the evaluation of work by one or more people of similar competence to the producers of the work (peers). It constitutes a form of self-regulation by qualified members of a profession within the relevant field. Peer review methods are employed to maintain standards of quality, improve performance, and provide credibility. In academia peer review is often used to determine an academic paper's suitability for publication.

Professional peer review

Professional peer review focuses on the performance of professionals, with a view of improving quality, upholding standards, or providing certification. Professional peer review activity is widespread in the field of health care, where it is best termed as **Clinical peer review**.

Scholarly peer review

Scholarly peer review (also known as **refereeing**) is the process of subjecting an author's scholarly work, research, or ideas to the scrutiny of others who are experts in the same field, before a paper describing this work is published in a journal. The work may be accepted, considered acceptable with revisions, or rejected. Peer review requires a community of experts in a given (and often narrowly defined) field, who are qualified and able to perform impartial review

6. Web of Science

Single research destination to explore the citation universe across subjects and around the world. Web of Science provides access to the most reliable, integrated, multidisciplinary research connected through linked content citation metrics from multiple sources within a single interface. Since Web of Science adheres to a strict evaluation process, one can be assured only the most influential, relevant, and credible information is included - allowing to uncover next big idea faster.

7. Science Citation Index

- The Science Citation Index (SCI) is a citation index originally produced by the Institute for Scientific Information (ISI) and created by Eugene Garfield and was officially launched in 1964. The larger version (Science Citation Index Expanded) covers more than 8,500 notable and significant journals, across 150 disciplines, from 1900 to the present. These are alternatively described as the world's leading journals of Science and Technology, because of a rigorous selection process.
- The index is made available online through different platforms, such as the Web of Science and SciSearch.

8. International Standard Book Number

The **International Standard Book Number (ISBN)** is a unique numeric commercial book identifier based upon the 9-digit **Standard Book Numbering (SBN)** code created by Gordon Foster, Emeritus Professor of Statistics at Trinity College, Dublin, for the booksellers and stationers. The 10-digit ISBN format was developed by the International Organization for Standardization (ISO) and was published in 1970 as International Standard ISO. ISO has appointed the International ISBN Agency as the registration authority for ISBN worldwide and the ISBN Standard is developed under the control of ISO Technical Committee.

ISBN issuance

International Standard Book Numbers issuance is country-specific, in that ISBNs are issued by the ISBN Registration Agency that is responsible for that country or territory. The ranges of ISBNs assigned to any particular country are based on the publishing profile of the country concerned.

Regulations for Ph.D., Full Time (FT) / Part Time (PT)

As per the UGC (Minimum Standards and Procedures for Award of Ph.D.,
Degree) Regulations, 2022

The Regulation will be effective from 7th November, 2022
(The research scholars admitted from January, 2023 onwards will be
governed by this regulation)

Amendment

Item 13.0 Page 5/35 (The content of item 13 has been amended as per the RAC dt:20.06.2023)

13.0 Doctoral Committee (Research Advisory Committee as per UGC)

There shall be a Doctoral Committee (Research Advisory Committee as per UGC) for every Ph.D., scholar to monitor the progress of his/her research work. The Research Supervisors in consultation with Head of the Department shall furnish a panel of minimum five experts with doctoral qualification in their respective research field, from the other Academic Institutions / National Laboratories and established research laboratories. From this list one will be nominated as an external expert for each Ph.D. research scholar. The Research Supervisor of the research scholar shall be the convener of the Doctoral Committee. The Co-Supervisor, if applicable, shall also be a member. In the absence of Research Supervisor, the Co-Supervisor can be the convener of the Doctoral Committee. **The Doctoral Committee Meeting shall be conducted in presence of Ph.D Research Supervisor and the nominated external expert.** If a Doctoral Committee member is away from his/her place of work for a longer period, the Research Supervisor shall request for an alternate member from the Panel of experts submitted.

DEPARTMENT OF MANAGEMENT
FACULTY OF ARTS, SCIENCE, COMMERCE AND MANAGEMENT
Ph.D. SYLLABUS
(2025 – 2026 Batch Onwards)

Course Code	Name of the Course	Instruction hours / week	Credit(s)	Exam Duration	Maximum Marks	Page No.
25RMGT101	Paper-I: Research Methodology and Pedagogy	4	4	3	100	2
25RMGT201	Paper-II: Research and Publication Ethics	4	4	3	100	4
25RMGT301	Paper III: Special Paper I- Advanced Entrepreneurship	4	4	3	100	6
25RMGT302	Paper-III: Special Paper II - Advanced Financial Management					8
25RMGT303	Paper-III: Special Paper III - Advanced Marketing Management					10
25RMGT304	Paper-III: Special Paper IV - Advanced Operations Management					12
25RMGT305	Paper-III: Special Paper V - Corporate Human Resource Management					14
25RMGT306	Paper-III: Special Paper VI - Corporate Social Responsibility, Business Ethics and Corporate Governance					16
25RMGT307	Paper-III: Special Paper VII - Project Management					18
25RMGT308	Paper-III: Special Paper VIII - System Management					20
	Total	12	12		300	

RESEARCH METHODOLOGY AND PEDAGOGY**25RMGT101****4H – 4C**

Instruction Hours / week: L:4 T: 0 P: 0

Marks: Internal: 0

External: 100

Total: 100

End Semester Exam: 3 Hours

COURSE OBJECTIVES:**To make the Learners**

- To impart knowledge in the concept of problem identification and research methodology
- To familiarize with basic of *research* and the *research* process
- To demonstrate the different types of research and its applicability
- To comprehend the knowledge of social research
- To exhibit in sampling design and sampling techniques
- To enrich the knowledge in writing a good research report.

COURSE OUTCOMES:**Learners should be able to**

1. Understand the concept of research process, research design and sampling techniques
2. Assess the various research tools and techniques in order to facilitate the research work
3. Calculate and apply the measure of central tendency and dispersion in decision making
4. Understand and Exhibit the statistical tools, parametric and non-parametric in research.
5. Analyse the research problem and design the blue print to capture data and analyse the same using appropriate statistical techniques and apply the learning lifelong.
6. Design a report to communicate the findings and suggestion to make business decision

UNIT I

Research- Scope and Significance- Types of Research- Research Process- Characteristics of Good Research- Identifying Research problem- Sampling Design- meaning- Steps in sampling- criteria for good sample design- Types of Sample Design- Probability and non-probability sampling methods. Measurement-Meaning- Types of scales.

UNIT II

Review of Literature- Data Collection-Types of Data- Sources- Methods of Data collection- constructing questionnaire- Establishing, reliability and validity- data processing- Coding-editing and tabulation of data. Report writing- Types of Report- Steps – Precautions for writing report- Norms for using Tables, Charts and diagram. Appendix: - Index, Bibliography.

UNIT III

Mean, Median and Mode- Parametric Test- Hypothesis testing- Z-test, t-test, F-test, Chi-square test- ANOVA- Correlation, Multiple Regression, Factor Analysis, Non- Parametric tests- Basic of Psychometric Test: Sign test, H test, U test and Run test.

UNIT IV

Quantitative Techniques- Operations Research- Scope and Models- Linear Programming formulation- Transportation Model- Assignment Model- Mathematical formulations of problems and applications in decision making- Queuing theory- Decision Theory- Simulation model.

UNITV

Pedagogical methods in higher Education

Objectives and roll of higher education- Important characteristics of an effective Lecture – Quality teaching and learning- Lecture preparation-Characteristics of instructional design-Methods of teaching learning: Large group – Technique - Lecture, Seminar, Symposium, Team teaching, Project, Small group Technique – Simulation, role playing Demonstration, brain storing, case discussions, and assignment, Methods of evaluation – Self-evaluation, student evaluation, Diagnostic testing and remedial teaching – question banking – Electronic media in education: - ‘e’ learning researches – web based learning.

REFERENCES:

- Donald Cooper, (2000). Business Research Methods, Tata Mc Graw Hill, New Delhi
- Gupta S.P (2001), Statistical Methods, Sultan Chand & Sons, New Delhi
- Kothari, C.R, (2002), Research Methodology, Wishwa Prakasam, New Delhi
- Krishnaswami, (2003), Methodology of research in social Sciences, Himalaya Publishing House, New Delhi
- Pannerselvam, R. (2004) Research Methodology, Prentice Hall of India, New Delhi
- Sterling (2003), Research Methods for Management and Commerce, Tata MC Graw Hill, New Delhi
- Vedanayagam, E. G(1989) Teaching Technology for college Teachers, New Delhi: Sterling Publishers (P) Ltd.
- Rajasekar S(2005) Computer Education and Educational computing, Hyderabad, Neelkamal Publications
- Kumar K.L (1997) Educational Technologies, New Delhi, New Age International.
- Kanthi Swarup P.K Gupta, Man Mohan “Operations Research”, Sultan Chand and sons, New Delhi

RESEARCH AND PUBLICATION ETHICS**25RMGT201****4H – 4C**

Instruction Hours / week: L:4 T:0 P:0 Marks: Internal: 0

External: 100

Total: 100

End Semester Exam: 3 Hours

COURSE OBJECTIVES:**To make the Learners**

- To impart knowledge in the concept of philosophy
- To familiarize with basics of philosophy
- To demonstrate the publication ethics and its applicability
- To comprehend the knowledge of developing e-content
- To exhibit the publication misconduct
- To enrich the knowledge in integrated library management system

COURSE OUTCOMES:**Learners should be able to**

1. Understand the concept of philosophy
2. Assess the basics of philosophy
3. Apply the publication ethics and its applicability in research publication
4. Understand and Exhibit the developing e-content
5. Analyse the publication misconduct
6. Understand and develop learning management system

UNIT I: Philosophy and Ethics

Introduction to Philosophy: Definition, nature and scope, concept, branches – Ethics: Definition, moral philosophy, nature of moral judgments and reaction.

UNIT II: Scientific Conduct

Ethics with respect to science and research – Intellectual honesty and research integrity – scientific misconduct: Falsification – Fabrication – Fabrication and Plagiarism (FFP) – Redundant publications: duplicate and overlapping publication-salami slicing- selective reporting and misrepresentation of date.

UNIT III: 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, type- violation of publication ethics, authorship and contributing and appeals- predatory publishers and journals.

UNIT IV: 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 tools like Turnitin, Urkund and other open source software tools.

UNIT V: Database and Research Metrics

Database: indexing database- citation database: web of science, Scopus, etc.

Research Metrics: impact factor of journal as per Journal Citation Report, SNIP, SJR, IPP, Cite Score – Metrics: h-index, g index, i index, I 10 indices, Altmetrics.

UNIT VI: Development of E-content and IPR

Integrated Library Management System (ILMS): e-journals – e-books – e-shodhsindu – shodhganga – database – e-content development – Learning Management system (LMS) – e-PG – Pathshala – CEC (UG) SWAYAM – MOOCs – NPTEL – NMEICT.

IPR: Patent – Copyrights- Trademark – Geographical Indication.

PRACTICE:

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 Suggester, etc.

ADVANCED ENTREPRENEURSHIP**25RMGT301****4H – 4C****Instruction Hours / week: L:4 T: 0 P : 0****Marks: Internal: 0****External: 100****Total: 100****End Semester Exam: 3 Hours****Course Objectives:**

- To provide theoretical foundations of entrepreneurship
- To acquaint students with the special challenges of starting new ventures and introducing new product and services ideas
- To train the students on entrepreneurial ethics and project management
- Knowledge on various sources of institutional finance
- Knowledge on project management and implementation
- To get acquainted with various categories of project and factors determining in successful completion of project

Course Outcomes:

1. To inculcate entrepreneurial skills and foster entrepreneurial development
2. Evaluate the best sources of finance suitable for financing projects
3. Categorize the financial plan considering the borrowing capacity of entrepreneurs
4. Design the project and undergo feasibility analysis to implement the project
5. Analyze the categories of project and define the role of project manager
6. Communicate effectively the promotion of entrepreneurship in building all-round industrialization

UNIT I

ENTREPRENEURSHIP DEVELOPMENT: Entrepreneur – Importance – Entrepreneurship Development - its importance – Role of Entrepreneurship – Entrepreneurial Environment. Evolution of Entrepreneurs - Entrepreneurship Development and Government Assistance.

UNIT II

SOURCES OF FINANCE: Various sources of finance available: Long Term Sources – Equity Shares, Preference Shares and Debentures – Kinds of Private Placements – IPO – SEBI – FDI – Institutional Finance – Banks – IDBI, IFCI, IIBI, ICICI, SIDBI, SFC's in India – Short term sources – Sources of Working Capital.

UNIT III

PREPARING THE FINANCING PLAN: General Considerations – Construction financing – Long term financing – withholding tax considerations – estimating the borrowing capacity of a project – Loan repayment parameters

UNIT IV

PROJECT MANAGEMENT: Concept of a project – Categories of a project – Project Life Cycle – Definition of project management – Project as a conversion process – Project Environment – Complexity of Projects – Relationship between project management and line management – Current issues in project management – System approach to project management – Roles and Responsibilities of Project Manager.

UNIT V

PROJECT PLANNING AND IMPLEMENTATION: Process of Project Planning – Managing the planning process – Evaluation and project financing – Development Banking – Investment Institutions – Means of Financing – Project Financing Package – Procuring funds. Bottlenecks in project implementation – management techniques for project management – Project Evaluation – Project Review

REFERENCES:

- Vasant Desai, “Dynamics of Entrepreneurial Development and Management” Himalaya Publishing House, New Delhi
- Srinivasan. N. P & Gupta. G.P, “Entrepreneurial Development”, Sultan Chand & Sons, New Delhi
- Robert D. Hisrich, Michel P Peter, “Entrepreneurship Development”, Tata McGraw Hill, New Delhi
- Harvey Maylor, “Project Management”, Mac Millan India Limited
- Prasana Chandra, “Project Planning, Analysis, Selection, Implementation and Review”, Tata McGraw Hill, New Delhi.

25RMGT302

ADVANCED FINANCIAL MANAGEMENT

4H – 4C

Instruction Hours/week: L:4 T:0 P:0

Marks: Internal: 0

External: 100

Total: 100

End Semester Exam: 3 Hours

COURSE OBJECTIVES:**To make the learners**

- To enable the learners to acquire knowledge in financial management
- To Impart the knowledge in finance functions, cost of capital, capital structure, capital budgeting and leverage.
- To access the concept of cost of capital and capital structure.
- To understand the importance of financial data in preparing report
- To provide an in-depth view of the process in *financial management* of the firm.
- To develop knowledge on the allocation of resources.

COURSE OUTCOMES:**Learners should be able to**

1. Understand how funds are managed and their reflections on the fundamental decisions to be taken by the corporate world.
2. Apply the basics of Finance functions and working capital management.
3. Demonstrate an understanding of the overall role and importance of the finance function.
4. Communicate effectively using standard financial terminology.
5. Demonstrate the impact of leverage and dividend policy on stockholders.
6. Observe the functions and trends in financial markets and react.

UNIT I

Financial Management: - Financial Analysis and Control; Time value of Money; Capital Budgeting Decisions - Capital Structure –Long and Short-Term Sources- Cost of Capital - Leverages- Dividend Policy - Financial Modeling

UNIT II

Working Capital Management: Concept, Need and Determinants of Working Capital- Factors Determining Working capital- Sources of Working capital Finance – Management of Cash - Receivables Management - Inventory Management

UNIT III

Security and Portfolio Management: Introduction to Securities – Markets for Securities -Risk and Return- Economic analysis- Industry analysis - Company Analysis- Security Analysis- Technical Analysis- Portfolio Analysis and Management- Financial Derivatives.

UNIT IV

Financial Markets and Institutions: Development of the Financial System in India, New Developments in the Financial System - Structure of Financial Markets: Primary and Secondary Market, Money Market, Capital Market, Debt market - Financial Institutions: Banking and Non-Banking Institutions

UNIT V

International Financial Management: Introduction – Foreign Exchange Market – International Parity Relationships – Foreign Exchange Risk and Hedging – International Capital Investment analysis- Political risk of foreign investment- financing international operations- recent trends in international financial management

(Note: Theory- 60%; Problems- 40%)

REFERENCES:

- Prasanna Chandra, Financial Management Theory &Practice, Tata McGraw Hill Publishing Company Ltd
- Donald E. Fischer and Ronald J. Jordan.2000. “Security Analysis and Portfolio Management”. Prentice Hall of India. New Delhi
- Shashi K.Gupta, Nisha Aggarwal, Neeti Gupta, “Financial Institutions and Markets” –Kalyani Publishers
- Dr.Jain P.K 2001. “International Financial Management” and others, Macmillan India. New Delhi
- IM Pandey, “Financial Management” 10th Edition, Vikas Publishing House Pvt. Ltd, New Delhi, 2010

ADVANCED MARKETING MANAGEMENT**25RMGT303****4H – 4C**

Instruction Hours / week: L:4 T:0 P:0

Marks: Internal: 0

External: 100

Total: 100

End Semester Exam: 3 Hours

Course Objectives:**To make the students**

- To understand the marketing concepts and conduct market analysis through environment scanning
- To recognize and apply market segmentation branding and New Product development concepts in real situations.
- To identify the importance of selecting the marketing channel and the pricing strategies and its applications.
- To recognize the growth of the service sector and strategic marketing management for services
- To understand the ethical issues related to marketing and the latest development in marketing.
- To analysis Global Marketing Management Control and Global Marketing Research

Course Outcomes:**Learners should be able to**

1. Understand the core concepts of marketing and the role of marketing in business and society.
2. Perform market analysis and identify the best marketing mix.
3. Determine strategies for Planning merchandise needs and merchandise budgets
4. Understand the latest trends in marketing and apply the ethical norms in marketing domain.
5. Effectively communicate ideas, explain procedures and interpret results and solutions in written and oral forms to the team members.
6. Designing competitive strategies for Leaders and identify Future trends of International Marketing

UNIT I**PRINCIPLES OF MARKETING**

Marketing Concepts – Marketing Environment– Market Segmentation – New Product Decision Process – Types of new products. Marketing Mix – Product Life Cycle – Managing the product in Product Life Cycle. Physical Distribution – Importance and role of distribution in marketing – Marketing as promotion tools. Pricing - Market Evaluation and Controls.

UNIT II**SERVICES MARKETING**

Introduction - growth of the service sector -marketing mix in services marketing - the seven Ps - strategic marketing management for services - delivering quality services - developing appropriate and effective communication about service quality. marketing of services with

special reference to: financial services - health services - hospitality services including travel, hotels and tourism.

UNIT III

RURAL AND INDUSTRIAL MARKETING

Economy - Rural - Rural Marketing - Concept and Scope - Selection of Markets - Pricing strategy - pricing policies - Distribution - Logistics Management. Introduction to Industrial Markets - Strategic Industrial Marketing (S.T.P.) - Marketing Information Systems and Marketing Research. Classification of Industrial Products and Services - Formulating Channel Strategies - Developing Marketing Strategies and Programs for Industrial Goods / Services.

UNIT IV

RETAIL MARKETING

An overview of retailing - Types of stores - Product retailing vs. Service retailing - Retail store location and layout - Planning merchandise needs and merchandise budgets - Communicating with the retail customer - Globalization and changing retail formats. - Virtual store - E-retailing International Retailing.

UNIT V

INTERNATIONAL MARKETING

International Marketing – Meaning – Definition - Role of Export in Economic Development - Export procedure and documentation. - India's export performance – problems in export trade – Developing consumer products for Global markets – Global Marketing Management Control – Global Marketing Research – Future trends of International Marketing.

REFERENCES:

- Marketing Management - V.S.Ramaswamy and S.Namakumari, Macmillan India, 2007
- Valerie Zeithaml & Mary Jo Bitner: Services Marketing, McGraw Hill. 2008
- Peter M. Chisnall: Strategic Industrial Marketing; Prentice-Hall International, 2008
- CSG Krishnamacharyulu & Lalitha Ramakrishna - Rural Marketing Pearson Edu Asia
- Rona Ostrow and Sweetman R. Smith: Dictionary of Retailing.
- Lucas, Robert Bush & Larry Gresham: Retailing (Hononghton Miffin, AIPD, India).
- Varshney R.L. and Bhattacharya. 2007 "International Marketing Management." S.Chand and Sons. New Delhi
- Balagopal. T.A.S 2006. "Export Management". Himalaya Publishing House New Delhi

ADVANCED OPERATIONS MANAGEMENT**25RMGT304****4H – 4C**

Instruction Hours / week: L:4 T:0 P:0

Marks: Internal: 0

External: 100

Total: 100

End Semester Exam: 3 Hours

COURSE OBJECTIVES:**To make the students**

- To understand the Operations management and operation strategy concepts and its application in business.
- To recognize the importance of various production systems.
- To formulate the production planning and control systems and ensure efficient scheduling for production.
- To understand and apply the technology in production.
- To understand the quality management practice and TQM tools and its application in improving the organizational performance.
- To understand the concept of organization transformation and re-engineering.

COURSE OUTCOMES:**Learners should be able to**

1. Understand the core features of the operations and production management function at the operational and strategic levels.
2. Evaluate and decide the best plant and factory location and layout.
3. Forecast the requirement and make accurate production planning , inventory planning and schedule the production.
4. Obtain the knowledge of applying a quality management TQM tools to improve organizational effectiveness.
5. Effectively communicate ideas, explain procedures in oral and written forms to different audiences.
6. Creating and delivering products & services to customers and improving process & supply chain performance

UNIT I

Concept of Operations Management - Characteristics of Manufacturing sector and service sector - Evolution of Operations Management Discipline - Concepts and Calculations of Productivity - Productivity Techniques - Productivity improvement measures. Impact of Technology on Production; Economics and Social Issues – Automation – Operation strategy and competitiveness Management.

UNIT II

Types of production systems - Job shop industry, Process Industry, Project type of industry, Mass production Industry with product layout, process layout and cellular manufacturing system. Design of the systems and procedures: Product Decision and Process Selection.

UNIT III

Design of Production, planning and control system – design on scheduling system – design of inventory system – design of maintenance system - Supply chain Management Logistics management- NW-1, MRP-11, ERP and use of Simulation technique for decision making.

UNIT IV

Concept of Total Quality Management - Quality Philosophies of Deming, Cross by and Miller - Statistical Quality Control technique - Continuous' Improvement Strategies, Deming -wheel - Taguchi Techniques, Seven- QC tools - TQM culture, Quality Circle Six Sigma - ISO Certification Process.

UNIT V

Principles of organizational transformation and re-engineering - methodology -guidelines Analytical and process tools and techniques Information and communication technology - Enabling role of IT in re-engineering - synchronous manufacturing – production planning and financial planning - Human aspects of production management.

(Note: Theory- 60%; Problems- 40%)

REFERENCES:

- Edward S. Buffa and Rakesh Sarin, "Modern Production and Operations Management, John Wiley & sons., 1987.
- Lee J. Krajewski and Larry P. Ritzman, "Operations Management: Strategy and Analysis", Addison Wesley, 2000.
- Chase, Aquilano& Jacobs "Production and Operations Management", Tata McGraw Hill, 8th Edition, 1999.
- Everett E Adam Jr. and Ronald J. Edbert, 'Production and Operations Management, Prentice Hall of India, 1992.
- Edsomwan, JA., Organisational transformation and process re-engineering, British Library Cataloging in Pub.data 1996.
- Samuel K.Ho, TQM, An Integrated approach, Kogan Page India Pvt Ltd, 2002.
- J.D. Radford and D.B. Richardson Oriver W. Wight – The Management of Production and Inventory Management in Computer area
- Powell Niland – Production Planning, Scheduling and Inventory control
- Floyd C. Mann and L. Richard – Automation and the worker Heffman

CORPORATE HUMAN RESOURCE MANAGEMENT**25RMGT305****4H – 4C**

Instruction Hours / week L:4 T:0 P:0

Marks: Internal: 0 External: 100

Total: 100

End Semester Exam: 3 Hours

Course Objectives:**To make the students**

- To gain knowledge of HR planning, Selection, Recruitment, job analysis and its interrelations.
- To understand the concepts and practical implications of performance management, Training methods and career planning.
- To know about Conditions for failure and success in OD and efforts of OD
- To be familiar with Employee relations and its application for the development of Human resources.
- To understand the methods to improve quality of work life and Work stress management
- To acquire knowledge in Interpersonal Interventions & Comprehensive interventions

Course Outcomes:**Learners should be able to**

1. Assess the importance of HRM and effects of Workforce Diversity and Cultural Diversity
2. Evaluate the Cultural Difference and HRM
3. Understand the compensation and reward system applicable to the industry and International Recruitment Policy, Selection criteria, Training Development
4. Understand and apply the appropriate employee relations measures.
5. Understand the HR functions and latest developments in the field of HR and effectively communicate ideas, explain procedures and interpret results and solutions in written and oral forms to different audiences.
6. Make any manager to identify various activities related to Human Resources, Job involved in HR, Training, Compensation and Labour welfare practices

UNIT I

Human Resource Management: Nature-Scope- importance- strategic HRM. Recruitment & Selection - Process- Methods. Training and development-types of training-Evaluation of Training. Performance appraisal-Methods-360 feedback-Potential Appraisal-Process-Difference between performance and potential appraisal-career guidance-counseling-HR audit. Recent trends in HR.

UNIT II

Organization Behavior: Personality Determinants-Types - Values - Types. Attitudes – components - formation of attitude. Emotional intelligence-components. Work stress management-nature-causes of stress-effects of stress- managing stress-managing organizational change-counseling.

UNIT III

Human Resource Development: HRD-meaning-Scope-difference between personnel management and HRD-key performance area-role analysis-transactional analysis-Executive Development-Management Development.

UNIT IV

Organization Development: OD-Concepts-Nature-Scope, Conditions for failure and success in OD efforts-OD Intervention-Team Intervention, Interpersonal Interventions & Comprehensive interventions:

UNIT V

International HRM: Cultural Difference and HRM. International Recruitment Policy-Selection criteria - Training Development – Compensation - Repatriation. Workforce Diversity. Cultural Diversity.

REFERENCES:

- Aswathappa, Human Resource Management Prentice Hall of India.
- Rao, V.S.P., Human Resource Management, Excel Books.
- Stephen Robbins and Timothy, A. Judge, Organization Behavior. Prentice hall of India.
- McShane, Organization Behavior, Prentice Hall of India.
- Sisodia, V & Udai Pareek, Human Resource Development. Tata McGraw Hill of India.
- Tripathi, P.C., Human Resource Development. Sultan Chand & Sons.
- Cecil.H..bell & Wendell.L.French, Organizational Development. Prentice hall of India

**25RMGT306 CORPORATE SOCIAL RESPONSIBILITY, BUSINESS ETHICS
AND CORPORATE GOVERNANCE**
4H – 4C

Instruction Hours / week L:4 T: 0 P: 0

Marks: Internal: 0 External: 100

Total:

100

End Semester Exam: 3 Hours

Course Objectives:

To make the students

- To develop knowledge and understand about the theoretical perspectives and frameworks of corporate governance, ethical, and social dimensions.
- To learn the ethics to be followed in management and various areas to protect the interests of beneficiaries
- To assess and understand social responsibility of business and its impact.
- To provide clear understanding of constitution of board and powers of directors
- To understand issues related to business and good governance necessary for long term survival of business.
- To learn new trends in corporate social responsibility

Course Outcomes:

Learners should be able to

1. Inculcate the ethical practices in personal and organizational life
2. Practice ethical and morals in business to protect the long term interest of the shareholders and create policies that adopt by laws.
3. To define the powers and responsibilities of board of directors
4. Maintain and transfer sense of social responsibility to create effective developments in organization and society
5. Analyze ethical issues related to business and good governance necessary for long term survival of business.
6. Evaluate the emerging Areas and Trends in Corporate Social Responsibility

UNIT I CORPORATE SOCIAL RESPONSIBILITY

Introduction – System Concept of Business Society – Business and Society Relationship – Business Environment – Business in a Social World – Social Responsibility – Corporate Social Responsibility – Corporate Social Accountability – Social Responsibility Tools – Globalization and the perspectives of CSR – Corporate Legislations – Labour Legislations – Stakeholders Legislations – Environmental Legislations and Overview of Air and Water Pollution Control Acts.

UNIT II ETHICS AND SOCIAL RESPONSIBILITY

Introduction – Approaches to Ethics – Meaning of Ethics – Major Attributes of Ethics – Business Ethics – Factors that influence Ethics – Importance of Ethics – Ethics in Management – Organisational Ethics – Ethical Aspects in Marketing – Mass Communication and Ethics – Television – Whistle blowing - Intellectual Property and Ethics – Ethical Investing – Ethics in Financial Services – Professional Ethics – Introduction – Engineering Ethics – Principles of Medical Ethics.

UNIT III CORPORATE GOVERNANCE

Introduction – Meaning of Corporate Governance – Definitions – Significance – Importance – Nature of Corporate Governance – Features of Corporate Governance – Objectives of Corporate Governance – Reasons for Corporate Governance Failure – Certain New Initiatives in Governance – Benefits of Corporate Governance – Consequences of Bad Governance – Requirements to Strengthen Corporate Governance – Corporate Governance Models – Global Corporate Governance Forum – Sustainability and Corporate Governance – Sustainability Reporting : Discipline, Mission, Principles and Dimensions – Corporate Governance and National Economy – Corporate Governance and Corporate Administration – Corporate Governance – Indian Experience.

UNIT IV SOCIAL ACCOUNTING, AUDITING AND REPORTING

Introduction - Social Accounting - Social Auditing - Corporate Social Reporting - Auditing the Social Reporting Process – Secretarial Audit – Legal Framework – Corporate Board Management – Structure and Composition of the Board – Composition of Board – Size of the Board - Powers of the Board of Directors – Responsibilities – Functions of the Board – Code of Conduct for Board Members – Effectiveness of the Board.

UNIT V CONTRIBUTION OF NGO's TO CORPORATE SOCIAL RESPONSIBILITY

Introduction – Characteristics of an NGO – Types of NGO's – Social Welfare Schemes of the Government – United Nations Development Programme – United Nations Children's Fund. Stakeholders' perspectives of business ethics, corporate governance and CSR.

REFERENCES:

- V.Balachandran and V.Chandrasekaran, Corporate Governance, Ethics and Social Responsibility, PHI Learning Private Ltd, New Delhi , 2011
- V.Balachandran and V.Chandrasekaran, Corporate Governance and Social Responsibility, PHI Learning Private Ltd, New Delhi , 2011
- Parthasarathy.S, Corporate Governance: Principles, Mechanisms and Practice, Biztantra, Delhi, 2007.
- Bajaj.P.S and Agarwal Raj, Business Ethics: An Indian Perspectives, Biztantra, Delhi, 2006.

PROJECT MANAGEMENT**25RMGT307****4H – 4C**

Instruction Hours / week: L:4 T:0 P:0

Marks: Internal: 0

External: 100

Total: 100

End Semester Exam: 3 Hours

Course Objectives:

- To make students understand all aspects of Project Management covering project identification formulation, planning, scheduling & control.
- Enable students to acquire concepts, tools & techniques of project management.
- To sensitize the students to complexities of project management.
- To enhance the students of project financing and development banks
- To know the implementation of project and preparation of project report
- To evaluate the project performance and evaluation of costs.

Course Outcomes:

1. Inculcate in the students the expertise required for formulating project ideas and projecting cash flows as well as evaluation of project proposals.
2. To analyze the feasibility of project taking into consideration all parameters to successful implementation of project
3. To know the difficulties in project implementation and provide solutions
4. Analyze the learning and understand techniques for Project planning, scheduling and Execution Control.
5. Helps students to develop project models
6. Initiate students to carry out social and government projects

UNIT I

The Nature and Purpose of Project Management: Definition, Objectives, Characteristics, Importance, Types, Steps in identification of projects, Project Life Cycle, Project Planning Project Uncertainty, Management action, Investment returns and corporate Strategy.

UNIT II

Project Planning and Evaluation: Scope, Problem statements, Project Goals, Success criteria, assumptions and risk factors, approval process, strategic planning, financial evaluation. Evaluation and uses of Hurdle rate, cash flow for project appraisal, investment analysis using capital budgeting, project rating index.

UNIT III

Project implementation and Monitoring: Project Resource Requirements, Types of Resources, Project Procurement, Inventory Management, Project Logistics, Network Analysis, Pert, CPM and GERT- Resources Allocation and Resource Leveling Managing Risk in Projects, Project Audits, Project Communication, Post Project Reviews.

UNIT IV

Financing of Projects: Raising Finance In Domestic Market And International Market, Infrastructure Financing, Tax Planning While Financing For Projects, Managing Strategic Change, Technical, Commercial, Financial And Managerial, Appraisal, Economic And Environment Appraisal, Social Cost Benefit Analysis, Preparation Of Project Report.

UNIT V

Closing of Project: Types of Project Termination, Strategic Implications, Project Trouble, Termination Strategies, Evaluation of Termination Possibilities, Termination Procedures, Human

REFERENCES:

- Project Management – David I Cleland- McGraw hill International, 1999.
- Project Management- Harry, Maylor- Pearson Publications
- Gopalakrishnan, Project Management, TMH, 2007
- H.R. Machiraju, Introduction to Project Finance, Vikas Publications, 2005.
- Narendra Singh, Project Management Control, 4th Revised Edition, Himalaya Publishing House, 2007.
- Prasanna Chandra, “Project Management”, TMH, 2007
- Chowdry, Project Management, TMH, 2007
- Clifford F. Gray, Erik W. Larson, “Project Management the Managerial Process, 3rd Edition, McGrawhill,2007

SYSTEM MANAGEMENT**25RMGT308****4H – 4C**

Instruction Hours / week L:4 T:0 P:0

Marks: Internal: 0 External: 100

Total: 100

End Semester Exam: 3 Hours

Course Objectives:**To make the students**

- To understand the concept of Metrics in the process and project domains and Software Project planning
- To gain the knowledge of hardware and operational design of data warehouses
- To obtain the knowledge of Project Scheduling and tracking
- To understand Electronic Commerce for Service Industries and Business-to-Business Electronic Commerce
- To comprehend on the concept of Internet, World Wide Web and Internet Protocols
- To know about Visualization techniques, Knowledge discovery process and Recent trends in Information technology

Course Outcomes:**Learners should be able to**

1. Understand the basic principles, concepts and applications of data warehousing and data mining,
2. Comprehend the importance of a task set for the software project.
3. Visualize the techniques of clustering, classification, association finding, feature selection and its importance in analysing the real-world data.
4. Understand the Conceptual, Logical, and Physical design of DSS
5. Exhibit behaviour and performance that demonstrates enhanced competence in decision-making, group leadership, oral and written communication, critical thinking, analysing, planning and team work.
6. Understand Reliability models for software quality and TQM for Software Quality

UNITI:

Software Project Management – Concepts and 3 P's (People, problem and process) - Metrics in the process and project domains, - Software Project planning – objectives, scope - Software project estimation – Popular decomposition techniques – problem-based - process-based - Project Scheduling and tracking – relationship between people and effort – defining a task set for the software project.

UNITII:

Decision Support Systems – Definition – Characteristics & capabilities Classes of DSS - DSS hardware and software – Group DSS – components & typology – Constructing of DSS – Components of DSS-database, Model base, Communication subsystem & User –a DSS – development process- DSS applications – Portfolio Management – Human Resource Management, Marketing Decision Support System.

UNITIII:

Foundations of Electronic Commerce - Electronic Commerce for Service Industries - Business-to-Business Electronic Commerce - Intranet and Extranet - Electronic Payment Systems - Overview of Enterprise Systems – Evolution – Risks and Benefits - Trends in ERP Systems.

UNIT IV:

Internet and World Wide Web, Internet Protocols – Marketing on Web – Advertising, e-mail Marketing, e-CRM; Business Oriented e-commerce – e-Government - E payments – Characteristics of payment of systems, protocols, E-cash, E-cheque and Micro payment systems.

UNIT V:

PLC – concepts – models for software and process models – Reliability models for software quality - ISO 9000 for Software Quality – CMM, CMMI, PCMM - TQM for Software Quality - Overview: Definition, History, Myths, Transition to Client Server Computing, Database Architectures, Advantages and Disadvantages of Client Server Architecture – Recent trends in Information technology.

REFERENCES:

- Pressman: Software Engineering: A Practitioner's approach (McGraw-Hill)
- Principles of software engineering management (Addison-Wesley)
- Electronic Commerce A Managerial Perspective by Efraim Turban, Jae Lee, David King and H. Michael Chung, Prentice Hall Inc, International Edition.
- Efralm Turbon: Decision Support System & Expert Systems, Macmillan.
- Alexis Leon, ERP demystified, second Edition Tata McGraw-Hill, 2006.
- Hentry Chan &el, E-Commerce, fundamentals and Applications, Wiley India Pvt. Ltd, 2007.
- Gary P. Schneider, Electronic commerce, 4th Edition Thomson course technology, 2007.
- Robert Orfali, Dan Harkey and Jere Edwadrs, The Essential Client/Server Survival Guide, Galgoties Publications, 2002.
- Robert T Futrell, Donald F Shafer, Lurda I Safer, Quality Software Project Management, Pearson Education, 2002.