

**DEPARTMENT OF BUSINESS ADMINISTRATION
CHAUDHARY DEVI LAL UNIVERSITY, SIRSA**

**COURSE CURRICULUM
FOR M. Phil.**

1st Semester

Core Course(s)						
Course Code	Course Title	Lecture Hour(s)	Tutorial Hour(s)	Practical Hour(s)	Total Hour(s)	Credits
MP-101	Research Methodology	3	1	-	4	4
MP-102	Management Thoughts	3	1	-	4	4
MP-103	Seminar*	-	-	-	-	2
	Open Elective Course**	3	1	-	4	4
* The Seminar will be presented by each student on any topic relating to Indian Ethos and Values, and practices of corporate sector.						
Open Elective Course (for the students of other departments)						
Course Code	Course Title	Lecture Hour(s)	Tutorial Hour(s)	Practical Hour(s)	Total Hour(s)	Credits
MP-OE-01	Data Analysis and Report Writing	3	1	-	4	4

2nd Semester

Core Course(s)						
Course Code	Course Title	Lecture Hour(s)	Tutorial Hour(s)	Practical Hour(s)	Total Hour(s)	Credits
MP-201	Dissertation	-	-	-	-	8
	Open Elective Course**	3	1	-	4	4
Elective Course(s) (Any one of the following)						
Course Code	Course Title	Lecture Hour(s)	Tutorial Hour(s)	Practical Hour(s)	Total Hour(s)	Credits
MP-202(i)	Strategic Financial Management	3	1	-	4	4
MP-202(ii)	Organizational Behaviour and Human Resource Management	3	1	-	4	4
MP-202(iii)	Strategic Marketing	3	1	-	4	4
Open Elective Course (for the students of other departments)						
Course Code	Course Title	Lecture Hour(s)	Tutorial Hour(s)	Practical Hour(s)	Total Hour(s)	Credits
MP-OE-01	Data Analysis and Report Writing	3	1	-	4	4

** The students have to opt one Open Elective Course from other departments, which may be opted in 1st Semester or 2nd Semester as per the scheme of examination of M.Phil. Programme of the concerned department.

RESEARCH METHODOLOGY (MP-101)

Course Credits: 4

End-Term Exam: 70 Marks

Time Allowed: 3 Hours

Course Objective: The objective of this course is to profound understanding of basics of research orientation and application of research techniques.

Course Contents:

Unit 1 Research: Meaning, Nature and Scope, Characteristics of Good Research, Steps in Research Process, Ethics in Business Research; Research Problem: Meaning, Sources and Criteria of a Good Research Problem, Errors in selecting a Research Problem; Review of Literature: Meaning, Types and Steps in Review of Literature; Formulation of Research Hypothesis; Developing a Research Proposal; Research Design: Basic Concepts, Types of Research Design: Descriptive, Exploratory and Experimental.

Unit 2 Sampling: Sample and Census Study, Methods of Sampling, Sampling and Non-Sampling Errors, Determination of Sample Size; Tools and Techniques of Data Collection: Checklist, Observation, Opinionnaire, Interview, Sociometric Techniques, Questionnaire, Schedule, Rating Scales, Reliability and Validity of Instrument; Scaling and Measurement.

Unit 3 Statistical Inference: Steps in Testing of Hypothesis, Sampling Distribution, Standard Error, Statistical Estimation: Point Estimation and Interval Estimation; Parametric Tests: t-test, Z-test, F-test, Analysis of Variance (ANOVA); Non-Parametric Tests: Chi-square test, Sign test, Mann-Whitney U-test, Runs test, Kruskal-Wallis test, Friedman test. Tests of Significance for Attributes, Kolmogorov-Smirnov test; Use of SPSS in Research.

Unit 4 Multivariate Analysis: Factor Analysis, Cluster Analysis, Discriminant Analysis; Research Report: Steps and Layout of Research Report; Mechanics of writing a Research Report, Evaluation Criteria of Research Report.

Suggested Readings:

- Berkman, E. T. and Reise, S. P., *A Conceptual Guide to Statistics Using SPSS*, USA, Sage Publications.
- Cooper and Schindler, *Business Research Methods*, New Delhi, TMG.
- Creswell, J. W., *Research Design*, New Delhi, Sage Publication.
- Cunningham, J. B. and Aldrich, J. O., *Using SPSS: An Interactive Hands-on Approach*, USA, Sage Publications.
- Gupta, S. P., *Statistical Methods*, New Delhi: Sultan Chand and Sons.
- Hooda, R. P., *Statistics for Business and Economics*. New Delhi: Macmillan India.
- Johnson and Clarke, *Business and Management Research Methodology*, New Delhi, Sage Publication.
- Sachdeva, J. K., *Business Research Methodology*, New Delhi, Himalaya Publishing House.
- Sarangi, P., *Research Methodology*, New Delhi, Taxmann.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.

MANAGEMENT THOUGHTS
(MP-102)

Course Credits: 4

End-Term Exam: 70 Marks

Time Allowed: 3 Hours

Course Objective: The objective of this course is to profound understanding of the contribution of various thinkers in developing management thoughts.

Course Contents:

Unit 1 Genesis of Management Thoughts: Management thoughts during Ancient Civilization, Medieval Period and Industrial Revolution; Contribution to Management Thought in Pre-Scientific Period by Robert Owen, Charles Babbage, James Watt and Mathew Boulton; Principles of Management enshrined in the Ancient Scripture such as Bhagwad Gita and the like.

Unit 2 Classical Approach to Management Thoughts: Distinctive features of Classical Approach, Scientific Management, Administrative Theory of Management, Bureaucracy and Management Functions Approach; An Overview of Contribution of Max Weber, F. W. Taylor, Henry Fayol, Peter F. Druker and Marry Parker Follet.

Unit 3 Neo Classical Approach to Management Thoughts: Human Relations Approach, Behavioural Science and Organizational Behaviour Approaches; An Overview of Contributions of Elton Mayo, Douglas McGregor and Abraham Maslow and Herbert Simon; A detailed synthesis of Hawthorne Experiment, Management by Objectives (MBO), Organizational Behavioural Approach (Chester Barnard) and Rationality in Decision Making.

Unit 4 Modern Approach to Management Thoughts: Management Science Approach, System Approach and Contingency Approach; Management as Open System (Trist) and Management as Closed System (Rice); Organizational Change (Lawrence), Management as Information System (Lorsch) and Socio-Responsibility Approach (Thompson); Recent Advances in Understanding Human Behaviour: Ouchi' Z-theory, McKinsey 7's Framework and Peter Waterman's Search of Excellence.

Suggested Readings:

- Luthans Fred, *Organizational Behavior*. New Delhi: McGraw-Hill.
- Das Gurcharan, *The Difficulty of Being Good: On the Subtle Art of Dharma*. Pengwing Books India.
- Robbins, S. P. and Decenzo, D.A., *Fundamentals of Management*. New Delhi: Pearson Education.
- Robbins, S. P., *Organizational Behavior*. New Delhi: PHI.
- Stoner, James A. F., *Management*. New Delhi: Pearson Education.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.

**SEMINAR
(MP-103)**

Course Credits: 2

The Seminar will be presented by each student on any topic relating to Indian Ethos and Values, and practices of corporate sector.

**DISSERTATION
(MP-201)**

Course Credits: 8

**STRATEGIC FINANCIAL MANAGEMENT
[MP-202(i)]**

Course Credits: 4

End-Term Exam: 70 Marks

Time Allowed: 3 Hours

Course Objective: The objective of this course is to make an understanding of various aspects of Strategic Financial Management.

Course Contents:

Unit 1 Strategic Financial Management: Features and Basic Premises; Financial Policy vis-a-vis Corporate Strategic Management; Strategic Decision Making Framework; Strategic Investigation of Growth and Profit Leakages; Ethical Aspects of Strategic Financial Management.

Unit 2 Portfolio Theory and Asset Pricing Models: Risk and Return, Portfolio Analysis: Selection and decision techniques; Market models – Markowitz Model, Sharpe Model, Capital Asset Pricing Model (CAPM), Arbitrage Pricing Model (APM); Fama and French Model; Measurement of Portfolio Performance.

Unit 3 Corporate Restructuring and Business Combinations; Symptoms Prompting Restructuring; Types of Restructuring; Motives for Mergers and Acquisitions; Valuation under Mergers and Acquisitions; Financing a Merger; Merger Negotiations; Corporate Strategy and Acquisitions; Accounting for Mergers and Acquisitions.

Unit 4 Money and Capital Markets; Raising Funds against Receivables; Factoring, Forfaiting and Discounting of Bills; RBI Regulations for Money Markets; Capital Market Participants and Service Providers: Stock Exchanges, Merchant Bankers, Depositors, Credit Rating Agencies and Venture Capital; Public Offerings.

Suggested Readings:

- Gupta J. D., *Strategic Financial Management*. New Delhi, Taxmann.
- Jakhotiya P. Girish, *Strategic Financial Management*. New Delhi, Vikas Publications.
- Pandey, I. M., *Financial Management*. New Delhi: Vikas Publishing House.
- Pinches, G. E., *Essentials of Financial Management*. Harper & Row.
- Richard A. Brealey & Stewart C. Myers (1991), *Principles of Corporate Finance*. U.S.A.
- Van Horne, J. C., *Fundamentals of Financial Management*. Englewood Cliffs: N. J. Prentice Hall.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.

ORGANIZATIONAL BEHAVIOR AND HUMAN RESOURCE MANAGEMENT
[MP-202(ii)]

Course Credits: 4

End-Term Exam: 70 Marks

Time Allowed: 3 Hours

Course Objective: To give a theoretical exposure to the students with regard to organizational behaviour and human resource management.

Course Contents:

Unit 1 Organizational Behaviour: Conceptual framework of Organizational Behaviour; Individual dimensions of Organizational Behaviour: Personality, Perception, Learning, Attitude and Values, Emotional Intelligence and Motivation.

Unit 2 Group dimensions of Organizational Behaviour: Interpersonal Behaviour, Group Dynamics, Work Team, Power and Politics, Leadership, Communication and Conflict Management; Cultural Dimensions of Organizational Behaviour: Work Design and Work Stress, Organization Culture, Organization Effectiveness and Change; Organization Development.

Unit 3 SHRM: VRIO Framework; Human Resource Development: Climate, Culture, Strategies and Approaches; GHRM: Hofstede's Study; Group Dynamics: Vroom Yetton Model, Techniques of Group Decision Making.

Unit 4 Organizational Change: Kurt Lewin's Model of Change, Expanded Process Model, A. J. Levitt Model; Organizational Diagnosis: Weisbord's Model; Industrial Relations and Labour Laws - Trends, Issues and Requirement in present Scenario; Contemporary Global Trends and Challenges in HRM.

Suggested Readings

- Agarwal, Tanuja, *Strategic Human Resource Management*, Oxford University Press, New Delhi.
- Bhatia, S. K., *Management of Change and Organizational Development*, Deep and Deep Publications, New Delhi.
- Dessler, Gary, *Human Resource Management*. New Delhi: PHI.
- Robbins, Stephen P., *Organizational Behaviour*. New Delhi: PHI.
- Singh, B. D., *Industrial Relations and Labour Laws*, New Delhi, Excel Books.
- Venkataratnam, *Industrial Relations*, New Delhi, Oxford Press.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.

STRATEGIC MARKETING [MP-202(iii)]

Course Credits: 4

End-Term Exam: 70 Marks

Time Allowed: 3 Hours

Course Objective: The course aims to develop understanding of the marketing functions and strategies.

Course Contents:

Unit 1 Marketing: Origin and Development, Nature of marketing, Development in Marketing Theories. Marketing Environment: Economic, Demographic, Social, Cultural, Technical, Political and Regulatory Buying Behaviour; SWOT Analysis; Marketing Strategies in different types of Market Structure.

Unit 2 Marketing Mix; Product Management: Product - Meaning and Classifications, New Product Development, Managing Product Life Cycles, Branding; Relationship Marketing and CRM; Service Marketing; Industrial Marketing.

Unit 3 Pricing, Distribution and Promotion: Pricing- Influencing factors, Approaches, Strategies and Programmes, Channels of Distribution and Logistics, Promotion Strategies - Advertising, Personal Selling, Sales Promotion, Direct Marketing and Public Relations: Selling Techniques; Integrated Marketing Communication.

Unit 4 Emerging Issues in Marketing: Green Marketing, Event Marketing, E-Marketing, Network Marketing, Non-Profit Marketing, International Marketing, Growing dependence on Celebrity Endorsement, Ethics in Marketing/Advertising.

Suggested Readings

- Chernev Alexander, *Strategic Marketing*, Chicago, Cerebellum Press.
- Kotler, Keller, Koshy & Jha, *Marketing Management: A South Asian Perspective*. New Delhi: Pearson Education.
- Kumar and Minakshi, *Marketing Management*. New Delhi: Vikas Publishing House.
- Kurtz, *Principles of Marketing*. New Delhi: Cengage Learning India Pvt. Ltd.
- Stone, Marilyn A & John Desmond, *Fundamentals of Marketing*. UK: Routledge.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.

OPEN ELECTIVE COURSE(S)

DATA ANALYSIS AND REPORT WRITING (MP-OE-01)

Course Credits: 4

End-Term Exam: 70 Marks

Time Allowed: 3 Hours

Course Objective: The objective of this course is to make an understanding of application of statistical tools in research.

Course Contents:

Unit 1 Descriptive Statistics: A brief overview of Average, Dispersion and Skewness; Bivariate Correlation and Regression Analysis.

Unit 2 Statistical Inference: Steps in Testing of Hypothesis, Types-I Error, Type-II Error, One-Tailed Test, Two-Tailed Test and Power of Test, Standard Error, Sampling Distribution, Statistical Estimation: Point Estimation and Interval Estimation.

Unit 3 Parametric Tests: t-test, Z-test, F-test, Analysis of Variance (ANOVA); Non-Parametric Tests: Chi-square test, Wilcoxon Signed Rank Sum test, Mann-Whitney U-test, Runs test, Kruskal-Wallis test, Friedman test, Tests of Significance for Attributes, Kolmogorov-Smirnov test; Use of SPSS in Research.

Unit 4 Multivariate Analysis: Factor Analysis, Cluster Analysis, Discriminant Analysis; Research Report: Steps and Layout of Research Report; Mechanics of writing a Research Report, Precautions in writing a Research Report, Evaluation Criterion of Research Report.

Suggested Readings:

- Berkman, E. T. and Reise, S. P., *A Conceptual Guide to Statistics Using SPSS*, USA, Sage Publications.
- Cunningham, J. B. and Aldrich, J. O., *Using SPSS: An Interactive Hands-on Approach*, USA, Sage Publications.
- Gupta, S. P., *Statistical Methods*, New Delhi: Sultan Chand and Sons.
- Hooda, R. P., *Statistics for Business and Economics*. New Delhi: Macmillan India.
- Hein/Kohler, *Statistics for Business & Economics*. New York: Harper Collins.
- Lawrence B. Morse, *Statistics for Business and Economics*. New York: Harper Collins.
- Levin, Richard and David S. Rubin, *Statistics for Management*. New Delhi: Prentice Hall.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.