

# जोधपुर राष्ट्रीय विश्वविद्यालय Jodhpur National University



## SYLLABUS

**M.Phil. (Management)**

Faculty of Management

## **M.Phil (Management): Course Details**

<b>PAPER – I</b>	<b>ADVANCED RESEARCH METHODOLOGY</b>	<b>MM 100</b>
<b>PAPER – II</b>	<b>STRATEGIC MANAGEMENT</b>	<b>MM 100</b>
<b>PAPER – III</b>	<b>MANAGEMENT CONCEPTS AND APPLICATIONS</b>	<b>MM 100</b>
<b>PAPER – IV</b>	<b>ENVIRONMENTAL ISSUES</b>	<b>MM 100</b>
	<b>DISSERTATION PROJECT</b>	<b>MM 200</b>
	<b>TOTAL</b> <b>(For a Pass: In each paper 40% &amp; Aggregate 50%)</b>	<b>MM 600</b>

## **Paper – I: Advanced Research Methodology**

**MM: 100**

**Unit: I** Introduction to Business Research: Research – Meaning – Scope and Significance – Characteristics of Good Research- Types of Research – Research Process – Research Design: Features of good design – Scientific method –Identifying Research Problem – Concepts, Constructs, Variables, Proposition, and Theoretical framework.

**Unit: II** Hypothesis: Meaning – Sources – Types – Role of Hypothesis formulations - Qualitative Research – Process – Qualitative Research Methodologies – Quantitative Research - Measurement – Meaning – Need -Errors in Measurement – Test of Sound Measurement –Scaling Techniques – Meaning –Construction techniques.

**Unit: III** Sampling design – Meaning – Concepts – Steps in Sampling – Criteria for Good Sample Design – Types of Sample Designs – Probability and Non-Probability Samples – Sample Size Determination – Data collection: Types of Data – Sources – Tools for Data Collection – Constructing Questionnaire – Reliability and Validity – Pilot Study – Data Pre-Processing: Coding and Editing Data analysis : Exploratory, Descriptive and Inferential Analyses.

**Unit: IV** Test of Significance: Assumptions about Parametric and Non-Parametric Tests. Parametric Test - t test, F test and Z test - Non Parametric Test – How to select a test - U Test, Kruskal Wallis, Sign test- Correlation and Regression analyses.

**Unit: V** Multivariate Analysis – Factor analysis, Cluster analysis, MDS, Discriminate Analysis (NO Problems), SPSS and its Applications. Interpretation - Meaning - Techniques of Interpretation - Report Writing:- Significance - Steps in Report Writing – Types of Reports-Layout of Report - Executive Summary - Precautions for Writing Report - Norms for using Tables, Charts And Diagrams Appendix:- Norms for using Index and Bibliography.

### **Suggested Readings:**

1. Donald R. Cooper and Pamela S. Schindler, “Business Research Methods”, Tata McGraw Hill, 9th Edition, 2007.
2. William G. Zigmund, “Business Research Methods”, Cengage Learning India Pvt Ltd, 2006.
3. Naresh K Malhotra, “Marketing Research: An Applied Orientation”, Pearson Education” 4th Edition, 2004
4. Rao K.V.Research “Methods for Management and Commerce”, Sterling Publishers, 1993.
5. Uma Sekaran, “Research Methods for Business”, Wiley India Publications, 4th Edition - 2009.
6. Wilkinson Bhadarkar “Methodology and Techniques of Social Research”, Himalaya Publisher, Students Edition.
7. Anderson et al., “Assignment and Thesis writing”, Wiley Publications, 4th Edition-2008.

## Paper – II: Strategic Management

MM: 100

**Unit: I** Evolution of Strategic management and Business Policy. Introduction to Business Policy, understanding Strategy. Strategic Decision – making, School of thought on strategy formation. Introduction to strategic Management, Strategy Intent, Vision, Mission. Business Definition, Business Models, Goals and Objectives. Concepts of Environment, Environmental Sectors, Environmental scanning, appraising the environment. Dynamics of Internal Environment, organizational capability factors, consideration in organizational appraisal, methods and techniques used for organizational appraisal, structuring organizational appraisal.

**Unit: II** Corporate level strategy, concentration strategies, integration strategies, diversification strategies. Internationalization Strategies, Cooperative strategies, Digitalization strategies. Stability strategies, retrenchment strategies, combination strategies, corporate restructuring. The foundations of Business-level strategies, business-level strategies, generic business strategies, tactics for business strategies, business strategies for different industry conditions, business strategies and internalization, business strategies and digitalization.

**Unit: III** Process of strategic choice, strategic analysis, subjective factors in strategic choice, contingency strategies, Strategic plan. Nature of strategy implementation, barriers to strategy implementation, interrelationship of formulation and implementation. A model of strategy implementation, project implementation, procedural implementation, resource allocation.

**Unit: IV** Structural considerations, types of organizational structures, organizational design and change, structures for strategies, organizational system and process. Stakeholders' and strategic management, Corporate governance and strategic management, role of board of directors in strategic management, strategic leadership, corporate culture and strategic management, corporate politics and power, personal values and business ethics, social responsibility and strategic management.

**Unit: V** Functional strategies, Functional plans and policies, Financial plans and policies, marketing plans and policies, operations plans and policies, personnel plans and policies. Information management plans and policies, integration of functional plans and policies. Operational implementation. An overview of strategic evaluation and control, strategic control, operational control, techniques of strategic evaluation and control, role of organizational systems in evaluation.

### Suggested Readings:

1. John A. Pearce II and Richard B. Robinson, Strategic Management, Tata McGraw Hill, New Delhi (latest Edition)
2. Kazmi Azhar, Business Policy and Strategic Management, Tata McGraw Hill, New Delhi, Second Edition
3. Lawrence R. Jauch, Rajiv Gupta and William F. Glueck, Business Policy and Strategic Management, Frank Bros & Co., New Delhi, Seventh Edition.

## **Paper – III: Management Concepts and Applications**

**MM: 100**

**Unit: I** Introduction: concept & nature of management; management competencies communication, team work, planning and administrative, strategic and global competencies; evolution of management thoughts-traditional, behavioural, systems contingency and quality viewpoints.

**Unit: II** Planning, decision making and organizing: nature & elements of planning, planning types and models, planning in learning organizations; strategic planningan overview; decision making process, models of decision making, increasing participation in decision- making, decision-making creativity; basic issues in organizing – work specialization, chain of common delegation, decentralization, span of management, bases for departmentation.

**Unit: III** Leading: recognition of human factor, motivation models/approaches, leadership styles/behaviours, personal characteristics of effective leaders, leadership development; leadership for learning organization.

**Unit: IV** Strategy leads to structure: Types of organizational structures. Organizational Design, Chart and Departmentalization, Span -of control, Authority-responsibility. Theories of organizations. Boundary less and structure less organization. Empowering and authority -reasonability functions.

**Unit: V** Management control, managerial ethics and social responsibility: management control –concept and process, overview of control techniques, effective control system; managerial ethics, factors affecting ethical choices; ethical dilemma; social responsibility; evaluating corporate social performance; managing company ethics and social responsibility.

### **Suggested Readings**

1. Robbins, S.P. and Decenzo, D.A. Fundamentals of Management, Pearson Education Asia, New Delhi.
2. Hellregel, Management, Thomason Learning, Bombay.
3. Koontz, Hand Wechrich, H. Management, Tata McGraw Hill inc. N.Y
4. Stoner, Jetal, Management, Prentice Hall of India., New Delhi.
5. Robbins & Coulter, Management, Prentice Hall of Hall of India. New Delhi

## **Paper – IV: Environmental Studies**

**MM: 100**

**Unit: I** Environment – Definition – Scope – Structure and function of eco system's procedures, consumers and decomposers – energy flow in the ecosystem – ecological succession – food chain, food web and ecological pyramids – concepts of sustainable development.

**Unit: II** Natural resources: Renewable – air, water, soil, land and wildlife resources. Nonrenewable – mineral, coal, oil and gas. Environmental problems related to the extraction and use of natural resources.

**Unit: III** Biodiversity – Definition – values – consumption use, productive social, ethical, aesthetic and option values threats to biodiversity – Hotspots of bio diversity – conservation of bio-diversity: In-situ Ex-situ. Bio-wealth – national and global level.

**Unit: IV** Environmental pollution : Definition – causes, effects and mitigation measures –Air pollution, Water pollution, Soil pollution, Noise pollution, Thermal pollution – Nuclear hazards – solid wastes acid rain – climate change and global warming environmental laws and regulations in India – Earth summit.

**Unit: V** Population and environment – Population explosion – Environment and human health – HIV / AIDS – Women and child welfare – Resettlement and Rehabilitation of people, role of information technology in environmental health –Environmental awareness.