

Rajarshi Janak University

Faculty of Management

Office of the Dean



Master of Philosophy (M. Phil.)

Curriculum

Effective from the Academic Batch of 2026 AD

About Faculty of Management

The Faculty of Management at Rajarshi Janak University stands as a beacon of academic excellence and professional development in the field of business and management education. Known for its innovative curriculum, distinguished faculty, and a commitment to fostering leadership and entrepreneurial skills, the Faculty of Management offers a dynamic learning environment that prepares students to navigate and excel in the global business landscape. The faculty's diverse range of programs, from undergraduate to postgraduate levels, is designed to meet the evolving needs of the industry and society, ensuring that graduates are not only proficient in theoretical knowledge but also adept at practical applications. The curriculum of each program is designed around an integrated and interdisciplinary model that merges teaching, practice and research. With a strong emphasis on research, experiential learning, and industry collaboration, the Faculty of Management at Rajarshi Janak University equips students with the critical thinking, problem-solving, and strategic decision-making skills essential for success in today's competitive market. Currently, the Faculty of Management offers four years, eight semesters Bachelor in Business Administration (BBA) and four years, eight semesters Bachelor in Digital Business Management (BDBM) at undergraduate level; two years, four semesters Master in Business Administration (MBA) at the graduate level and Master of Philosophy (M. Phil.) at the postgraduate level.

About Master of Philosophy (M. Phil.) Program

The Master of Philosophy (M. Phil.) in Management at the Faculty of Management, Rajarshi Janak University, is a rigorous, research-intensive postgraduate program designed to deepen students' academic, analytical, and managerial capabilities. Serving as an essential academic bridge between a master's degree and doctoral-level studies, the program provides advanced knowledge in management theory, research methodology, and contemporary organizational issues. It prepares scholars for leadership roles in academia, policy development, governance, and strategic positions across various sectors.

The program emphasizes critical inquiry, philosophical understanding, research design, data analysis, and ethical academic practices. Students engage with cutting-edge literature, conceptual frameworks, and empirical research to develop the expertise necessary to contribute original knowledge to the field of management. The M. Phil. in Management is particularly suited for

those aspiring toward doctoral research (PhD), teaching careers, consulting, policy analysis, or specialized professional roles requiring strong analytical and research competencies.

Program Objectives

The Master of Philosophy (M. Phil.) in Management at the Faculty of Management, Rajarshi Janak University, is designed for individuals seeking advanced academic and applied research expertise in management and business. The program aims to develop scholars with strong theoretical grounding, analytical capability, and research proficiency, preparing them for careers in academia, consulting, policy analysis, and leadership roles in public, private, and non-governmental organizations. It places strong emphasis on research skills, critical thinking, and advanced management knowledge, serving also as an essential foundation for doctoral studies.

More specifically, the program aims to:

- Provide advanced knowledge and research skills in core and emerging areas of management and business.
- Equip students with a strong understanding of major management domains such as marketing, finance, human resources, strategy, organizational behaviour, and entrepreneurship.
- Strengthen students' abilities to critically evaluate and synthesize scholarly literature and contemporary management issues.
- Develop competencies in advanced research methodologies and analytical tools for evidence-based problem-solving.
- Cultivate strong analytical and problem-solving skills to address complex organizational challenges with innovative solutions.
- Prepare students to design, conduct, and complete independent, methodologically sound research projects.
- Support students' academic and professional growth, including preparation for PhD studies and effective communication of research findings through scholarly dissemination.

Expected Outcomes of the Program

Upon successful completion of the M. Phil. in Management at the Faculty of Management, Rajarshi Janak University, graduates are expected to emerge as competent scholars and research-oriented professionals equipped with advanced knowledge, analytical abilities, and ethical

academic values. The program aims to develop individuals capable of contributing meaningfully to management scholarship, teaching, consulting, and leadership roles across academia, industry, and public institutions. Expected outcomes include the following:

- **Advanced Knowledge and Expertise:** Graduates will acquire comprehensive and in-depth knowledge of management theories, concepts, and practices, demonstrating expertise in their chosen area of specialization. They will integrate contemporary research, best practices, and interdisciplinary insights to address complex managerial issues.
- **Research Proficiency:** Graduates will demonstrate strong research capabilities, including the ability to design, execute, and manage rigorous independent research projects. They will be proficient in using advanced research methodologies, data analysis tools, and scholarly techniques that contribute to high-quality academic and applied research.
- **Critical and Analytical Thinking:** Graduates will possess well-developed critical thinking and analytical skills, enabling them to evaluate complex management challenges, synthesize diverse academic sources, and identify meaningful research gaps. They will be capable of formulating innovative, evidence-based solutions to organizational and societal problems.
- **Leadership and Collaboration:** Graduates will be prepared to assume leadership roles in academic, professional, and research settings. They will demonstrate the ability to collaborate effectively with peers, researchers, practitioners, and stakeholders, contributing constructively to team-based and interdisciplinary initiatives.
- **Effective Academic and Professional Communication:** Graduates will be skilled in communicating research findings clearly and persuasively through academic writing, presentations, publications, and professional dialogue. They will be able to disseminate their work through journals, conferences, seminars, and policy or industry forums.
- **Ethical and Professional Integrity:** Graduates will uphold strong ethical principles in all aspects of research and professional practice. They will demonstrate responsible conduct in data management, academic honesty, respect for intellectual property, and adherence to ethical guidelines in research involving individuals and organizations.

- **Contribution to Knowledge and Practice:** Graduates will generate original insights through their research, contributing to theoretical advancements and practical solutions in management. Their findings will enhance decision-making, policy formulation, and organizational performance within real-world contexts.
- **Lifelong Learning and Adaptability:** Graduates will embrace lifelong learning as an essential component of their academic and professional growth. They will remain adaptive to emerging trends, evolving methodologies, and dynamic challenges in the management field, ensuring continuous relevance and impact in their careers.

Entry Requirements

To be eligible for admission to the M. Phil. in Management program at the Faculty of Management, Rajarshi Janak University, applicants must demonstrate strong academic preparation and relevant professional experience. The admission process evaluates candidates based on academic qualifications, work experience, and performance in the university's entrance examinations. The entry requirements are as follows:

- i. Applicants must hold a Master's degree in Management, Business Studies, Commerce, Public Administration, or a closely related field from a recognized university.
- ii. A minimum of CGPA 2.50 on a 4.00 scale or 50% marks is required to apply, irrespective of specialization.
- iii. Academic eligibility varies based on CGPA/percentage and required work experience, as follows:
 - CGPA \geq 2.50 (50% marks): Minimum 2 years of relevant work experience after the master's degree.
 - CGPA \geq 3.00 (60% marks): Minimum 1 year of relevant work experience.
 - CGPA \geq 3.50 (80% marks): Eligible without work experience.

Admission Process

The admission process for the M. Phil. in Management at the Faculty of Management, Rajarshi Janak University is designed to identify candidates with strong academic backgrounds, relevant professional experience, and high potential for research and leadership in the field of management. The process is competitive and merit-based, consisting of multiple stages of evaluation.

- **Step I: Application Submission:** Candidates submit the completed application form along with all required academic transcripts, certificates, work experience documents, research statements, and other supporting materials.
- **Step II: Screening of Applications:** The Research Committee at FOM screens all applications to verify academic eligibility, relevance of background, and completeness of documents. Applicants are informed via email whether their application is accepted for further assessment, requires additional documents, or is rejected.
- **Step III: Entrance Examination and Assessments:** Eligible candidates must appear for the multi-stage assessment process, which includes:
 - ❖ **Written Entrance Test** (to assess analytical ability, research aptitude, and management knowledge): Research Aptitude – 20 marks, Logical Reasoning – 10 marks, and Management Concepts - 20 marks.
 - ❖ **Personal Interview** (to assess research potential, academic goals, and overall suitability): 20 marks

Note: Only those candidates who pass the written exam proceed to the personal interview stage.

- **Step IV: Publication of Results and Admission Confirmation**
The Research Committee compiles total scores and publishes the merit list. Selected candidates must confirm their admission within the timeframe specified by the Committee. Failure to confirm within the deadline may result in cancellation of the admission offer.

Criteria for Evaluation in the M. Phil. Admission

A comprehensive evaluation model is used to ensure fairness and transparency. The distribution of evaluation weights is as follows:

Marks obtained in Master’s Degree	20 Marks
Research Work and Academic Writing	10 Marks
Written Entrance Examination	50 Marks
Interview Performance	20 Marks
Total	100 Marks

Note: The Research Committee will decide on a detailed breakdown of the evaluation criteria as per the general practices in higher academia.

A merit list will be prepared based on the combined score (100 marks), and admission offers will be made according to the ranking on the merit list.

Program Structure

The M. Phil. in Management is designed as a rigorous and comprehensive postgraduate program spread across three semesters (18 months), totaling 30 credit hours. The curriculum integrates theoretical foundations, analytical competencies, and practical research skills, ensuring that scholars develop strong academic grounding and advanced expertise required for high-level research and professional engagement. The Curricular structure of program comprises of the following three separate course components.

Core Courses	15 Credit Hours
Specialization Area Courses	6 Credit Hours
Thesis	9 Credit Hours
Total	30 Credit Hours

First Semester: 12 Credit Hours

The first semester focuses on establishing the philosophical, methodological, and academic base essential for advanced research. By the end of the first semester, students acquire the conceptual clarity and academic skills necessary for deeper research engagement. Students complete five core courses:

- **Philosophy of Management (3 Credit Hours):** This course deepens students' understanding of fundamental management theories, their evolution, and their relevance to contemporary organizational contexts.
- **Research Methodology and Philosophy (3 Credit Hours):** The course introduces the philosophical underpinnings of scientific inquiry, familiarizing students with various research paradigms and methodological approaches.
- **Academic Writing Practicum (1 Credit Hour):** Students develop scholarly writing skills, learning to articulate arguments logically, structure academic papers, and adhere to research conventions.
- **Fundamentals of Data Analyses (3 Credit Hours):** This module provides foundational knowledge of data handling, statistical reasoning, and introductory analytical tools used in management research.

- **Applied Econometrics (2 Credit Hour):** A focused course introducing core econometric concepts used in empirical research, supporting students in analyzing relationships between variables.

Second Semester: 9 Credit Hours

The second semester emphasizes advanced methodologies and specialization in the student's chosen field. This semester strengthens both methodological depth and domain-specific understanding. It comprises one core courses and two specialization components:

- **Advanced Data Analyses (3 Credit Hours):** Students explore advanced statistical methods and analytical models, strengthening their ability to interpret complex datasets effectively.
- **Specialized Course (3 Credit Hours):** Students choose one specialized course based on their research interest:
 - ❖ Contemporary Issues and Theories in Finance
 - ❖ Contemporary Issues and Theories in Accounting
 - ❖ Contemporary Issues and Theories in Marketing
 - ❖ Contemporary Issues and Theories in Human Resources Management
- **Seminar in Contemporary Issues (3 Credit Hours):** A seminar aligned with the chosen specialization, allowing students to present emerging research insights and engage in scholarly discussions. Options include:
 - ❖ Seminar in Contemporary Issues in Finance
 - ❖ Seminar in Contemporary Issues in Accounting
 - ❖ Seminar in Contemporary Issues in Marketing
 - ❖ Seminar in Contemporary Issues in Human Resources Management

Third Semester: Thesis Work (9 Credit Hours)

The third semester is entirely dedicated to the Thesis (9 Credit Hours). Under faculty supervision, students conduct independent research grounded in theoretical and methodological principles learned in earlier semesters. The thesis serves as the culmination of the program demonstrating the student's ability to design, conduct, and defend original scholarly research that contributes meaningfully to the field of management.

M. Phil. Course Cycle

First Semester

Code	Subjects	Credit Hours
MPH 711	Philosophy of Management	3
MPH 712	Research Methodology and Philosophy	3
MPH 713	Academic Writing Practicum	1
MPH 714	Fundamentals of Data Analyses	3
MPH 715	Applied Econometrics	2
	Total	12

Second Semester

Code	Subjects	Credit Hours
MPH 721	Advanced Data Analyses	3
	Specialized Courses (One Group)	3
	Seminar in Contemporary Issues (One Group)	3
	Total	9

Third Semester

Code	Subjects	Credit Hours
MPH 811	Thesis	9

Coding for Specialized Courses

MPHF 722: Contemporary Issues and Theories in Finance

MPHA 722: Contemporary Issues and Theories in Accounting

MPHM 722: Contemporary Issues and Theories in Marketing

MPHHR 722: Contemporary Issues and Theories in Human Resources Management

Coding for Seminar in Contemporary Issues

MPHF 723: Seminar in Contemporary Issues in Finance

MPHA 723: Seminar in Contemporary Issues in Accounting

MPHM 723: Seminar in Contemporary Issues in Marketing

MPHHR 723: Seminar in Contemporary Issues in Human Resources Management

Maximum Duration of Study

The M. Phil. in management program must be completed within a maximum of four years from the date of enrollment and admission.

Evaluation System

All course modules under the core and specialization categories are evaluated through a combination of internal and external assessments. Except for seminar and practicum courses, the evaluation follows a 50 percent internal and 50 percent external weightage system. **The Internal evaluation**, carrying 50 percent weightage, will be conducted by the concerned subject faculty using a combination of the following components:

Class Tests / Written Examination	20 Marks	Assesses understanding of theoretical concepts and course content.
Assignments / Library Work	5 Marks	Evaluates ability to review literature, analyze information, and apply concepts.
Project or Term Paper	10 Marks	Measures analytical skills, organization, depth of study, and application of research methods.
Seminar Paper / Presentation	10 Marks	Assesses presentation skills, critical thinking, clarity of argument, and academic communication.
Class Participation and Engagement	5 Marks	Reflects attendance, involvement, and contribution to classroom discussion.
Total	50 Marks	

The External Evaluation (Semester-End Examination) carries 50 percent weightage and is administered by the Office of the Dean. The Semester-End Examination is a written, summative assessment designed to measure students' mastery of course objectives and higher-order analytical abilities. Examinations are conducted as follows:

- **3 Credit Courses:** 4-hours written examination
- **2 Credit Courses:** 3-hours written examination

Each semester-end examination is evaluated for 100 marks, which is later converted into 50 percent of the final grade for the course.

Question Pattern for Semester-End Examination (100 Marks)

The question paper follows a standardized pattern to assess conceptual understanding, analytical depth, and application skills.

Group A : Case / Situation Analysis	1 compulsory question (20 marks)
Group B: Analytical and Comprehensive Questions	Attempt 8 questions out of 9 questions of 10 marks each (Total: 80 marks)

Evaluation System for Seminar in Contemporary Issues

The Seminar in Contemporary Issues is designed to assess students' ability to explore, analyze, and present emerging themes and research developments within their chosen specialization area. Unlike regular course modules, the seminar course is evaluated exclusively through internal assessment, and grades are awarded by the concerned course convener. The evaluation of the seminar course includes the following components:

Seminar Paper (Written Report)	50 Marks
Seminar Presentation	30 Marks
Discussion, Defense, and Interaction	20 Marks

Evaluation of Practicum Course:

There is no semester end written examination for practicum course. The practicum course is based on formative evaluation. The course instructor evaluates the students as per following rubrics;

Thematic presentation	10 Marks
Preparation of review matrix (research, theories and practices)	20 Marks
Term paper writing (empirical, theoretical and conceptual)	30 Marks
Project work and assignment (practicum)	40 Marks
Total	100 Marks

Evaluation of Thesis Work

The Thesis Work constitutes the culminating academic requirement of the M. Phil. program and reflects the student's ability to undertake independent, scholarly research. It enables students to apply the theoretical knowledge, analytical skills, and research competencies developed throughout the program, demonstrating mastery in addressing a management-related problem through systematic inquiry. Thesis evaluation follows international academic practice and comprises two major components:

1. **Written Thesis Report – 70 marks:** Assessed on clarity of purpose, depth of literature review, appropriateness of methodology, rigor of analysis, originality, organization, and overall contribution to the field of management.
2. **Presentation and Viva-Voce – 30 marks:** Evaluates the student's ability to defend their research, respond to questions, justify methodological choices, and demonstrate comprehensive understanding of their study.

Both components are assessed by subject experts appointed by the **FOM Research Committee** to ensure impartiality, academic integrity, and adherence to international evaluation standards.

Publication Requirement

As part of strengthening academic quality and research dissemination, each student must publish at least one research article in a national or international peer-reviewed journal before the final thesis viva-voce. This requirement aligns with global graduate research standards and enhances the student’s scholarly profile.

Grading System

S.N.	Grade	Percentage	Grade Category	Grade Points
1.	A +	90 and above	Outstanding	4.00
2.	A	80 and below 90	Distinction	3.75
3.	B +	70 and below 80	Excellent	3.50
4.	B	60 and below 70	Good	3.00
5.	F	Below 60	Fail	0.00
6.	I		Incomplete	--

Methods of Instruction / Pedagogy

The M. Phil. program at the Faculty of Management, RJU, employs a blended and research-oriented pedagogical approach to ensure rigorous academic training and flexibility for students. Courses will be delivered through a combination of:

- **Theoretical Lectures** – conducted both in-person and online, providing conceptual grounding and critical perspectives.
- **Practical Workshops** – hands-on exercises to develop applied research and analytical skills, delivered in hybrid or on-campus sessions.
- **Case Studies** – real-world scenarios to enhance decision-making and problem-solving abilities, facilitated through group discussions and virtual collaboration platforms.
- **Seminars and Term Papers** – fostering independent thought, literature synthesis, and scholarly writing. Students can present and submit work digitally or in-person.
- **Thematic Presentations** – improving communication, argumentation, and critical evaluation skills using both physical and virtual presentation formats.

- **Field Assignments / Applied Research Exercises** – enabling experiential learning, with flexibility for remote data collection, virtual interviews, and online surveys when required.

The hybrid mode allows students to balance in-person engagement with online learning, ensuring continuity in education during any disruption and enhancing accessibility. Students are trained to identify research problems, select appropriate methodologies, apply analytical techniques, and develop evidence-based solutions, thereby strengthening both theoretical understanding and practical competence.

Attendance Requirements

Students are expected to maintain a minimum of 80% attendance across all scheduled classes, whether delivered in-person or online. Regularity, punctuality, and timely completion of assigned readings are mandatory. For hybrid sessions, attendance will be monitored through:

- Participation in physical classroom sessions
- Active engagement in online lectures, discussion forums, and virtual activities
- Submission of online quizzes, assignments, and other faculty-assigned tasks

Additionally, students are required to actively participate in:

- Seminars and workshops (in-person or virtual)
- Guest lectures and tutorials (including webinars)
- Group discussions and collaborative online projects

Failure to meet the attendance or participation requirements may affect eligibility for assessment, evaluation, and final grading.

Matters Not Explicitly Mentioned

The FOM holds the final authority to address any issues or circumstances not covered in the program regulations. The FOM is also empowered to revise courses, modify the curriculum structure, and update evaluation policies, subject to approval from the Faculty Board of FOM and the Rajarshi Janak University Academic Council.

Rajarshi Janak University

Faculty of Management

Office of the Dean



Master of Philosophy (M. Phil.)

First Year – First Semester

Code	Subjects	Credit Hours
MPH 711	Philosophy of Management	3
MPH 712	Research Methodology and Philosophy	3
MPH 713	Academic Writing Practicum	1
MPH 714	Fundamentals of Data Analyses	3
MPH 715	Applied Econometrics	2
	Total	12

Effective from the Academic Batch of 2026 AD



Rajarshi Janak University Faculty of Management

Level: Postgraduate

Program: M. Phil

Course: Philosophy of Management

Course Code: MPH 711

Credit: 3

Year: First

Semester: First

Lecture Hours: 48

Internal Assessment: 50 Marks

External Evaluation: 100 Marks (To be converted at 50%)

Course Description

This course explores the philosophical foundations of management and the theoretical perspectives that have shaped managerial thought over time. It covers major schools of philosophy, classical and contemporary management theories, ethical frameworks, and emerging global and digital-age influences. The course equips M. Phil. students with a deeper, critical understanding of how philosophical assumptions guide managerial decisions, organizational behavior, and research practices.

Course Objectives

The primary objective of this course is to provide students with a comprehensive and critical understanding of the philosophical foundations of management theories and practices. The course aims to enable students to identify and interpret major philosophical traditions and schools of thought that have influenced the development of management thinking. It seeks to develop students' ability to explain the implications of different management philosophies for organizational behavior, leadership, decision-making, and policy formulation. Furthermore, the course is designed to equip students with the intellectual capacity to apply philosophical concepts to real-world management practices, critically analyze classical, neo-classical, and contemporary management theories, and integrate diverse philosophical perspectives into a coherent and systematic framework of management understanding. Ultimately, the course prepares students to evaluate the relevance, effectiveness, and ethical implications of various management philosophies in addressing contemporary organizational and societal challenges.

Learning Outcomes

Upon successful completion of this course, students will be able to:

- Explain major philosophical theories and schools of thought influencing management.
- Explain the implications of different management philosophies.
- Apply philosophical concepts and frameworks to analyze managerial practices and organizational issues.
- Critically evaluate management theories, models, and practices using philosophical reasoning.
- Integrate philosophical perspectives into research design and theory development in management studies.

Course Contents

Unit 1: Introduction to Philosophy of Management

LH 12

- Meaning, nature and scope of management philosophy
- Historical development of management thought
- Key philosophical questions in management
- Early management practices and philosophical roots
- Influence of ancient philosophers: Plato, Aristotle, and others
- Positivism, interpretivism, critical theory, postmodernism
- Ontological and epistemological considerations in management studies
- Philosophical implications of managerial decisions and actions

Unit 2: Classical and Neo-Classical Theories

LH 10

- Overview of classical and neo-classical management theories
- Contributions and relevance to modern management
- Scientific management (Frederick Taylor)
- Bureaucratic management (Max Weber)
- Administrative management (Henri Fayol)
- Human relations movement (Elton Mayo, Hawthorne Studies)
- Behavioral science approach (Maslow, McGregor, etc.)

Unit 3: Contemporary Management Thoughts

LH 8

- Overview of modern management theories and emerging thought
- Systems theory: Understanding organizations as systems; Contributions of Ludwig von Bertalanffy and others
- Contingency theory: Concept of fit and adaptation in management; Key proponents (Paul Lawrence and Jay Lorsch)
- Total quality management: Philosophical basis of TQM, Contributions of W. Edwards Deming, Joseph Juran
- Learning organizations: Peter Senge's philosophy of the learning organization
- Knowledge management: Knowledge creation and management (Nonaka & Takeuchi)

Unit 4: Ethical Considerations in Management

LH 10

- Ethics in management and organizations
- Ethical dimensions of managerial decision-making
- Major ethical theories and management applications
- Philosophical underpinnings of CSR
- Strategies for CSR implementation
- Sustainability as a managerial philosophy
- Principles of ethical leadership and organizational impact

Unit 5: Future Trends in Management Philosophy

LH 8

- Technological advancements and shifts in management philosophy
- Ethical issues in digital and AI-driven management
- Philosophical implications of global management practices
- Managing cross-cultural organizations and teams
- Agile management, lean thinking, and emerging frameworks
- Anticipated shifts in management thought
- Preparing managers for evolving global contexts

Suggested Resources:

Drucker, P. F. (2008). *The Essential Drucker*. Harper Business.

Jones, G. R., & George, J. M. (2020). *Essentials of contemporary management* (8th ed.). McGraw-Hill Education.

Merkle, J. A. (1980). *The philosophical foundations of management thought*. University Press of America.

Miles, J. A. (Ed.). (2012). *Management and organization theory: A Jossey-Bass reader*. Jossey-Bass.

Mintzberg, H. (2009). *Managing*. Berrett-Koehler Publishers.

Wren, D. A., & Bedeian, A. G. (2020). *The evolution of management thought*. Wiley.



Rajarshi Janak University
Faculty of Management

Level: Postgraduate

Program: M. Phil.

Course: Research Methodology and Philosophy

Course Code: MPH 712

Credit: 3

Year: First

Semester: First

Lecture Hours: 48

Internal Assessment: 50 Marks

External Evaluation: 100 Marks (To be converted at 50%)

Course Description

This course provides a comprehensive foundation in business and management research by introducing students to the philosophical underpinnings, conceptual frameworks, and methodological processes of systematic inquiry. It begins with an exploration of research philosophy and the foundations of inquiry, enabling students to understand how philosophical assumptions shape research design and reasoning. The course then guides students through the formulation of research problems, objectives, and hypotheses, emphasizing logical coherence and rigor. A structured approach to reviewing and synthesizing literature is developed to help students build theoretical foundations and identify research gaps. Further, the course covers research design, measurement, and sampling techniques, ensuring alignment between philosophical assumptions, research strategies, and empirical methods. Finally, students are equipped with practical skills in data collection through questionnaires, interviews, and other qualitative and quantitative methods, with due consideration of ethical issues. Overall, the course aims to prepare students to design, conduct, and evaluate management research in academic and professional contexts.

Course Objectives

The objectives of this course are to develop students' understanding of the philosophical foundations and paradigms that inform business and management research, and to enable them to critically examine the nature, scope, and challenges of inquiry in management studies. The course aims to equip students with the ability to identify and articulate meaningful research problems, formulate clear research objectives, and develop appropriate hypotheses grounded in theory and logic. It seeks to enhance students' competence in conducting systematic literature reviews, synthesizing prior studies, and constructing conceptual and theoretical frameworks. Additionally, the course is designed to build methodological rigor by developing students' skills in selecting suitable research designs, measurement scales, and sampling techniques consistent with research philosophy and objectives. The course further aims to develop practical competence in data collection using questionnaires, interviews, and other methods, while fostering ethical awareness and critical thinking necessary for conducting valid, reliable, and impactful management research.

Learning Outcomes

Upon successful completion of this course, students will be able to:

- Explain the concept, nature, and importance of research philosophy and compare major research paradigms such as positivism, interpretivism, critical theory, constructivism, and pragmatism in the context of management research.
- Analyze ontological, epistemological, and axiological assumptions and evaluate their implications for research design and scientific reasoning, including deduction, induction, and abduction.
- Identify, articulate, and justify research problems relevant to business and management, and formulate coherent research questions, objectives, and hypotheses.
- Conduct a systematic literature review using appropriate academic sources, synthesize existing knowledge, and identify theoretical gaps for further investigation.
- Develop theoretical foundations, conceptual frameworks, and research models grounded in established theories and empirical evidence.
- Select and justify appropriate research designs, measurement scales, and sampling techniques aligned with research philosophy and objectives.
- Design valid and reliable measurement instruments and determine suitable sample sizes using probability and non-probability sampling methods.
- Apply appropriate data collection techniques, including questionnaires, interviews, observations, document reviews, and focus groups, while adhering to ethical standards in research.

Course Contents

Unit 1: Research Philosophy and Foundations of Inquiry **LH 10**

- Concept, nature, and importance of research philosophy
- Major paradigms: positivism, interpretivism, critical theory, constructivism, pragmatism
- Ontology, epistemology, axiology, and their implications for research design
- Philosophical assumptions and their relevance to management research
- Scientific reasoning—deduction, induction, abduction.
- Introduction to business and management research: nature, scope, and challenges

Unit 2: Formulating Research Problems, Objectives, and Hypotheses **LH 10**

- Identification and articulation of research problems
- Criteria of a good research problem
- Setting research objectives
- Hypothesis: types, characteristics, development, and relevance
- Linking research questions, objectives, and hypotheses

Unit 3: Literature Review **LH 8**

- Purpose and process of literature review
- Sources of literature: databases, journals, reports, books
- Techniques of synthesizing literature
- Building theoretical foundations: theories, models, constructs

- Developing conceptual frameworks and identifying research gaps

Unit 4: Research Design, Measurement, and Sampling

LH 12

- **Research Design**
 - Meaning, components, and importance
 - Types: exploratory, descriptive, causal, experimental, mixed methods
 - Aligning research design with philosophical assumptions
- **Measurement and Scaling**
 - Concepts of measurement
 - Levels of measurement: nominal, ordinal, interval, ratio
 - Scaling techniques: Likert, semantic differential, Thurstone, Guttman scales
 - Validity and reliability of measurement instruments
- **Sampling Techniques**
 - Population and sample
 - Probability sampling: simple random, stratified, cluster, systematic
 - Non-probability sampling: purposive, convenience, quota, snowball
 - Determining sample size

Unit 5: Data Collection Techniques

LH 8

- **Construction of Questionnaire**
 - Types of questions, sequencing, wording, layout
 - Pretesting and pilot study
- **Interview Methods**
 - Structured, semi-structured, and unstructured interviews
 - Interview protocol, probing, ethical considerations
- **Other Data Collection Methods**
 - Observation, document review, focus groups

Suggested Readings:

- Saunders, M., Lewis, P., & Thornhill, A. (2019). *Research Methods for Business Students*. Pearson.
- Creswell, J. W., & Creswell, J. D. (2018). *Research Design: Qualitative, Quantitative, and Mixed Methods Approaches*. Sage.
- Cooper, D. R., & Schindler, P. S. (2022). *Business Research Methods*. McGraw-Hill.
- Sekaran, U., & Bougie, R. (2020). *Research Methods for Business*. Wiley.
- Crotty, M. (1998). *The Foundations of Social Research*. Sage Publications.



Rajarshi Janak University
Faculty of Management

Level: Postgraduate

Program: M. Phil.

Course: Academic Writing Practicum

Course Code: MPH 713

Credit: 1

Year: First

Semester: First

Lecture Hours: 16

Internal Assessment: 100 Marks

Course Description

The Academic Writing Practicum is a skill-oriented course designed to develop learners' competence in scholarly and professional academic writing. The course focuses on the principles of academic integrity, structured academic argumentation, and discipline-appropriate writing conventions. Through guided practice, students learn to prepare academic seminar papers, journal articles, research proposals, and theses or dissertations in accordance with internationally accepted standards, particularly the APA style. Emphasis is placed on clarity, coherence, critical engagement with literature, ethical writing practices, and responding effectively to peer and reviewer feedback.

Course Objectives

The primary objective of this course is to develop students' competence in academic writing for scholarly communication. The objectives of this course are to enable students to understand the nature, purpose, and conventions of academic writing; apply principles of academic integrity, ethical scholarship, and plagiarism avoidance; develop proficiency in citation, referencing, and formatting using the APA style guide; produce well-structured and coherent academic texts for seminars and scholarly forums; acquire the skills required for writing, submitting, and revising research-based journal articles; develop competence in preparing research proposals and extended academic documents such as theses and dissertations; and enhance critical thinking, argumentation, and effective scholarly communication skills.

Learning Outcomes

Upon successful completion of this course, students will be able to:

- Explain the meaning, characteristics, and significance of academic writing in higher education and research.
- Demonstrate ethical academic writing practices, including proper citation and referencing in APA style.
- Prepare effective abstracts, synopses, and concept notes for academic seminars and conferences.
- Write research-based journal articles following standard scholarly structures.
- Develop structured and persuasive research proposals with clear justification and academic grounding.
- Apply appropriate academic writing conventions in the preparation of theses and dissertations.

Course Contents

Unit 1: Introduction to Academic Writing

- Meaning, nature, and significance of academic writing
- Academic integrity, plagiarism, citation, and referencing
- Use of APA style guide

Unit 2: Writing for Academic Seminars

- Preparing abstracts, synopses, and concept notes
- Structuring seminar papers: introduction, main argument, analysis, conclusion
- Effective communication and argumentation in academic forums

Unit 3: Writing Journal Articles

- Identifying appropriate journals and analyzing submission requirements
- Structure and organization of journal articles
- Understanding the peer review process
- Responding to reviewers' comments and revising manuscripts

Unit 5: Writing for Academic and Professional Research

- Writing research proposals: structure, argument, justification
- Thesis and dissertation writing: chapter-by-chapter structure

Evaluation

There is no semester end written examination for practicum course. The practicum course is based on formative evaluation. The course instructor evaluates the students as per following rubrics:

Thematic presentation	10 Marks
Preparation of review matrix (research, theories and practices)	20 Marks
Term paper writing (empirical, theoretical and conceptual)	30 Marks
Project work and assignment (practicum)	40 Marks
Total	100 Marks

Suggested Readings:

Murray, R. (2019). *Writing for Academic Journals*. Open University Press.

Swales, J. M., & Feak, C. B. (2012). *Academic Writing for Graduate Students*. University of Michigan Press.

Thomson, P. (2012). *Helping Doctoral Students Write: Pedagogies for Supervision*. Routledge.

Graff, G., & Birkenstein, C. (2021). *They Say/I Say: The Moves That Matter in Academic Writing*. W.W. Norton.

Becker, H. S. (2007). *Writing for Social Scientists*. University of Chicago Press.



Rajarshi Janak University Faculty of Management

Level: Postgraduate

Program: M. Phil.

Course: Fundamentals of Data Analyses

Course Code: MPH 714

Credit: 3

Year: First

Semester: First

Lecture Hours: 48

Internal Assessment: 50 Marks

External Evaluation: 100 Marks (To be converted at 50%)

Course Description

This course introduces the fundamental concepts, tools, and techniques of data analysis essential for research and managerial decision-making. It provides students with foundational and intermediate skills in exploratory data analysis, descriptive and inferential statistics, econometric modeling, and multivariate techniques. Emphasis is placed on practical applications using software tools such as MS Excel, SPSS, and other statistical packages to support data-driven research in management.

Course Objectives

The objectives of this course are to equip students with a sound understanding of the scope and significance of data analysis in management research and to familiarize them with various types of data and analytical processes. The course aims to develop students' ability to organize, clean, and manage data effectively while ensuring data quality, reliability, and consistency. It seeks to build competence in exploratory data analysis, descriptive statistics, and data visualization techniques for identifying patterns, trends, and insights. Further, the course intends to introduce students to fundamental concepts of probability, sampling, and statistical inference, enabling them to apply appropriate parametric and non-parametric tests for hypothesis testing. Emphasis is also placed on ethical considerations, transparency, and reproducibility to promote responsible and credible data-driven research practices.

Learning Outcomes

Upon completion of this course, students will be able to:

- Understand and apply the basic and intermediate concepts of data analysis and econometrics.
- Organize, manage, and preprocess datasets for research.
- Utilize descriptive statistics to summarize and interpret data.
- Create effective visualizations for communication and decision-making.
- Apply parametric and non-parametric inferential statistical techniques.
- Interpret analytical outputs and report findings meaningfully.

Course Contents

Unit 1: Introduction to Data Analysis

LH 6

- Scope and significance of data analysis in management research
- Types of data: quantitative vs. qualitative; structured vs. unstructured

- The data analysis process: collection → cleaning → visualization → analysis → interpretation
- Overview of analytical environments: MS Excel, SPSS, and other statistical tools
- Role of reproducibility, transparency, and ethics in data analysis

Unit 2: Exploratory Data Analysis (EDA) LH 6

- Concepts, importance, and techniques of EDA
- Using descriptive methods: summary statistics, boxplots, histograms, density plots
- Identifying data patterns, anomalies, and outliers
- Data smoothing and transformation (log, square root, standardization)

Unit 3: Data Organization and Management LH 6

- Data sources: primary vs. secondary; structured datasets; survey and administrative data
- Data cleaning: handling missing values, duplication, coding errors
- Outlier detection techniques (Z-score, IQR)
- Data transformation and normalization
- Ensuring data quality: validity, reliability, and consistency
- Introduction to databases and data management systems

Unit 4: Descriptive Statistics LH 4

- Measures of central tendency (mean, median, mode)
- Measures of variability (range, variance, standard deviation)
- Shape of distributions: normality, skewness, kurtosis
- Practical applications in business decision-making

Unit 5: Data Visualization LH 4

- Principles of effective data visualization
- Charts and graphs: bar charts, histograms, pie charts, scatter plots, box plots
- Introduction to dashboards and interactive visualization tools
- Best practices for visual communication in research

Unit 6: Statistical Inference & Tests of Significance LH 8

- **Probability and Sampling Concepts**
 - Basic probability rules; distributions
 - Sampling methods and sampling distribution
 - Central Limit Theorem
- **Hypothesis Testing**
 - Null and alternative hypotheses
 - p-values, confidence intervals, and decision rules
- **Parametric Tests**
 - One-sample t-test
 - Independent samples t-test
 - One-way ANOVA
- **Non-Parametric Tests**
 - Mann–Whitney U test

- Wilcoxon Signed-rank test
- Kruskal–Wallis test

Suggested Readings:

Berenson, M. L., Levine, D. M., & Szabat, K. A. (2018). *Basic Business Statistics: Concepts and Applications* (14th ed.). Pearson.

David M. L., Timothy C. K., Mark L. B. & Viswanathan, P. K. (2013). *Business statistics: A first course*. Pearson Education.

Field, A. (2017). *Discovering Statistics Using IBM SPSS Statistics* (5th ed.). Sage Publications.

George, D. & Mallery, P. (2014) *IBM SPSS statistics 23 step by step: A simple and reference guide* (14th ed.). Special Indian Edition

Kutner, M. H., & Nachtsheim C. J., Neter J., Li W. (2005) *Applied linear statistical models* (5th ed.). McGraw-Hill

Siegel, S., & Castellan, N. J. (2015). *Statistics for the behavioral sciences*. McGraw-Hill



Rajarshi Janak University Faculty of Management

Level: Postgraduate

Program: M. Phil

Course: Applied Econometrics

Course Code: MPH 715

Credit: 2

Year: First

Semester: First

Lecture Hours: 32

Internal Assessment: 50 Marks

External Evaluation: 100 Marks (To be converted at 50%)

Course Description

This course introduces the principles and applications of applied econometrics with a strong focus on management research and evidence-based decision-making. It emphasizes the use of econometric models to analyze real-world economic and business data, covering cross-sectional, time series, and panel datasets. The course develops students' understanding of linear regression models, model diagnostics, and limited dependent variable models, along with an introductory exposure to time series and panel data analysis. Equal importance is given to model validity, data quality, and the interpretation of empirical results for managerial and policy contexts. Practical exposure using standard econometric software enhances students' ability to apply econometric techniques to problems in finance, marketing, human resources, and strategic management.

Course Objectives

The objectives of this course are to provide students with a clear understanding of the purpose, scope, and relevance of applied econometrics in management research. The course aims to develop competence in specifying, estimating, and interpreting simple and multiple regression models using appropriate econometric software. It seeks to strengthen students' ability to diagnose and address violations of classical regression assumptions and to understand their implications for reliable inference and managerial decision-making. Further, the course introduces limited dependent variable models and basic concepts of time series and panel data analysis to broaden students' analytical toolkit. Overall, the course intends to build critical skills for conducting rigorous empirical research while ensuring data quality, model validity, and meaningful interpretation of econometric results.

Course Objectives

Upon completion of this course, students will be able to:

- Explain the role of applied econometrics in management research.
- Use statistical software (SPSS, Stata, R, or similar) to estimate econometric models.
- Apply and interpret linear and limited dependent variable models.
- Conduct diagnostic tests and validate econometric models.
- Interpret econometric results to support managerial and policy decisions in areas such as marketing, finance, HR, and operations.
- Demonstrate foundational understanding of time series and panel data concepts and their applications in business and economic analysis.

Course Contents

Unit 1: Introduction to Applied Econometrics LH 4

- Purpose and scope of applied econometrics in management research
- Types of econometric data: cross-sectional, time series, and panel data
- Overview of the empirical research process (model specification → estimation → interpretation)
- Role of data quality and model validity

Unit 2: Simple and Multiple Linear Regression Models LH 8

- Review of Ordinary Least Squares (OLS) estimation
- Interpretation of coefficients, significance tests, and confidence intervals
- Goodness-of-fit measures (R^2 , adjusted R^2)
- Practical estimation using software (SPSS/Stata/R)
- Application in demand analysis, financial modeling, HR analytics, and marketing research

Unit 3: Model Diagnostics and Assumptions Testing LH 8

- Classical linear regression assumptions
- Detection and remedies for:
 - Multicollinearity
 - Heteroscedasticity
 - Autocorrelation
 - Model misspecification
- Use of diagnostic tests: VIF, Breusch-Pagan, Durbin-Watson, Ramsey RESET
- Implications for managerial decision-making

Unit 4: Limited Dependent Variable Models LH 6

- Introduction to binary outcome models
- Logistic and probit regression
- Odds ratios, marginal effects, model fit tests
- Applications in consumer choice, employee retention, adoption behavior, credit scoring

Unit 5: Introduction to Time Series and Panel Data Analysis LH 6

- **Time Series Analysis (Basics)**
 - Trend, seasonality, and stationarity
 - Introduction to ARIMA concepts (non-estimation level)
- **Panel Data Models (Basics)**
 - Fixed effects and random effects concepts
 - Applications in productivity analysis, financial performance studies

Suggested Readings:

Bhusal, T. P. (2021). *Basic econometrics* (3th ed.). Dreamland Publication.

- Enders, W. (2014). *Applied econometric time series* (4th ed.). Wiley.
- Greene, W. H. (2018). *Econometric Analysis* (8th ed.). Pearson.
- Gujarati, D. N., & Porter, D. C. (2009). *Basic econometrics* (5th ed.). McGraw-Hill Education.
- Stock, J. H., & Watson, M. W. (2020). *Introduction to econometrics* (4th ed.). Pearson.
- Wooldridge, J. M. (2020). *Introductory econometrics: A modern approach* (7th ed.). Cengage Learning.