

**SWAMI RAMANAD TEERTH
MARATHWADA UNIVERSITY, NANDED**

School of Management Sciences

Sub Centre, Latur



Syllabus for the

M.Phil. Management

School of Management Sciences

S.R.T.M.U.N., Sub-Centre, Latur

Academic Year 2012-2013

SWAMI RAMANAND TEERTH MARATHWADA UNIVERSITY, NANDED

SUB-CENTRE, LATUR

SCHOOL OF MANAGEMENT SCIENCES

M.Phil. in Management Syllabus

General Course Structure:

The M.Phil. Course at the School of Management Sciences, Sub-centre, Latur will consist of four papers including two papers from subject concerned at advanced level. A dissertation will be based on the project work assigned to the individual student. The general structure of the course is given below.

Paper Code	Title	Marks	Credit
101	Research Methodology	100	4
102	Recent Trends in Management Studies	100	4
103	Computer Applications	100	4
104	Elective		
	a. Applied Marketing	100	4
	b. Financial Management		
	c. Human Resource Management		
105	Dissertation	150	6
106	Viva-Voce	50	2
107	Seminar	25	1
Total		625	25

Passing Pattern

All theory papers will carry 50 marks as internal and 50 marks as external. Internal marks will consist of two tests (20 marks each) and one seminar / tutorial of 10 marks. The internal marks will be given by respective college/campus Schools. The external exam for 50 marks will be

conducted by the University. The candidate has to secure min. 50% marks in internal exam and external exam separately. Otherwise he/she will be declared failed.

Important note: Each theory paper, dissertation, *Viva-Voce* and seminar will form separate heads of passing. A candidate will have to obtain minimum 50% marks in each head of passing for getting M.Phil. Degree.

Passing Rules for M. Phil. courses:

Sr.	Marks	Grade	Grade point
1	100-90	A+	10
2	89-90	A	09
3	79-70	B+	08
4	69-60	B	07
5	59-50	C+	06
6	Less than 49 and FR	FR	0 (Fail)

The assessment of the seminar (COMP-107) will be made by the Head of the Department in the concerned subject, Research Guide and any two research guides in the campus Schools/College Department. The candidate will have to deliver minimum two seminars each carrying 12.5 marks. Among these two seminars, one seminar should be on the Dissertation.

If the candidate has secured minimum passing grade points in all the Heads of Passing and presented at least one research paper at Regional/State/National Level Conference/Seminar/Symposia, then the student shall be allowed to present pre-M.Phil. Dissertation seminar and to submit the Dissertation. *Viva-Voce* (COMP-106) on Dissertation will be arranged later on. This *Viva-Voce* will be delivered by the candidate only after receiving the satisfactory report and assessment (marks) of the dissertation by the referee(s).

In case of Dissertation, the marks and grades awarded by the external referee shall be considered as final. If external referee has suggested modifications in the Dissertation, the candidate shall resubmit the Dissertation after suitable modifications within a period of two months from the declaration of the first result. In case of rejection of Dissertation, the candidate will have to resubmit the Dissertation within a period of six months and a fresh referee panel may be

appointed for evaluation of the resubmitted Dissertation. Only one resubmission of the dissertation shall be allowed in the academic session. If the evaluation report/mark is not satisfactory, then the candidate has to reappear for *Viva-Voce*. In case of course work, a student who does not get the minimum passing grade point he/she has to reappear the examination in that course and only two chances will be given for re-examination.

Duration of the Course:

The M.Phil course is a full-time course spread over for one academic year. First six months are devoted for contact hours/class room lectures and remaining part of one year is devoted for library work, documentation, laboratory work and preparation of dissertation etc. The Dissertation of the candidates will be accepted only after completion of the following requirements of the course.

(i) Satisfactory attendance (75%)

(ii) Passing all the theory papers and

(iii) Presenting at least one research paper at Regional / State / National level Conference / Seminar / Symposium.

A candidate is required to submit four copies of his/her dissertation to the university. A candidate must complete the entire course within a period of one and a half years from the date of registration.

SWAMI RAMANAND TEERTH MARATHWADA UNIVERSITY NANDED'S**SUB-CENTER, LATUR****M.Phil. IN MANAGEMENT****Syllabus (2012-13)****Important Instructions**

- 1. Papers 101, 102 and 103 are compulsory.**
 - 2. Students should choose one paper from the given elective papers (104 a, b, c) as their specialization.**
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Paper 101**Paper Name: Research Methodology****Total Marks: 100, Credits: 04 (48 hours)****Unit- 1 Introduction:**

Meaning, Concept, nature steps types and characteristics of research. Scientific Inquiry, Philosophical and Sociological foundations of research Interdisciplinary approach and its implications in various research areas.

Unit- 2 Methods of Research:

Qualitative and quantitative methods of research like Historical, case study, ethnography, ex-post facto, documentary and content analysis, survey (Normative, descriptive, evaluative etc.) Field and laboratory experimental studies. Characteristics, methods and their implications in research area.

Unit- 3 Development of research proposal:

Research proposal and its elements, Formulation of research problem, criteria of sources and definition, Development of objectives and characteristics of objectives. Framing of hypotheses and applications.

Unit- 4 Sampling and Methods of data collection:

Concept of sampling and other concepts related to sampling. Probability and non-probability samples, their characteristics and implications. Criteria and precaution to be taken while selecting samples. Selecting tools of data collections, their types, attributes and uses. Research tools-like questionnaire, schedules, observation, interviews, scales and tests etc.

Unit- 5 Methods of data analysis:

Analysis of qualitative data based on various tools. Analysis of data and its presentation with tables, graphs etc. Statistical tools and techniques of data analysis-measures. Decision making with hypothesis testing through parametric and non parametric tests. Validity and delimitations of research findings.

Unit- 6 Report writing and evaluations:

Principles of report writing and guide lines according to style manuals. Writing and presentation of preliminary, main body and reference section of report. Evaluation of research report.

Recommended Readings:

1. Zikmund William G., Business Research Methods, Cengage Learning India private Limited, New Delhi, 2009, 7th Edition.
2. Bhattacharyya Dipak Kumar, Research Methodology, Excel Books, New Delhi, 2010, 2nd Reprint Edition.
3. Tripathi P.C , A Textbook of Research Methodology in Social Sciences , Sultan Chand & Sons, New Delhi 2007 , 6th Rev. Edition.
4. Bhandarkar P.L. & Wilkinson T.S. Methodology and Techniques of Social Research, Himalaya Publishing House Pvt.Ltd.,2010,Mumbai ,23rd Rev. Edition.
5. Kothari C.R., Research Methodology: Methods And Techniques, New Age International Ltd. New Delhi, 2011, 2nd Rev. Edition Reprint.
6. Research methodology in commerce and management – K.V. Rao.
7. Research methodology for social science-C.K. Kothari

Paper 102

Paper Name: Recent trends in Management Studies

Total Marks: 100, Credits: 04 (48 hours)

Unit - 1 Recent Trends in Business Environment:

- a) Liberalization, Privatization and Globalization [LPG]: Environmental changes in business-SWOT analysis, Role & performance of WTO in changing economic environment, Management change, Adaptability for success,
- b) Liberalization: structural reforms de-regulation.
- c) Privatization: change in the top management of public sector, disinvestment of public enterprises and entry into MOUs.
- d) Globalization: integrating the Indian economy into the global economy, Free Trade Areas (FTAs)

Unit – 2 Recent Trends in Management:

- a) Recent trends in management practices, Total quality management (TQM), Six sigma, Basic concept of ISO, Bench marking, corporate social responsibility.
- b) Recent Trends in regulatory authorities – Regulatory authorities relating to business - feature of consumer protection Act. Securities and exchange board of India (SEBI) Global Depository receipts (JDRs) American Depository Receipts (ADRs) Zero interest bond, Euro-Convertible bonds-National stock Exchange, credit rating, NSDAQ.
- c) Recent trends in Marketing: Concept of services marketing, 7 P's (Product , Price, Place, Promotion, People, Physical evidence & procedure),Customer relationship management (CRM), Supply chain management, Logistics management, Concept of mega marketing. Niche marketing, Green marketing, E-marketing, Rural marketing.
- d) Recent trends in Human Resource Management: HRM in perspective, Human resource requirement, Developing effectiveness, Compensation and security, Employee relations, Strategic Human Resource Management and performance appraisal. Human capital, **Health and Wellness, 360 degrees feedback**, New trends in International HRM, Diagnosing organizational effectiveness, Emotional intelligence.

Unit – 3 Recent Trends in Accounting & Finance:

- a) Recent Trends in Accounting: IFRS including International Accounting standards (Broad understanding of concepts is expected), Accounting for intangibles, Environmental Accounting and auditing, Forensic Accounting, Balanced scorecard.
- b) Recent trends in Finance- Portfolio management, security analysis, changes in capital market, Role of national level stock exchanges, Derivatives- Concept, New financial instruments, securitization of loans and risk management, Role of credit rating agencies including CRISIL & CRIEDA, Commodity markets.
- c) Recent trends in Banking and Financial Institutions: E- Banking, Core Banking, ATM, RTGS, Private Banking, Global Banking, IFC, SFCs, IDBI, SIDBI, EXIM Bank and regulatory agencies like SEBI, IRDA and recent trends in Central Banking.

Unit – 4 Recent Trends in Information Technology and E- Commerce:

Concept of IT & E-commerce, scope of IT & E-commerce, Types of E-commerce, Practices, Concept of Business process outsourcing, and knowledge process outsourcing.

Recommended Readings:

1. Dutt and Sundaram (2010), Indian Economy, Sultan chand & Co.
2. Peter F. Drucker, Principles and Practice of Management Practice Hall Ltd., New Delhi.
3. L. M. Prasad (2008), Management Principles and Practice, Himalayas Publishing House, New Delhi.
4. Christorphor Lovelock, Services Marketing, Pearson Education, Delhi.
5. Jawahar Lal, Accounting Theory and profile, Taxmenn Publication, New Delhi.
6. Jawahar Lal, Corporate Financial reporting, Taxmenn, New Delhi.
7. Philip Kotler, Principles of Marketing, Practice Hall, New Delhi.
8. I. M. Pandey, Financial Management, Vikas Publishing House, New Delhi.
9. Babtosh Banerji, Financial Management.

Paper 103**Paper Name: Computer Applications****Total Marks: 100, Credits: 04 (48 hours)****Unit - 1 Basics of Computer:**

Characteristics of Computers, Evolution of computers, computer generations, Basic computer organization; System software application software, introduction to operating system, MS-windows, application software, introduction to operating system, MS-windows, application software, introduction to operating System, MS-windows, Linux. Data communication concepts, local area network, wide area network.

Unit - 2 Using Internet for research:

The Internet: quick look, what is internet, major internet services, working of internet, electronic mail, www, downloading super tools for better computing Internet and the society, searching the keyword search engines, interaction, News and multimedia, governments, archives and statistics.

Unit - 3 Research related software's and types of Data:

Data analysis software-SPSS, Core calculation software, Basic concepts of frequency distribution, Measure of central values-Mean, median and mode, Measures of dispersion, range, mean deviation and standard deviation Correlation and Regression analysis.

Unit - 4 Research related tools and utilities:

Research publishing tool-MS Word, Adobe Acrobat, Graphics tool-MS Excel, Presentation tool-MS Power point, Subject/field specific tools on www-freeware.

Unit – 5 Electronic Commerce, Media and Other Services:

Dot com companies new business house, Shopping in Virtual Stores M-commerce, teleshopping, News groups, major news groups, Social Media, Email Lists, Discussion Groups downloadable software's, Searching the Keyword Search Engines, Advanced Searching Meta Search Engines, Boolean Searching

Recommended Readings:

1. Computer fundamentals, Pradip K. Singha and Priti Singha (BPB Publication)
2. The Internet: A users guide, K. L. James (PHI publication)
3. Internet Research skill by, Niall O Dochartaigh (SAGE publication)
4. Microsoft office system 2003 edition (PHI publication)
5. Programming in ANSI C by, E. Balagurusamy (Tata McGraw Hill Publication)
6. Statistical Methods, S.P. Gupta. S. Chand Publication

Specialization: Marketing**Paper 104 (a)****Paper Name: Applied Marketing****Total Marks: 100 Credits: 04 (48 hours)****Unit - 1 Marketing Research:**

Importance, Nature and Scope, Significance of marketing research, Market potential analysis - uses and methods, Sales forecasting, Methods of Sales analysis.

Unit - 2 Product Research:

Meaning, Objectives, Product life cycle, Need for new product, New product development process, Developing product specifications, Data gathering techniques, Self reporting models, Product Testing, Test marketing, Uses and Methods - Pretest market research, Full scale test marketing, Electronic Test market, simulated test market.

Unit - 3 Pricing Research:

Meaning, Objectives of pricing, skimming and penetration pricing research. Measuring price sensitivity, Pre purchase Low and High Control measures, Purchase Low and High Control measures. Distribution research, Attitude studies of channel members, Research on Channel activities and performance, Location studies - Trading area analysis.

Unit – 4 Advertising Research:

Advertising objectives and product/ service appeals, Copy testing measures and methods; Creative strategy research, before and after tests, Media research and Audience measurement. Measuring advertising effectiveness.

Unit -5 Consumer Research:

Nature and importance of consumer behavior, Need for studying consumer behavior, Consumer behavior and perception, learning, personality, attitude, motivation; Social influence on consumer buying behavior, Measurement of consumer attitudes. Multidimensional selling, Motivation research techniques, uses and limitations. Measuring customer satisfaction, Designing customer satisfaction surveys and analyzing survey results.

Recommended Readings:

1. Leon G. Schiffman & Leslie Lazar Kanuk, Consumer Behavior , PHI Learning Private Limited, New Delhi, 2009, 9th Edition.
2. Malhotra Naresh K.& Dash Satyabhushan, Marketing Research: An Applied Orientation, Pearson Education , Delhi 2009, 5th Edition
3. Aaker David A., Kumar V. & Day George S. Marketing Research, John Wiley & Sons, New Delhi, 2009, 9th Edition
4. Green Paul E., Tull Donald S., Albaum Gerald ,Research for Marketing Decision, PHI Learning Private Limited, New Delhi, 2009, 5th Edition.
5. Chunawalla S.A., Advertising, Sales and Promotion Management Himalaya Publishing House Pvt.Ltd. 2010, Mumbai, 4th Rev. Edition.
6. Batra Rajeev , Myers John G., Aaker David A ,Advertising Management, Dorling Kindersley (India) Pvt. Ltd., Noida, 2009, 5th Edition.

Specialization:**Paper 104 (b)****Paper Name: Financial Management****Total Marks: 100 Credits: 04 (48 hours)****Unit – 1 Introduction:**

Meaning, Definition of Financial Management, objectives, scope and functions of Financial Management. Financial Planning – meaning and importance of financial planning

Unit – 2 Capitalization:

Capitalization – over capitalization - causes - effects – remedies, under capitalization –causes – effects – remedies

Unit – 3 Capital budgeting:

Meaning and importance of Capital budgeting – Payback period method – Accounting rate of return method – Net present value method – Internal Rate of return and Profitability Index - Capital Rationing.

Unit – 4 Cost of capital and capital structure decision:

Cost of capital - meaning and importance - cost of equity capital – cost of preference capital – cost of debt capital – cost of retained earnings – weighted average cost of capital. Capital structure - meaning – determinants – Leverages. Capital structure theories – Net income approach – Net operating income approach – Modigliani and Miller approach – Arbitrage process.

Unit – 5 Liquidity and dividend decisions:

Working capital management – meaning – concepts –need for working capital –determinants of working capital – Dividend – meaning – types of dividend – types of dividend policy – determinants of dividend policy Dividend theories – Walter’s Model - Gordon’s Model – Modigliani and Miller’s Hypothesis

Recommended Readings:

1. I M Pandey, “ Financial Management”, Vikas Publishing House Pvt.Ltd, 8thedition, 1999.
2. James C Varnhorn, “ Financial Management and Policy,” Pearson Education Asia
 - a. (Low Priced Edition) 12th edition, 2002

3. Prasanna Chandra, “ Financial Management - Theory and practice,” Tata McGraw Hill
4. Publishing Company Ltd.
5. M Y. Khan and P.K Jain, “ Financial Management - Text, Problems and Cases,” Tata Mc
6. Graw Hill Publishing Company Ltd., 4th edition, 2004.
7. S.N. Maheswari, “Financial Management Principles and Practice,” Sultan Chand and
8. Sons.
9. 6.Aswath Damodaran, “Corporate Finance Theory and Practice,” John Willey and Sons,
2000.
10. Hrishikes Bhattacharya, “ Working Capital Management, Strategies and Techniques,”
Prentice Hall of India Pvt. Ltd,New Delhi 2001.

Specialization:**Paper 104 (c)****Paper Name: Human Resource Management****Total Marks: 100 Credits: 04 (48 hours)****Unit I - Human Capital Management:**

Human Capital Concept, Importance, Human Resource/capital according to Leon C Meginson, HR architecture as a strategic asset, Creating and implementing an HR scorecard

Unit 2 – Human Resource Development:

HRD concept - Employee Training - Needs-Training Process- Evaluation of Training Programs- e-training - Employee counselling. Career Planning- Career development -- Succession Planning Performance Management System- Differentiate between performance appraisal and performance management, Personal Development plans, 360 degree feed back as a developmental tool, performance linked remuneration system, performance linked career planning & promotion policy. Workers participation in Management - Quality circles-Teamwork - Quality of work-life

Unit 3 – Organization Development:

Introduction, OD Process: Components of the OD process, three major data diagnosis models: Weisbord Six-box Model, McKinsey 7-S Framework, & Organizational Iceberg Model ; Phases of OD programme [*7 phase consulting model*], Action Research in OD: Action research model as a Problem solving approach, four Varieties of action research, Survey Feedback

Unit 4 – HR Accounting:

Meaning, Definition, Objectives & Importance of HRA; Historical Development of HRA; HRA for Managers & HR Professionals ; Methods of measurement in HRA – cost approach & economic value approach; Development of the Concept – An Historical Score Card; Modern Market Investment Theory

Unit 5 - Talent Management:

Talent Management Philosophy, Identify relationship between global marketplace and managing talent, how performance management is linked to talent management

Recommended Readings:

1. Personnel Management by Edwin Flippo.
2. Personnel & Human Resource Management – Text & Cases by P. Subba Rao.
3. Human Resource Management – An Experiential Approach by H. John Bernardin & Joyce E. A. Russell.
4. Becker B E, Huselid MA, Ulrich D, “The HR Scorecard” Harvard Business School Press.
5. Human Resource Accounting : Advances in Concepts, Methods and Applications (Hardcover), “Eric G. Flamholtz”, Springer; 3 edition, ISBN: 0792382676
6. How to Measure Human Resource Management (Hardcover), Jac Fitz-enz, et al, McGraw Hill,
7. Accounting for Human Resources : Rakesh Chandra Katiyar, UK Publishing House.s, 2001
8. Becker B E, Huselid MA, Ulrich D, “The HR Scorecard” Harvard Business School Press, 2001
9. French, W.L., & Bell, C.H. Jr. “Organizational Development” prentice Hall India, Sixth Edition 2002
10. Cummings T.G., Worley C.G., “Organizational Development and Change” (7th Edition) S.W. College Publishing Co. 2002
11. Organizational Development by S Ramnarayan, T V Rao.
12. Performance Management, Herman Aguinis, Pearson Education, 2007.
13. The Talent Management Hand Book, Lance A. Berger & Dorothy R. Berger, Tata McGraw Hill, New York, NY. Current Edition
14. Appraising & Developing Managerial Performance-.T. V. Rao, Excel Books
15. 360 degree feedback & assessment & development Centers, Volume I, II and III, TV Rao ,Et all, Excel Books
16. Performance Management, Dixit Varsha, Ist edition, Vrinda Publications Ltd.
17. www.od.com
18. www.shrm.org
19. www.change-management.org