

**School of Management  
Doon University, Dehradun  
COURSE- PhD  
BATCH- 2023-26  
Academic Advisory Committee**

**School Of Management**

**Minutes of meeting**

The Academic Advisory Committee meeting was held on 15/02/2024 to discuss the course structure and syllabus of PhD curriculum.

<b>Subject Code</b>	<b>Subject</b>	<b>Credit</b>
<b>MPHD101</b>	Research Methodology	4
<b>MPHD102</b>	Research and Publication Ethics	2
<b>MPHD103</b>	Contemporary issues in HRM / Marketing / Finance / Logistics and Supply Chain Management	4
<b>MPHD104</b>	Application and Advanced Research Studies in HRM / Marketing / Finance / Logistics and Supply Chain Management	4
<b>MPHD105</b>	3 day workshop on synopsis writing	2

At the end of the course work, a candidate is supposed to present one conceptual paper in the chosen area of research.

**Programme Objectives**

**PO 1:** This degree program is providing to students to study concepts and techniques needed to understand a range of business disciplines as well as to research issues arising in professional business practice.

**PO 2:** To provide students with the opportunity to learn the latest academic theories, concepts, techniques and applications with emphasis on teaching and research in the field of management.

**PO 3:** To extend the knowledge, expertise and skills of students through the application of research to business problems and issues by including internships, teaching experiences and special study projects as a part of the curriculum.

**PO 4:** To develop the student's ability to carry out independent research at an advanced level and enhance their ability to deliver their ideas, research methodology and findings using formal presentations with critiques of their analytical, written, oral and media presentation skills in business, professional and educational environments.

**PO 5:** To foster a strong understanding of global business dynamics and strategic management by encouraging students to engage in cross-cultural research, international collaborations, and comparative studies, preparing them to address complex global business challenges.

### **Programme Outcomes:**

**PSO 1:** Demonstrate advanced knowledge and competence in the latest academic theories, concepts, technology-enabled opportunities, financially justified analysis, research operations and market-based economy in a global field of business administration.

**PSO 2:** Demonstrate integration from business and non-business disciplines to generate novel ideas, strategies and practical approaches to address business issues faced by organizations.

**PSO 3:** Demonstrate effective research skills including formulation of research problem; integration of previous publications into an appropriate literature review, design of a research study, data analysis and ability to summarize and present the results.

**PSO 4:** Generate, evaluate and assess the ethical obligations and responsibilities of business for responsible management.

**PSO 5:** Demonstrate an ability to address complex industry challenges using the frameworks of industry rules and regulations that build prescriptive conclusions and real-world experience and knowledge.

## **MPHD101: Research Methodology (4 Credits)**

### **Course Objectives:**

1. To equip scholars with a comprehensive understanding of various research methodologies, including the formulation of research problems, hypothesis development, and research design.
2. To develop the ability to effectively collect, measure, and analyze both qualitative and quantitative data using appropriate tools and techniques.
3. To enable scholars to produce well-structured and ethically sound research reports, with a focus on clarity, precision, and adherence to academic standards.

### **Course Outcomes:**

**CO1:** Demonstrate an understanding of the fundamentals of research, including its types, characteristics, and ethical considerations.

**CO2:** Critically evaluate and select appropriate research designs and methodologies to address specific research questions.

**CO3:** Apply various data collection methods, scaling techniques, and sampling strategies to gather reliable and valid data.

**CO4:** Perform data analysis using statistical tools and software, interpreting results to inform research findings.

**CO5:** Develop coherent research reports that effectively communicate research objectives, methodologies, findings, and conclusions, adhering to ethical standards in research.

### **Course Structure:**

#### **Unit I: Introduction**

Meaning, objectives and motivations in research, Characteristics and limitations of research – Components of research work - Criteria of good research, Research process – Types of Research, Fundamental, Pure or Theoretical Research –Applied Research –Descriptive Research – Evaluation Research –Experimental Research –Survey Research – Qualitative Research – Quantitative Research – Historical Research.

#### **Unit II : Research Design**

Research Design – definition – essentials and types of research design – errors and types of errors in research design. Research problem: Selecting and analyzing the research problem – problem statement formulation – formulation of hypothesis. Literature review: purpose, sources, and importance - literature review procedure. Objectives: Learning Objectives; Definitions; Formulation of the research objectives.

#### **Unit III : Measurement, Scaling and Sampling**

Variables in Research – Measurement and scaling – Different scales – Construction of instrument – Validity and Reliability of instrument. Data Collection methods – primary and secondary data – Construction of questionnaire and instrument – validation of instruments. Sample size determination - Sample design and sampling techniques.

#### **Unit IV: Data Analysis and Tools**

Processing of Data: Editing of Data – Coding of Data – Classification of Data –Statistical Series. Qualitative vs Quantitative data analyses – Univariate, Bivariate and Multivariate statistical techniques

Measures of Central Tendency, Dispersion, correlation and Regression, Chi-square test: Applications, Steps, characteristics, limitations, Analysis of Variance and Co-variance, Factor analysis – Discriminant analysis – cluster analysis – multiple regression and correlation – multidimensional scaling – Conjoint Analysis - Application of statistical software for data analysis. Hypothesis Testing – chi square, t- test, ANOVA

### **Unit V: Research Report Writing**

Research report – Different types – Contents of report –executive summary – chapterization – contents of chapter – report writing – the role of audience – readability – comprehension – tone – final proof – report format – title of the report – Ethical issues in research: Code of Ethics in Research – Ethics and Research Process – Importance of Ethics in Research.

### **Suggested Readings:**

1. Cooper, D.R., Schindler, P.S. and Sun, J., 2006. *Business research methods* (Vol. 9). New York: McGraw-Hill Irwin.
2. Creswell, J.W. and Creswell, J.D., 2017. *Research design: Qualitative, quantitative, and mixed methods approaches*. Sage publications.
3. Kothari, C.R., 2004. *Research methodology: Methods and techniques*. New Age International.
4. Krishnaswamy, K.N., 2006. *Management Research Methodology: Integration of Principles, Methods and Techniques*. Pearson Education India.
5. Sekaran, U. and Bougie, R., 2016. *Research methods for business: A skill building approach*. John Wiley & Sons

### **MPHD 102: Research and Publication Ethics (2 credits)**

#### **Course Objectives:**

1. To provide a comprehensive understanding of the philosophy of science, ethical principles, and moral judgments as they relate to research and publication.
2. To cultivate an awareness of scientific conduct, focusing on research integrity, intellectual honesty, and the identification of scientific misconduct.
3. To familiarize scholars with publication ethics, open access publishing, research metrics, and the use of tools for detecting plagiarism and identifying predatory publications.

#### **Course Outcomes:**

**CO1:** Demonstrate a solid understanding of the philosophy of science, ethical concepts, and their application in research integrity and moral judgment.

**CO2:** Recognize and address issues related to scientific misconduct, including falsification, fabrication, plagiarism, and redundant publication.

**CO3:** Apply best practices in publication ethics, identifying and avoiding unethical behavior such as conflicts of interest and predatory publishing.

**CO4:** Utilize open-access resources, plagiarism detection tools, and journal finder tools to enhance the quality and ethical standards of their research publications.

**CO5:** Evaluate research impact using various metrics, including citation indexes, impact factors, and other relevant research metrics.

## **Course Structure:**

### **Unit I: Philosophy and Ethics**

1. Introduction to philosophy: definition, nature and scope, concept, branches
2. Ethics: definition, moral philosophy, nature of moral judgements and reactions

### **Unit II: Scientific Conduct**

1. Ethics with respect to science and research
2. Intellectual honesty and research integrity
3. Scientific misconducts: Falsification, Fabrication, and Plagiarism (FFP)
4. Redundant publications: duplicate and overlapping publications, salami slicing
5. Selective reporting and misrepresentation of data

### **Unit III: Publication Ethics**

1. Publication ethics: definition, introduction and importance
2. Best practices / standards setting initiatives and guidelines: COPE, WAME, etc.
3. Conflicts of interest
4. Publication misconduct: definition, concept, problems that lead to unethical behaviour and vice versa.
5. Violation of publication ethics, authorship and contributorship
6. Identification of publication misconduct, complaints and appeals
7. Predatory publishers and journals

### **Unit IV: Open Access Publishing**

1. Open access publications and initiatives
2. SHERPA/RoMEO online resource to check publisher copyright & self-archiving policies

3. Software tool to identify predatory publications developed by SPPU
4. Journal finder / journal suggestion tools viz. JANE, Elsevier Journal Finder, Springer Journal Suggested, etc.

#### **Unit V: Publication Misconduct**

##### **A. Group Discussions**

1. Subject specific ethical issues, FFP, authorship
2. Conflicts of interest
3. Complaints and appeals: examples and fraud from India and abroad

##### **B. Software Tools**

1. Use of plagiarism software like Turnitin, Urkund and other open source software tools

#### **Unit V : Databases and Research Metrics**

##### **A. Databases**

1. Indexing databases
2. Citation databases: Web of Science, Scopus, etc.

##### **B. Research Metrics**

1. Impact Factor of journal as per Journal Citation Report, SNIP, SIR, IPP, Cite Score
2. Metrics: h-index, g index, i10 index, altimetric

### **MPHD 03 E1 Contemporary Issues in Marketing Management**

#### **Course Objectives:**

1. To provide a thorough understanding of contemporary marketing management, including consumer behavior, strategic marketing, and the role of marketing in both national and global contexts.
2. To equip scholars with advanced research methods and analytical tools used in marketing, including quantitative and qualitative research techniques and strategic models.
3. To explore modern trends and challenges in logistics, supply chain management, retail merchandising, and entrepreneurial marketing, with a focus on sustaining competitive advantage and understanding the social impact of marketing.

#### **Course Outcomes:**

**CO1:** Analyze contemporary marketing concepts and their significance in both national and global markets, with a focus on consumer behavior and decision-making processes.

**CO2:** Apply advanced research methods, including qualitative and quantitative techniques, to conduct marketing research and evaluate marketing strategies effectively.

**CO3:** Utilize strategic marketing models such as SWOT Analysis, BCG Framework, and Porter's Model to conduct market analysis and develop competitive marketing strategies.

**CO4:** Evaluate the role of logistics and supply chain management, retail merchandising, and customer relationship management in enhancing marketing effectiveness and customer loyalty.

**CO5:** Explore entrepreneurial marketing strategies, including cost-effective research methods and advertising alternatives, and assess the legal and social implications of multinational marketing activities.

### **Course Structure:**

#### **Unit I**

Marketing – Basics, Present day importance of marketing in national and global context; Consumer Behavior – Decision Making Perspectives, Improving the judgment process, Models of consumer behavior; Marketing Information System – Marketing Research System and Marketing Decision Support System.

#### **Unit II**

Research Methods in Marketing – Quantitative and Qualitative Research in Marketing, Attitude Measurement and Scaling Techniques, Product Research, Test Marketing, Advertising Research, Media Research, Motivation Research.

#### **Unit III**

Strategic Marketing – Customer, Competitor and Environmental Analysis; SWOT Analysis, BCG Framework model, Porter's Model, GE Model, McKinsey Model, Market Leader, Challenger, Follower and Nicher Strategies; Market Entry/Exit Decision; Marketing Mix Strategies; Sustaining Competitive Advantage and Core Competence.

#### **Unit IV**

Logistics and Supply Chain Management; Retail Merchandising – Retailers' Marketing Mix, Product Merchandising and Display, Vendor Relations, Pricing and Mark Downs, retailing, Customer Relationship Management – Customer Life Time Value Customer Acquisition Development and Retention, Brand and Customer Equity.

#### **Unit V**

Entrepreneurial Marketing – New Venture Initiation, Low budget or no budget Market Research, Alternatives to high cost advertising. Multinational Marketing – Overseas Market Research, Legal Dimensions of Multinational Marketing, New Techniques, The Social Impact of Marketing – Social Impact Analysis.

#### **Further readings:**

1. Kotler, P., Marketing Management; Analysis, Planning, Implementation and Control, New Delhi, MacMillan
2. Schiffman, L.G. and Kanuk, L.L., Consumer Behaviour, New Delhi, PHI.
3. Belch, G.E. & Belch, M.A., Introduction to Advertising and Promotion, Chicago, Irwin.

4. Porter, M.E., *Competitive Advantage: Creating, Sustaining Superior Performance*, New York, Free Press.
5. Keegan, W., *Global Marketing Management*, Englewood Cliffs, New Jersey, PHI.
6. Levy, M & Barton, A.W., *Retailing Management*, Irwin, London.

### **MPHD 03 E2 Contemporary Issues In Applied Finance And Control– 4 Credits**

#### **Course Objectives:**

1. To provide an in-depth understanding of project financing, including its essential elements, motivations, and application in various sectors such as power, roads, and airports.
2. To equip scholars with the knowledge of corporate financing principles, including working capital management, capital budgeting, and the assessment of risk and return in financial decision-making.
3. To explore key aspects of commercial banking, credit risk management, and derivatives, with a focus on their roles in financial intermediation, regulation, and valuation.

#### **Course Outcomes:**

**CO1:** Demonstrate a comprehensive understanding of project finance, including its uses, motivations, and application in different sectors, along with trends and market dynamics.

**CO2:** Apply principles of corporate financing such as working capital management, time value of money, and capital budgeting to make informed financial decisions.

**CO3:** Analyze the regulatory frameworks and reforms in commercial banking, including credit risk management strategies and performance measurement using the CAMEL model.

**CO4:** Evaluate the role and importance of derivatives in financial markets, with the ability to assess and value various types of derivatives, including futures, options, and real options.

**CO5:** Conduct research in key areas of finance, such as balance sheet analysis and management control systems, and effectively write review papers based on recent financial studies.

#### **Course Structure:**

##### **Unit I: Project Financing Introduction to project finance**

Uses of project finance, Motivations for using project finance; Essential elements of project financing; Trends in project financing; Market for project finance; Project finance in the power sector; Project finance in the roads sector; Project finance in airports.

##### **Unit II : Corporate Financing**

Working Capital Management; the Time Value of Money; Valuation; Risk and Return, CAPM; APT; Capital Budgeting. Capital Structure. Dividend Policy.

##### **Unit III: Commercial Banking & Credit Risk Management**

Theory of Financial Intermediation; Regulation & Implications-Reserve Ratios; Domestic Banking Reforms & Regulation; Implications of Priority Sector Lending; Global Banking



Reforms & Regulation; Credit Appraisal & Lending Decisions; Asset Liability Management (ALM)-GAP, Duration and VaR; Credit Risk Derivatives; Measuring Bank performance-CAMEL

#### **Unit IV: Derivatives**

Meaning of Derivatives, types of Derivatives, Importance. Futures, Forwards & Options. Real Options. Valuation of derivatives. Role of derivatives in India.

#### **Unit V: Areas of Research**

Balance Sheet Analysis, Management Control System, Use of Data Envelopment Analysis, Recent studies in Finance, Writing of Review Paper based on financial studies.

#### **Suggested Readings**

Bank of International Settlements (2006). Basel II: International Convergence of Capital Measurement and Capital Standards: A Revised Framework, Comprehensive Version

Bhattacharya Sudipto & Thakor Anjan V., (1993). "Contemporary Banking Theory," Journal of Financial Intermediation, Elsevier, vol. 3(1).

Black, F., and M. Scholes (1973). The Pricing of Options, and Corporate Liabilities, Journal of Political Economy, May-June.

Cooper, W. W., Seiford, L. W. and Tone K., (2000). Data Envelopment Analysis: A Comprehensive Text with Models, Applications, References and DEA Solver Software, Kluwer Academic Publishers, ISBN: 0-792-8693-0.

Eugene F. Fama (1965). "Random Walks in Stock Market Prices," Financial Analysts Journal, September/October 1965 (reprinted January-February 1995).

### **MPHD 03 E3 Contemporary Issues in Human Resource Management**

#### **Course Objectives:**

- 1.To enable students to critically analyze organizational situations and prescribe effective HR interventions for problem-solving in dynamic work environments.
- 2.To explore the challenges and strategies in Human Resource Management (HRM) in both national and global contexts, focusing on employee acquisition, development, and retention.
3. To provide an understanding of organizational change, development, and the ethical dimensions of HRM, with an emphasis on managing industrial relations and cross-cultural HR practices.

## **Course Outcomes:**

**CO1:** Analyze the framework and strategic challenges of HRM in contemporary corporate sectors, including employee acquisition, development, and retention strategies.

**CO2:** Evaluate the processes of organizational change and development, focusing on coping strategies for stress, motivation, and leadership to enhance organizational effectiveness.

**CO3:** Examine the causes of industrial unrest in India, and propose remedial measures for managing industrial relations, including trade unionism, employment security, and social welfare.

**CO4:** Assess the ethical implications of HRM practices, emphasizing corporate social responsibility, Indian ethos, and the integration of human values in HRM.

**CO5:** Analyze the dynamics of International Human Resource Management (IHRM), addressing cross-cultural HR challenges and preparing for the future of human relations in multinational corporations.

## **Course Structure:**

### **UNIT-I**

An overview of Human Resource Management: Framework of HRM in the present day corporate sector; environmental scanning, HRM in the Global Context. Challenges of HRM. Strategic HRM. Manpower Search: Employee Acquisition Strategies and Selection Process in Corporate Sector, Career & Competence Development, Training and Retraining, Measuring Training Effectiveness. Job Involvement, Employee Engagement. Performance Appraisal and Potential Evaluation, Employee Empowerment, Compensation, Incentives and Fringe benefits. Retention Strategies: Counseling & Mentoring, Managing Separations and Rightsizing.

### **UNIT-II**

Organizational Change & Development: Measurement and Coping strategies for frustration, Stress & Burn out. Quality of Work Life, Work Life Balance, Motivation, Leadership Styles, Job Satisfaction, Organization Culture, Organizational Effectiveness

### **UNIT-III**

Industrial Relations: Causes of Industrial Unrest and Remedial Measures, Industrial disputes in India, Employment Security and Management of Redundancies. Trade Unionism in India. Social Security, Health & Welfare Measure in India.

### **UNIT-IV**

Ethical Issues in Human Resource Management: Need and Implications of Ethics for Human Resource Management. Corporate Social Responsibility. Indian Ethos, Values, Human Values in HRM. HRD: HRD Practices, HRD Audit, HRD Culture & Climate, Strategic HRD

**UNIT-V** International Human Resource Management: Dynamics of HRM in Multinational Corporations, Cross Cultural HRM. Human Relations Challenges of the Future.

## **Recommended Books: -**

1. Garry Desseler, Human Resource Management, Prentice-Hall India Pvt. Ltd., New Delhi, 10th Edition.
2. Edwin B. Flippo, Personnel Management, McGraw-Hill Book Company, 6th Edition.

3. Raymond Noe, Wright, Gerhart & Hollenbeck, Human Resource Management - Gaining A Competitive Advantage, Tata McGraw - Hill Publishing Company Ltd., New Delhi, 5th Edition.
4. Snell Scott & Bohlander George: Human Resource Management , Cenage Learning India

**MPHD 03 E-4 CONTEMPORARY ISSUES IN OPERATIONS AND SUPPLY CHAIN  
MANAGEMENT**

**Course Objective:**

1. To provide scholars with a comprehensive understanding of the complexities in operations and supply chain management, with a focus on analytical tools and strategies.
2. To equip students with the ability to identify and solve problems within the supply chain, using advanced forecasting, inventory management, and network optimization techniques.
3. To explore contemporary issues and trends in supply chain management, preparing scholars to address the challenges of uncertainty and flexibility in a global context.

**Course Outcomes:**

**CO1:** Understand the evolution and different perspectives of supply chain management, and apply analytical tools for effective supply chain planning.

**CO2:** Develop and implement strategic supply chain management practices, including demand forecasting, inventory management, and addressing the bullwhip effect.

**CO3:** Utilize decision trees and other analytical methods to manage uncertainty and make informed decisions within the supply chain.

**CO4:** Manage multi-echelon inventory systems and design effective supply chain networks, incorporating global considerations and alternative distribution channels.

**CO5:** Apply network optimization models and predictive analytics to improve supply chain efficiency, while addressing uncertainty and flexibility in supply chain design.

**Course Structure:**

**UNIT I:**

Introduction to Supply Chain Management; Evolution of Supply Chain Management; Analytics in Supply Chain Management; Supply Chain Planning; Different views of Supply Chain

**UNIT II:**

Supply Chain Strategy; Supply Chain Drivers; Developing Supply Chain Strategy; Strategic Fit in Supply Chain; Demand Forecasting in Supply Chain; Bullwhip effect and time series analysis; Exponential Smoothing Method of Forecasting; Measures of Forecasting Errors; Tracking Signal and Seasonality Models; Forecasting using Multiple Characteristics in Demand Data and Inventory Management in Supply Chain.

**UNIT III:**

Using Decision Trees for handling Uncertainty; Example of Using Decision Tree incorporating uncertainty in Single Factor; Example of using Decision tree incorporating uncertainty in two key factors

**UNIT IV:**

Inventory Management in Supply Chain; Multi-Echelon Inventory Management; Multi-Echelon Inventory Management for four Stations (Numerical Example); Multi-Echelon Inventory Management for four Stations; Network Design in Supply Chain; Network Design of Global Supply Chain; Alternative Channels of Distribution; Location Decision in Supply Chain designs

**UNIT V:**

Network Optimization Models; Using Excel Solve for Network Optimization; Uncertainty in Network Design; Network Design in Uncertain Environment and Flexibility; Flexibility in Supply Chain; Optimal Level of Product Availability in Supply Chain; Time Value of Money in Supply chain; Different types of Analytics in Supply Chain; Predictive Modelling in Forecasting in Supply Chain; Representation on uncertainty in Supply Chain. Modelling Flexibility in Supply Chain; Trends, Challenges and Future of Supply Chain.

*Note: Additional Business Cases on contemporary issues on Operations and Supply Chain Management shall be taught in classroom as suggested by Course Teacher*

**Recommended Books: -**

1. Barrett. Colin (1998). Modern Transportation Management (VNR Materials Management/Logistics Series). Springer US
2. Kasilingam, Raja G. (2012). Logistics and Transportation: Design and planning (pp. 1-297). Springer Science & Business Media
3. Ballou, Ronald H. (1986). Basic Business Logistics: Transportation, Materials Management. (pp. 1-448). Longman Higher Education
4. Chopra, S., & Meindl, P. (2014). SUPPLY CHAIN MANAGEMENT Strategy, Planning, and Operation. Igarss 2014 (pp. 1-5).
5. Van Weele, A. (2010). Purchasing and Supply Chain Management: Analysis, Strategy, Planning and Practice. Distribution. (pp. 1-448)
6. D. Graham, I. Manikas, & D. Folinas (2013.) E-Logistics and E-Supply Chain Management: Applications for Evolving Business (pp. 9-26). Hershey, PA: Business Science Reference. doi:10.4018/978-1-4666-3914-0
7. Joshi, S. & Joshi, R. (2016). Designing and Implementing Global Supply Chain Management (pp.1-270). Hershey, P.A: IGI Global. doi: 10.4018/978-1-4666-9720-1

**MPHD 04 E1: Advance Financial Management (4 Credits)**

**Course Objectives:**

1. To provide students with a deep understanding of the fundamental principles, tools, and techniques of financial management.
2. To develop students' abilities to make informed decisions related to financial planning, capital structure, and investment strategies.

3. To equip students with the skills necessary to analyze financial markets, evaluate risk and return, and manage working capital effectively.

### **Course Outcomes:**

**CO1:** Understand the scope and objectives of financial management, and effectively perform the role of a finance manager by applying financial planning strategies and tools like EVA/VAR and financial reengineering.

**CO2:** Analyze capital structure through leverage analysis and evaluate long-term and short-term sources of funds, including equity, debentures, commercial paper, and treasury bills.

**CO3:** Comprehend the nature and significance of primary and secondary financial markets, including the functioning and calculation of indices for BSE, NSE, and OTCEI.

**CO4:** Apply the concept of the time value of money in risk and return analysis, compute the cost of capital, and use capital budgeting techniques to appraise risk-free projects.

**CO5:** Manage working capital efficiently by understanding its significance, factors influencing it, and strategies for managing cash, receivables, inventory, and credit.

### **Course Structure:**

#### **Unit I: Concept of Finance:**

Scope and Objectives of Finance, Functions of Financial Management, Role of Finance Manager, Financial Planning and Strategies, Shareholders Value and its Calculation, EVA/VAR, Financial Reengineering, Derivatives.

#### **Unit II :Concept and Principles of Capital Structure:**

Leverage Analysis – Operating, Financial and Combined Leverage and its Implications, Long-term Sources of Fund: Equity Share, Preference Shares, Debentures, Bonds, Warrants, Venture Capital and Ploughing Back of Profits. Short-term Sources of Funds: Commercial Paper, Certificate of Deposit, Treasury Bills.

#### **Unit III: Financial Markets:**

Nature and Significance of Primary and Secondary Markets, Objectives and Functions., Indices of BSE, NSE and OTCEI and its Calculation. Financial Institutions: Nature, Types and Functions, Investment Bank, Investment Companies, Commercial Banks.

#### **Unit IV: Time Value of Money:**

Risk and Return Analysis, Concept and Significance of Cost of Capital and its Computation, Concept and Significance of Capital Budgeting, Appraisal Techniques for Risk Free Projects.

#### **Unit V: Working Capital Management:**

Meaning, Significance and Factors Influencing the Level of working Capital Management, Management of Cash, Receivables and Inventory, Credit Management, Working Capital Financing.

### **Readings:**

1. E. F. Brigham and J. F. Houston., 2014. *Fundamentals of Financial Management*, Thomson.

2. E. F. Brigham., 2017. *Financial Management: Theory and Practice*, Cengage Publication.
3. I. M. Pandey., 2016. *Financial Management*, Vikas Publishing House, New Delhi.
4. P. Chandra., 2016. *Financial Management*, Mc-Graw Hill Publishing Company Pvt. Ltd.
5. V. Horne., 2015. *Fundamentals of Financial Management*, Pearson Education, New Delhi.

### **MPHD 04 E2 : Advanced Marketing Management (4 Credits)**

#### **Course Objectives:**

1. To provide students with in-depth knowledge and understanding of advanced marketing concepts and strategies.
2. To equip students with the skills necessary to develop, implement, and control effective marketing strategies across various dimensions of the marketing mix.
3. To enable students to analyze and respond to the marketing environment, including consumer behavior, market segmentation, and positioning.

#### **Course Outcomes:**

**CO1:** Understand the foundational concepts of marketing, including ethics, consumer behavior, and the principles of segmentation, targeting, and positioning.

**CO2:** Develop comprehensive marketing strategies and plans by analyzing the marketing environment and conducting market research.

**CO3:** Apply advanced pricing concepts to establish value and implement strategic pricing methods that align with overall marketing goals.

**CO4:** Make informed product-related decisions, including branding, packaging, and the development of new products, to meet consumer needs and enhance brand equity.

**CO5:** Design and manage effective promotional strategies, including advertising, public relations, sales promotions, and personal selling, to maximize market impact.

**CO6:** Manage supply chain and channel relationships, optimize retailing, and leverage multichannel marketing to ensure product availability and customer satisfaction.

#### **Course Structure:**

##### **Unit I: People**

Overview of Marketing, Marketing Ethics, Consumer Behavior, Segmentation, Targeting and Positioning

##### **Unit II: Planning**

Developing Marketing Strategies and a Marketing Plan, Marketing Environment, Market Research

##### **Unit III: Price**

Advanced Marketing Pricing Concepts for Establishing Value, Strategic Pricing Methods

##### **Unit IV: Product**

Product Branding and Packaging Decisions, Developing New Product

**Unit V: Promotion**

Advertising, Public Relations and Sales Promotions, Personal Selling and Sales Management

**Unit VI: Place**

Supply Chain and Channel Management, Retailing and Multichannel Marketing

**Suggested Readings:**

1. Kotler, P., 2009. *Marketing management: A south Asian perspective*. Pearson Education India.
2. Ramaswamy, V.S. and Namakumari, S., 2009. *Marketing management: Global perspective, Indian context*. Macmillan.
3. Saxena, R., 2005. *Marketing management*. Tata McGraw-Hill Education.
4. Neelam Egham, S., 2000. *Marketing in India: Cases and Readings*. Vikas Publishing House Pvt Ltd.
5. Keillor, B.D., 2007. *Marketing in the 21st Century*. Greenwood Publishing Group.

**MPHD 04 E-3 : Advanced Human Resource Management (4 Credits)**

**Course Objectives:**

1. To provide participants with a comprehensive understanding of advanced concepts in Human Resource Management (HRM) and its strategic role in achieving organizational goals.
2. To equip participants with the knowledge and skills necessary for effective HR planning, acquisition, development, and maintenance of a workforce that aligns with organizational needs.
3. To develop the ability to address and manage HR issues, including employee motivation, industrial relations, and performance management, in a dynamic and competitive business environment.

**Course Outcomes:**

**CO1:** Understand the evolution and development of Human Resource Management (HRM) as a strategic function, differentiating it from traditional Personnel Management (PM).

**CO2:** Implement effective Human Resource Planning, including job analysis, recruitment, selection, and induction processes to ensure the organization has the right employees at the right time.

**CO3:** Develop and manage career planning, employee training, executive development, and internal mobility processes to foster employee growth and organizational development.

**CO4:** Oversee the maintenance of a productive workforce through effective job evaluation, wage and salary administration, incentives, and motivational strategies, ensuring alignment with organizational objectives.

**CO5:** Address employee discipline, manage grievances, and resolve industrial disputes through strong industrial relations practices, including trade union negotiations and collective bargaining.

**Unit I: Introduction:**

Meaning of HRM, Difference between HRM and Personnel Management (PM); Evolution and Development of the Field of HRM; Role of Human Resource Management in a Competitive Business Environment; Strategic Human Resource Management.

**Unit II: Acquisition:**

Human Resource Planning; Job Analysis and Design; Recruitment, Selection, and Induction.

**Unit III: Development:**

Career Planning and Development; Employee Training, Executive Development; Internal Mobility and Separation.

**Unit IV: Maintenance:**

Job Evaluation, Wage and Salary Administration; Incentives; Motivation; Workers' Participation in Management; Employee Discipline and Grievance; Industrial Disputes; Industrial Relations; Trade Unions; Collective Bargaining; Performance and Potential Appraisal.



**Unit V: Control:**

Personnel Research and Audit; Human Resource Accounting; Human Resource Information System; Managing Generation – Y Employees; International Human Resource Management.

**Readings:**

1. Budhwar, P.S. and Debrah, Y.A. eds., 2013. *Human resource management in developing countries*. Routledge.
2. Dessler, G. and Varrkey, B., 2005. *Human Resource Management, 15e*. Pearson Education India.
3. Ivancevich, J.M., 2014. *Human resource management: Foundations of personnel*. McGraw- Hill.
4. John M. Ivancevich: *Human Resource Management*, Tata McGraw-Hill Publishing Company Limited, New Delhi, 2014.
5. Noe, R.A., Hollenbeck, J.R., Gerhart, B. and Wright, P.M., 2017. *Human resource management: Gaining a competitive advantage*. New York, NY: McGraw-Hill Education.

**MPHD 04 E-4 ADVANCED RESEARCH IN OPERATIONS AND SUPPLY CHAIN  
MANAGEMENT**

**Course Objectives:**

1. Develop analytical skills for understanding coordination mechanism for a supply chain.
2. Demonstrate an overall knowledge and skills for emerging concepts, methods, and practices in the context of e-Business, Closed-loop Supply chain and sustainable supply chain.
3. Understanding applications of game theory models in coordinating a complex SCM and understanding the behavioural complexity of supply chain agents

**Course Outcomes:**

**CO1:** Students will design and implement performance measurement frameworks and dashboards for supply chain and logistics operations using various metrics, benchmarking techniques, and technology tools.

**CO2:** Students will develop and apply pricing strategies and revenue optimization techniques to enhance pricing decisions and optimize revenue streams across different industries.

**CO3:** Students will use social media analytics to measure customer network value, apply predictive and text analytics, and leverage tools like Google Analytics for actionable insights and ROI in social media marketing.

**CO4:** Students will apply digital technologies and big data analytics to improve supply chain management, focusing on integration, controlling the bullwhip effect, and enhancing supply chain resiliency and sustainability.

**CO5:** Students will apply circular economy principles to materials management, including developing circular business models, implementing eco-design strategies, and assessing policies and societal engagement for sustainability.

## **Course Structure:**

### **UNIT I:**

The strategic value of measuring & managing performance: Performance measurements architecture –types, contexts, and perspectives of metrics; Managing performance within the supply chain and logistics functions – alignment, incentives, and strategic impact; Design and development of a Performance; Dashboard for your Supply Chain and Logistics Operations; Use of performance benchmarking for financial justification of supply chain and logistics initiatives; Strategic performance management for peripheral partners– suppliers, co-packers, and clients Technology for performance measuring and management–mobile reporting, big data analytics, available tools; Understanding Bargaining Power in SCM, Framework Of e-Business: Basics, Comparison and convention, Lead time Competition, Sustainable Supply Chain Management: What Is SSCM, Current Practices, Review and discussions: Review of Key concepts, Industrial Implications; Recap, Project Presentations

### **UNIT II:**

Introduction to pricing and revenue optimization: Introduction, Need for revenue management Theories, What is pricing strategy?; Demand functions and price optimization: Price-response function; Competition: Economics of pricing, Demand Function, Bertrand Competition, The relative importance of pricing objectives changes over time, Trade-offs, Targeting and pricing; Demand Analytics: Demand Drivers, ‘New’ approaches to forecast demand, Price-response estimation, Key questions, Some common threads, Pricing: Price differentiation, Volume discounts, Arbitrage and cannibalization, Consumer welfare, Revenue Analytics: Revenue Management, Capacity Allocation, Overbooking, Markdown Pricing. Improvement pricing strategy: Customized Pricing, List prices vs. customized prices, Responses to competitor bids; Applications: New Directions in Revenue Management, Industry Applications, Recap, Project Presentations

### **UNIT III:**

Introduction: The relevance of Social Media Analytics in the business environment Its applications in various other fields; The need to measure customer network value: Understanding the basic of social media network Matrices and its measurement, Measuring Social media network effectiveness; Predictive analytics and social media: How to predict social behavior using predictive model; Google social media analytics: Basics of Google Analytics; How to use Google Analytics; Social network analysis, homophiles, and affiliations: Understanding Social Networks, Hands on using Node XL, Social Matrices, Social Influence; Industry implications of social media Analytics; Analysing Twitter and Facebook, Text Analytics and Sentimental Analysis (With LAB): Understanding of Text Analytics, How to use text analytics for sentiment prediction, To explore various applications using twitter and Facebook data; ROI of Social Media Marketing: Understanding Social Media ROI; Business

applications of Social Media Analytics: Effective Use of social media for businesses, Applications; Reviews and Discussions: Review of Key Concepts, Business Implications.

#### **UNIT IV:**

Introduction to Digital Technologies and Supply Chain Management; Controlling the Bullwhip and the Value of Information; Supply Chain Integration. Push-Pull and Complexity Reduction; Supply Chain Segmentation; Using Big Data to Improve Operations; Supply Chain Resiliency; Supply Chain Flexibility; Inventory Management and Risk Pooling Strategies; Supply Contracts and Risk Sharing Strategies; Strategic Partnering; Network Planning; The Green Supply Chain; IT and Business Processes; Customer Value and Operations Strategy; Summary and Assignments Presentation, Recap, Project Presentations

**UNIT V:** Materials: where materials come from, and build a rationale for why society needs more circularity; Mining, Mining and Sustainability, From Mining to Metal- The Supply Chain; Value and Governance, Criticality and Circularity, Transition to a Circular Economy; Circular Business Models: circular business models are explored in-depth and a range of ways for business to create economic and social value are discussed, The role of business in the circular economy, The nuts and Bolts of a circular business model, Key strategies for circular business models, Combining circular strategies with the circular business model planning tool, Mapping the business and social environment. Circular design, Innovation and Assessment: Designing materials for a circular economy: Opportunities and challenges; Eco-design Strategies, Introduction to Nanotechnology, Assessing the environmental sustainability of circular systems: Tools and Methods, Assessing resource efficiency; Policies and Networks: Role of governments and networks and how policies and sharing best practices can enable the circular economy, From waste to materials, past policy solutions, Overview of policies for a circular economy, extended producer responsibility, The eco-design directive for circular economy;. Circular Societies: New norms, forms of engagement, social systems, and institutions, needed by the circular economy and how we, as individuals, can help society become more circular: Societal value, Societal impact of consumption, A global Value, A Local view- Change close to home, who owns it? And Recap, Project Presentations

#### **Suggested readings**

1. Chopra, S., & Meindl, P. (2007). Supply chain management. Strategy, planning & operation. In Das summa summarum des management (pp. 265-275). Gabler.
2. Joshi, S. & Joshi, R.(2016). Designing and implementing global supply chain management. IGI Global. USA
3. Simchi-Levi, D., Kaminsky, P., Simchi-Levi, E., & Shankar, R. (2008). Designing and managing the supply chain: concepts, strategies and case studies. Tata McGraw-Hill Education.
4. Manners-Bell, J., & Lyon, K. (2019). The Logistics and Supply Chain Innovation Handbook: Disruptive Technologies and New Business Models. Kogan Page Publishers.
5. Lamb, F. (2013). Industrial automation: hands-on. McGraw-Hill Education.

6. Simchi-Levi, D. (2010). Operations rules: delivering customer value through flexible operations. Mit Press.
7. Simchi-Levi, D., Kaminsky, P., & Simchi-Levi, E. (2004). Managing The Supply Chain: Definitive Guide. Tata McGraw-Hill Education.
8. De Angelis, R. (2018). Business models in the circular economy: Concepts, examples and theory. Springer.
9. Weetman, C. (2016). A circular economy handbook for business and supply chains: Repair, remake, redesign, rethink. Kogan Page Publishers.
10. Schwab, K. (2017). The fourth industrial revolution. Currency.
11. Stahel, W. R. (2019). The circular economy: A user's guide. Routledge.