

**SCHEME AND COURSES OF READING FOR MASTER OF PHILOSOPHY, COMMERCE (M.Phil)
W.E.F 2017-18**

COURSE STRUCTURE

There will be Eight Questions in All. The Candidate has to attempt four questions in all, selecting one question from each unit. The question paper will have four Units. The paper setter is required to set two questions from each unit. Each Question shall carry 25 Marks.

Course-I RESEARCH METHODOLOGY

There will be Eight Questions in All. The Candidate has to attempt four questions in all, selecting one question from each unit. The question paper will have four Units. The paper setter is required to set two questions from each unit. Each Question shall carry 25 Marks..

Max. Marks 100

Mini. Pass Marks 45

Time allowed 3 Hrs.

The objective of this course is to make the students conversant with the basic ingredients of Research Methodology, so as to enable them to formulate the research problems and plan a survey to investigate into different dimensions of the problems.

Unit I: Introduction of Research: Meaning, characteristics, objectives, nature, scope, significance, limitations, role of research in decisions making, types, criteria of good research and ethics in research; The research process -- steps in research process; Defining the research problem—problem defining process, consideration in selecting a research problem; Research design—definition, Types, components and significance. Review of literature—objectives, significance, planning literature review strategy, literature resources available, quality of sources.

Research Design; Need for Research Design; Features of Good Design; Different- Research Design.

Unit II: Data collection and processing: Primary data – types of primary data collection methods survey, observation, case study and Questionnaire—types, guidelines for preparing questionnaire, steps in designing the questionnaire, essential of good questionnaire and difference between schedule and questionnaire; secondary data-- advantages, disadvantages, criteria for evaluating secondary data, secondary in Indian context; Processing and presentation of data—editing, coding, classification, tabulation, and presentation by way of diagrams and graph. Sampling methods -- probability and non-probability, determination of sample size, sampling errors and non-sampling errors.

Unit III: Concept of attitude, measurement and scaling; Types of scales- nominal, ordinal, interval and ratio scales, various types of scaling techniques, criteria of good measurement. Univariate and Bivariate data analysis and interpretation. Meaning of Interpretation, Techniques of Interpretation. Hypothesis -- meaning, characteristic, sources, hypothesis testing procedure, Type-I and Type- II errors, Application of mean, dispersion, skewness, kurtosis, Correlation and regression in research; Application of Parametric and non-parametric tests in research.

Unit IV: Multivariate Analysis and Report Writing: Multiple regression analysis; Factor analysis; Discriminate analysis; Conjoint analysis; Cluster analysis; Report writing—importance, quality of good report, types of reports, format of report, references, bibliography; Ethic and related issues in research and plagiarism.

References

1. Kothari,C.R.& Garg, Gaurav (2014), Research Methodology: Methods and Techniques, New Age International (P) Ltd, New Delhi.
2. Bridget Somekh & Cathy Lewin (2005), Research Methods in Social Sciences, Sage Publications, New Delhi.
3. Uwe Flick(2011), Introducing Research Methodology- A Beginner's Guide in Doing a Research Project, Sage Publications Ltd., New Delhi
4. George Argyrous(2012), Statistics for Research with a Guide to SPSS, Sage Publications Ltd., New Delhi.
5. Y K Singh and R B Bajpai(2013), Research Methodology: Techniques and Trends, Aph Publishing Corporation, New Delhi ---Proposal that works by Lawrence F Loche, Sage publication India Pvt. Ltd., New Delhi.
6. M.LA Style sheet.
7. Thesis and Assignment writing
8. Research Model for measurement by David and Andrich, sage publication India Pvt. Ltd. New Delhi.
9. Techniques of Attitude scale construction by Allen L. Edward, Vakils Feffer and Simons Pvt. Ltd. Bombay.
10. Psychological testing by Annastase.

Course 2.1 ORGANISATIONAL BEHAVIOUR AND RESEARCH

NOTE: There will be Eight Questions in All. The Candidate has to attempt four questions in all, selecting one question from each unit. The question paper will have four Units. The paper setter is required to set two questions from each unit. Each Question shall carry 25 Marks.

Max. Marks 100

Time allowed 3 hours

Mini. Pass marks 45

UNIT-I

Fundamentals of organizational behavior : Dynamics of people and organizations – Models of organizational behavior Custodial Model – Supportive Model – Social System – Social Culture – role – Status – Organizational culture – Limitations of organizational behavior.

Motivation and Job Satisfaction: Human needs and wants – Motivation – Theories of Motivation – Maslow's and Herzberg's Theories – valence and expectancy model – Job satisfaction – factors leading to job satisfaction – involvement and Organizational commitment.

Unit – II:

Human Engineering ; man – machine system, Work study, time study, motion study, Job, enlargement, Job enrichment. Learning, definition, theories of learning. Personality: meaning and theories of personality. Transaction Analysis, Group Dynamics and Team Building: Concept of Group Dynamics – Group behavior – Problems in group formation – Structural approach – Weakness of group. Ingredients of effective team building process – Skills needed for team building – Team work.

Unit – III:

Leadership and conflict management: Concept of Leadership – Traits of effective leader – Positive and Negative leader. Power styles – autocratic, participative and free rein leader. Managerial Grid model – Situational leadership – Conflict Management – Traditional and behavioral views of conflict – Conflict resolution modes – Contingency approach – Conflicts in organizations – Managing conflicts in organizations.

Unit – IV:

Organizational changes and organizational development – technological changes and behavior – technological features – TQM – flexi system – Nature of work change – Responses to changes – Resistance to change – Reasons for resistance – Implementing changes effectively – Three stages of changes – Organizational learning curve of change – Building support for change. Understating organization development – Characteristics of organizational development – Process of organizational development – Benefits & Limitations of organizational development.

Books for reference

1. Dwivedi, R.S, (2008), Human Relations and Organisational Behaviour, Oxford & IBH.
2. Stephen P. Robins, (2007), Organisational Behaviour, Prentice Hall of India Ltd, New Delhi.
3. Fred Luthans, (2005), Organisational Behaviour, Tata McGraw Hill Company Ltd, New Delhi.
4. Stephen Robbins: Organisational Behaviour, PHI, 1988.
5. Hersey and Blanchard: Management of Organizational Behaviour utilizing Human Resources PHI, New Delhi.
6. Sharma R.A. Organisational Theory and Behaviour Tata McGraw Hill, New Delhi.
7. Carrol & Tosi: Organisational Behaviour, S t. Chair Press.
8. French Bell: Organisational Development PB I, New Delhi.
9. M.L. Blum J.C. Naylor, Industrial Psychology 1984. GBS publishers, Delhi.
10. E.J. Mc Grune and Ilgen: Industrial psychology 1984. PHI, New Delhi.

11. Drenth thierry, Wolliams & Wolf: Gabd Book of work and organisational psychology Vol. I & II, 1984.
12. Robert C. Beak: Applying Psychology: Understanding people PHI, 1982.
13. Maier: Psychology in Industry Oxford & IBH.
14. Edger Schein, Organisational Psychology, PHI, New Delhi.

Course 2.2 FINANCIAL AND INVESTMENT MANAGEMENT

NOTE: There will be Eight Questions in All. The Candidate has to attempt four questions in all, selecting one question from each unit. The question paper will have four Units. The paper setter is required to set two questions from each unit. Each Question shall carry 25 Marks.

Max. Marks 100

Time allowed 3 hours

Mini. Pass marks 45

UNIT-I FINANCIAL MANAGEMENT

1. Nature, scope, objectives of Financial Management: Capital Asset pricing Model-a brief study, Techniques of financial analysis. Techniques of project appraisal. Cost of capital and its measurement.
2. Capital structure; determinants: Leverages-Financial, operating and combined, theories of optimal capital structure.
3. Financing of long term requirements including lease financing.
4. Dividend policy decisions, its parameters, EPS-EBIT analysis optimum dividends models. Policies regarding retained earnings.

UNIT-II MANAGEMENT OF WORKING CAPITAL

1. Management of working capital-concept, its need and factors influencing working capital, Models of cash, receivables and inventory management. Financing of short term requirements.
2. Capital budgeting under risk and uncertainty, risk concept; measure of risk standard deviation and coefficient of variations, technique of appraisal under risk and uncertainty .

UNIT-III INVESTMENT MANAGEMENT

1. Nature and scope of investment management; Organization and structure of the security markets in India.
2. Approaches to security analysis-Technical, Fundamental and Random walk. Risk and return analysis.
3. Portfolio-risk and return: Diversifiable and undiversifiable risks. Portfolio construction models-methodology and uses, CAPM and APM models.
4. Need and the process of portfolio evaluation.

UNIT-IV FINANCIAL MARKETS AND INSTITUTIONS

1. Evolution and role of financial institutions in India, structure of financial markets: money market and capital market.
2. Management and organization of commercial banks in India, Branch banking, Rural Banking- and Lead Bank.
3. Management of primary and secondary Research by the commercial banks
4. Types of loans: Loans and advance to priority sector and differential interest rates, loan policy items and factors affecting credit.
5. Meaning of development banking, Genesis, History, objects and scope of special financial institutions with reference to India.

References:

1. Horne, J.C. Van. Financial management and policy. 10th ed. New Delhi Prentice Hall of India.
2. Horne, J.C. Van. Fundamentals of Financial Management. 9 th ed. New Delhi Prentice Hall of India.
3. Levy H. and M. Sarnat . Principles of Financial Management. Engelwood Cliffs, Prentice hall.
4. Johnson, R.W. Financial Management. Boston Allyn and Bacon.
5. Joy, O.M. Introduction to Financial Management. Homewood: Irwin.
6. Khan and Jain. Financial Management text and problems. 2 nd ed. Tata Mc Graw Hill New Delhi.
7. Pandey, I.M. Financial Management. Vikas Publications.
8. Bhalla, V.K. Financial Management & Policy. Anmol Publications, Delhi.
9. Chandra, P. Financial Management- Theory and Practice. (Tata Mc Graw Hill).
10. Rustagi, R.P. Fundamentals of Financial Management. Taxmann Publication Pvt. Ltd.
11. Singh, J.K. Financial Management- text and Problems. 2 nd Ed. Dhanpat Rai and Company, Delhi.
12. Sharma, G.L. and Y. P.Singh. ed. Contemporary Issues in Finance and Taxation. Academic Foundation Delhi.
13. Singh, Surender and Kaur Rajeev. Fundamentals of Financial Management. Book Bank International.

Course 2.3 STRATEGIC MARKETING MANAGEMENT

NOTE: There will be Eight Questions in All. The Candidate has to attempt four questions in all, selecting one question from each unit. The question paper will have four Units. The paper setter is required to set two questions from each unit. Each Question shall carry 25 Marks.

Max. Marks 100

Time allowed 3 hours

Mini. Pass marks 45

Unit-I Strategic Marketing Concept and Analysis:

Introduction; The nature of marketing, The management process, A modelling approach, Strategic decisions and the nature of strategy, The marketing/strategy interface. **Strategic Marketing Analysis;** Marketing auditing and SWOT analysis, Reviewing marketing effectiveness, The role of SWOT analysis, The characteristics of effective audits. **Segmental, productivity and ratio analysis;** The clarification of cost categories, Marketing cost analysis: aims and methods, An illustration of segmental analysis, An alternative approach to segmental analysis, Customer profitability analysis, Marketing experimentation, The nature of productivity, The use of ratios, Analyzing ratios and trends, Ratios and inter-firm comparison, A strategic approach.

Approaches to competitor analysis; Evaluating competitive relationships and analysing how organizations compete, Identifying competitors' objectives, Identifying and evaluating competitors' strengths and weaknesses, Identifying competitors' likely response profiles, The competitive information system (CIS), **Approaches to customer analysis;** A simple model of buyer behaviour, Factors influencing consumer behaviour, The buying decision process, Organizational buying behaviour, The influence of the product on marketing strategy

Unit-II Strategic Direction and Strategy Formulation:

Mission and Objectives; The purpose of planning, Establishing the corporate mission, Influences on objectives and strategy, Guidelines for establishing objectives and setting goals and targets, The development of strategies, **Structural, market and environmental analysis;** Analysing the environment, The nature of the marketing environment, The evolution of environmental analysis, The political, economic, social and technological environments, Approaches to environmental analysis and scanning.

Market Segmentation, targeting and positioning; The nature and purpose of segmentation, Approaches to segmenting markets, Factors affecting the feasibility of segmentation, Approaches to segmentation, Basis for segmentation, Geographic and geodemographic techniques, Demographic segmentation, Behavioural segmentation, Psychographic and lifestyle segmentation, Approaches to segmenting industrial markets, Market targeting, Deciding on the breadth of market coverage, Product positioning,

The formulation of strategy 1: analysing the product portfolio, The development of strategic perspectives, Models of portfolio analysis, Market attractiveness and business position assessment, Criticisms of portfolio analysis, **The formulation of strategy 2: generic strategies for leaders, followers, challengers and nichers;** Types of strategy, Porter's three generic competitive strategies, Identifying potential competitive advantages, The influence of market leaders, Marketing strategy and military analogies: lessons for market leaders, Strategies for market challengers, Strategies for market followers, Strategies for market nichers, The dangers of strategic wear out, The attractions of being a market pioneer, The influence of product evolution and the product life cycle on strategy, Achieving above average performance and excellence.

Unit-III Strategic Choice:

Product and new product strategies; What is a product?, The dimensions of product policy, Brand Strategies, The development of new products, The new product development process, Reasons for new product failure, Lessons from new product success, Organizing for new product development, The R&D and marketing interface, **Pricing policies and strategies;** The role and significance of price, Approaches to price setting, Deciding on the pricing objectives, Methods of pricing, Using price as a tactical weapon, The behaviour of costs over time, The principles of offensive pricing, How does British industry price?,

The promotional plan; The advertising plan, Sales promotion, Public relations, Planning personal selling, **The distribution plan;** Channel management, Logistics.

Unit-IV Strategic Evaluation, Implementation and Control:

Criteria of choice; Financial criteria, Non- financial criteria, Multiple criteria, **Modelling approaches-1;** Cost-volume-profit analysis, Investment appraisal, **Modelling approaches-2;** Allowing for risk and uncertainty, Matrix models, The marketing performance assessment model, Some other approaches to modeling.

Problem to overcome; Introduction to control, Pressures, Problems of marketing feedback, Information adequacy, Cost problems, Marketing orientation, Planning orientation, Organisational issues,

Management control-1; Basic control concepts, Responsibility accounting, Approaches to control, Some behavioural factors, **Management control-2;** Controls, Taking corrective action, Management reports

References:

1. Strategic Marketing Management; Planning, Implementation and Control by Richard M.S. Wilson and Colin Gilligan, Viva Books Private Limited, 4262/3, Ansari Road, New Delhi-110002.
2. H. Igor Ansoff , Implanting Strategic Management , Prentice Hall 1984.
3. C. Roland Christensen, Kenneth R. Andrews, Joseph L. Bower, Richard G. Hamermesh, Michael E. Porter, Business Policy: Text and cases, Fifth Edition, Richard D. Irwin ,inc, Homewood , LL Linois, 1982.
4. William F. Glueck and Lawrence R. Jauch, Business Policy and Strategic Management , Fourth Ed, McGraw –Hill, 1984.
5. Management , Seventh Ed., South Western Publishing co. Cincinnati , Ohio, 1976.
6. KS Chopra, Business Policy for Indian Industries : Corporate Strategy Formulation, The Times Research Foundation , Pune 1985
7. John Grieve Smith, Business Strategy : An introduction Basil Blackwell, Oxford and economist Publications London, 1985.
8. S.K Bhattachary and N. Venkataarmin, managing Business Enterprises Strategies, Structures and Systems, Vikas Publishing House New Delhi
9. John L Thompson, Strategic Management: Awareness and change, International Thompson press. 1997

COURSE 2.4 PERSONNEL MANAGEMENT

NOTE: There will be Eight Questions in All. The Candidate has to attempt four questions in all, selecting one question from each unit. The question paper will have four Units. The paper setter is required to set two questions from each unit. Each Question shall carry 25 Marks.

Max. Marks 100

Time allowed 3 hours

Mini. Pass marks 45

UNIT-I

Learning:

Characteristics of learning theories, learning principles, motivation and learning, individual differences in learning, importance of learning.

Training for operative personnel:

Introduction of orientation- Meaning and Importance of induction. Methods of induction Programme.

Programme: Meaning and significance of training, objective of training Programme, steps in training Programme.

Types of training and methods of training. Selection of training methods evolving a training Programme,

Managerial and supervisory training. Some problems in training supervisors.

Development Programme: Meaning and importance and development programme objective of Management

Development, Methods of Management development. Organisational development Vs Management Development.

Organisational climate for Management Development, Basic requisites for success of Management Development,

Evaluation of Executive Development programme.

Advancement of Promotion: Meaning, promotion Methods, Merits Vs Seniority. Promotion of Executive.

Appraisal Development Programme, Meaning and importance, objective and methods, Employee Participation in

Appraisal Programme. Management by objectives Merit rating.

UNIT-II

Meaning and significance of Industrial relations, Factors determining industrial relations, significance of I.R. Rise and growth of I.R.

Trade Unionism, Objectives of Trade Unions, Trade unions and wage policy, Essentials of strong and successful trade unions. Trade Union movement in India and other countries- USA, GERMANY, ENGLAND, JAPAN.

Industrial disputes prevention and settlement of Industrial disputes (ID) Meaning of ID, causes of ID, impact of ID on production and industrial development, forms of industrial disputes, strikes, Gherao, Lockouts etc. Prevention and settlement of Industrial disputes, legislation and other measures.

UNIT-III

Collective Bargaining

Function of collective Bargaining, conditions for the success of collective Bargaining, Collective Bargaining movement in India.

Workers participation movement in India, objective, methods and essentials of workers participation movement in management, Joint management councils, progress and working of JMC in India and future prospects.

Labour welfare and social work, aims of labour welfare labour welfare in India.

International Labour Organisations in India (ILO), its early history and aims, DLO India.

UNIT-IV

Labour Legislation In India (In Brief)

Trade Union Act 1926.

Industrial Dispute Act. 1947.

Minimum Wages Act. 1948.

The Payment of Bonus Act. 1956.

Reference

1. Dr. Bhagoliwal T.N. Economics of Labour and social welfare
2. Butler A.D., Labour Economics and Institutions.
3. Mehrotra S.N., Labour Problem in India.
4. Singh V.B., Industrial peace in India.
5. Tandon B.K., Collective Bargaining and Industrial scene.
6. Edwin B. Flipppo: Personnel Management, Mc-Grew Hills publication.
7. Joseph Tiffen and Earnest J; Mc Cornic Industrial . Psychology, Prentice Hall of India, New Delhi.
8. Richard P. Calhoun : Managing Personnel Harpar and Row, New York.
9. Hoerrell Industrial Psychology, Oxford Ibh Publishing Co.
10. Abraham K. Koman: Industrial and organisation psychology.
11. Dare Yoder: Personnel Management and Industrial Relations. Prentice Hall of India. Pvt. Ltd. New Delhi.