Mid-West University

Birendranagar, Surkhet, Nepal

Office of the Dean
Graduate School of Management

Detailed Program Structure, Curriculum, and Mechanism for Thesis Research in Master of Philosophy (MPhil) and Dissertation Mechanism for Doctor of Philosophy (PhD) Program

[Redesigned: January 2025]

[Fist Revision: November, 2025]

Master of Philosophy (MPhil) and Doctor of Philosophy (PhD) Programs

1. Program Description

The Master of Philosophy (MPhil) and the Doctor of Philosophy (PhD) programs at the Graduate School of Management, Mid-West University, are designed to provide advanced academic degrees in management. These programs aim to foster scholarly excellence, philosophical understanding, skills for research, innovation and data analyses, and ethical alignment in various specialized and cross-cutting issues of the management discipline. Candidates will engage in a comprehensive curriculum that equips them with theoretical knowledge, research skills, and practical insights necessary for leadership roles in academia, policy and governance, and the rest of the industry.

During the MPhil study of 18 months, the candidates are required to complete a two-semester coursework comprising 24 credit hours of coursework in the first year of enrolment, and 6 credit hours of thesis research in the third semester of 6 months. Those who could not complete the Thesis work within 6 months can seek a time extension for up to the next six months with additional cost as decided by the University. Failure to complete within an extended time should obtain reregistration for a maximum additional duration of next six months.

For enrolment in the PhD program of the Graduate School of Management, Mid-West University, a candidate must have completed an MPhil degree in management from a recognized University. The total duration for completing a PhD degree in management is a minimum of three years. The candidates, who could not complete the degree within three years, can be permitted for a maximum one 1.5 years without re-registration and up to an additional 1.5 years with re-registration. However, the respective candidate will have to pay additional program fees monthly for additional time consumed after the expiry of the initial three years.

2. Program Objectives

The primary objective of the MPhil and PhD programs is to develop highly skilled and knowledgeable scholars who can contribute original research to the field of management, enhancing both theoretical and practical understanding. More specific objectives include:

a. Equip students with comprehensive knowledge of advanced management theories and practices, enabling them to understand and interpret complex management concepts and frameworks.

b. Enhance students' abilities to critically evaluate and synthesize existing research, fostering a deeper comprehension of current issues and trends in the field of management.

c. Develop students' capabilities to apply advanced research methodologies and analytical tools to investigate and solve real-world management problems.

d. Cultivate students' analytical skills to dissect complex management challenges, identify key issues, and propose innovative solutions based on evidence and rigorous research.

e. Encourage students to integrate diverse management theories and practices to create new knowledge, contributing original insights to the academic and professional communities.

f. Prepare students to rigorously assess the impact of their research, critically review scholarly work, and contribute to the academic discourse through publication and dissemination of their findings.

3. Expected Outcomes of the Programs

Upon successful completion of the MPhil and PhD programs at the Graduate School of Management, Mid-West University, a new generation of academic scholars is expected to emerge with competencies of advanced knowledge and expertise in the specialized discipline; research proficiency with critical-analytical thinking and articulation; effective leadership, communication, and collaboration; ethical and professional integrity; life-long learning and adaptability.

a. **Advanced Knowledge and Expertise:** Graduates will possess comprehensive and advanced knowledge in the field of management, with a deep understanding of both theoretical and practical aspects. They will demonstrate expertise in their area of specialization, equipped with the latest research findings and best practices.

b. **Research Proficiency:** Graduates will exhibit high-level research skills, including the ability to design, conduct, and manage rigorous and original research projects. They will be proficient in using advanced research methodologies and analytical tools, enabling them to produce high-quality research that contributes to the field of management.

c. **Critical Thinking and Analytical Skills:** Graduates will have enhanced critical thinking and analytical skills, allowing them to evaluate complex management issues, synthesize information from diverse sources, and develop innovative solutions. They will be capable of critically assessing existing literature and identifying gaps that their research can address.

d. **Leadership and Collaboration:** Graduates will be prepared to take on leadership roles in academic, industry, and government research settings. They will have the skills to work collaboratively with other researchers, practitioners, and stakeholders, contributing to the advancement of the management field.

e. **Effective Communication:** Graduates will be skilled in communicating their research findings and knowledge effectively through various academic and professional channels. They will be able to write high-quality academic papers, reports, and articles, and present their research at seminars, workshops, and conferences.

f. **Ethical and Professional Integrity:** Graduates will demonstrate a strong commitment to ethical standards and professional integrity in their research and practice. They will be aware of and adhere to ethical guidelines in conducting research and managing data.

g. **Contribution to Knowledge and Practice:** Graduates will contribute to the development of new knowledge in management through their original research, enhancing the theoretical and practical understanding of the field. Their research findings will have practical implications, providing insights and solutions that can be applied in real-world management contexts.

h. **Lifelong Learning and Adaptability:** Graduates will be committed to lifelong learning and continuous professional development, staying updated with emerging trends and advancements in management. They will be adaptable and capable of applying their knowledge and skills to address evolving challenges in the dynamic field of management.

4. Eligibility for Application to Admission and Admission Procedures

Eligibility for the MPhil program includes candidates with a minimum of 2.50 CGPA out of 4.00 or 50 percent in a Master's degree in management, irrespective of any specialization and public administration.

Academic Performance and Work Experience

a. A candidate must have earned at least a master's equivalent degree in management.

b. An applicant with a Master's degree in a relevant field from a recognized institution with a CGPA of at least 2.50 on a 4.00 scale (or equivalent grade) or at least 50 percent marks is eligible if he/she has a minimum of two years of work experience after completing a master's degree.

c. An applicant with a Master's degree in a relevant field with a CGPA of at least 3.00 on a 4.00 scale (or equivalent grade) or at least 60 percent marks may apply if he/she has at least one year of work experience after master's degree.

d. An applicant with a master's degree in a relevant field having a CGPA of at least 3.50 on a 4.00 scale (or equivalent grade) or at least 80 percent marks is eligible to apply without work experience.

Eligibility for the PhD program requires prior completion of an MPhil degree in management.

Admission Process for MPhil and PhD

Step I: The candidates formally submit the application documents.

Step II: The Research Committee at the Graduate School of Management, screens the eligible applications and informs the acceptance, incomplete, or rejection of applications to each candidate via email.

Step III: The Research Committee administers the written examinations and personal interviews of the candidates successful in written examinations.

Step IV: The Research Committee publishes the results of the entrance examinations and calls for admission confirmation within the time decided by the Research Committee.

Criteria for Evaluation for the Admission in MPhil

a.	Marks obtained in Master's degree:	50 percent
b.	Research work and academic writing:	10 percent (5 percent each for up to 2 works)
c.	Marks obtained in the written exam:	20 percent
d.	Interview:	20 percent
	Total	100 Percent

Criteria for Evaluation for the Admission in PhD

a.	Marks obtained in MPhil degree:	40 percent
b.	Research work and academic writing:	20 percent (5 percent each for upto 4 works)
c.	Marks obtained in the written exam:	20 percent

d. Evaluation of proposal synopsis: 10 percent

e. Interview: 10 percent

Total 100 Percent

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

5. Evaluation Criteria for Regular Coursework in MPhil

SN	Activities	Weightage	Remarks
1	**Continuous Assessments**	**60 Percent**	
1.1	Class attendance and active participation	5.00	Failure to maintain at least 80 percent subject-wise class attendance will result in a retake of such subject in the next cycle with repayment of the proportionate course fee.
1.2	Discussion questions (DQs) and peer reviews of the DQs. [2 events of 100 marks each]	10.00	All assignments must be accomplished using the learning management system (LMS) portal of the Graduate School of Management following the specified guidelines in academic writing with a minimum of 80 percent originality in aggregate.
1.3	Comprehensive Learning Assessment (CLA) – 1 event	7.50	
1.4	Professional Assessment (PA) – 1 Event	7.50	
1.5	Thematic Presentation [Individual or group as applicable]	5.00	The thematic presentations and case studies must be related to the core or philosophical intent of the respective course of study. After completion of the presentation, the thematic documents must be posted in LMS incorporating the feedback received during the presentation.
1.6	Case studies, mini-research, guided project work, paper presentation in seminar or conference (at least 1 event)	5.00	
1.7	Mid-Term Structured/Proctored Examinations	20.00	Mid-term, structured examinations will be conducted in physical or virtual/proctored settings.
2	**Structured Tests**	**40 percent**	
2.1	Semester-end Structured/Proctored Examinations	40.00	Administered in a physical or virtual/proctored setting, the Semester-end examinations will be carried out by the Research Committee.

Notes: The above-mentioned criteria are the mandatorily required events with no change in weightage without prior approval from the Research Committee. However, needful amendments

may be accepted on submission of a convincing plan of action by the respective faculty member facilitating course delivery. Mid-Term and Semester-End Structured/Proctored Examinations shall be held for 50 and 100 full marks, which will be later converted to the proportion of weightage 20 percent and 40 percent respectively.

6. Grading System for MPhil Degree

SN	Grade	Percentage	Grade Category	Grade Points
1.	A+	90 and above	Outstanding	4.00
2.	A	80-89	Distinction	3.75
3.	B+	70-79	Excellent	3.50
4.	B	60-69	Very good	3.00
5.	F	Below 60 percent	Fail	0.00
6.	I	Absent in examinations	Incomplete	--

Note: For PhD, there will be no provision for issuing an academic transcript.

7. Process of Thesis Work

The process of Thesis Work for MPhil degree is applicable as follows:

1. After completion of the coursework phase of the study, the MPhil students are required to make a presentation of their Thesis Research Proposals to the Research Committee. Upon successful presentation and compliance with the feedback, the Research Committee approves the respective candidate, assigns a Thesis Supervisor, and permits the Researcher and Supervisor to accomplish the proposed research within at least six months. The candidates are required to submit a progress report each two months. The progress report should be verified by the respective Supervisor and submitted to the Research Committee and addressed to the Chairman.

   While assigning the Thesis Supervisor, the number of candidates assigned to each Supervisor will be as follows:

   i. Professor with a doctoral degree: 6 at a time

   ii. Associate Professor with a doctoral degree: 4 at a time

   iii. Assistant Professor with a doctoral degree: 2 at a time

2. Any dispute that occurs between the Researcher and Supervisor shall be mediated by the Research Committee under the leadership of the Chairman.

3. Upon completion of the Thesis Work, the respective candidate needs to submit three printed copies of the Thesis Report to the Research Committee. The Research Committee shall appoint two internal evaluators requiring them to evaluate and submit the evaluation report within 30 days of appointment. The Internal Evaluator should recommend either of these three options - 1. Accept without modification (no feedback required); 2. Accept with modification (feedback is required); 3. Reject the Work (Highly critical and relevant assessment and justification is mandatory).

4. Upon receiving a favorable report from at least one Internal Evaluator, the Research Committee will consider the thesis as eligible for external evaluation. Otherwise, the respective candidate needs to make improvements in the report as advised by the Internal Evaluators. If at least one of the evaluators recommended the option – Reject the Work, the respective Researcher and Supervisor will be formally asked to thoroughly 'rework' as recommended. At this point, the respective researcher should decide and report to the Research Committee within three days if he/she is not in a position to rework as recommended – meaning intending to 'quit' the process.
5. By soliciting the feedback of the Internal Evaluators, the respective candidate should prepare the Second Draft of the Thesis and submit it in five copies to the Research Committee, accompanied by the recommendation of the Supervisor for external evaluation of the Thesis. The Research Committee will then appoint three 'External Evaluators' to perform the final evaluation of the Thesis giving 30 days to complete it. The External Evaluator should recommend either of these two options – 1. Accept without modification (no feedback required); 2. Accept with modification (feedback is required).
6. Upon receiving the reports of the External Evaluators, the Research Committee should forward the genesis of feedback to the respective candidate and Supervisor for soliciting it in the report, giving up to 15 days for improvement as deemed necessary. After soliciting the feedback of the external evaluation, the Final Report should be submitted in five hard copies to the Research Committee, accompanying a letter of recommendation by the respective Supervisor for its consideration to the Final Viva-Voce Defense. Final Viva-Voce shall be organized within 30 days of the receipt of the final draft.
7. The Research Committee should organize the final defense of the thesis by inviting all members of the Research Committee, the respective Research Supervisor, and at least one member each representing Internal and External Evaluators. The jury of evaluators may provide final feedback after the presentation and the respective researcher may be asked to solicit the feedback and get it confirmed by the respective Supervisor, giving up to 15 days to produce the Final Thesis in five hard-bound copies for Official Acceptance and Transmittal.
8. The final manuscript of the Thesis must be tested with the originality of the writing using a university-defined system of plagiarism testing with an expected level of a minimum of 80 percent of originality in aggregate of the main body of the document.
9. The respective Supervisor will be provided with an official Letter of MPhil Thesis Supervision upon closing of the entire process if necessary.

The process of Thesis Work for PhD degree is applicable as follows:

1. Upon completion of the admission process into PhD program of Graduate School of Management, the Research Committee should officially inform the respective candidates to submit a preliminary proposal for PhD Dissertation, giving them up to two months for submission.

   While assigning the Dissertation Supervisor, the number of candidates assigned to each Supervisor will be as follows:

   i. Professor with a doctoral degree: 5 at a time

ii. Associate Professor with a doctoral degree: 3 at a time

iii. Assistant Professor with a doctoral degree: 1 at a time

iv. Co-supervisor with a doctoral degree: 1 at a time (On special need basis)

2. Any dispute that occurs between the Researcher and Supervisor shall be mediated by the Research Committee under the leadership of the Chairman.

3. The Research Committee should organize a Proposal Presentation of the PhD Dissertation. Upon successful presentation and compliance with the feedback, the Research Committee approves the respective candidate, assigns a Dissertation Supervisor/Co-Supervisor, and permits the Researcher and Supervisor/Co-Supervisor to accomplish the proposed research within at least two years. The candidates are required to submit a progress report every six months. The progress report should be verified by the respective Supervisor and be addressed to the Chairman of the Research Committee.

4. Upon completion of the PhD Dissertation work, the respective candidate needs to submit three printed copies of the Dissertation to the Research Committee. The Research Committee shall appoint two internal evaluators requiring them to evaluate and submit the evaluation report within 60 days of appointment. The Internal Evaluator should recommend either of these three options – 1. Accept without modification (no feedback required); 2. Accept with modification (feedback is required); 3. Reject the Work (Highly critical and relevant assessment and justification is mandatory).

5. Upon receiving a favorable report from both Internal Evaluators, the Research Committee will consider the Dissertation as eligible for Pre-Viva-Voce and organize a program for presentation. Otherwise, the respective candidate needs to make improvements in the report as advised by the Internal Evaluators and resubmit it within 30 days, accompanying a letter of recommendation by the respective Supervisor, with a request for its consideration for Pre-Viva-Voce presentation.

6. If at least one among the Evaluators recommended the option – 'Reject the Work', the respective Researcher and Supervisor will be formally asked to thoroughly 'Rework' as recommended. The respective researchers should decide and report to the Research Committee within three days of such information if he/she would be able to 'rework', otherwise, the candidate may be allowed to 'quit' without completing the Dissertation.

7. By soliciting the feedback of the Internal Evaluators and the Research Committee members on the event of Pre-Viva-Voce, the respective candidate should prepare the Second Draft of the Dissertation and submit it in five copies to the Research Committee, accompanied by a Letter of Recommendation of the Supervisor for its external evaluation. The Research Committee will then appoint three 'External Evaluators', having at least one professor from the International Academic Community, to perform the final evaluation of the Dissertation giving each of them up to 60 days to accomplish the work. The External Evaluator should recommend either of these two options – 1. Accept without modification (no feedback required); 2. Accept with modification (feedback is required).

8. Upon receiving the reports of the External Evaluators, the Research Committee should forward the genesis of feedback to the respective candidate and Supervisor for soliciting it in the report, giving up to one month for improvement as deemed necessary. After soliciting the feedback of the external evaluation, the Final Report should be submitted in

five hard copies to the Research Committee, accompanying a Letter of Recommendation by the respective Supervisor for its consideration to the Final Viva-Voce Defense.

9. The Research Committee should organize the final defense of the Dissertation by inviting all members of the Research Committee, the respective Research Supervisor, and at least one Internal and two External Evaluators. The jury of evaluators may provide final feedback during the presentation, and the respective researcher may be asked to solicit the feedback and get it confirmed by the respective Supervisor, giving up to 15 days for improvement and producing the Final Report in five hard-bound copies for Official Acceptance and Transmittal.
10. The final manuscript of the Thesis must be tested with the originality of the writing using a university-defined system of plagiarism testing with an expected level of a minimum of 80 percent of originality in aggregate of the main body of the document.
11. The respective Supervisor will be provided with an official Letter of PhD Dissertation Supervision upon closing of the entire process if necessary.

8. Special Requirements During the Study

During the study of the MPhil, each candidate is required to make formal presentations in at least two academic seminars/conferences using their academic papers related to the area of MPhil study. They are also required to publish at least two journal articles during the period of study. The candidates are required to submit the certificate of publication of the article and paper presentation in academic seminars or conferences. The articles must be published in peer-reviewed indexed journals. Only national and international seminars/conferences are considered eligible venues for paper presentations.

Similarly, the PhD candidates are required to make formal presentations in at least three academic seminars/conferences, out of which at least one should be an international conference, using their academic papers related to the area of their PhD research. They are also required to publish at least three journal articles, out of which at least one should be an international journal, during the period of study. The candidates are required to submit the certificate of publication of the article and paper presentation. The articles must be published in peer-reviewed indexed journals. Only national and international seminars/conferences are considered eligible venues for paper presentations.

Failure to submit the evidential and convincing documents of academic publications and presentations, to award of the degree will be kept on 'hold' by the Research Committee for up to the next three months after the successful defense of the Thesis. Additional costs may apply as per respective program cost structure and specified timelines.

9. University Registration, Certification, and Award of Degrees

The Research Committee will forward the University registration documents to the Examinations Management Office (EMO) within 2 months of admission to the respective program. Upon completion of each semester of coursework in MPhil, the Research Committee will forward the results to the EMO for official records keeping and results publication.

On successful completion of the MPhil program, the respective candidates will be awarded the 'Master of Philosophy (MPhil) Degree in Management' accompanied by an Academic Transcript, and Character Certificate. The PhD candidates will be awarded only the degree entitled 'Doctor of

Philosophy (PhD) in Management. The formats of the certificates will be as decided by the University.

10. Cost of Study

The total cost of study for the 2025 intake of MPhil and PhD programs at Mid-West University, Graduate School of Management is as follows:

Cost of Study for MPhil

SN	Particulars	Amount (NRs.)
1	Admission form submission fee	1,000
2	Entrance examination fee	4,000
3	University registration fee	2,000
4	Program fee	109,500
5	Independent study paper supervision and evaluation expenses	5,000
6	Seminar paper supervision and evaluation expenses	5,000
7	Thesis proposal defense expenses	5,000
8	Thesis supervision expenses	25,000
9	Thesis seminar expenses	5,000
10	Thesis report evaluation by Internal Experts (2 experts)	10,000
11	Thesis report evaluation by External Experts (2 experts)	20,000
12	Thesis final evaluation expenses	5,000
13	Graduate school development fee	15,000
14	Security deposit (Refundable on successful completion of the program within the regular cycle)	5,000
15	Other expenses (Cards, memberships, learning resources, etc.)	5,000
	Total	**221,500**
Schedule of Payment		
1.	On submission of application for admission	1,000
2.	At the time of admission confirmation	67,500
3.	At the end of each subsequent 6th month	36,500 x 2
4.	At the time of Internal Evaluation of Thesis/Dissertation	45,000
5.	At the time of the Final Viva-Voce of Thesis/Dissertation	35,000

Cost of Study for PhD

SN	Particulars	Amount (NRs.)
1	Admission form submission fee	1,000
2	Entrance examination fee	6,000
3	University registration fee	3,000
4	Program fee	246,600
5	Proposal defense expenses	7,000
6	Thesis supervision expenses	50,000
7	Thesis seminar expenses	9,000
8	Thesis pre-evaluation expenses	7,000
9	Thesis report evaluation by Internal Experts (2 experts)	20,000
10	Thesis report evaluation by External Experts (3 experts)	45,000
11	Thesis final evaluation expenses	10,000

12	Graduate school development fee	15,000
13	Security deposit (Refundable on successful completion of the program within the regular cycle)	10,000
14	Other expenses (Cards, memberships, learning resources, etc.)	6,400
	Total	**436,000**
Schedule of Payment		
1.	On submission of application for admission	1,000
2.	At the time of admission confirmation	87,335
3.	At the end of each subsequent 6th month	41,100 x 5
4.	At the beginning of the Second Semester (along with the second installment)	1,165
5.	At the time of Internal Evaluation of Thesis/Dissertation	86,000
6.	At the time of the Final Viva-Voce of Thesis/Dissertation	55,000

Notes:

a. *Entrance fee applies to only successful candidates for admission.*

b. *The program fee is applicable for a duration of 18 months for the MPhil program and 36 months for PhD program. If a candidate requires additional time to complete their degree, a proportionate monthly fee will be charged for the extended period. The additional cost for MPhil is NRs. 6,084 per month, while for PhD, it is NRs. 6,850 per month.*

c. *The respective candidates may be charged extra on a proportional basis the cost of travel logistics of the External Evaluators who attend the final Viva-Vice event.*

d. *In case a Co-Supervisor is appointed for Supervising a PhD Dissertation, the rate of Supervisory remuneration to the Co-Supervisor will be 50 percent of the specified rate of the Supervisor, whereas the remuneration of the Supervisor will remain unchanged.*

11. Schedule of Payment to the Supervisor/Co-Supervisor

a. At the time of appointment of the Supervisor/Co-Supervisor: 30 percent of the specified amount of remuneration
b. At the time of submission of the first draft report for Internal Evaluation: 30 percent of the specified amount of remuneration
c. At the time of the final Viva-Voce defense: 40 percent of the specified amount of remuneration

12. Program Structure and Course Cycle for MPhil

Program Structure: The MPhil program is structured as a rigorous and comprehensive postgraduate study, encompassing three semesters and carrying a total weightage of 30 credit hours. Designed to provide a solid foundation in advanced research and management studies, the curriculum ensures an optimal blend of theoretical knowledge, analytical skills, and practical application, preparing students for academic and professional excellence.

The first semester emphasizes establishing a philosophical and academic base for advanced study and research. Students undertake four courses, each carrying 3 credit hours. Philosophy of Management introduces students to critical management theories and their evolution, fostering a deep understanding of the subject. Academic Writing hones scholarly communication skills, enabling students to articulate ideas effectively and adhere to academic conventions. Philosophy

of Research explores the fundamental paradigms and approaches to research, equipping students with the conceptual clarity required for scholarly inquiry. The semester concludes with a Seminar Paper, where students synthesize and present their learnings, encouraging the development of independent thought and critical analysis.

In the second semester, the focus shifts to specialized research methodologies and subject-specific expertise. The curriculum includes Research Methodology, a pivotal course offering students tools and techniques essential for conducting robust and credible research. Advanced Data Analyses delves into sophisticated statistical and analytical methods, enabling students to interpret complex datasets effectively. To complement this, students explore a Specialized Subject tailored to their research interests, fostering expertise in a particular domain. The semester also includes a Seminar Paper, a continuation of the seminar series, allowing students to present advanced research ideas and receive constructive feedback.

The third semester is dedicated entirely to the Thesis work, which carries 6 credit hours. This capstone project integrates the knowledge, methodologies, and analytical tools acquired during the program. Under faculty supervision, students engage in independent, original research, contributing to their chosen field. The thesis is not only an academic requirement but also a testament to the student's ability to address real-world challenges through evidence-based research.

In conclusion, the MPhil program is meticulously designed to nurture intellectual rigor, research proficiency, and specialized knowledge. It prepares scholars to excel in academic and professional settings, making meaningful contributions to the fields of management and research. The progression of courses ensures a seamless transition from foundational learning to specialized expertise and research synthesis, embodying a holistic approach to advanced education.

13. MPhil Course Cycle

Course Code	Course Title	Cr. Hrs.	Course Code	Course Title	Cr. Hrs.
Semester - I			**Semester - II**		
MPhil111	Philosophy of Management	3.00	MPhil121	Research Methodology	3.00
MPhil112	Academic Writing	3.00	MPhil122	Advanced Data Analyses	3.00
MPhil113	Philosophy of Research	3.00		Specialized Subject	3.00
MPhil114	Fundamentals of Data Analyses	3.00		Seminar Issues	3.00
	Total Credit Hours	**12.00**		**Total Credit Hours**	**12.00**
Semester - III			**Total MPhil Program Weightage**		**30.00**
MPhil211	Thesis	6.00			

Note:

Coding for Specialized Subjects

FIN123: Financial Management (3.00 Cr. Hrs.)

HRM123: Human Resource Management (3.00 Cr. Hrs.)

MKT123: Marketing Management (3.00 Cr. Hrs.)

ENT123: Entrepreneurship (3.00 Cr. Hrs.)

Coding for Seminar Issues in Management

FIN124: Seminar Issues in Finance (3.00 Cr. Hrs.)

HRM124: Seminar Issues in HRM (3.00 Cr. Hrs.)

MKT124: Seminar Issues in Marketing (3.00 Cr. Hrs.)

ENT124: Seminar Issues in Entrepreneurship (3.00 Cr. Hrs.)

14. MPhil Course Details

MPhil111: Philosophy of Management (3 Cr. Hrs.)

Course Description: This course explores management's philosophical foundations and theoretical perspectives, including various schools of thought and their applications in contemporary management practices.

Course Objectives: The primary objective is to provide students with a comprehensive understanding of the philosophical underpinnings of management theories and practices. More specifically, upon completion of this course, the students will be able to --

a. identify major philosophical theories in management,
b. explain the implications of different management philosophies,
c. apply philosophical concepts to management practices,
d. critically analyze various management theories,
e. integrate philosophical theories into a coherent management framework, and
f. evaluate the effectiveness of different management philosophies.

Course Contents

Unit 1: Introduction to Philosophy of Management (12 Hours)

Introduction: Definition and scope of management philosophy; Historical development of management thought; The role of philosophy in shaping management practices and theories; Key philosophical questions in management.

Understanding Management Philosophy: What is the management philosophy? The importance of philosophical inquiry in management.

Historical Context: Early management practices and their philosophical underpinnings; Influence of ancient philosophers (e.g., Plato, Aristotle) on management thought.

Philosophical Frameworks in Management: Positivism, interpretivism, critical theory, and postmodernism in management research; Ontological and epistemological considerations in management studies.

Philosophy and Management Practices: The interplay between theory and practice; Philosophical implications of managerial decisions and actions.

Unit 2: Classical and Neo-Classical Theories (10 Hours)

Introduction: Examination of classical and neo-classical management theories; Contributions of key thinkers and their impact on modern management.

Classical Theories: Scientific theory of management (Frederick Taylor); Bureaucratic theory of management (Max Weber); Administrative theory of management (Henri Fayol).

Neo-Classical Theories: Human relations theories of movement (Elton Mayo and the Hawthorne Studies); Behavioral science approach to management (Abraham Maslow, Douglas McGregor, and others).

Critical Evaluation: Strengths and limitations of classical and neo-classical theories; Relevance and application in contemporary management contexts.

Unit 3: Contemporary Management Thoughts (8 Hours)

Introduction: Exploration of modern management theories and practices; Analysis of current trends and their philosophical implications.

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 (TQM): Philosophical foundations of TQM; Contributions of W. Edwards Deming and Joseph Juran.

Learning Organizations and Knowledge Management: The philosophy behind learning organizations (Peter Senge); Knowledge creation and management (Ikujiro Nonaka and Hirotaka Takeuchi).

Unit 4: Ethical Considerations in Management (10 Hours)

Introduction: Examination of ethical issues in management; The role of ethics in managerial decision-making and organizational behavior.

Fundamentals of Business Ethics: Defining ethics and its importance in management; Ethical theories and their application to business.

Ethical Decision-Making: Models and frameworks for ethical decision-making in management; Case studies on ethical dilemmas in management.

Corporate Social Responsibility (CSR): Philosophical foundations of CSR; Strategies for implementing CSR in organizations.

Sustainability and Ethical Leadership: The role of sustainability in management philosophy; Principles of ethical leadership and its impact on organizations.

Unit 5: Future Trends in Management Philosophy (8 Hours)

Overview: Exploration of emerging trends and future directions in management philosophy; Implications of technological advancements and globalization.

Digital Transformation and Management: Impact of digital technologies on management philosophy; Ethical considerations in the digital age.

Globalization and Cross-Cultural Management: Philosophical implications of globalization on management; Strategies for managing cross-cultural teams and organizations.

Innovative Management Practices: Agile management and lean thinking; Emerging models and frameworks in management.

Future Challenges and Opportunities: Anticipating future trends in management philosophy; Preparing for future challenges in management practice.

Suggested Resources for Reference

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.

Senge, P. M. (2006). *The fifth discipline: The art and practice of the learning organization* (Revised and updated). Doubleday.

Shaw, W. H. (2020). *Business ethics: A textbook with cases* (10th ed.). Cengage Learning.

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

Note: At least five lead articles published in refereed journals should be recommended for review works in each unit of study.

MPhil112: Academic Writing (3 Cr. Hrs.)

Course Description: This course provides a comprehensive overview of academic writing, emphasizing its meaning, significance, and applications in various academic and professional contexts. It covers writing for academic seminars, workshop proceedings, journal articles, textbooks, reference books, and academic and professional research, with a focus on specific areas of specialization.

Course Objective: The primary objective is to develop students' proficiency in academic writing, enabling them to effectively communicate their research and knowledge in various academic and professional formats. Upon completion of this course, the students will be able to perform the following activities independently:

a. Relate the meaning, significance, and applications of academic writing.

b. Explain the structure and style of different types of academic writing.

c. Apply academic writing principles to various academic and professional formats.

d. Critically analyze examples of academic writing.

e. Integrate academic writing techniques into their scholarly works.

f. Assess the quality and impact of academic writing.

Course Contents

Unit 1: Introduction to Academic Writing (8 Hours)

Meaning and significance of academic writing; classifications of academic writing; Importance of academic integrity and originality.

Unit 2: Writing for Academic Seminars and Workshop Proceedings (10 Hours)

Preparing abstracts and proposals; Structuring seminar papers and presentations; Writing workshop proceedings.

Unit 3: Writing Journal Articles (8 Hours)

Identifying target journals and understanding submission guidelines; Structuring and formatting journal articles; Writing the introduction, literature review, methodology, results, discussion, and conclusion; Peer review process and responding to reviewers' comments.

Unit 4: Writing for Textbooks (6 Hours)

Understanding the purpose and audience of textbooks; Structuring textbook chapters; Writing clear and engaging content; Incorporating pedagogical features such as summaries, questions, and exercises.

Unit 5: Writing for Reference Books in Specific Areas of Specialization (6 Hours)

Identifying the scope and purpose of reference books; Researching and organizing content; Writing comprehensive and authoritative entries; Ensuring accuracy and credibility

Unit 6: Writing for Academic and Professional Research (10 Hours)

Developing research proposals; Writing research reports and dissertations; Structuring and formatting research papers; Communicating research findings to academic and professional audiences; Ethical considerations in research writing.

Suggested Resources for Reference

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.

Books and articles on academic writing techniques and best practices

Examples of well-written academic seminar papers, journal articles, textbook chapters, reference book entries, and research reports

APA style guides and writing manuals specific to academic disciplines

Note: At least five lead articles published in refereed journals should be recommended for review works in each unit of study.

MPhil113: Philosophy of Research (3 Cr. Hrs.)

Course Description: This course examines the philosophical foundations of research methodologies, exploring different epistemological and ontological perspectives.

Course Objectives: The primary objective is to provide students with a deep understanding of the philosophical underpinnings of research methodologies. More specifically, upon completion of this course, the students will be able to --

a. recall the essence of significance of the various research philosophies,
b. relate the implications of different research paradigms,
c. apply philosophical concepts to the design of research studies,
d. critically evaluate different research methodologies,
e. integrate philosophical perspectives into research designs, and
f. assess the appropriateness of different research philosophies for specific studies.

Unit 1: Introduction to Research Philosophy (10 Hours)

Overview: Definition and importance of research philosophy; Historical development of research philosophies; The relationship between philosophy and research methodology.

What is Research Philosophy? Definitions and scope; Importance in the research process.

Historical Context: Evolution of various research philosophies; Key milestones in the development of research paradigms.

Philosophical Inquiry in Research: The role of philosophical thinking in research; How philosophical questions shape research design and methodology.

Unit 2: Epistemology and Ontology (10 Hours)

Overview: Fundamental concepts of epistemology and ontology; Differences and interconnections between epistemology and ontology; Implications for research methodology.

Understanding Epistemology: Definition and scope; Different epistemological positions: empiricism, rationalism, constructivism, etc.

Understanding Ontology: Definition and scope; Different ontological positions: realism, idealism, materialism, etc.

Epistemology vs. Ontology: Key differences and similarities; How they influence research questions and methodologies.

Implications for Research: Choosing appropriate epistemological and ontological positions for research studies; Examples of how these positions shape research design and interpretation.

Unit 3: Positivism and Interpretivism (10 Hours)

Overview: Examination of positivism and interpretivism as dominant research paradigms; Key proponents and their contributions; Criticisms and limitations of each paradigm.

Positivism: Origins and key concepts; Contributions of Auguste Comte and other key figures; Applications of positivism in quantitative research.

Interpretivism: Origins and key concepts; Contributions of Max Weber and other key figures; Applications of interpretivism in qualitative research.

Comparison: Key differences between positivism and interpretivism; Strengths and weaknesses of each paradigm.

Case Studies: Examples of research studies conducted within each paradigm.

Unit 4: Critical Theory and Constructivism (10 Hours)

Overview: Exploration of critical theory and constructivism as alternative research paradigms; Key proponents and their contributions; Applications and implications for research methodology.

Critical Theory: Origins and key concepts; Contributions of the Frankfurt School and other key figures; Applications of critical theory in social and political research.

Constructivism: Origins and key concepts; Contributions of Jean Piaget, Lev Vygotsky, and other key figures; Applications of constructivism in education and learning research.

Comparison and Critique: Key differences between critical theory and constructivism; Strengths and limitations of each paradigm.

Case Studies: Examples of research studies conducted within each paradigm.

Unit 5: Applications of Research Philosophies (8 Hours)

Overview: Practical application of different research philosophies; Integrating philosophical perspectives into research design; Evaluating the appropriateness of different philosophies for specific research studies.

Designing Research Studies: Applying philosophical concepts to research design; Aligning research questions with appropriate philosophical frameworks.

Integrating Philosophical Perspectives: How to incorporate multiple philosophical perspectives into a single study; Benefits and challenges of a multi-paradigmatic approach.

Critical Evaluation: Assessing the strengths and weaknesses of different research philosophies; Choosing the most appropriate philosophy for a given study.

Case Studies and Practical Examples: Analysis of real-world research studies; Lessons learned from applying different research philosophies.

Suggested Resources for Reference

Crotty, M. (1998). *The foundations of social research: Meaning and perspective in the research process*. SAGE Publications.

Guba, E. G., & Lincoln, Y. S. (1994). Competing paradigms in qualitative research. In N. K. Denzin & Y. S. Lincoln (Eds.), *Handbook of qualitative research* (pp. 105-117). SAGE Publications.

Bhaskar, R. (2013). *A realist theory of science*. Routledge.

Creswell, J. W., & Poth, C. N. (2018). *Qualitative inquiry and research design: Choosing among five approaches* (4th ed.). SAGE Publications.

Denzin, N. K., & Lincoln, Y. S. (Eds.). (2018). *The SAGE handbook of qualitative research* (5th ed.). SAGE Publications.

Kuhn, T. S. (1970). *The structure of scientific revolutions* (2nd ed.). University of Chicago Press.

Blaikie, N. (2007). *Approaches to social inquiry: Advancing knowledge* (2nd ed.). Polity Press.

Bourdieu, P., & Wacquant, L. J. D. (1992). *An invitation to reflexive sociology*. University of Chicago Press.

Note: At least five lead articles published in refereed journals should be recommended for review works in each unit of study.

MPhil114: Fundamentals of Data Analyses (3 Cr. Hrs.)

Course Description: This course introduces the fundamental concepts, tools, and techniques of data analysis essential for research and decision-making in management. It provides students with foundational skills in descriptive statistics, data visualization, and econometric analysis to equip them for effective data-driven decision-making and research.

Course Objectives: The primary objective is to provide students with theoretical and practical knowledge of data analysis and econometric tools. Upon completion, students will be able to:

a. Understand and apply basic concepts of data analysis and econometrics.
b. Organize, manage, and preprocess datasets for analysis.
c. Utilize descriptive statistics to summarize and interpret data.
d. Create visualizations to represent data effectively.
e. Apply basic econometric models to analyze relationships between variables.
f. Interpret analytical outputs to support managerial and academic research.

Course Contents

Unit 1: Introduction to Data Analysis (6 Hours)

Significance of data analysis in research and decision-making; Types of data: quantitative vs. qualitative, structured vs. unstructured; Overview of the data analysis process: data collection, cleaning, visualization, and interpretation; Scope of the use of MS Excel and SPSS for data processing and analysis.

Unit 2: Data Organization and Management (8 Hours)

Data sources and collection methods; Techniques for data cleaning: handling missing data, outlier detection, and data transformation; Introduction to data management systems and databases; Tools and techniques for ensuring data quality, validity, and reliability.

Unit 3: Descriptive Statistics (8 Hours)

Measures of central tendency: mean, median, and mode; Measures of dispersion: range, variance, and standard deviation; Introduction to data distributions: normal, skewness, and kurtosis; Practical applications of descriptive statistics in managerial decision-making.

Unit 4: Data Visualization Techniques (8 Hours)

Introduction to data visualization: purpose and principles; Creating charts and graphs: bar charts, histograms, scatter plots, and box plots; Introduction to dashboards and interactive visualizations; Practical tools for data visualization.

Unit 5: Econometric Analysis: Basic Concepts and Applications (10 Hours)

Introduction to econometrics and its significance in management; Simple and multiple linear regression models: assumptions, estimation, and interpretation; Model diagnostics: R-squared, adjusted R-squared, and residual analysis; Introduction to time-series analysis: concepts of stationarity and trend; Applications of econometrics in real-world scenarios of demand forecasting, policy analysis, and market research; Using relevant system software for econometric analysis.

Unit 6: Basic Inferential Statistics (8 Hours)

Introduction to probability and sampling techniques; Hypothesis testing: null and alternative hypotheses, p-values, and confidence intervals; Basic tests: t-tests, chi-square tests, and regression and correlation analysis; Factor analysis; Discriminant analyses; Interpreting results for managerial decision-making.

Suggested Resources for Reference

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

Wooldridge, J. M. (2015). *Introductory Econometrics: A Modern Approach* (6th ed.). Cengage Learning.

Greene, W. H. (2018). *Econometric Analysis* (8th ed.). Pearson.

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

McKinney, W. (2017). *Python for Data Analysis: Data Wrangling with Pandas, NumPy, and IPython* (2nd ed.). O'Reilly Media.

Han, J., Pei, J., & Kamber, M. (2011). *Data Mining: Concepts and Techniques* (3rd ed.). Morgan Kaufmann.

Wooldridge, J. M. (2020). *Econometric Analysis of Cross Section and Panel Data*. MIT Press.

MPhil121: Research Methodology (3 Cr. Hrs.)

Course Description: This course provides an overview of research methodologies, including qualitative, quantitative, and mixed methods approaches.

Course Objectives: The primary objective of this course is to equip students with the skills to design and conduct rigorous research using appropriate methodologies. More specifically, upon completion of this course, the students will be able to --

a. identify various research methods suited to specific contexts and situations of research,

b. examine the strengths and limitations of different research methods under defined contexts and situations,

c. based on grounded reality, design and conduct research using appropriate methodologies,

d. evaluate the validity and reliability of research designs,

e. independently analyze data using suitable tools and techniques, and

f. integrate research findings into a coherent study.

Course Contents

Unit 1: Introduction to Research Methodology (10 Hours)

Overview: Basic concepts and importance of research methodology; Types of research and research paradigms; The research process and ethical considerations.

Definition and Importance: Understanding what research methodology is; The significance of methodology in conducting research.

Types of Research: Exploratory, descriptive, explanatory, and applied research; Basic vs. applied research.

Research Paradigms: Positivism, interpretivism, and pragmatism; How paradigms influence research approaches.

Research Process: Steps involved in conducting research: problem identification, literature review, hypothesis formulation, research design, data collection, data analysis, and reporting.

Ethical Considerations: Ethics in research; Informed consent, confidentiality, and integrity.

Unit 2: Qualitative Research Methods (10 Hours)

Overview: Introduction to qualitative research methods; Designing qualitative studies; Data collection techniques and analysis in qualitative research.

Introduction to Qualitative Research: Nature and characteristics of qualitative research; When and why to use qualitative methods.

Research Design: Formulating qualitative research questions; Choosing appropriate qualitative methodologies.

Data Collection Techniques: Interviews: structured, semi-structured, unstructured; Focus groups, participant observation, ethnography; Document and content analysis.

Data Analysis: Coding and thematic analysis; Narrative analysis, discourse analysis, grounded theory; Using software tools like NVivo and ATLAS.ti.

Validity and Reliability: Ensuring credibility, transferability, dependability, and confirmability in qualitative research.

Unit 3: Quantitative Research Methods (10 Hours)

Overview: Introduction to quantitative research methods; Designing quantitative studies; Data collection techniques and statistical analysis in quantitative research.

Introduction to Quantitative Research: Nature and characteristics of quantitative research; When and why to use quantitative methods.

Research Design: Formulating quantitative research questions and hypotheses; Experimental, quasi-experimental, and non-experimental designs.

Data Collection Techniques: Surveys and questionnaires; Sampling techniques: probability and non-probability sampling; Data measurement scales: nominal, ordinal, interval, and ratio.

Statistical Analysis: Descriptive statistics: measures of central tendency and variability; Inferential statistics: hypothesis testing, t-tests, ANOVA, regression analysis, chi-square tests; Using software tools like SPSS, SAS, R, and Stata.

Validity and Reliability: Ensuring internal validity, external validity, reliability, and objectivity in quantitative research.

Unit 4: Mixed Methods Research (8 Hours)

Overview: Introduction to mixed methods research; Designing mixed methods studies; Integrating qualitative and quantitative data.

Introduction to Mixed Methods Research: Nature and characteristics of mixed methods research; When and why to use mixed methods.

Research Design: Formulating mixed methods research questions; Types of mixed methods designs: convergent, explanatory sequential, exploratory sequential, and embedded.

Data Collection Techniques: Combining qualitative and quantitative data collection methods; Timing and sequence of data collection.

Data Integration and Analysis: Strategies for integrating qualitative and quantitative data; Techniques for data analysis in mixed methods; Using software tools for mixed methods research.

Validity and Reliability: Ensuring methodological rigor in mixed methods research; Triangulation and complementarity.

Unit 5: Data Collection and Analysis Techniques (10 Hours)

Overview: Comprehensive understanding of data collection and analysis techniques; Practical applications and examples.

Data Collection Methods: Techniques for collecting primary and secondary data; Issues and challenges in data collection.

Data Management: Data coding, entry, and cleaning; Maintaining data integrity.

Qualitative Data Analysis: Thematic analysis, narrative analysis, content analysis; Using qualitative analysis software.

Quantitative Data Analysis: Descriptive and inferential statistics; Using quantitative analysis software.

Presenting Research Findings: Effective ways to present qualitative and quantitative data; Reporting research findings in academic and professional contexts.

Suggested Resources for Reference

Babbie, E. (2020). *The practice of social research* (15th ed.). Cengage Learning.

Bryman, A. (2016). *Social research methods* (5th ed.). Oxford University Press.

Creswell, J. W., & Creswell, J. D. (2017). *Research design: Qualitative, quantitative, and mixed methods approaches* (5th ed.). SAGE Publications.

Flick, U. (2018). *An introduction to qualitative research* (6th ed.). SAGE Publications.

Patton, M. Q. (2015). *Qualitative research & evaluation methods: Integrating theory and practice* (4th ed.). SAGE Publications.

Tashakkori, A., & Teddlie, C. (Eds.). (2010). *SAGE handbook of mixed methods in social and behavioral research* (2nd ed.). SAGE Publications.

Yin, R. K. (2017). *Case study research and applications: Design and methods* (6th ed.). SAGE Publications.

Note: At least five lead articles published in refereed journals should be recommended for review works in each unit of study.

MPhil122: Advanced Data Analyses (3 Cr. Hrs.)

Course Description: This course covers advanced data analysis techniques, focusing on multivariate analysis, econometric modeling, machine learning, and big data analytics. It emphasizes practical applications, providing students with the skills and tools to manage, analyze, and interpret large and complex datasets to address real-world problems.

Course Objectives: The primary objective is to provide students with advanced skills in data analysis, enabling them to handle complex data sets and derive meaningful insights.

Specific Objectives

a. Identify advanced data analysis techniques.
b. Explain the principles underlying various data analysis methods.
c. Apply advanced data analysis techniques to real-world data.
d. Interpret results from complex data analyses.
e. Integrate advanced data analysis into research projects.
f. Evaluate the appropriateness of different data analysis techniques for specific research questions.

Unit 1: Introduction to Advanced Data Analysis (6 Hours)

Review of basic data analysis concepts and the need for advanced techniques; Overview of multivariate, econometric, and machine learning methods; Tools for advanced data analysis: R, Python, Stata, and Tableau; Ethical considerations in advanced analytics.

Unit 2: Multivariate Analysis Techniques (10 Hours)

Multiple regression analysis and diagnostics; MANOVA (Multivariate Analysis of Variance); Canonical correlation and discriminant analysis; Principal component analysis (PCA) and exploratory factor analysis (EFA); Case studies: Applications in business and social sciences.

Unit 3: Econometric Modeling and Applications (10 Hours)

Advanced econometric techniques: panel data models, time-series analysis, and ARIMA modeling; Non-linear models: logistic and probit regression; Introduction to causal inference: difference-in-differences and instrumental variables; Applications: Demand forecasting, policy evaluation, and market trend analysis.

Unit 4: Machine Learning and Predictive Analytics (8 Hours)

Introduction to supervised and unsupervised learning; Algorithms: Decision trees, random forests, and support vector machines; Clustering techniques: K-means and hierarchical clustering; Cross-validation and model tuning; Practical implementation using Python or R.

Unit 5: Big Data Analytics (8 Hours)

Understanding big data: Characteristics, tools, and challenges; Data wrangling and preprocessing for large datasets; Introduction to Hadoop, Spark, and cloud analytics platforms; Sentiment analysis and text mining; Case studies in retail, healthcare, and finance.

Unit 6: Visualization and Communication of Analytical Results (6 Hours)

Advanced data visualization techniques: Heatmaps, tree maps, and network graphs; Creating interactive dashboards using Tableau or Power BI; Best practices for presenting complex data insights; Integrating storytelling with analytics.

Suggested Resources for Reference

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

Greene, W. H. (2018). *Econometric Analysis* (8th ed.). Pearson.

Hastie, T., Tibshirani, R., & Friedman, J. (2016). *The Elements of Statistical Learning* (2nd ed.). Springer.

Han, J., Pei, J., & Kamber, M. (2011). *Data Mining: Concepts and Techniques* (3rd ed.). Morgan Kaufmann.

Kuhn, M., & Johnson, K. (2019). *Applied Predictive Modeling*. Springer.

Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2018). *Multivariate Data Analysis* (8th ed.). Pearson.

Provost, F., & Fawcett, T. (2013). *Data Science for Business*. O'Reilly Media.

Specialization Courses

FIN123: Financial Management (3.00 Cr. Hrs.)

1. Course Description

This course is an independent study paper that allows students to pursue personalized theoretical and conceptual inquiry in Financial Management, aligned with their chosen theme of specialization. The scope of study may vary across individual students depending on their research focus, such as corporate finance, investment analysis, risk management, financial policy, or sustainable finance. However, the generic contents of coverage will include evolution of financial management and theoretical foundations; capital structure theories and models of corporate finance; theories of investment and risk analysis; dividend policy and frameworks of value maximization; corporate governance, ethics, and sustainable finance theories; and integration of behavioral and strategic financial thinking

As an independent theoretical review, this paper enables students to critically explore fundamental concepts, frameworks, and scholarly perspectives in financial management through extensive review of authoritative reference books, policy insights, research articles, and conceptual papers.

2. Course Objectives

The general purpose of this subject is to deepen students' theoretical and conceptual understanding of Financial Management, fostering critical thinking and analytical capacity in their chosen thematic area of specialization.

The specific objectives of this independent study are to:

a. Recall and interpret the foundational theories, models, and philosophies underlying financial management.

b. Explain interrelationships among investment, financing, and dividend decisions within various financial frameworks.

c. Apply theoretical insights to analyze contemporary issues and decision contexts in finance.

d. Critically evaluate emerging schools of thought and conceptual debates in the financial literature.

e. Synthesize theoretical perspectives to construct integrative frameworks for financial decision-making and policy design.

f. Develop a solid conceptual foundation for subsequent empirical inquiry and thesis preparation in the chosen area of specialization.

Ultimately, the course aims to build a coherent theoretical understanding that enables students to design and pursue advanced research in financial management with intellectual depth and academic rigor.

3. Methodology of Independent Study

This course is managed as a guided independent study under the mentorship of a faculty supervisor assigned by the Graduate School of Management. The student will prepare a comprehensive review paper consisting of conceptual analyses, theoretical syntheses, and critical commentary. Each student will first prepare a study proposal identifying the specific sub-theme of financial management aligned with their research interest. Continuous supervision will include progress consultations, mid-term review of content, and final evaluation by a three-member academic panel constituted by the Research Committee.

Evaluation will be based on the depth of literature review, analytical rigor, originality of synthesis, and scholarly presentation of ideas. Students are expected to maintain a scientific review and submit the review-based thematic paper as part of final evaluation.

4. Suggested Readings

Brealey, R. A., Myers, S. C., & Allen, F. (2020). *Principles of corporate finance* (13th ed.). McGraw-Hill Publishing.

Ross, S. A., Westerfield, R., & Jaffe, J. (2022). *Corporate finance*. McGraw-Hill Publishing.

Van Horne, J. C., & Wachowicz, J. M. (2021). *Fundamentals of financial management*. Pearson Education.

Lead articles from *Journal of Finance*, *Financial Management Journal*, *Harvard Business Review,* etc.

HRM123: Human Resource Management (3.00 Cr. Hrs.)

1. Course Description

This course is an independent study paper that allows students to pursue personalized theoretical and conceptual inquiry in Human Resource Management (HRM), aligned with their chosen theme of specialization. The scope of study may vary across individual students depending on their

research interests, such as strategic human resource management, performance management, organizational learning, employee motivation, human capital development, leadership, or workplace diversity and inclusion.

However, the generic contents of coverage will include the evolution and theoretical foundations of HRM; models of human behavior and motivation; strategic HRM and competency-based approaches; theories of performance and reward systems; leadership and organizational culture frameworks; employee relations and industrial psychology; and emerging theories of human capital, digital HR, and sustainable people management.

As an independent theoretical review, this paper enables students to critically explore key concepts, frameworks, and schools of thought in HRM through extensive review of scholarly literature, classic and contemporary reference books, conceptual research articles, and professional insights.

2. Course Objectives

The general purpose of this subject is to deepen students' theoretical and conceptual understanding of Human Resource Management, fostering analytical and reflective capacities for managing and developing human potential in organizational contexts.

More specifically, upon successful completion of this specialized independent study paper, the students will be able to:

a. Recall and explain foundational theories and models that have shaped the evolution of Human Resource Management.

b. Understand and interpret interrelationships among motivation, leadership, performance, and organizational behavior theories.

c. Apply conceptual frameworks to analyze human resource systems, practices, and strategic alignment.

d. Critically evaluate emerging schools of HRM thought, including human capital, behavioral, and sustainability perspectives.

e. Synthesize theoretical insights to formulate integrative HRM models addressing contemporary workforce challenges.

f. Develop a conceptual base for subsequent empirical or thesis work related to human resources, leadership, or organizational development.

Ultimately, the course aims to build the theoretical and reflective foundation necessary for designing and executing advanced research in HRM with intellectual rigor and practical relevance.

3. Methodology of Independent Study

This course is administered as a guided independent study under the mentorship of an assigned faculty supervisor from the Graduate School of Management. Each student will independently design a study proposal identifying the specific sub-theme of HRM that aligns with their research interest or intended thesis focus. The study process involves systematic literature exploration, conceptual analysis, synthesis of theoretical frameworks, and preparation of a comprehensive review paper. Continuous supervision will include progress consultations, mid-term review of

content, and final evaluation by a three-member academic panel constituted by the Research Committee.

Evaluation will be based on the depth of literature review, analytical rigor, originality of synthesis, and scholarly presentation of ideas. Students are expected to maintain a scientific review and submit the review-based thematic paper as part of final evaluation.

4. Suggested Readings

Armstrong, M., & Taylor, S. (2023). *Armstrong's handbook of human resource management practice* (16th ed.). Kogan Page.

Dessler, G. (2020). *Human resource management* (16th ed.). Pearson Education.

Boxall, P., Purcell, J., & Wright, P. (Eds.). (2019). *The Oxford handbook of human resource management*. Oxford University Press.

Storey, J. (Ed.). (2020). *Human resource management: A critical text* (5th ed.). Routledge.

Selected articles from *Human Resource Management Journal*, *Academy of Management Review*, *Personnel Psychology*, *Harvard Business Review,* etc.

MKT123: Marketing Management (3.00 Cr. Hrs.)

1. Course Description

This course is an independent study paper that allows students to pursue personalized theoretical and conceptual inquiry in Marketing Management, aligned with their chosen theme of specialization. The scope of study may vary across individual students depending on their research interests, such as consumer behavior, brand management, service marketing, digital marketing, strategic marketing, market systems, or sustainable marketing.

However, the generic contents of coverage will include the evolution and theoretical foundations of marketing thought; models of consumer decision-making and buyer psychology; theories of market segmentation, targeting, and positioning; brand equity and relationship marketing frameworks; theories of integrated marketing communication and product innovation; strategic marketing and value creation paradigms; and emerging perspectives on digital, social, and green marketing.

As an independent theoretical review, this paper enables students to critically explore conceptual frameworks, classical and modern theories, and evolving schools of marketing thought through an extensive review of reference books, scholarly articles, and conceptual research papers.

2. Course Objectives

The general purpose of this subject is to deepen students' theoretical and conceptual understanding of Marketing Management, fostering analytical and strategic insight for addressing contemporary marketing challenges in both local and global contexts.

More specifically, upon successful completion of this specialized independent study paper, the students will be able to:

a. Recall and explain the foundational theories, philosophies, and schools of thought that underpin the discipline of marketing.

b. Understand and interpret the interrelationships among consumer behavior, marketing strategy, and organizational performance.

c. Apply conceptual frameworks to analyze marketing systems, strategies, and decision-making processes in different contexts.

d. Critically evaluate emerging theories in marketing thought, including digital transformation, experiential consumption, and sustainability perspectives.

e. Synthesize classical and modern marketing theories to develop integrative conceptual models for strategic marketing.

f. Develop a strong conceptual foundation for subsequent empirical or thesis research in marketing management, consumer psychology, or market systems.

Ultimately, the course aims to strengthen the students' capacity for critical analysis, theoretical integration, and scholarly reflection necessary for advanced research and professional practice in marketing management.

3. Methodology of Independent Study

This course is administered as a guided independent study under the mentorship of an assigned faculty supervisor from the Graduate School of Management. Each student will independently prepare a study proposal identifying the specific sub-theme of marketing management that aligns with their research interest or intended thesis topic. The independent study process involves systematic exploration of literature, critical analysis of conceptual frameworks, theoretical synthesis, and preparation of a comprehensive review paper.

Supervision will include scheduled progress reviews, thematic consultations, and formative feedback sessions to ensure conceptual clarity and academic rigor. Continuous supervision will include progress consultations, mid-term review of content, and final evaluation by a three-member academic panel constituted by the Research Committee, based on the originality, theoretical depth, analytical quality, and scholarly presentation of the review paper.

Students are required to maintain a literature review log and present a reflective summary of their conceptual findings during final evaluation. Grading will be based on depth of literature engagement, coherence of theoretical synthesis, and academic articulation of ideas.

4. Suggested Readings

Kotler, P., Keller, K. L., & Chernev, A. (2022). *Marketing management* (16th ed.). Pearson Education.

Hunt, S. D. (2018). *Foundations of marketing theory: Toward a general theory of marketing*. Routledge.

Lamb, C. W., Hair, J. F., & McDaniel, C. (2021). *MKTG* (13th ed.). Cengage Learning.
Kumar, V. (Ed.). (2018). *Handbook of research on marketing and corporate social responsibility*. Edward Elgar.

Selected lead articles from *Journal of Marketing*, *Journal of Consumer Research*, *Journal of the Academy of Marketing Science*, *Harvard Business Review,* etc.

ENT123: Entrepreneurship (3.00 Cr. Hrs.)

1. Course Description

This course is an independent study paper that allows students to pursue personalized theoretical and conceptual inquiry in Entrepreneurship and innovation, aligned with their chosen theme of specialization. The scope of study may vary across individual students depending on their research interests, such as entrepreneurial leadership, innovation management, startup ecosystems, social entrepreneurship, venture creation, intrapreneurship, or sustainable enterprise development.

However, the generic contents of coverage will include the evolution and theoretical foundations of entrepreneurship and innovation; classical and modern theories of entrepreneurial behavior; models of opportunity recognition and venture growth; innovation diffusion and technology adoption frameworks; theories of entrepreneurial ecosystems and institutional support systems; strategic entrepreneurship and creative destruction; and emerging paradigms of social, digital, and sustainable entrepreneurship.

As an independent theoretical review, this paper enables students to critically explore and synthesize major theories, frameworks, and schools of thought that have shaped the field of entrepreneurship and innovation through an extensive review of conceptual literature, research articles, and professional studies.

2. Course Objectives

The general purpose of this subject is to deepen students' theoretical and conceptual understanding of Entrepreneurship and Innovation, nurturing creative and analytical capacities to conceptualize enterprise formation and innovation-driven growth in diverse socioeconomic contexts.

More specifically, upon successful completion of this specialized independent study paper, the students will be able to:

a. Recall and explain foundational theories, models, and schools of thought in entrepreneurship and innovation.

b. Understand and interpret interrelationships among entrepreneurial behavior, innovation systems, and strategic management theories.

c. Apply conceptual frameworks to analyze entrepreneurial ecosystems, innovation processes, and opportunity structures.

d. Critically evaluate emerging theories of social, technological, and sustainable entrepreneurship.

e. Synthesize classical and contemporary perspectives to formulate integrative models of entrepreneurial and innovation dynamics.

f. Develop a strong conceptual foundation for subsequent empirical or thesis research in entrepreneurship, innovation, or enterprise development.

Ultimately, the course aims to cultivate intellectual depth, conceptual clarity, and theoretical integration necessary for advanced research and thought leadership in entrepreneurship and innovation studies.

3. Methodology of Independent Study

This course is administered as a guided independent study under the mentorship of an assigned faculty supervisor from the Graduate School of Management. Each student will independently prepare a study proposal that identifies a specific sub-theme of entrepreneurship or innovation aligned with their individual research interest or thesis plan. The independent study process involves systematic exploration of theoretical literature, comparative analysis of conceptual frameworks, and synthesis of diverse scholarly perspectives leading to the preparation of a comprehensive review paper.

Supervision includes scheduled progress reviews, consultative discussions, and formative feedback sessions to ensure conceptual rigor, analytical precision, and academic quality. Continuous supervision will include progress consultations, mid-term review of content, and final evaluation by a three-member academic panel constituted by the Research Committee, based on the originality, depth, theoretical integration, and scholarly articulation of the review paper.

Students are required to maintain a reading log and reflective notes summarizing theoretical insights. Evaluation will focus on the breadth and depth of literature review, analytical and integrative capacity, and quality of academic writing and presentation.

4. Suggested Readings

Byrnes, J., & Casson, M. (2021). *The theory of entrepreneurship: Historical foundations and future directions.* Edward Elgar.

Drucker, P. F. (2014). *Innovation and entrepreneurship: Practice and principles.* Routledge.

Hisrich, R. D., Peters, M. P., & Shepherd, D. A. (2020). *Entrepreneurship* (12th ed.). McGraw-Hill.

Schumpeter, J. A. (2017). *The theory of economic development.* Routledge.

Tidd, J., & Bessant, J. (2020). *Managing innovation: Integrating technological, market, and organizational change* (7th ed.). Wiley.

Selected lead articles from *Journal of Business Venturing*, *Entrepreneurship Theory and Practice*, *Technovation*, *Harvard Business Review*, *Strategic Entrepreneurship Journal,* etc.

Seminar Issue Papers

FIN124: Seminar Issues in Finance (3.00 Cr. Hrs.)

1. Course Description

This course is designed as an advanced seminar-based independent study that enables students to explore contemporary theoretical and analytical issues in financial management, with a focus on conceptual frameworks, evolving research paradigms, and strategic decision-making perspectives in finance. It encourages deep academic engagement with research issues pertaining to capital structure, cost of capital, risk-return dynamics, investment and portfolio theories, behavioral finance, corporate governance, and financial policy analysis.

Depending on students' specialization interests, the study may focus on areas such as corporate finance, investment analysis, financial markets and institutions, international financial management, fintech innovations, or sustainability-oriented finance. The generic coverage will include applications of classical and modern theories of financial decision-making, capital

budgeting and valuation models, financial performance and risk management frameworks, theories of market efficiency and behavioral deviations, and evolving discussions around digital finance and integration of environmental, social, and governance (ESG) in financial strategies.

As a guided independent theoretical and analytical review, this course provides an opportunity for students to critically interpret financial theories and practices, analyze advanced conceptual frameworks, and synthesize scholarly perspectives from books, journal articles, and conceptual research papers.

2. Course Objectives

The overall goal of this seminar is to strengthen students' theoretical understanding and analytical acumen in the domain of financial management, preparing them for leadership roles, policy formulation, and scholarly research in finance.

More specifically, upon successful completion of this independent seminar study, the students will be able to:

a. Recall and explain classical and contemporary theories that underpin modern financial management thought.

b. Analyze the conceptual interrelationships among financial structure, investment decisions, capital markets, and corporate value creation.

c. Apply theoretical models to evaluate financial strategies, risk-return tradeoffs, and policy decisions in diverse organizational contexts.

d. Critically assess emerging trends such as behavioral finance, fintech innovations, and sustainable finance frameworks.

e. Synthesize financial management theories to construct integrative analytical models that explain strategic financial decision-making.

f. Develop conceptual and analytical competence for further empirical or thesis research in finance, investment, or capital market systems.

Ultimately, this seminar paper seeks to cultivate critical thinking, conceptual synthesis, and pragmatic innovation in financial management, enabling students to engage in complex and evolving issues of research in financial strategy and policy.

3. Methodology of Independent Study

This course is administered in the form of a guided independent seminar paper under the mentorship of an assigned faculty supervisor from the Graduate School of Management. Each student will develop an individual study proposal that specifies their thematic focus within the broad domain of issues worth academic discourses in financial management, such as corporate financial strategy, financial market systems, risk modeling, or sustainable investment.

The study process includes systematic literature exploration, conceptual framework analysis, theoretical synthesis, and preparation of a comprehensive analytical review paper. Students will engage in periodic consultations, progress reviews, and seminar presentations to refine their conceptual approach.

Assessment will be based on originality of insights, theoretical depth, analytical rigor, and scholarly presentation. The evaluation will include both the written review paper (75 percent) and the student's seminar presentation or defense (25 percent). Grading will emphasize the coherence of argumentation, integration of financial theories, and academic articulation of ideas consistent with postgraduate research standards.

4. Suggested Readings

Brigham, E. F., & Ehrhardt, M. C. (2022). *Financial management: Theory and practice* (17th ed.). Cengage Learning.

Damodaran, A. (2023). *Corporate finance: Theory and practice* (6th ed.). Wiley.

Brealey, R. A., Myers, S. C., & Allen, F. (2020). *Principles of corporate finance* (13th ed.). McGraw-Hill Education.

Ross, S. A., Westerfield, R. W., Jaffe, J., & Jordan, B. D. (2022). *Corporate finance* (13th ed.). McGraw-Hill Education.

Fabozzi, F. J. (Ed.). (2021). *Handbook of finance* (Vol. 1–3). Wiley.

Selected seminal and contemporary articles from *Journal of Finance*, *Financial Management*, *Review of Financial Studies*, *Harvard Business Review*, *Journal of Financial Economics,* etc.

HRM124: Seminar Issues in HRM (3.00 Cr. Hrs.)

1. Course Description

This course is designed as an advanced seminar-based independent study that enables students to explore emerging theoretical, analytical, and research issues in Human Resource Management (HRM). It emphasizes the critical examination of conceptual frameworks, evolving paradigms of people management, and strategic HR decision-making in the changing world of work.

Students will engage in in-depth scholarly inquiry on themes such as talent acquisition and retention, human capital analytics, organizational behavior and culture, employee engagement, performance management, strategic compensation, leadership development, diversity and inclusion, and the future of work shaped by digital transformation. Depending on individual specialization interests, the study may also focus on subfields such as strategic HRM, human resource development (HRD), industrial relations, international HRM, or behavioral and emotional intelligence frameworks.

The generic coverage will include theories of motivation and leadership, human capital theory, models of employee behavior and organizational commitment, frameworks of strategic HR alignment, contemporary perspectives on HR digitalization and analytics, and the integration of sustainability and ethics into HR strategies.

As a guided independent theoretical and conceptual review, this course provides a platform for students to critically interpret HR theories and practices, analyze evolving models of people management, and synthesize insights from classical and contemporary academic literature.

2. Course Objectives

The overall goal of this seminar is to deepen students' theoretical understanding and analytical capability in Human Resource Management, enabling them to engage in policy formulation, strategic decision-making, and scholarly research in HRM and organizational leadership.

More specifically, upon successful completion of this independent seminar study, the students will be able to:

a. Recall and explain the classical and contemporary theories that underpin modern human resource management thought.
b. Analyze conceptual interrelationships among human capital, organizational performance, and strategic leadership.
c. Apply theoretical models to evaluate HR strategies, performance systems, and workforce management practices in diverse organizational settings.
d. Critically examine emerging themes such as HR analytics, talent management, digital transformation, and sustainable human resource systems.
e. Synthesize HRM theories and conceptual frameworks to develop integrative analytical models that inform people-centered organizational strategies.
f. Develop conceptual and analytical competence for further empirical or thesis research in HRM, organizational behavior, or leadership studies.

Ultimately, this seminar paper seeks to cultivate critical reasoning, theoretical synthesis, and research-oriented innovation in HRM, enabling students to address complex and evolving challenges of managing people, performance, and change.

3. Methodology of Independent Study

This course is administered as a guided independent seminar paper under the mentorship of an assigned faculty supervisor from the Graduate School of Management. Each student will prepare an individual study proposal identifying a specific thematic issue within the broad field of human resource management, such as strategic HR alignment, employee engagement, organizational culture, HR analytics, or leadership development.

The independent study involves systematic literature review, theoretical analysis, conceptual synthesis, and preparation of a comprehensive analytical review paper. Students will participate in periodic consultations, thematic discussions, and seminar presentations to strengthen the academic rigor and conceptual clarity of their work.

Evaluation will be based on originality of thought, theoretical depth, analytical rigor, and scholarly presentation. Assessment components will include the written seminar paper (75 percent) and seminar presentation or defense (25 percent). Grading will emphasize coherence of arguments, theoretical integration, and academic articulation consistent with postgraduate research standards.

4. Suggested Readings

Armstrong, M., & Taylor, S. (2023). *Armstrong's handbook of human resource management practice* (16th ed.). Kogan Page.

Dessler, G. (2022). *Human resource management* (17th ed.). Pearson Education.

Boxall, P., Purcell, J., & Wright, P. (Eds.). (2019). *The Oxford handbook of human resource management*. Oxford University Press.

Beardwell, J., & Thompson, A. (2020). *Human resource management: A contemporary approach* (9th ed.). Pearson Education.

Ulrich, D., Brockbank, W., Johnson, D., & Younger, J. (2017). *Victory through organization: Why the war for talent is failing your company and what you can do about it*. McGraw-Hill Education.

Selected seminal and contemporary articles from *Human Resource Management Review*, *Academy of Management Review*, *Journal of Organizational Behavior*, *Human Relations*, *Harvard Business Review,* etc.

MKT124: Seminar Issues in Marketing (3.00 Cr. Hrs.)

1. Course Description

This course is designed as an advanced seminar-based independent study that allows students to explore contemporary theoretical, analytical, and research issues in the specialized domain of marketing management. It emphasizes critical evaluation of conceptual frameworks, evolving paradigms, and evidence-based decision-making in marketing strategy and practice.

Students will engage in in-depth scholarly inquiry on themes such as consumer behavior, branding, integrated marketing communications, digital and social media marketing, service marketing, market segmentation and targeting, sustainability-oriented marketing, and marketing analytics. Depending on individual specialization interests, students may also focus on subfields such as strategic marketing, international marketing, customer experience management, or marketing innovation.

The generic coverage includes the vivid issues pertaining to classical and modern marketing theories, models of consumer decision-making, frameworks of brand equity and loyalty, marketing strategy formulation, digital marketing transformations, and sustainability and ethical considerations in marketing.

As a guided independent theoretical and empirical review, this course provides an opportunity for students to critically interpret marketing theories, analyze evolving marketing practices, and synthesize insights from authoritative reference books, conceptual research articles, and contemporary case studies.

2. Course Objectives

The overall goal of this seminar is to enhance students' conceptual and theoretical understanding, analytical capability, and strategic insights in marketing management, preparing them to contribute to research, policy formulation, and innovative marketing practice.

More specifically, upon successful completion of this independent seminar study, the students will be able to:

a. Recall and explain the foundational and contemporary theories underpinning marketing thought.

b. Analyze interrelationships among consumer behavior, marketing strategy, and organizational performance.

c. Apply theoretical and conceptual frameworks to evaluate marketing systems, strategies, and decision-making in diverse contexts.

d. Critically assess emerging trends such as digital marketing, experiential consumption, and sustainability-focused marketing strategies.

e. Synthesize classical and contemporary marketing theories to construct integrative analytical models for strategic marketing decision-making.

f. Develop conceptual and analytical competence for subsequent empirical or thesis research in marketing, branding, or market systems.

Ultimately, this seminar paper seeks to cultivate critical thinking, conceptual synthesis, and research-oriented innovation in marketing, enabling students to address complex and evolving issues in global and local marketing environments.

3. Methodology of Independent Study

This course is administered as a guided independent seminar paper under the mentorship of an assigned faculty supervisor from the Graduate School of Management. Each student will prepare an individual study proposal specifying a thematic focus within marketing management, such as digital marketing, brand strategy, consumer analytics, international marketing, sustainable marketing, and so on.

The study process involves systematic literature review, conceptual analysis, synthesis of marketing frameworks, and preparation of a comprehensive analytical review paper. Students will participate in periodic consultations, thematic discussions, and seminar presentations to ensure conceptual clarity, analytical rigor, and scholarly depth.

Assessment will be based on originality, theoretical depth, analytical rigor, and scholarly presentation. The evaluation will include the written seminar paper (75 percent) and the seminar presentation or defense (25 percent). Grading will emphasize coherence of argumentation, integration of marketing theories, and academic articulation consistent with postgraduate research standards.

4. Suggested Readings

Kotler, P., Keller, K. L., & Chernev, A. (2022). *Marketing management* (16th ed.). Pearson Education.

Hunt, S. D. (2018). *Foundations of marketing theory: Toward a general theory of marketing*. Routledge.

Lamb, C. W., Hair, J. F., & McDaniel, C. (2021). *MKTG* (13th ed.). Cengage Learning.

Kumar, V. (Ed.). (2018). *Handbook of research on marketing and corporate social responsibility*. Edward Elgar.

Selected seminal and contemporary articles from *Journal of Marketing*, *Journal of Consumer Research*, *Journal of the Academy of Marketing Science*, *Harvard Business Review*, and *Industrial Marketing Management*, etc.

ENT124: Seminar Issues in Entrepreneurship (3.00 Cr. Hrs.)

1. Course Description

This course is designed as an advanced seminar-based independent study that allows students to explore contemporary theoretical, analytical, and research issues in entrepreneurship and innovation in management. It emphasizes critical evaluation of conceptual frameworks, emerging paradigms of entrepreneurial strategy, and evidence-based decision-making in new venture creation and innovation management.

Students will engage in in-depth scholarly inquiry on themes such as opportunity recognition, business model innovation, entrepreneurial finance, startup ecosystems, innovation strategy, corporate entrepreneurship, social entrepreneurship, and sustainable and technology-driven ventures. Depending on individual specialization interests, students may focus on subfields such as digital entrepreneurship, innovation policy, entrepreneurial leadership, or cross-cultural and international entrepreneurship.

The generic coverage includes classical and modern theories of entrepreneurship, frameworks of opportunity identification, innovation management models, venture creation and growth strategies, funding mechanisms, entrepreneurial ecosystems, and emerging discussions on sustainable, social, and digital entrepreneurship.

As a guided independent theoretical and empirical review, this course provides students the opportunity to critically interpret entrepreneurship and innovation theories, analyze evolving models of new venture management, and synthesize insights from authoritative reference books, research articles, and contemporary case studies.

2. Course Objectives

The overall goal of this seminar is to enhance students' theoretical understanding, analytical insight, and research competence in entrepreneurship and innovation, preparing them to contribute to scholarly research, policy formation, and practice-driven entrepreneurial initiatives.

More specifically, upon successful completion of this independent seminar study, the students will be able to:

a. Recall and explain classical and contemporary theories and models underpinning entrepreneurship and innovation.

b. Analyze interrelationships among opportunity recognition, venture creation, innovation processes, and value creation.

c. Apply theoretical and conceptual frameworks to evaluate entrepreneurial strategies, innovation systems, and venture development in diverse contexts.

d. Critically assess emerging trends such as digital entrepreneurship, social innovation, sustainable ventures, and startup ecosystem dynamics.

e. Synthesize entrepreneurial and innovation theories to construct integrative analytical frameworks for research and strategic decision-making.

f. Develop conceptual and analytical competence for subsequent empirical or thesis research in entrepreneurship, innovation management, or venture ecosystems.

Ultimately, this seminar paper seeks to cultivate critical reasoning, theoretical synthesis, and research-driven innovation, enabling students to address complex and evolving challenges in entrepreneurship and innovation.

3. Methodology of Independent Study

This course is administered as a guided independent seminar paper under the mentorship of an assigned faculty supervisor from the Graduate School of Management. Each student will develop an individual study proposal identifying a thematic focus within entrepreneurship and innovation, such as business model innovation, startup strategy, social entrepreneurship, entrepreneurial ecosystems, or technology-driven venture development.

The study process involves systematic literature review, conceptual analysis, synthesis of frameworks, and preparation of a comprehensive analytical review paper. Students will participate in periodic consultations, thematic discussions, and seminar presentations to ensure conceptual rigor, analytical depth, and scholarly clarity.

Assessment will be based on originality, theoretical depth, analytical rigor, and scholarly presentation. Evaluation will include the written seminar paper (75 percent) and seminar presentation or defense (25 percent). Grading will emphasize coherence of arguments, integration of entrepreneurship and innovation theories, and academic articulation consistent with postgraduate research standards.

4. Suggested Readings

Drucker, P. F. (2017). *Innovation and entrepreneurship: Practice and principles* (Revised edition). Routledge.

Hisrich, R. D., Peters, M. P., & Shepherd, D. A. (2021). *Entrepreneurship* (11th ed.). McGraw-Hill Education.

Tidd, J., & Bessant, J. (2020). *Managing innovation: Integrating technological, market and organizational change* (7th ed.). Wiley.

Blank, S., & Dorf, B. (2020). *The startup owner's manual: The step-by-step guide for building a great company* (2nd ed.). Wiley.

Osterwalder, A., & Pigneur, Y. (2020). *Business model generation: A handbook for visionaries, game changers, and challengers* (2nd ed.). Wiley.

Selected seminal and contemporary articles from *Journal of Business Venturing*, *Entrepreneurship Theory and Practice*, *Journal of Small Business Management*, *Harvard Business Review*, and *Research Policy*, etc.

15. Step-by-Step Process for MPhil Thesis Work (MPhil211: Thesis)

Steps	Description of Activities to be Performed	Tentative Length of Paperwork
I	**Submit the Synopsis of Research Proposal** ***Expected Components:*** Preamble, Preliminary Review Works, Analyses of Research Gaps, Statement of the Problem, Research	3,000-5,000 words

	Objectives, Research Questions, Working Hypotheses, Significance and Expected Outcomes of the Study, Scope of Works, Definition of Key Terms, Sources of Information, Method of Data Collection, Population of Study, Units of Analyses, Sampling Techniques, Socio-Ethical Compliances; Tentative Plan of Action. ***Pre-requisites:*** Successful completion of all required coursework; no results awaiting students shall be entertained for synopsis submission; evidence of full payment of the program fee.	
II	**<u>Perform Review of Literature</u>** ***Expected Components:*** Review of Conceptual Perspectives, Review of Related Policy Documents, Review of Related Studies, Review of Organizational Best Practices, Case Analyses, and Development of Conceptual or Theoretical Framework of the Study. ***Pre-requisites:*** Formal approval of the Committee Chair. ***Process:*** Write the first two chapters of the proposal, get feedback from the Supervisor, and modify the document. **Chapter 1: Introduction** [Preamble, Preliminary Review Works, Analyses of Research Gaps, Statement of Problem, Research Objectives, Research Questions, Working Hypotheses, Significance and Expected Outcomes of Study, Scope of Works, Definition of Key Terms; Organization of the Research Report] **Chapter 2: Review of Literature** [Introduction, Review of Conceptual Perspectives, Review of Related Policy Documents, Review of Related Studies, Review of Organizational Best Practices, Case Analyses, Development of Conceptual or Theoretical Framework of the Study]	6,000-9,000 words in cumulative document
III	**<u>Develop Full Proposal for Research</u>** ***Expected Components:*** **Chapter 1: Introduction** **Chapter 2: Review of Literature** **Chapter 3: Proposed Research Methodology** [Introduction, Research Paradigms, Method of Inquiry, Research Designs, Sources of Information, Population of the Study, Units of Observation and Analyses, Sampling Techniques, Units of Analyses, Instrumentation, Tests of Validity and Reliability, Data Modeling, Bases of Results Analyses, Plan of Action, Socio-Ethical Compliances]	10,000-15,000 words in cumulative document

	Pre-requisite: Acceptance of review of literature and development of conceptual framework by the Thesis Research Supervisor. ***Process:*** Write the third chapter of the proposal in tune with the theoretical and conceptual direction set by the conceptual framework of the study, design and test the validity and reliability of data collection instruments, get feedback from the Supervisor, modify the document; place data collection instruments in the Appendix.	
IV	**<u>Make a Presentation of the Full Proposal</u>** ***Expected Components:*** Design a 20-25-minute presentation using a slideshow on: **Introduction** [general situation and research gap, statements of the problem; the significance of the study] **Review of Literature** [matrix of literature; connection of various literature with the present research; conceptual framework of study] **Research Methodology** [Introduction, Method of Study, Research Designs, Sources of Information, Population of the Study, Sampling Techniques, Units of Analyses, Instrumentation, Tests of Validity and Reliability, Data Modeling, Bases of Analyses, Plan of Action; Socio-ethical Compliances] ***Pre-requisite:*** Approval by the Committee Chair on recommendation of the Supervisor. ***Process:*** Develop a presentation document, give a presentation to the supervisory team including the Committee Chair, Research Supervisor, and fellow researchers; solicit feedback, adapt ideas and methods; obtain Supervisor consent to administer research.	Approximately 20-25-minute presentation
V	**<u>Perform Field Work</u>** ***Required preparations:*** Letter of Approval from the Committee Chair, copies of data collection instruments (electronic/hard), sampling frames, location maps, plan of travel, and other logistics. ***Pre-requisite:*** Approval by the Committee Chair on recommendation of the Supervisor. ***Process:*** The researcher administers data collection; the Supervisor and Committee Chair opt for a suitable mechanism to facilitate and control field research.	
VI	**<u>Perform Data Reduction and Analyses</u>**	15,000-20,000 words in

	Data Reduction: Coding, field controls, editing, data entry, cross-tabulation, transformation; transcribing qualitative information into quantitative measures. **Data Analyses:** Performing information production, analyses, and testing. **Documentation** **Chapter 3:** Respondent Information to be added before Plan of Action section in Chapter 3. **Chapter 4: Data Presentation and Analyses** [Introduction, research question-based, theme-wise display and discussion of information in different sections, summary of findings] ***Pre-requisite:*** Accomplishment of the data collection task	cumulative document
VII	**<u>Develop a Report, Make a Presentation, and Submit the Final Report</u>** 1. Transform chapters 1 through 3 from a proposal into a research report by using the accomplished form of language structure. 2. Chapter 4: Data Presentation and Analyses [as outlined in the previous step] 3. ***Chapter 5: Summary and Conclusions*** [Summary, Discussions, Lessons Learnt, Suggestions for Policy Implications, Suggestions for Managerial Decision Implications, Suggestions for Continued Research; Conclusions] 4. Update References and Appendices 5. Design presentation materials for viva voce/defense 6. Accomplish defense of Thesis Report and take committee feedback 7. Solicit feedback, update the report, and submit ***four copies of the hard paper bind report*** for formal acceptance	20,000-25,000 words in cumulative document

16. Step-by-Step Process for PhD Dissertation Work

Steps	Description of Activities to be Performed	Tentative Length of Paperwork
I	**<u>Submit the Synopsis of Research Proposal</u>** ***Expected Components:*** Preamble, Preliminary Review Works, Analyses of Research Gaps, Statement of the Problem, Research Objectives, Research Questions, Working Hypotheses, Significance and Expected Outcomes of the Study, Scope of Works, Definition of Key Terms, Sources of Information,	4,000-6,000 words

	Method of Data Collection, Population of Study, Units of Analyses, Sampling Techniques, Socio-Ethical Compliances; Tentative Plan of Action. ***Pre-requisites:*** Successful completion of all required course works; no results awaiting students shall be entertained for synopsis submission; evidence of full payment of the program fee.	
II	**<u>Perform Review of Literature</u>** ***Expected Components:*** Review of Conceptual Perspectives, Review of Related Policy Documents, Review of Related Studies, Review of Organizational Best Practices, Case Analyses, and Development of Conceptual or Theoretical Framework of the Study. ***Pre-requisites:*** Formal approval of the Committee Chair. ***Process:*** Write the first two chapters of the proposal, get feedback from the Supervisor, and modify the document. **Chapter 1: Introduction** [Preamble, Preliminary Review Works, Analyses of Research Gaps, Statement of Problem, Research Objectives, Research Questions, Working Hypotheses, Significance and Expected Outcomes of Study, Scope of Works, Definition of Key Terms; Organization of the Research Report] **Chapter 2: Review of Literature** [Introduction, Review of Conceptual Perspectives, Review of Related Policy Documents, Review of Related Studies, Review of Organizational Best Practices, Case Analyses, Development of Conceptual or Theoretical Framework of the Study]	8,000-12,000 words in cumulative document
III	**<u>Develop Full Proposal for Research</u>** ***Expected Components:*** **Chapter 1: Introduction** **Chapter 2: Review of Literature** **Chapter 3: Proposed Research Methodology** [Introduction, Research Paradigms, Method of Inquiry, Research Designs, Sources of Information, Population of the Study, Units of Observation and Analyses, Sampling Techniques, Units of Analyses, Instrumentation, Tests of Validity and Reliability, Data Modeling, Bases of Results Analyses, Plan of Action, Socio-Ethical Compliances] ***Pre-requisite:*** Acceptance of review of literature and development of conceptual framework by the Thesis Research Supervisor.	15,000-18,000 words in cumulative document

	Process: Write the third chapter of the proposal in tune with the theoretical and conceptual direction set by the conceptual framework of the study, design and test the validity and reliability of data collection instruments, get feedback from the Supervisor, modify the document; place data collection instruments in the Appendix.	
IV	**<u>Make a Presentation of the Full Proposal</u>** ***Expected Components:*** Design a 20-25-minute presentation using a slideshow on: **Introduction** [general situation and research gap, statements of the problem; the significance of the study] **Review of Literature** [matrix of literature; connection of various literature with the present research; conceptual framework of study] **Research Methodology** [Introduction, Method of Study, Research Designs, Sources of Information, Population of the Study, Sampling Techniques, Units of Analyses, Instrumentation, Tests of Validity and Reliability, Data Modeling, Bases of Analyses, Plan of Action; Socio-ethical Compliances] ***Pre-requisite:*** Approval by the Committee Chair on recommendation of the Supervisor. ***Process:*** Develop a presentation document, give a presentation to the supervisory team including the Committee Chair, Research Supervisor, and fellow researchers; solicit feedback, adapt ideas and methods; obtain Supervisor consent to administer research.	Approximately 20-25-minute presentation
V	**<u>Perform Field Work</u>** ***Required preparations:*** Letter of Approval from the Committee Chair, copies of data collection instruments (electronic/hard), sampling frames, location maps, plan of travel, and other logistics. ***Pre-requisite:*** Approval by the Committee Chair on recommendation of the Supervisor. ***Process:*** The researcher administers data collection; the Supervisor and Committee Chair opt for a suitable mechanism to facilitate and control field research.	
VI	**<u>Perform Data Reduction and Analyses</u>** ***Data Reduction:*** Coding, field controls, editing, data entry, cross-tabulation, transformation; transcribing qualitative information into quantitative measures.	20,000-25,000 words in cumulative document

	Data Analyses: Performing information production, analyses, and testing. **Documentation** **Chapter 3:** Respondent Information to be added before Plan of Action section in Chapter 3. **Chapter 4: Data Presentation and Analyses** [Introduction, research question-based, theme-wise display and discussion of information in different sections, summary of findings] ***Pre-requisite:*** Accomplishment of the data collection task	
VII	**Develop a Report, Make a Presentation, and Submit the Final Report** 8. Transform chapters 1 through 3 from a proposal into a research report by using the accomplished form of language structure. 9. Chapter 4: Data Presentation and Analyses [as outlined in the previous step] 10. ***Chapter 5: Summary and Conclusions*** [Summary, Discussions, Lessons Learnt, Suggestions for Policy Implications, Suggestions for Managerial Decision Implications, Suggestions for Continued Research; Conclusions] 11. Update References and Appendices 12. Design presentation materials for viva voce/defense 13. Accomplish defense of Thesis Report and take committee feedback 14. Solicit feedback, update the report, and submit ***four copies of the hard paper bind report*** for formal acceptance	25,000-30,000 words in cumulative document

17. Evaluation Criteria for MPhil Thesis Work

On successful completion of the MPhil Thesis work and satisfactory presentation by the respective degree candidate, it will be jointly evaluated by the Members of the Research Committee and an External Evaluator, using pre-determined criteria and weightage as presented below:

SN	Criteria	Thesis Research Committee Chair, Member and Supervisor		External Expert		Total	
		FM	MO	FM	MO	FM	MO
1.	*Problem Definitions* [quality of preliminary review works from lead documents, analyses of gaps, statement of the problem, objectives, research questions, working hypotheses, significance of study]	7		3		10	

2.	*Review of Literature* [diversity and intensity of reviews from the perspectives of concepts, theories, policies, related studies and best practices, and development of the conceptual framework of study]	10		5		15	
3.	*Research Methodology* [approach and designs, instrumentation and modeling, sample size, field administration, data reduction and analyses, socio-ethical compliances]	10		5		15	
4.	*Data Presentation and Analyses* [pattern and sequencing in order of objectives, research questions and hypotheses, tabular and graphical portrays, statistical testing, discussions, and interpretation]	7		3		10	
5.	*Summary and Conclusions* [summary, discussions, lessons learned, conclusions, and recommendations]	5		2		7	
6.	*Academic Writing* [quality of language, paper structure and design, citations, referencing]	7		3		10	
7.	*Overall Impression* [personality disposition, vision, and commitment on respective field of specialization; exhibited knowledge, skill competence, and attitude towards the chosen area of study]	4		4		8	
8.	*Presentation* [opening of subject matter, spontaneity and clarity of communication and explanation, receiving and responding to panel members' concerns, satisfactory evidence of self-accomplishment of the research process, and closing effectiveness]	25				25	
	Total	75		25		100	

Name of the Evaluator: _____

Category of Evaluator: Thesis Research Supervisor ☐

Member, Research Committee ☐

External Expert ☐

Signature: _____ Date: _____

Notes: For successful candidates, the results will be announced no later than 30 minutes after the presentation is over. The Research Committee reserves its decision to ask the researcher for further slight or major modification, complete rework, or even rejection of the report – all based on the candidate's performance during defense and documentary evidence of the quality and significance of the work.

18. Evaluation Criteria for PhD Dissertation Work

On successful completion of the PhD Dissertation and satisfactory presentation by the respective degree candidate, it will be jointly evaluated by the Members of the Research Committee and an External Evaluator, using pre-determined criteria and weightage as presented below:

SN	Criteria	Thesis Research Committee Chair, Member and Supervisor		External Expert		Total	
		FM	MO	FM	MO	FM	MO
1.	*Problem Definitions* [quality of preliminary review works from lead documents, analyses of gaps, statement of the problem, objectives, research questions, working hypotheses, significance of study]	7		3		10	
2.	*Review of Literature* [diversity and intensity of reviews from the perspectives of concepts, theories, policies, related studies and best practices, and development of the conceptual framework of study]	10		5		15	
3.	*Research Methodology* [approach and designs, instrumentation and modeling, sampling and sample size, field administration, data reduction and analyses, socio-ethical compliances]	10		5		15	
4.	*Data Presentation and Analyses* [pattern and sequencing in order of objectives, research questions and hypotheses, tabular and graphical portrays, statistical testing, discussions, and interpretation]	7		3		10	
5.	*Summary and Conclusions* [summary, discussions, lessons learned, conclusions, and recommendations]	5		2		7	
6.	*Academic Writing* [quality of language, paper structure and design, citations, referencing]	7		3		10	
7.	*Overall Impression* [personality disposition, vision, and commitment on respective field of specialization; exhibited knowledge, skill competence, and attitude towards the chosen area of study]	4		4		8	
8.	*Presentation* [opening of subject matter, spontaneity and clarity of communication and explanation, receiving and responding to panel members' concerns, satisfactory	25				25	

	evidence of self-accomplishment of the research process, and closing effectiveness]						
	Total	75		25		100	

Name of the Evaluator: _____

Category of Evaluator: Thesis Research Supervisor ☐

Member, Research Committee ☐

External Expert ☐

Signature: _____ Date: _____

Notes: For successful candidates, the results will be announced no later than 30 minutes after the presentation is over. The Research Committee reserves its decision to ask the researcher for further slight or major modification, complete rework, or even rejection of the report – all based on the candidate's performance during defense and documentary evidence of the quality and significance of the work.

19. Related Guidelines

Mid-West University, Graduate School of Management. (2020). *MPhil/PhD Thesis Writing Guidelines, 2020*. Birendranagar: Author.