

BHAGWANT UNIVERSITY
Sikar Road, Ajmer
Rajasthan



Syllabus

Institute of Commerce & Management

M. Phil

(Management)

ANNUAL SCHEME OF EXAMINATION:

1. Every candidate shall be required to offer three written papers and one dissertation (equivalent to one paper). Within this frame work the Board of Studies shall recommend the course of study for the M. Phil examination.
2. The course of study for the M. Phil degree shall extend over a period of one academic year. There shall be a continuous internal assessment and as external assessment. The proportion of internal and external assessment shall be 30:70. There will be no internal assessment in the dissertation. Total marks for M. Phil will be 400. Dissertation may be written by the candidates under the supervision of any teacher who is registered as M. Phil Supervisor. Supervisor can guide normally five dissertations. However, the maximum limit may be relaxed by the permission of Vice-Chancellor on the recommendation of Head. The internal Supervisor can guide five candidates and workload of six hours is admissible for each M. Phil course for dissertation. The Supervisor will sign and issue a certificate counter signed by the Head of department concerned.
3. The internal assessment may be evaluated on the basis of:
 - (a) Mid Terms : 15 Marks
 - (b) Assignments /Seminar Presentation /Group Discussion: 15 Marks
 1. Each theory paper shall consist of 100 marks. The dissertation shall also consist of 100 marks. For a pass, a candidate shall be required to obtain (a) at least 40% marks in each paper separately (b) a minimum of 50% marks in the aggregate of all the papers prescribed for the examination. In the mark sheet, successful candidates shall be classified as under
First Division 65% or more.
Second Division 50-65%
 - 6- A candidate will have to pass individually both in the Internal as well as external examination and it should be shown separately in the marks sheet.
 - 7- The placement of every candidate under a Supervisor/Guide shall be decided within two months from the last date for admission.
 - 8- A candidate who fails at the examination even in one paper/dissertation shall be required to reappear at the examination in a subsequent year in all the papers/dissertation prescribed for the examination, provided that a candidate who obtains at least 50% marks in dissertation shall be exempted from the submitting a fresh dissertation and the marks obtained by him shall be carried forward for working out his result.
 - 9- For each theory paper 10 questions will be set for the final examination and the candidate will have to attempt at least five questions. All the questions will carry equal marks.
 - 10- Workload distribution: There will be a teaching of four periods of one hour duration per week for each theory paper and six hours for dissertation.
i.e. 4X3 = 12 hours for theory papers and six hours for dissertation per week.

M.PHIL IN MANAGEMENT

SYLLABUS

Subject Code	Name of Subject	Teaching			Distribution of Marks					
		L	T	P	Theory			Practical		
					Internal	External	Total	Internal	External	Total
Compulsory subject										
01MPL15101	RESEARCH METHODOLOGY	3	1	-	30	70	100	-	-	-
Select any one out of the two subjects										
01MPL15102	EMERGING TRENDS IN MANAGEMENT	3	1	-	30	70	100	-	-	-
01MPL15103	Or FUNCTIONAL MANAGEMENT DECISIONS									-
Specialisation (Any One)										
01MPL15104	MARKETING MANAGEMENT FINANCIAL MANAGEMENT HUMAN RESOURCES MANAGEMENT	3	1	-	30	70	100	-	-	-
01MPL15105										
01MPL15106										
01MPL15201	DISSERTATION	-	-	2				-	100	100
Total		9	3	2	90	210	300	-	100	400

Grand Total-400

RESEARCH METHODOLOGY

Course/Paper: 01MPL15101

MPL Year-I

UNIT I

INTRODUCTION

Research: Meaning - significance – purpose – types – scientific research - Steps in research: Identification, selection and formulation of research problems, research questions – research design – hypothesis formulation.

UNIT II

DATA COLLECTON

Data for research: Primary data – meaning, collection methods-observation interview questionnaire-schedule- scaling techniques - experiments - case studies, Secondary data – meaning, relevance, limitations

**UNIT III
SAMPLING**

Sampling: Meaning – sampling theory - types of sampling – steps in sampling – sampling design – sample size – sampling techniques and methods - sampling and non-sampling errors – advantages and limitations of sampling.

**UNIT IV
DATA ANALYSIS**

Data processing: Editing – coding – transcription and tabulation – Data analysis – meaning and methods - quantitative and qualitative analysis – an overview of parametric and non-parametric tests – application of advanced software packages.

**UNIT V
REPORT WRITING**

Research report: types of report – structuring the report – contents – styles of reporting – steps in drafting reports – editing and evaluating the final draft report.

EMERGING TRENDS IN MANAGEMENT

Course/Paper: 01MPL15102

MPL Year-I

**UNIT I
EMERGING TRENDS IN GENERAL MANAGEMENT**

Business Process Reengineering - Benchmarking - Management By Objectives & Exception – Management By Walking Around - Corporate Governance – Corporate social Responsibility – Business Adoption – Work-life balance

**UNIT II
EMERGING TRENDS IN HUMAN RESOURCES MANAGEMENT**

Socialisation - 360 degrees appraisal – Flexi timing – Emotional Labour – Knowledge management – Employee engagement – Retention strategies – Outplacement

**UNIT III
EMERGING TRENDS IN MARKETING MANAGEMENT**

Marketing Mix - Customer Relationship Management – Online and Web marketing – Marketing ethics.

**UNIT IV
BEST PRACTICES IN FINANCIAL MANAGEMENT**

Economic Value Addition - Activity Based Costing – Depository Services – Derivatives Market.

**UNIT V
EMERGING TRENDS IN OPERATIONS MANAGEMENT**

Business Process Outsourcing - Enterprise Resources Planning - Kaizen – Automated Storage and Retrieval System – Just-in-time inventory, Flexible manufacturing systems, Lean manufacturing, Supply chain management.

FUNCTIONAL MANAGEMENT DECISIONS

Course/Paper: 01MPL15103

MPL Year-I

UNIT I

GENERAL MANAGEMENT

Planning – Organising – Staffing and Controlling - Mergers and Acquisitions - Professional ethics – Business environment: political, social, technological, legal and cultural

UNIT – II

ORGANISATIONAL BEHAVIOR

Personality – Perception - Attitude and Values - Motivation - Job satisfaction – Leadership - Group dynamics – Organisational Climate and Culture- Organizational development

UNIT – III

HUMAN RESOURCES MANAGEMENT

Selection and recruitment – Training and Development – Industrial relations – Industrial Disputes - Labor welfare – Man power planning – Job evaluation and merit rating – Performance appraisal – Employee compensation and rewards

UNIT –IV

MARKETING MANAGEMENT

Marketing mix - segmentation, targeting and positioning - New product development – Product life cycle – Pricing – Channel decisions - Personal selling – Advertising – Promotion – Consumer research – Publicity – Customer relationship management - Export marketing.

UNIT V

OPERATIONAL MANAGEMENT

Plant Location -Plant layout - Product design & process selection - Production planning and control – Inventory Management – Materials management – Maintenance management

Elective Subjects

MARKETING MANAGEMENT

Course/Paper: 01MPL104

MPL Year-I

UNIT I

INTRODUCTION

Evolution of Marketing – Nature and Scope – Marketing Philosophies - Core concepts of marketing – Marketing process - Marketing Mix

UNIT II

ANALYSING MARKETS AND S-T-P STRATEGIES

Analysis of marketing opportunities – Marketing Intelligence - Competitors - Analysis of micro and macro environment – Understanding individual and industrial buyer behaviour – Buying decision process – Consumerism - Strategies for market segmentation, targeting and positioning

UNIT III

MARKETING MIX STRATEGIES

Product planning – product life cycle – New product development – brand management - Packaging - Pricing strategies - Pricing methods - Distribution channel selection and management - Promotion Mix - Marketing Communication - Advertising – Personal selling - Sales force management - Sales promotion – Publicity and Public Relations.

UNIT IV

MARKETING RESEARCH

Types, process – tools and techniques – application of marketing research – product launching, demand estimation, advertising, brand preferences, customer satisfaction, retail stores image,

customer perception, distribution, competitor analysis and related aspects – preparation of marketing research report – sample case studies.

UNIT V

OTHER AREAS OF MARKETING AND EMERGING TRENDS

International marketing – Rural Marketing - Online marketing – Web based marketing programmes - Marketing to non-profit organizations - Marketing to organizations –Marketing of services – Event marketing – Emotional marketing – Holistic marketing - Emerging new trends and challenges to marketers - Building customer satisfaction - Database marketing - Customer Relationship Management

TEXT BOOKS

1. Philip Kotler: Marketing management (Millennium edition), Prentice Hall of India P (Ltd), New Delhi 2001.
2. Zikmand d'Amico, Marketing South western, Thomson Learning, 2000.
3. Sherlekar S.A., Marketing Management, Himalaya publishing, New Delhi

REFERENCES:

1. Micheal R. Czinkota & Masaaki Kotabe, Marketing management, Vikas Thomson learning 2000.
2. Douglas, J. Darymple marketing management John Wiley & Sons, 2000
3. NAG, marketing successfully A professional perceptive, Macmillan 2001
4. Boyd Walker, Marketing Management, McGraw Hill, 2002
5. Aakar Day, Kumar, Essential of Marketing Research
6. Keith Flether, Marketing Management and Information Technology Prentice Hall, 1998

FINANCIAL MANAGEMENT

Course/Paper: 01MPL15105

MPL Year-I

UNIT – I

INTRODUCTION AND CAPITALISATION

Meaning, Definition of Financial Management. Objectives, scope and functions of Financial Management. Financial Planning – meaning and importance of Financial planning Capitalisation – over capitalization - causes - effects – remedies, under capitalisation – causes – effects – remedies.

UNIT – II

CAPITAL BUDGETING AND RISK ANALYSIS IN CAPITAL BUDGETING

Meaning and importance of Capital budgeting – Pay back period method – Accounting rate of return method – Net present value method – Internal Rate of return and Profitability Index - Capital Rationing. Appraisal of risky investments – certainty equivalent method – risk adjusted discount rate – sensitivity analysis – simulation – Decision tree approach

UNIT III

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 IV

LIQUIDITY AND DIVIDEND DECISIONS

Working capital management – meaning – concepts – need for working capital – determinants of working capital. – Concentration banking – Lock box system.

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.

UNIT- V

TURN AROUND STRATEGIES, ACTIVITY BASED COSTING ECONOMIC VALUE ADDITION

Corporate sickness – meaning – causes –turn around strategies. Mergers & Amalgamations – meaning, advantages and limitations. Calculation of pre merger and post merger EPS and PE Ratios. Activity Based Costing – The concept of Economic Value Addition

Text books

1. I M Pandey, "Financial Management", Vikas Publishing House Pvt.Ltd, 8th edition, 1999.
2. James C Varnhorn, "Financial Management and Policy," Pearson Education Asia (Low Priced Edition) 12th edition, 2002
3. Prasanna Chandra, "Financial Management - Theory and practice," Tata Mc Graw Hill Publishing Company Ltd.
4. M Y. Khan and P.K Jain, "Financial Management - Text, Problems and Cases," Tata Mc Graw Hill Publishing Company Ltd., 4th edition, 2004.
5. S.N. Maheswari, "Financial Management Principles and Practice," Sultan Chand and Sons.

Reference books

1. Aswat Damodaran, "Corporate Finance Theory and Practice," John Willey and Sons, 2000.
2. Hrishikes Bhattacharya, "Working Capital Management, Strategies and Techniques," Prentice Hall of India Pvt. Ltd, New Delhi 2001.

HUMAN RESOURCE MANAGEMENT

Course/Paper: 01MPL15106

MPL Year-I

UNIT I

INTRODUCTION

Evolution of human resource management – Importance of the human factor – Objectives of human resource management - Scope of HRM - HRM Models – Role of human resource manager - Skills and qualities of HR manager – Human resource policies.

UNIT II

MAN POWER PLANNING & SELECTION

Importance of human resource planning – Forecasting human resource requirement – Man power planning techniques - Recruitment and Selection - Sources of recruitment - Selection process - Screening tests – Interviews - Placement - Induction – Orientation – Socialisation.

UNIT III

TRAINING AND DEVELOPMENT

Objectives of training – Training needs - Training methods – Benefits – Executive development programmes – Common practices – Organisation development – Self development – Knowledge management

UNIT IV

SUSTAINING EMPLOYEE INTEREST

Motivation – theories and application – Rewards – Job satisfaction - Job design - Empowerment of employees - Participative Management - Quality of work life – Flexi time - Career management - Development cycle - Need assessment – Protégé relationships – Employee Compensation plans - Employee Benefits - Safety and Welfare

UNIT V

PERFORMANCE EVALUATIONS AND CONTROL PROCESS

Job evaluation - Performance Appraisal: process, methods of performance evaluation – feedback – industry practices - Control process: Importance, Methods – Requirement of effective control systems – Career planning – Grievance: causes, handling procedure – Types of industrial disputes - Machinery for settlement of disputes – Computer applications in HRM

TEXT BOOKS:

1. Decenzo and Robbins, Human Resource Management, Wilsey, 6th edition, 2001

2. Biswajeet Pattanayak, Human Resource Management, Prentice Hall of India, 2005

REFERENCES:

1. Human Resource Management, Eugence Mckenna and Nic Beach, Pearson Education Limited, 2002
2. Dessler Human Resource Management, Pearson Education Limited, 2002
3. Mamoria C.B. and Mamoria S. Personnel Management, Himalaya Publishing Company, 1997
4. Wayne Cascio, Managing Human Resource, McGraw Hill, 1998
5. Ivancevich, Human Resource Management, McGraw Hill 2002

**Dissertation
Seminar, Field work & Dissertation Writing**

**Course/Paper: 01MPL15201
MPL Year-I**

1. **Seminar** : Seminar to be delivered on a relevant theme
2. **Field Work** : Visit to industry/National institutes and interaction with experts. (Report to be submitted)
3. **Review** : Preparation and submission of review article based on research papers addressing a contemporary research problem.
4. **Other activities** : Attending National / International workshop / Symposium / Conferences or participation for oral / poster presentation or interaction with M.Sc. students for problem solving approaches / Work of Nobel laureates in last ten years in Science.

Above topics shall be prepared in consultation with research guide

Each student will submit dissertation on any one topic related to management field chosen as specialisation

Dissertation will be guided by supervisor of the university and will be examined by external.

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