

**O P JINDAL UNIVERSITY**

O P Jindal Knowledge Park, Punjipatra, Raigarh-496109

**School of Management**

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**OPJU**

**O P JINDAL UNIVERSITY**

**Scheme & Syllabus**

**of**

**Doctor of Philosophy**

**[PhD]**

**(Three Years Full Time Programme)**

**Program Code - 02PhD01**

**Programme Structure - 2017**



### **PROGRAM OUTCOMES (PO) - Management Doctoral Program**

- 1. Advance Knowledge:** Attain in-depth knowledge in specialized disciplines with applications of advanced concepts of management to solve real-life problems.
- 2. Research:** Acquire research skills to identify and analyze problems, formulate hypothesis, evaluate and validate results using appropriate tools, draw logical conclusions and ability to communicate the findings in appropriate manner.
- 3. Effective Communication:** Proficient in oral and written communication skill to comprehend and write effective reports, design documents, make effective presentations, and give and receive clear instructions.
- 4. Professional Ethics:** Acquire the knowledge of ethics and values to inculcate fair practices throughout their professional life.
- 5. Project Management:** Develop and apply knowledge of management in project management and finance principles, in a multidisciplinary setting, to carry out meaningful research and project work.
- 6. Service and Leadership:** Demonstrate, through service and integrity, the value of their discipline to the academy and community at large; build and sustain productive relationships by resolving problems and issues through interaction with people from diverse backgrounds as both leaders/mentors and team members.
- 7. Lifelong Learning:** Ability to seek new knowledge and skills and inculcate the habit of self-learning throughout life and adapting to contemporary demands of work place.
- 8. Innovation and Entrepreneurship:** Ability to apply innovative, analytical & critical thinking skills in solving real time business problems.

### **PROGRAM SPECIFIC OUTCOMES (PSO) – Ph.D.**

- 1. PSO -1** - Ability to identify, analyze the real life problems through research for providing most innovative solutions.
- 2. PSO -2** - Ability to think critically for adapting the dynamic business environment through creative thinking and problem solving skills
- 3. PSO -3** - Induct management skills to apply in the research domain for generating effective results.

<b>Programme:</b>	<b>PhD</b>	<b>Semester:</b>	<b>I</b>
<b>Name of the Course:</b>	<b>Research Methodology</b>	<b>Course Code:</b>	<b>PHD11</b>
<b>Credits:</b>	<b>4</b>	<b>No of Hours:</b>	<b>4</b> <b>Classes/Week</b>
<b>Max Marks:</b>	<b>100</b>		

**4. PSO -4** - Ability to develop and communicate their research work independently.

**Course Objective:** The objective of this course is to assist scholars in research work, finding the research gaps, process of conducting research, data collection techniques, use of the various statistical tools & software to analyze the data, writing research reports, ethical issues in research, writing thesis & presentation of research reports.

**Course Outcomes:** After completion of the course students will be able to:

<b>CO Number</b>	<b>Course Outcome</b>
CO1	Understand concept of research its types & auxiliaries, research ethics, thesis & report pattern.
CO2	Analyze the various types of data & interpret to make a decision.
CO3	Describe the basic function and working statistical tools & soft wares used in research.
CO4	Evaluate the hypothesis & research questions for research work.

### **Syllabus:**

#### **Unit I:**

Meaning and significance of research. Importance of scientific research in decision making. Types of research and research process. Identification of research problem and formulation of hypothesis.

### Unit II:

Research Design: Concept and Importance in Research – Features of a good research design – Exploratory Research Design – concept, types and uses, Descriptive Research Designs – concept, types and uses. Experimental Design: Concept of Independent & Dependent variables.

### Unit III:

Qualitative and Quantitative Research, Measurement: Concept of measurement, Problems in measurement in research – Validity and Reliability. Levels of measurement – Nominal, Ordinal.

### Unit IV:

Factor analysis, Multiple Regressions Analysis. Discriminant Analysis, Use of SPS Package, IPR issues. Factor analysis, Multiple Regressions Analysis. Discriminant Analysis, Use of SPS Package, IPR issues.

### Unit V:

Research Report, Types and significance, Structure of research report, Ethical issues in research, Presentation of report. Interpretation of Data and Paper Writing, Journal selection, Impact factor of Journals. Plagiarism and Self-Plagiarism, Software for detection of Plagiarism.

### Text Books:

1. Business Research Methods – Donald Cooper & Pamela Schindler, TMGH, 9th edition.
2. Business Research Methods – Alan Bryman & Emma Bell, Oxford University Press.
3. Research Methodology – C.R. Kothari.

### Reference Books:

1. Research Methodology, Chawla and Sondhi, Vikas
2. Research Methodology, Paneersevam, PHI

### CO-PO & PSO Correlation

Course Name: Research Methodology												
Course Outcomes	Program Outcomes								PSOs			
Cos	1	2	3	4	5	6	7	8	1	2	3	4
CO1:	3	3	2	2			1	1	3	2		2
CO2:	1	3				3		2	3	3	2	
CO3:		2			1		2	2	2		3	2
CO4:	2	3	1	1			2	2	3	3	3	2

**Note:** 1= Low, 2= Moderate, and 3= High.

<b>Programme:</b>	<b>PhD</b>	<b>Semester:</b>	<b>I</b>
<b>Name of the Course:</b>	<b>Quantitative Techniques &amp; Computer Application</b>	<b>Course Code:</b>	<b>PHD12</b>
<b>Credits:</b>	<b>4</b>	<b>No of Hours:</b>	<b>4</b> <b>Classes/Week</b>
<b>Max Marks:</b>	<b>100</b>		

**Course Objective:** The purpose of this course is to equip scholars with Quantitative tools and techniques of research methodology required to conduct the scientific research.

**Course Outcomes:** After completion of the course students will be able to:

<b>CO Number</b>	<b>Course Outcome</b>
CO1	Understand the concept of quantitative techniques and apply for research purpose.
CO2	Describe the concept of Permutation and Combination.
CO3	Apply the concept of Correlation- Regression & various statistical tools for data analysis in research work.
CO4	Execute the forecasting methods for significant estimates in various fields of study.
CO5	Explain and execute the operation research tools for Decision making.

### **Syllabus:**

#### **Unit I:**

Introduction to Quantitative Techniques, Importance of Quantitative Techniques in business, Classification and limitations of Quantitative Techniques.

#### **Unit II:**

Permutation and combination, probability, addition, and multiplication, law of probability, Bay's theorem.

#### **Unit III:**

Correlation and regression analysis (simple, multiple and partial). Student T, Z test, Chi-square test and F test.

### Unit IV:

Analysis of variance one-way, two-way classifications, forecasting methods use and limitations.

### Unit V:

Linear programming- simplex, Big- M, transportation, and assignment.

### Unit VI:

Computer Applications: Advanced MS Excel, SPSS and R

### Text Books:

1. Multivariate Data Analysis, by Joseph F. Hair Jr, William C. Black, Barry J, Babin, Rolph E., and Anderson Pearson

### Reference Books:

1. Business Statistics, By S. P. Gupta and M. P. Gupta. S. Chand & Sons

### CO-PO & PSO Correlation

Course Name: Quantitative Techniques & Computer Application												
Course Outcomes	Program Outcomes								PSOs			
Cos	1	2	3	4	5	6	7	8	1	2	3	4
CO1:		2			2		2		2	3	2	
CO2:	2	3					2			2		
CO3:	2	3				2	2		2		2	2
CO4:		2	2	2		2		2	2	3		2
CO5:	2	3	2		2				2		2	

Note: 1= Low, 2= Moderate, and 3= High.

<b>Programme:</b>	<b>PhD</b>	<b>Semester:</b>	<b>II</b>
<b>Name of the Course:</b>	<b>Financial Management</b>	<b>Course Code:</b>	<b>PHD FM21</b>
<b>Credits:</b>	<b>4</b>	<b>No of Hours:</b>	<b>4</b> <b>Classes/Week</b>
<b>Max Marks:</b>	<b>100</b>		

**Course Objective:** This course aims to provide an advance and technical method to analyze financial management theories. Also, it helps to extend knowledge about an important topic through research, and to provide training to the PhD student to develop competencies needed to be an effective researcher.

**Course Outcomes:** After completion of the course students will be able to:

<b>CO Number</b>	<b>Course Outcome</b>
CO1	Understanding the financial management concepts, theories and regulations.
CO2	Identifying and analyzing the prospects of finance in today's world to outshine with a new approach to the problems.
CO3	Analyzing the capital structure and financial ratios to interpret the fundamental strength of any company and suggest measures to strengthen the financial position.
CO4	Synthesizing various capital asset pricing theories and strategies to apply it in the field of financial research.

### **Syllabus:**

#### **Unit-I: Financial Management Environment**

Introduction to financial management, Meaning, Evolution and Scope of Financial Management, Goals of financial management, Corporate Objectives vs. Financial Goals, Organisation of Finance Function. Financial system in India – functions of financial system, functions of financial markets, Structure of Indian Financial System, Regulatory Institutions-RBI, SEBI and IRDA, Regulations of SEBI regarding capital issues and stock exchanges.

#### **Unit-II: Firm's Investment Decisions**

Basic aspects of cost of capital, importance of cost of capital, computation of cost capital – cost of equity capital, cost of retained earnings, cost of issue of equity shares and



preference shares, cost of debt, Weighted Average Cost of Capital, Opportunity and Marginal cost of capital, factors affecting WACC. Practical application of Capital Budgeting – Meaning, Importance and Difficulties of Capital Budgeting, Modern analytical tools and project appraisal and evaluation techniques (PBP, ARR, NPV, IRR) in private and public sector enterprises - risk analysis in investment appraisal (theory and problems).

### **Unit-III: Financing Decisions and Capital Structure**

Meaning and Definitions of Capital Structure, Optimum Capital Structure, features of Optimum Capital Structure, Factors of Optimal Capital Structure, Determinants and Problems of Capital Structure, Patterns of Capital Structure, theories on optimum Capital Structure- Debt –Equity Ratio Analysis, EBIT-EPS Analysis, Financial Break-Even, Financial Indifference Point, Financial Risk, Net Income Approach, Net Operating Income Approach, Modigliani-Miller Approach, MM Approach with Corporate Taxes Long- Term Finance in the Corporate Sector- Needs of Long- Term Finance, Security Finance, Debt Finance, Venture capital Financing, Lease and Higher Purchase Finance regulations relevant to long term Finance

### **Unit-IV: Capital Asset Pricing**

Sharpe's (CAPM - security analysis and portfolio selection - Markowitz portfolio theory (theory only) - Financial management and market efficiency - random walk theory - Harry Roberts classification of market efficiency - capital markets in India - role of SEBI - investor protection (theory only). Merger and Acquisitions(M&A) – forms – motives- evaluating M&A – considerations in M&A negotiations – Implications of Leveraged buy-outs.

#### **Text Books:**

- 1.Reddy, G.S. Financial Management — Principles and Practice, HPH, Mumbai
- 2.Brealey & Myers, Principles of Corporate Finance, McGraw Hill.
- 3.Agarwal, O.P., International Financial Management, HPH, Mumbai
- 4.Weston & Brigham, Managerial Finance, Holt Rinehart.
- 5.Singh, Narendra Advanced Financial Management, HPH, Mumbai

#### **Reference Books:**

- 1.Schall & Haley, Financial Management, McGraw Hill.
- 2.I.M. Pandey, Financial Management, Vikas.
- 3.Stephen Archer, Financial Management, John Wiley.
- 4.Babatosh Banerjee, Financial Policy and Management Accounting, The World Press.
- 5.Damodaran, Corporate Finance – Theory and Practice, Johnwiley & Sons, Singapore.

### CO-PO & PSO Correlation

Course Name: Financial Management												
Course Outcomes	Program Outcomes								PSOs			
Cos	1	2	3	4	5	6	7	8	1	2	3	4
CO1:	2								2			
CO2:	2	3	1	1					2	3		
CO3:		2			2	1	1	2		3	2	
CO4:		2								2	2	1

**Note:** 1= Low, 2= Moderate, and 3= High.

<b>Programme:</b>	<b>PhD</b>	<b>Semester:</b>	<b>II</b>
<b>Name of the Course:</b>	<b>Marketing Management</b>	<b>Course Code:</b>	<b>PHD MM 21</b>
<b>Credits:</b>	<b>4</b>	<b>No of Hours:</b>	<b>4</b> <b>Classes/Week</b>
<b>Max Marks:</b>	<b>100</b>		

**Course Description:** This course aims to provide a holistic view to the research areas of marketing management. The doctoral research perspective can integrate with functional elementary areas such as services, products management, brand management and advertising. It also includes the quality focus in a research based understanding to the area of marketing management. The course intends to develop in-depth understanding of marketing concepts and theories.

**Course Outcomes:** After completion of the course students will be able to:

<b>CO Number</b>	<b>Course Outcomes</b>
CO1	Understanding of concepts in the marketing management.
CO2	Describing the origin and underpinning theories related to the various marketing concepts
CO3	Analyzing the key theoretical development in marketing concepts
CO4	Applying marketing paper by themselves.

### **Syllabus:**

#### **Unit-I:**

Basics of Marketing: Definition of Marketing, and Marketing Management; Nature and scope of marketing; Marketing, Environment: Macro and Micro Marketing Environment, Scanning the environment; Marketing, organization; Marketing planning: marketing planning process; Sales planning and control, sales forecasting and policy making.

#### **Unit-II:**

Buying behaviour: Need for studying consumer behaviour, consumer modeling: the economic model, learning model, psychoanalytic model, the sociological model, the Howard Sheth model of buying behaviour, the Nicosia model, the Engel - Kollat - Blackwell model; Consumer behaviour and perception, learning, personality, attitude, motivation; Social influence on consumer buying behaviour - groups, types of groups relevant to consumer behaviour; Industrial buying behaviour.

#### **Unit-III:**

Marketing Segmentation and Marketing Strategies: Segmentation basis, selection of segments, segmentation strategies, targeting and positioning; Marketing mix for product and services; 5 M's of Advertising, 6 C's of Distribution Channel; Marketing information

system; Marketing strategy: product life cycle strategies, new product development and strategies.

### Unit-IV:

Marketing research: Application of marketing research, research process, research design, research tools, research analysis factor analysis, cluster analysis, conjoint analysis, product research, packaging research, pricing research, promotion research, customer satisfaction research, sales and distribution research, brand research, advertising research.

### Text Books:

1. Philip Kotler, 'Marketing Management (Analysis, Planning, Implementation and Control)', Prentice Hall of India Pvt. Ltd., New Delhi.
2. William J. Stanton, 'Fundamental of Marketing' McGraw-Hill Inc., Delhi.
3. Philip Kotler, 'Principles and Practice of Marketing', Prentice – Hall of India New Delhi.
4. Still, Cundiff and Govoni, 'Sales Management', Prentice-Hall of India, Delhi.
5. V.S. Ramaswamy & S Namakumari, 'Marketing Management – Planning, Implementation & Control The Indian', MacMillan India Ltd., New Delhi.

### Reference Books:

1. Philip Kotler, Gary Armstrong, 'Principles of Marketing', Prentice-Hall of India.
2. Pati Debashis, 'Marketing Research' Universities Press (India) Pvt. Ltd., Hyderabad, 2002.
3. Beri, G.C, 'Marketing Research: Tata McGraw Hill Publishing Company, Ltd., 2000.
4. Cooper Schindler, 'Marketing Research, Concept & Cases', Tata McGraw-Hill Publication.
5. Paul Green, Donald Tull, Gerald Albaurn, 'Research for Marketing Decisions', Prentice-Hall of India, New Delhi.

### CO-PO & PSO Correlation

Course Name: Marketing Management												
Course Outcomes	Program Outcomes								PSOs			
	1	2	3	4	5	6	7	8	1	2	3	4
CO1	3				2				2			
CO2	2	3		2			2	2	3	3	2	2
CO3	3	3	2		2	2			2		3	
CO4	3	2	3	2	2	2	3	2	2		2	3

**Note:** 1= Low, 2= Moderate, and 3= High.

<b>Program:</b>	<b>PhD</b>	<b>Semester:</b>	<b>II</b>
<b>Name of the Course:</b>	<b>Human Resource Management</b>	<b>Course Code:</b>	<b>PHD HRM21</b>
<b>Credits:</b>	<b>4</b>	<b>No of Hours:</b>	<b>4</b> <b>Classes/Week</b>
<b>Max Marks:</b>	<b>100</b>		

**Course Objective:** The course facilitates an insight into the holistic view to the research areas of human resource management & effective management of employees that will guide the students through the principles and practices of HRM and the core models of best practices.

**Course Outcomes:** After completion of the course students will be able to:

<b>CO Number</b>	<b>Course Outcome</b>
CO1	Understanding of the concept of human resource management and to understand its relevance in organizations.
CO2	Describing competent to recruit, train, and develop the employees.
CO3	Analyze the strategic issues and take correct business decisions.
CO4	Integrate the knowledge of HR concepts and evaluate the new trends in HRM.

### **Syllabus:**

#### **Unit-I:**

Introduction to HRM: Concept, Objectives, Scope, Functions; Human Resource Planning – Importance and Process; Recruitment and Selection – Different method of Recruitment; Process of Selection; Training and Development – Different methods Industrial Relations– Different Approaches; Three Actors of IR.

### Unit-II:

International Human Resource Management: Concept Difference between International Human Resource Management and Domestic HRM; Different approaches of International HRM; Industrial Relations in MNCS; Virtual Organizations – Concept; Difference between Virtual Organization and Traditional Organization; Types, Merits and Demerits of Virtual Organization. International Recruitment and selection Criteria; International Compensation.

### Unit-III:

Strategic Human Resource Management: Concept, Difference between Strategic HRM and Traditional HRM S-p Model of Strategic HRM; Factors Influencing HR Strategies; changing environment of HRM- Globalization, Technological development, nature of Work, exporting jobs, work force demographics; Strategic Management Process Role of HR, Translating Strategy into HR Policy and Practice.

### Unit-IV:

Research in HRM: Methodology to be adopted; Analysis of data; Report writing.

### Text Books:

1. Indranail Mutsuddi – Essentials of Human Resource Management
2. V. S. P. Rao - Human Resource Management
3. R. Wayne Mondy - Human Resource Management
4. Robert M.Noel and Dale Yoder - Personnel Management

### Reference Books:

1. Gary Dessler - Human Resource Management
2. Sadri, S.; Jayashree, S and Ajaonkar – Geometry of HR
3. Bohlander, George; Snell Scott and Sherman, Arthur- Managing Human Resources

### CO-PO & PSO Correlation

Course Name: Human Resource Management												
Course Outcomes	Program Outcomes								PSOs			
Cos	1	2	3	4	5	6	7	8	1	2	3	4
CO1:	3	2	2		1	2	2	2	2	3		1
CO2:		2	2	3	1	1		2		2	3	1
CO3:	2	3		2		3	2		3	2	3	2
CO4:	2		3	1	1	2	3	3	2	3	1	2

**Note:** 1= Low, 2= Moderate, and 3= High.

<b>Program:</b>	<b>PhD</b>	<b>Semester:</b>	<b>II</b>
<b>Name of the Course:</b>	<b>Operations Management</b>	<b>Course Code:</b>	<b>PHD OM21</b>
<b>Credits:</b>	<b>4</b>	<b>No of Hours:</b>	<b>4 Classes/Week</b>
<b>Max Marks:</b>	<b>100</b>		

**Course Description:** This course aims to provide a holistic view to the research areas of operations management. The doctoral research perspective can integrate with functional elementary areas like design of product, process, service, system and overall an organization. It also includes the quality focus in a project-based approach to the supply chain of a product or service business operations. The course intends to develop an international exposure to operations with emerging concepts to integrate the resources to the people and process with a purpose.

**Course Outcomes:** After completion of the course students will be able to:

<b>CO Number</b>	<b>Course Outcomes</b>
CO1	Understand the operations management concepts to formulate strategies to gain competitiveness in project and production.
CO2	Identify and analyze the growth prospects in operations to excel with a sustainable lifecycle approach.
CO3	Apply the best practices to reengineer the business operations from a constrained performance level to a high performing state.
CO4	Develop a framework for the benefit of stakeholders and supply chain partners in a scheduled, simulated, and evaluated manner.

### **Syllabus:**

#### **Unit-I:**

Strategy Introduction to Operations Management, Operations and Supply Strategy, Linear Programming using Excel Solver, Project Management, Product and Service Design.

#### **Unit-II:**

Processes Strategic Capacity Management, Learning Curves, Process Analysis, Job Design and Work Measurement, Manufacturing Processes, Facility Layout, Service Processes, Waiting Line Analysis, Six-Sigma Quality, Process Capability and Statistical Process Control.

### Unit-III:

Supply Chain Design Supply Chain Strategy, Logistics and Facilities Location, Lean Manufacturing, Operations Consulting and Reengineering.

### Unit-IV:

Planning and Controlling the Supply Chain Enterprise Resource Planning Systems, Demand Management and Forecasting, Aggregate Sales and Operations Planning, Inventory Control, Materials Requirement Planning.

### Unit-V:

Scheduling, simulation, constraint management.

### Text Books:

1. Operations & Supply Strategy by Chase, Shankar, Jacobs and Aquilano, 12th Edition, McGraw Hill.

### Text Books:

2. Operations Management by William J Stevenson, 12th Edition, McGraw Hill.

### CO-PO & PSO Correlation

Course Name: Operations Management												
	Program Outcomes								PSOs			
Course Outcomes	1	2	3	4	5	6	7	8	1	2	3	4
CO1	3		1	1	2		1	2	1	1		1
CO2	3	3	1		2	1	3		3	2	2	2
CO3		3		1	2		1		2		3	1
CO4	3		1	1	2	1	2	2	2	1	2	3

**Note:** 1= Low, 2= Moderate, and 3= High.



<b>Programme:</b>	<b>PhD</b>	<b>Semester:</b>	<b>II</b>
<b>Name of the Course:</b>	<b>Seminar Presentation</b>	<b>Course Code:</b>	<b>PHD22</b>
<b>Credits:</b>	<b>4</b>	<b>No of Hours:</b>	<b>4</b> <b>Classes/Week</b>
<b>Max Marks:</b>	<b>100</b>		

**Course Description:** This course aims to expose the students the process of research writings and presentation. The objective is to make the students self-reliant in conducting, writing, and presenting research work.

**Course Outcomes:** After completion of the course students will be able to:

<b>CO Number</b>	<b>Course Outcome</b>
CO1	Understand the process of review and analysis of literature.
CO2	Apply the research methods in the respective area research.
CO3	Able to write research report.
CO4	Able to publish the research work in the appropriate format.

### **Syllabus:**

A Research Project work needs to be carried out and needs to be reported, presented and defended before a panel. As this will be a kind of small piece of research work need to follow the format circulated by the school/department of the university. The aim is to provide you with an opportunity to further develop your intellect in your chosen field by undertaking a significant practical unit of activity, having an educational value at a level commensurate with the award of your degree. It can be defined as a scholarly inquiry into a problem or issues, involving a systematic approach to gathering and analysis of information/data, leading to production of a structured report.

### CO-PO & PSO Correlation

Course Name: Seminar Presentation												
Course Outcomes	Program Outcomes								PSOs			
Cos	1	2	3	4	5	6	7	8	1	2	3	4
CO1:	2			2						3		
CO2:		2				1			3			3
CO3:					3	2	2				2	
CO4:			3	1				2		3		2

**Note:** 1= Low, 2= Moderate, and 3= High.