

Syllabi & Scheme of Examination  
 Master of Philosophy in Management  
 Department of Management studies  
 Singhanian University  
 Scheme of Examination  
 M. Phil. (Management)

**A) Compulsory Papers**

<b>Paper Code</b>	<b>Course Name</b>	<b>Maximum Marks</b>	<b>Minimum Passing Marks</b>	<b>Time Hrs</b>
MP 101	Research Methodology and Data Analysis	100	40	3
MP 102	Management Thoughts and Thinkers	100	40	3
MP 103	Dissertation (Evaluation as per M. Phil. Ordinances adopted and approved by the University)			

**B)-Elective paper MP 104 and MP 105 from followings**

- 1. MARKETING MANAGEMENT**
- 2. FINANCIAL MANAGEMENT**
- 3. CAPITAL MARKET ANALYSIS**
- 4. BANKING AND FINANCIAL SERVICES**
- 5. INTERNATIONAL MARKETING**
- 6. MANAGEMENT INFORMATION SYSTEM**
- 7. ACCOUNTING AND TAXATION**
- 8. INSURANCE AND RISK MANAGEMENT**
- 9. HUMAN RESOURCE MANAGEMENT**
- 10. ENTREPRENEURIAL DEVELOPMENT**

**Note:** A student is required to score 50 per cent marks in aggregate in order to pass the theory examination. Pass marks in the individual course is 40 per cent as explained above.

Thus, there will be 400 marks for theory examination of which a candidate is required to score minimum of 200 marks in order to pass the theory examination.

For paper **MP 103**, external examiner will examine the **Dissertation** and conduct viva-voce thereon and will award the grades (viz. A, B, C, and the like). A student is required to obtain at least grade B therein in order to pass.

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**Paper - MP 101**  
**Research Methodology and Data Analysis**

**Maximum Marks: 100**

**Time Allowed: 3 Hours**

**Note:** There will be nine questions in the question paper. Students are required to attempt five questions in all. All questions shall carry equal marks.

Question no.1 shall be compulsory which will comprise of eight short answer type questions/parts and students are expected to answer any five parts.

There will be eight other questions comprising of two questions from each of the four units. Students are expected to attempt one question from the each unit.

**UNIT I**

Research in business: Significance and limitations; Ethics in business research; scientific research approach: Meaning and process; Place of logic in scientific research.

Hypothesis: Types, sources and characteristics of useable hypothesis; Formulation of research problem; Research Design: Sampling design, Measurement and scales.

**UNIT II**

Survey based research: Data collection – Primary and secondary sources; Analysis and interpretation of data.

Sampling and non-sampling methods, Precision and accuracy of sample based research; Sampling and non-sampling errors, sampling distribution.

**UNIT III**

Statistical estimation: Point and interval estimation; Hypothesis testing procedure; Parametric tests: t-test, F- test, Z-test;

Non-parametric tests: Chi square, Sign test, Wilcoxon test, Rank test, and Kruskal Wallis test.

**UNIT IV**

Multi- variety correlation and regression analyses.

Advanced techniques of data analysis: Analysis of variance (ANOVA), Factor analysis, discriminate analysis, conjoint analysis and Cluster analysis.

Writing a research report: Process and components.

**References:**

1. Donald R. Cooper and Pamela S. Schindler – *Business Research Methods*, Tata McGraw Hill, New Delhi.
2. Kothari, C.R. *Research Methodology*, Wiley Eastern Ltd., New Delhi.
3. Francis J. Rummel and Wesley C. Balline, *Research Methodology in Business*, Harper & Row, New York.
4. Sharma, K.R., *Research Methodology*, National Publishing House, Jaipur.
5. Hooda, R.P., *Statistics for Business and Economics*, Macmillan India Ltd. New Delhi.
6. Sharma, J.K. *Business Statistics*, Pearson Education (Singapore) Pvt. Ltd., Delhi 2004.
7. Arya, P.P. and Yesh Pal, *Research Methodology in Management*, Deep & Deep Publications Pvt. Ltd. 2001.

**Paper - MP 102**  
**Management Thoughts and Thinkers**

**Maximum Marks: 100**  
**Time Allowed: 3 Hours**

**Note:** There will be nine questions in the question paper. Students are required to attempt five questions in all. All questions shall carry equal marks.

Question no.1 shall be compulsory which will comprise of eight short answer type questions/parts and students are expected to answer any five parts.

There will be eight other questions comprising of two questions from each of the four units. Students are expected to attempt one question from the each unit.

**UNIT I**

Genesis of management thought: Management thought 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 scriptures such as Bhagwad Gita and the like.

**UNIT II**

Classical approach to management thought: Distinctive features of classical approach, Scientific management, Administrative theory of management, Bureaucracy and management functions approach.

An overview of contributions of Max Weber, F. W. Taylor, Henry Fayol, Peter F. Druker, and Marry Parker Follet.

A detailed study of Principles of management and Scientific management.

**UNIT III**

Neo Classical Approach to management thought: Human relations approach, Behavioral science and Organizational behavior approaches.

An overview of contributions of Elton Mayo, Douglas McGregor and Abraham Maslow, and Herbert Simon.

A detailed synthesis of Hawthorne experiments, Management by objectives (MBO), and Organizational behavioral approach (Chester Barnard), and Rationality in decision making.

Human Behavior at work: Need hierarchy theory, and X & Y Theory.

## UNIT IV

Modern Approach to management thought: Management science approach, Systems approach and Contingency approach.

Application of statistics and optimization models to management activities, Management as Open System (Trist), Management as Closed System (Rice),

Organisational Change (Lawrence), Management as information Systems (Lorsch) and Socio-responsibility approach (Thompson).

Recent advances in understanding human behavior: Ouchi' Z-theory, and McKinsey 7's framework, Peter Waterman's Search of Excellence.

### References:

1. George, Claude, S., The History of Management Thought, New Delhi, Prentice Hall of India 1987.
2. Pollard, Harold R., Development in Management Thought, London: Heinemann, 1984.
3. Singh, R.N., Management Thought and Thinkers, New Delhi: Sultan Chand & Sons, 1986.
4. Wren, Daniel A., Evolution of Management, New York: McGraw Hill, 1985.
5. Moddie, A. D., Explorations in Management Development, All India Management Association, New Delhi, 1976.
6. Neelamegham, S., Management Development, Kalyani Publications, New Delhi, 1973.
7. Prasad Ravindra D., at el., Administrative Thinkers (ed.), Sterling Publishers Private Ltd., New Delhi, 1991.
8. Weihrich Heinz and Koontz Harold, Management: A Global Perspective, Tata McGraw Hill Publishing, New Delhi 1999.
9. Davis Herbert J., Chaterjee Sameet and Heuer Mark, Managing India: Trends and Transition, Response Books, Sage Publications, New Delhi 2005.

**PAPER MP 104 & 105 : 1. MARKETING MANAGEMENT**

**UNIT I:**

Approaches to the study of Marketing – Conceptual foundation of Marketing – Modern concepts of Marketing – New horizons of Marketing – Marketing systems – Marketing functions – Marketing Environment.

**UNIT II:**

Market Segmentations – Marketing mix –Product mix – product pricing – Sales promotion – Advertising and Personal selling.

**UNIT III:**

Consumer Behavior – Marketing Research – Market information systems – Consumer Relationship Marketing (CRM) – Consumer rights – Consumer protection council – Functions.

**UNIT IV:**

Physical Distribution – Channels of Distribution – Physical Distribution Management Role of Physical Distribution in India.

**UNIT V:**

Agricultural Marketing – Importance – Special Characteristics – Marketing Finance, Marketing agencies – Regulated Marketing in India – Co-operative Marketing in India.

**REFERENCES:**

1. Gandhi .J.C, “Marketing”, Tata McGraw Hill, New Delhi.
2. William J Stanton, “Fundamentals of Marketing”, Tata McGraw Hill, New Delhi.
3. Philip Kotler, “Marketing Management”, Prentice Hall of India, New Delhi.
4. Memoria.C.B and Joshi .R.L, “Principles and Practices of Marketing in India”.
5. Gupta A.P, “Marketing of Agricultural Goods in India”.

PAPER MP 104 & 105 : 2. FINANCIAL MANAGEMENT

UNIT I

Financial management – meaning – Objectives – Financial Decisions – Functions of financial Manager. Time value of money –Present Value, Future Value and Compound Techniques.

UNIT II

Cost of Capital – Meaning and Importance – Cost of Debt, Preference Share, Equity Share and Retained Earnings – Weighted Average cost of capital. Capital Budgeting – Meaning – Significance – Methods of Ranking Investment proposals.

UNIT III

Leverage – Meaning – Financial Leverage – Operating Leverage – EBIT and EPS Analysis. Capital Structure – Theories of Capital Structure Determinants of Optimal Capital Structure.

UNIT IV

Dividend Theories – Walter’s Model, Gordon, Modigliani and Miller’s Model – Forms of Dividends – Factors determining Dividend Policy – Stability of Dividend Policy.

Working Capital Management – Meaning –Objectives – Working Capital Policies – Factors Affecting working Capital Requirements – Forecasting of Working Capital Requirements Sources of working Capital.

UNIT V

Management of Working Capital Components – Cash Management – Inventory Management - Receivable Management. Reports of Various Working Capital Committees.

REFERENCES:

1. Prasanna Chandra, “Financial Management”.
2. Pandey I.M, “Financial Management”.
3. Van Horne, “Fundamentals of financial Management”.
4. Gitman .J, “Principles of Managerial Finance”.
5. Maheswari.S.N, “Management Accounting & Financial Management”.
6. Khan & Jain, “Financial Management”.

Note: The Question Paper shall covers of 50% Theory and 50% Problems.

**PART-1 MP 04 & 105 : 3.CAPITAL MARKET ANALYSIS**

**UNIT I**

Meaning of Investment - Importance of Investment - Factors influencing Investment - Features of Investment Programme - Investment Process - Investment Media, Development of financial system in India – Financial Markets – Financial Institutions – Recent Developments.

**UNIT II**

Structure of Capital Market – Methods of new issue – Stock Exchanges in India – SEBI and its Role – BSE, NSE – Credit Rating – Recent Trends in Capital Market.

**UNIT III**

Valuation of bonds, Debentures, Preference Shares and Equity Shares LIC – UTI Provident Funds – Mutual Funds – National Savings Schemes – Merchant Banking.

**UNIT IV**

Fundamental Security Analysis – Economic analysis – Industry Analysis Company Analysis – Technical Analysis – Basic Theories of Technical Analysis.

**UNIT V**

Portfolio Analysis – Scope – Morkowitz Theory – Sharpe single index model – Efficient Frontier – Portfolio Selection – Risk and Return – Types of Portfolio – Portfolio Evaluation and Portfolio Revision – Formula Plans.

**REFERENCES:**

1. Prasanna Chandra, “Investment Management”
2. Francis Cherunilam, “Investment Management”
3. Bhalla .V.K, “Investment Management”
4. Dr. Preethi Singh, “Investment Management”
5. Dr. Avadhani, “Financial Markets and Institutions”
6. Fischer and Jorden, “Security Analysis and Portfolio Management”.

Note: Question Paper shall Covers of 50% Theory and 50% Problems.

PAPER 1 **MP** 04 &105 – 4. BANKING AND FINANCIAL SERVICES

UNIT – I:

Banking Business in India-Financial services rendered by organized sector-Class Banking v/s Mass Banking-Commercial Banking functions-Micro credit-Emphasis on Rural

Development and Agricultural lending.

UNIT – II:

Central bank- functions-Role of RBI in Banking Sector-State Bank of India – Objectives and Progress. Risk Management –Credit Risk, Market risk and Operational risk-

Basel II- Requirements on Capital Adequacy and 3 pillar Approach-Asset Liability Management.

UNIT – III:

Merchant Banking-Progress of Merchant Banking in India-Export Finance-Pre Shipment-post shipment Credit-RBI & Export Finance- Exim bank. Private Sector Banks v/s

Public Sector Banks-Mergers and Acquisitions-Consolidation.

UNIT – IV:

Priority Sector lending in Banks-Small Scale Industries & Tiny Sector-Functions of DICGC. Services of banks – Tele Banking Credit Card-ATM – Core Banking in India.

Impact of Globalization on Banking Services.

UNIT – V:

Project Evaluation – Technical Feasibility - Commercial Feasibility-Financial Feasibility Ratio Analysis-Break-Even Analysis- Working Capital Analysis-Risk Analysis-

Profitability Analysis.

REFERENCES:

1. Radhaswami.M & Vasudevan.S.V “Banking” Schand & Co Ltd.
2. Saravanel.P, “Modern Banking in India and Abroad”, Margan Publications.
3. Suba Rao, Himalaya.P, “Principles and Practice of Bank Management” Publishing House
4. Vasanth Desai “Development Banking Issues and Options”
5. “Journal of the Indian Institute of Bankers” Special Issues
6. K.P.M Sundaram Sultan, “Money Banking, Foreign Exchange & International Trade”. S.Chand & Sons.

**PAPER MP 104 & 105: 5. INTERNATIONAL MARKETING**

**UNIT – I** Features of India's Foreign Trade –Recent Trends in India's Exports – Govt.

of India's Import and Export Policy and Regulation thereof – Import and Export Control act – Govt's Policies and Regulation thereof – Benefits from International Trade – Trade and Economic Development – the prospects for the developing Countries.

**UNIT – II**

Export Promotion Measures – Institutional Arrangements- Financial and Non-Financial Incentives – Import and Export Procedures – Documentation – Types of Invoices – Letters of Credit – Bill of Lading – Bill of Entry – Trade Policy and Balance of Payment of Developing Countries – Methods of Protection – Nominal and Effective rates of Protection – Agreements for Protection.

**UNIT –III**

Features of overseas sales contract – Important Clauses –Preparation of Goods for Dispatch – Preshipment Inspection – Formalities at the port of Shipment and Customs Clearance-Services of Shipping Agents – Financing of Import and Exports – EXIM bank

**UNIT – IV**

Safeguards against Risks in Foreign Trade. Significance of Marine Insurance ECGC – Air Cargoes- Special Features – Sources of Imports – Canalization of Imports through Public Sector Corporations.

**UNIT-V**

Foreign Exchange – Rate of Exchange – Foreign Exchanges Regulations in India- Authorized Dealers – Money Changers – Foreign Exchange dealings by Commercial Banks – Factors influencing Exchange Rate – Commercial Rate of Exchange – Cross Rate of Exchange.

**REFERENCES:**

1. Varshney "International Marketing"
2. Market Kulkarni, "Foreign trade & Development"
3. Agarwal, "Export Methods"
4. Chaudhari, "Finance of Foreign Trade and Foreign Exchanges".
5. Balagopal, "Export Marketing"
6. Chatterjee, "Principles of Foreign Exchange".
7. Francis Cherunilam, "Export Trade"

**PAPER MP 104 & 105: 6. MANAGEMENT INFORMATION SYSTEM**

**UNIT-1**

Management Concept – Information Concept- System Concept- Management Information System: Planning, Designing and Implementing MIS- Using Information Technology in MIS.

**UNIT II**

Type of Information System- TPS, MSS, MRS, DSS, EIS, AI, ERP and Office Automation- Information System for Managerial Functions - Information System for Business: Production, Marketing, Finance, Accounting, Human Resources, Pay Roll and Inventory.

**UNIT III**

Computer based Information System - Computer Hardware: Input, Output and Storage Devices - Computer Software: System Software and Application Software - Computer Programming - Programming Languages- Recent trends in Hardware and Software.

**UNIT IV**

Data Base - DBMS - Communication: Methods and Media – Telecommunication System – Network - Types of Network.

**UNIT V**

E-Business - Function of E-Business - Developing E-Business Strategies- Implementing E-Business System.

**REFERENCES:**

1. James O'Brien, "Management Information Systems".
2. Gupta .S.K, "Management Information Systems".
3. Sadagopan "Management Information Systems".
4. Goyal, "Management Information Systems".
5. Kenneth .C.Laudon & Jane P.Laudon, "Management Information Systems".
6. Stephen Haag, Marvl Cummings, Amy Phillips, "Management Information Systems".Tada McGraw Hill, 6th Edition.

**PAPER MP 10 4 & 105 : 7. ACCOUNTING AND TAXATION**

**UNIT I**

Accounting Concept - Convention and principles - Scope for Accounting Information- Users information needs – Inter relationship between Financial, Cost and Management Accounting.

**UNIT II**

Role of Accounting Association & Institution - Accounting Standards - International Accounting Standards - Accounting for price level changes - Analysis of Financial statements

- Corporate Governance

**UNIT III**

Meaning & need for Human Resource Accounting - Objectives and Significance of Human Resource Accounting- Methods of Human Resources Accounting - Human Resources Accounting in India-Computerized Accounting and Software Packages..

**UNIT IV**

Basic Concept in Income tax – Income – Assesses - Previous year - Assessment year –Person - Residential Status - Exempted Incomes - Computation of Income form Salary, House Property, Business & Profession, Capital Gains and Income from other Sources.

**UNIT V**

Deduction from Gross Total Income - Set off and Carry forwarded of losses - Assessment of Individuals.

**REFERENCES:**

1. Porwal .L.S, “Accounting Theory An Introduction”
2. Shukla .M.C & Grewal .T.S “Advanced Accounting”
3. Khan and Jain “Advance Accounting”
4. Bhattacharya “Accounting for Management”
5. Dr.Vinod K. Singania, “Tax Man”
6. Gaur.V.K, and Narang K.L, “Income Tax Law and Practice”
7. Mehrotra .H.C and Goyal, “Income Tax Law and Practice”.

## PAPER MP 104 &105: 8. INSURANCE AND RISK MANAGEMENT

### UNIT I

Definition – Nature and Function of Insurance – Principles of Insurance – Evolution of

Insurance kinds – Insurance Organization in India – Use of Insurance – essentials of insurance contract – Difference between different types of Insurance Contract.

### UNIT II

Nature of Life Insurance contracts – Classification of Policies; According to duration – Premium Payment Participation in Profit – Number of Lives Covered – Method of Payment

of Claim Amount on Non-Convention Policies ANNUITIES – Calculation of Premium –Lapses and Renewals – Surrender Values life Insurance for the under privileged –Claims –Double Insurance.

### UNIT III

Risk: Selection of Risk – Factors Affecting Risk – Sources of Risk – Information Classes of Risk – Methods of Risk Classification – Measurement of Risk – Mortality Table –Construction – Types – Types and Treatment of Sub-Standard Risk – Conditions Relating to Commencement of Risk.

### UNIT IV

Marine Insurance: Origin – Definition - Features – Kinds of Policies – Clauses in Policy Premium Calculation – Marine Loss – Settlement of Claims Progress of Marine Insurance Business in India. Fire Insurance: Features – Kinds of Policies – Policies Conditions Rate Fixation – Surveys and Inspection – Payment of Claims – Reinsurance –Renewals Progress of Fire Insurance.

### UNIT V

Miscellaneous Insurance: Motor Insurance – Burglary Insurance – Agricultural Insurance – Personal Accident and Sickness Insurance – Aviation Insurance – Rural Insurance in India – Urban Non Traditional Insurance. IRDA – Private and Foreign Insurance Companies in India.

### REFERENCES:

1. Arifkhon M “Theory and practices of Insurance Education”, Book House, Aligah.
2. Kothari and Bahi, “Principles and Practices Insurance”.
3. Sharma R.S, “Insurance: Principles and Practices”, Vora Bombay.
4. Srinivasan M.N, “Principles of Insurance Law”, Ramanujn Publishers, Bangalore.
5. Mishra M.N. “Insurance Principles are Practices” (1999) S.Chand & Co., New Delhi.

## PAPER MP 104 &105: 9. HUMAN RESOURCE MANAGEMENT

### UNIT I

Human Resource Management – Meaning –Definition –Importance- Historical perspective of the personnel function – Scope of Human Resource Development – Functions – Manpower planning –Executive resources planning- New Trends in HRD. HRD Education – corporate application- Evaluation HR

Management

### UNIT II

Human Resource Planning – Steps in the Human Resource Planning Process- Selection- Recruitment – Training and its types- Principles of Training- Organization Development- Performance appraisal-Promotion.

### UNIT III

Role of psychology in HRD and Management – Industrial psychology- Human Relations, Employees morale- Measures to improve morale- Job Satisfaction – Motivation – Theories – Leadership –Theories –Group Dynamics.

### UNIT IV

Individual and Personality – Characteristics and Traits of Personality- Personality Development –Theories of Personality - Learning Importance and Types of Learning. Trade Unions and worker Satisfaction in Management.

### UNIT V

Introduction and Significance of Customer Relationship Management- Strategies for Building

Relationship – Effective Customer Communication System – Developing Customer Satisfaction Index –Building Customer Relationship Management.

### REFERENCES:

1. N. S Gupta , “Organization Theory and Behavior”, Himalayas Publishing House, New Delhi.
2. Rudrabasavaraj, “Dynamics for Personnel Administration” Himalayas Publishing House, New Delhi.
3. CB Memoria, “Industrial Relations”
4. Dale Yoder, “Personnel Management and Industrial Relations”
5. Michael, “Organizational Behavior & Management Effectiveness”
6. Fred Luthans, “Organizational Behavior”
7. H.Peeru Mohamed & A Sagadevan, “Customer Relationship Management”, Vikas publication.

## PAPER MP

### 104 & 105: 10. ENTREPRENEURIAL DEVELOPMENT

#### UNIT I

The Entrepreneurial Culture and Structure – Competing Theories of Entrepreneurship

–

Entrepreneurial Traits – Types – Behavioral Patterns of Entrepreneurs – Entrepreneurial Motivation – Establishing Entrepreneurial Systems – Ideas Processing, Personnel – Financial – Information and Intelligence, Rewards and Motivation – Role of Industrial Fairs.

#### UNIT II

Search for a Business Idea, Sources and Selection – Project Classification and Identification –

Constraints – Features of Ancillary Units, Consumer Products, Feasibility Prospects, Project Objectives, Design and Appraisal Format for Report – Net-work Analysis (PERT, CPM), Activity Performance – Time Schedules- Factory Design – Design Requirements.

#### UNIT III

Financial Analysis – Capital Cost, Operating Cost Estimation and Budgeting under uncertainty

Risk and Inflation – Performance Profit and Loss, Balance Sheet- Cash Flow Statement – Social Cost Benefit, Analysis, Sources of Project Finance, Credit Facilities- Type – Evaluation by Financial Institutions – Role of Consultancy Organizations – Uses of Leasing Arrangements – Institutions Providing Technical, Financial and Marketing Assistance.

#### UNIT IV

Marketing Channel – Selection Channel Members – Setting Quality Standards- Channel Recruitment Strategies. Entrepreneurship Development Programmes in India – Prospects.

#### UNIT V

Steps for Starting a Small Industry – Selection of Types of Organization – Incentives and

Subsidies – Central Govt. Schemes and State Govt. Schemes, Incentives to SSI – Registration,

Registration and Licensing Requirements for Sales Tax, CST, Exercise Duty, Power Exploring Export

Possibilities – Incentives for Export – Imports – Import of Capital Goods and Raw Materials – Success and Survival.

#### REFERENCES:

1. N .S Gupta, “Organization Theory and Behavior”, Himalayas Publishing House, New Delhi
2. Rudrabasavaraj, “Dynamics for Personnel Administration” Himalayas Publishing House, New Delhi
3. Joseph M Putti, “Personnel Management” S. Chand
4. Michael, “Organizational Behavior & Management Effectiveness”
5. Peeru.H Mohamed & Sagadevan . A, “Customer Relationship Management”, Vikas Publication.
6. Badi.K & Badi, “Entrepreneurship Development”