

**SCHOOL OF MANAGEMENT AND BUSINESS STUDIES
MAHATMA GANDHI UNIVERSITY, KOTTAYAM**

**MASTER OF PHILOSOPHY
IN BUSINESS STUDIES**

REGULATIONS, SCHEME, AND SYLLABUS

Under CSS w.e.f 2017-18 ADMISSION ONWARDS

1. PROGRAMME OVERVIEW

The Master of Philosophy in Business Studies is programme designed and well-founded for smooth transition into advanced research including doctoral level. The programme empowers the researchers with domain specific capabilities and methodological competencies.

2. COURSE DURATION

The duration of the programme shall be spread in one full year with two semesters. Each semester shall consist of 6 months. Instruction and University examinations in each course in a semester shall be completed within 90 days in a semester. Each semester shall comprise of minimum of 16 instructional weeks of days each of 5 hours a day (Total contact hours 400).Continuous internal evaluation during the course period and university examination at the end of each semester shall be conducted.

3. ELIGIBILITY FOR ADMISSION

A pass with not less than 55% marks in the post graduate examination of the following subjects:

1. M.B A
2. M.Com
3. M.H.R.M
4. M.A Economics
5. M.M.S c

Candidates belonging to SC/ST communities shall eligible for concession as per university rule.

4. ADMISSION PROCEDURE

Admission to M. Phil in Business studies shall be on the basis of merit determined by the admission scores obtained by the candidate seeking admission computed by adding together the weightage of marks as specified below

(a) Academic qualification -	100
(b) Entrance Test -	40
(c) Interview -	10
Total -	150

A rank list shall be prepared by the School based on the final rank score computed as above and admission shall be conducted to the M.Phil Programme. While preparing the rank list, if there is same index mark for more than one candidate, they will be ranked on the basis of the score of the test. Even after this, there is a tie they will be ranked on the basis of actual marks obtained for qualifying examination. If tie exists even after with this, the date of birth is to be considered and the elder person is to be given preference in the admission. The whole admission process will be monitored by an admission committee constituted from the faculty members and Director/HOD of the School as Chairman. The Common Admission Test to be conducted by the university every year as per the regulation. The admission test is designed to access the candidates' ability in verbal reasoning, English grammar and comprehension, data interpretation, general knowledge, research methodology and functional areas of business management.

5. Scheme of the Programme

Course Code	Course Title	IA	ESA	Total	Credit	Type
	First Semester					
SMBSPDIC 201701	Research Methodology	50	50	100	4	Core
SMBSPDIC 201702	Contemporary Management and Business Practices	50	50	100	4	Core
SMBSPDIE 2017 01/02/03	Specialization Elective (Any one Course)	50	50	100	4	Elective
	Total	150	150	300	12	
	Second Semester					
SMBSPDII C201701	Dissertation	50	50	100	20	Core
SMBSPDII C201702	Viva -Voce	-	100	100	4	Core
	Total	50	150	200	24	
	Grand Total	200	300	500	36	

(IA- Internal Assessment in Marks, ESA- End Semester Assessment in Marks, Total in Marks)

6. EVALUATION

Students who secure a minimum attendance of 75% and above in a semester, and who pass the internal examinations of all the courses of the semester, alone, will be allowed to appear for the end semester examination and continue in the programme to the next higher semester. A student in the M Phil programme will be permitted

to appear for the second semester examinations only if he/she attains the minimum grade (C) prescribed for all courses in the first semester. The student's attendance and classroom performance as well as the feedback received from tests, tutorials, assignments and term papers shall form the basis for internal assessment. The internal assessment will be a continuous assessment (CA) that accounts for 50% of the evaluation in both theory and practical. The percentage of marks assigned to various components for internal evaluation is as follows:

Sl. No	Components	% of internal marks
1	Two test papers	60%
2	Assignments/Book review/debates	20%
3	Seminars/Presentation of case study	20%

Tests: For each course there shall be at least two class tests during a semester. Best of the marks obtained in the two tests will be counted as the internal test component of CAS.

Assignments: Each student shall be required to do two assignments/book reviews for each course. Assignments/book review after valuation must be returned to the students. The teacher shall define the expected quality of the above in terms of structure, content, presentation and the like, and inform the same to the students. Punctuality in submission of assignments/records is to be given a weightage in the internal evaluation.

Seminar: Every student shall deliver one seminar as an internal component of every course and must be evaluated by the respective course teacher in terms of structure, content, presentation and interaction.

End-Semester Examination: *The end semester examination will account for the remaining 50% of the evaluation which will be done by the School in accordance with the CSS provisions in Section 8.1.*

The evaluation of the end-semester examination of the first semesters shall generally be done by the faculty who taught the course. Evaluation of the 2nd semester courses shall be evaluated by two examiners; one, the external and the other, internal examiners.

Grading System:

The performance of a student in each course is evaluated in terms of percentage of marks with a provision for conversion to grade points. The grading system followed is that of relative grading on a ten-point scale. The following table indicates the performance range and the relative value of the grades (grade points) on the scale.

Range of % of Marks	Grade Letter	Grade Point
95 - ≤100	O	10
85 - <95	A plus	9
75 - <85	A only	8
65 - <75	B plus	7
55 - <65	B only	6
45 - <55	C	5
40 - <45	P	4
<40	F	0
Absent	Ab	0

Letter grade	Performance	Grade point
O	Outstanding	10
A plus	Excellent	9
A only	Very good	8
B plus	Good	7
B only	Above Average	6
C	Average	5
P	Pass	4
F	Fail	0
Ab	Absent	0

Minimum grade for passing in a course or programme: The minimum for a pass in a course is 'P' grade. The minimum credit point requirement (CGPA) for the programme is five.

Syllabus (Appended)

SMBSPDIC201701

RESEARCH METHODOLOGY

Course Objectives: The course is designed with a view to acquaint the research scholars to master the process of doing research in business and other social sciences; and to acquire skills to undertake research projects for the business effectively

Module 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- Review of literature: Nature and Purpose.

Module II: Sampling Design and Data collection: Sampling design – Meaning – Concepts – Steps in Sampling – Criteria for Good Sample Design – Types of Sample Designs – Probability and Non-Probability Samples – Sample Size Determination-Sources of data – Primary and Secondary data – Methods of data collection – Case study, observation, survey method – Tools of data collection – Questionnaires and Interview Schedule- Pre-testing and pilot study- Reliability and Validity.

Module III: 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- Nominal Scale – Ordinal Scale – Interval Scale – Ratio Scale – Guttman Scale – Likert Scale – Semantic Differential –Construction techniques.

Module IV: Data Analysis: Data preparation and preliminary analysis – Editing – Field Editing , Central Editing – Coding – Tabulation – Cross Tabulation – Exploratory, Descriptive and Inferential Analyses-Differences between Parametric and Non – Parametric tests -Parametric Test - t test, F test and Z test - Mann – Whitney ‘U’ test, Rank Sum Test (Sign Test) –Chi –Square test – ANOVA – Multivariate Analysis -Factor analysis – Cluster analysis – Discriminate Analysis –

Multiple Regression – Correlation – Canonical Correlation - SPSS and its Applications-Structural Equation Modeling

Module V: Report Writing: Report Writing:- Significance - Steps in Report Writing – Types of Reports- Layout of Report - Executive Summary - Precautions for Writing Report - Norms for using Tables, Charts, Diagrams and Appendix:- Norms for using Index -Bibliography-Chapter Format – Pagination –Indentation - Using Quotations – Presenting Footnotes – Abbreviations- Referencing - Documentation –Technique, style and linguistic aspects of Report Writing.

Suggested Readings:

1. Donald R.Cooper and Pamela S.Schindler, *Business Research Methods*, Tata McGraw Hill Publishing Company Limited.
2. O.R. Krishnaswami, *Methodology of Research in Social Sciences*, Himalaya Publishing House, Mumbai.
3. Ajai S. Gaur and Sanjaya S. Gaur, *Statistical methods for practice and Research*, Sage Publishers.
4. Deepak Chawla & Neena Sondhi, *Research Methodology*, Vikas Publishers.
5. Naval Bajpai, *Business Research Methods*, Pearson, 2013
6. CR Kothari, *Research Methods and Techniques*, New Age International, New Delhi.
7. William G. Zigmund, *Business Research Methods*, Cengage Learning India Pvt Ltd.
8. Rao K.V, *Research Methods for Management and Commerce*”, Sterling Publishers.
9. Uma Sekaran, *Research Methods for Business*, Wiley India Publications.
10. Wilkinson Bhadarkar, *Methodology and Techniques of Social Research*, Himalaya Publisher.
11. Anderson et al., *Assignment and Thesis writing*, Wiley Publications, 4th Edition.

SMBSPDIC201702

Contemporary Management and Business Practices

Course Objectives: This is a comprehensive course that covers various emerging areas of management and business practices. This course aims to give an overview about emerging areas of businesses management; and focuses on the contemporary research areas in management and business studies.

Module I: Human Resource Management: Understand dynamics of people behavior in organization – Attitudes, Perception, Personality, stress, Interpersonal relations, Managing interpersonal conflict, Managing and developing a creative organization, Management in Small business and Nonprofit Organizations, Management and New work place.

Module II: Strategic Market Management: External and customer analysis, Competitor analysis, Market analysis, Environmental analysis and dealing with strategic uncertainty, Internal analysis, Achievement of sustainable competitive advantage, alternative strategies for business success.

Module III: Management Functions and Techniques- Strategic Planning and Goal setting, Strategy formulation and implementation, Design adaptive organizations, Human resource management, Leadership, Motivation, Decision Making, Management and quality control, operations and value chain management. Competitive advantages through new technologies, Technological Forecasting, Technology strategy, Technology diffusion and absorption, Human Aspects in Technology Management, Social Issues in Technology Management.

Module IV: Strategic Finance: Corporate Restructurings-Merger and Acquisitions-Motives for Mergers- Basic forms of Acquisitions - NPV of merger- Defensive strategies -Benefits of Merger - Leveraged Buyouts Spin- Offs -

Financial Distress -Re-Organisation of firms - Share Buy Backs and Stock Splits.
Financial Planning Model- Percent of sales Method and other methodologies-
Determinants of Growth- Sustainable Growth Modeling. Measures of Corporate
Performance: ROI, ROE, EVA, MVA, Balanced Scorecard-Practices of Indian
Companies. Risk Management Tools- Hedging- Options, Futures and Swaps.

Module V: Emerging Trends in Business Environment- ERP, Supply Chain
Management- Data Analytics-Six Sigma, Mind maps for business, Business
Process Re-engineering (BPR), Business Process Outsourcing (BPO), Corporate
Social Responsibility (CSR), Total Quality Management (TQM), Economic
Environment of Business, Political and Legal Environment of Business,
International and Technological Environment,

Suggested Readings

1. David A. Whetten, Kim S. Cameron, *Developing Management Skills*,
Printice Hall of India Private Limited.
2. David A. Aaker, *Strategic Market Management*, John Wiley and Sons, Inc.
3. Harold Koontz, *Principles of Management*, Tata Mcgraw Hill Education
Private Limited.
4. Schilling, *Strategic Management of Technological Innovation*, Tata Mcgraw
Hill Education Private Limited.
5. Narayanan V. K, *Managing Technology and Innovation for Competitive
Advantage*, Pearson Publisher.
6. Richard L. Daft, *Principles of Management*, Cengage Learning Thompson
7. Francis Cherunilam, *Business Environment*, Himalaya Publishing House,
New Delhi.
8. Foster. George, *Financial Statement Analysis*, Prentice Hall International.
9. Prasanna Chandra, *Financial Management*, Tata McGraw Hill
10. Brealy and Myers, *Principles of Corporate Finance*, Tata Mc Graw Hill.

Specialization Electives: Advanced Financial Management/ Strategic Human Resource Management /Marketing Research.

SMBSPDIE201701

Advanced Financial Management

Course objectives: To familiarize the students with the theories and concepts in financial management, and to identify critical areas of research in Finance

Module I: Financial management- Shareholder value Analysis- Functions of Financial Management -Capital Structure decisions- factors influencing Capital Structure- Importance of Capital Structure- Theories of Capital Structure- Capital Structure Planning: Role of EBIT-EPS Analysis- Cost of Capital - Computation of Cost of Capital for each source of Finance-Weighted Average cost of capital- Industry Practices

Module II: Valuation of Bonds and Shares: Valuation of Bonds- Valuation of Equity Shares: Parameters in the Dividend Discount Model- Dividend Growth Model and the NPVGO Model- P/E Ratio Approach- Book Value Approach- Dividend Policies - Dividend Theories- Factors affecting dividend policy.

Module III: Investment Process- Investment Alternatives- Risk and Return- Types of Investment risks-Computation of Returns- Characteristics of Securities: Fixed Income Securities, Preference Shares, Bonds, Derivative Securities, Mutual Fund units. Securities Market in India: Capital Market, Money Market, Debt market, Futures and Options Market- Salient features of SEBI guidelines on Regulation of IPO market and Secondary Market- Structural changes and growth of the Indian capital market over the years- Stock Market Indices in developed markets and the

Indian capital market- Investor protection measures and investor education initiatives in the Indian capital market.

Module IV: Markowitz portfolio theory: Portfolio Analysis: Estimating the portfolio return and portfolio risk, formation of Efficient Frontier of Portfolios, and Portfolio Selection -Modern portfolio theory- Capital Asset Pricing Model (CAPM)-Evaluation of CAPM-Construction of CML, SML and Characteristics Line- Arbitrage Pricing Theory (APT).

Module V: Behavioural Finance- Prospect Theory-Mental Short cuts and Impact on Investment decisions- Gambler's fallacy- Social and Emotional influence on investment behavior. Efficient Market Hypothesis (EMH)-Forms of EMH-Testing the EMH-Market Anomalies- Event Studies

Suggested Readings

1. Reilly, Frank.K and Kieth C Brown, *Investment Analysis and Portfolio Management*, Cengage Learning, NewDelhi.
2. Fischer, Donald E,Ronald J Jordan, *Security Analysis and Portfolio Management*, Prentice Hall India (P.) Limited, New Delhi.
3. Mayo, Herbert B., *Investments -An Introduction*, Thomson/South western.
4. Jones, Charles. P, *Investments: Analysis and Management*, John Wiley & Sons (P.) Ltd, New Delhi.
5. Bodie, Zvi, Alex Kane, Alan J Marcus, Pitabus Mohanty, *Investments*, Tata-Mc Graw Hill, New Delhi.
6. Brigham, Ehrhardt, *Financial Management Text and Cases*, South Western Cengage Learning.
7. Prasanna Chandra, *Financial Management*, Tata McGraw Hill.
8. Brealy and Myers, *Principles of Corporate Finance*, Tata Mc Graw Hill.

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Strategic Human Resource Management

Course objectives: To familiarize the students with the concepts in Strategic HRM and to identify critical areas of research in HRM

Module I Strategic Human Resource Management: Nature of strategies and strategic Management process; Environmental Scanning, Strategy formulation, strategy implementation, strategy evaluation, importance of strategic management, Role of HRM in Strategic management- SHR philosophy.

Module II Human resource planning- Job Analysis & design- recruitment & selection – IT enabled recruitment & Selection practices – Placement and induction – Compensation management, Methods and recent trends in compensation management.

Module III Training and development, Training systems view, Needs assessment, Methods of training and techniques, Management Development, Managing Organizational change and Development, Evaluating training effort.

Module IV Performance Management and Appraisal, Steps in appraising performance, Types of Appraisal Interviews, 360 Degree Feedback, Balanced Score Card, Career Planning and Development: Factors Affecting Career Choices, Responsibilities of Employers/Manager, Career Counseling-Designing Career Development System, Employee Counseling.

Module V Global perspective of SHRM, Managing International HR activities: Implementation of Global HR System, Staffing the Global Organization, Improving productivity through HRIS, Major issues and challenges of SHRM: Outsourcing HR activities, Balancing work and life, Managing cross cultural diversity, Changing demographics of work force and changed employee expectations-loss of joy and pleasure.

Suggested Readings

1. Srnivas & R.Kandula, *Strategic Human Resource Development*, PHI Publication.
2. K.Aswathappa, *Human Resources &Personnel Management*, McGraw Hill Publication
3. S.Seetharam & B.Venkateshwara Prasad, *Human Resources Management*, SCITECH Pub (INDIA).
4. Stone, *Human Resources Management*, Eastern Economy Edition.
5. Gary Dessseler, *Human Resources Management*, PHI.

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Marketing Research

Course Objectives: To acquaint the students with the basic concepts in marketing research and to identify the key areas of application of marketing research.

Module 1: Consumer Research – Analysing consumer behavior, Profiling, Measuring consumer attitudes, Motivation Research, Measuring the influence of Family, Reference Groups, Opinion leaders, Social class and Culture on consumer behavior; Measuring customer satisfaction, Customer relationship management and Customer loyalty.

Module II: Market Research : Market potential analysis, Measuring marketing productivity – Sales analysis, Marketing metrics, Marketing mix modeling; Measuring Brand equity, Brand loyalty: Competitor analysis.

Module III: Product research: Developing product specifications – Data gathering techniques, Self reporting models, conjoint analysis; Product testing – Paired

comparison test; Test marketing methods, Pricing research – Skimming and penetration pricing research, Measurement of price sensitivity.

Module IV: Distribution research – Study of channel members activities, attitude and performance. Retail Research – Consumer shopping behavior, Retail Models, Trading area analysis, Store design and layout evaluation, Merchandise evaluation, Supply chain and logistics issues, Retail branding, Pricing and Customer service strategies, Measurement of retail image, Store loyalty.

Module V: Marketing communication research: Copy research – Advertising appeals, Before and After tests; Media research, Audience measurement, Measuring the effectiveness of Advertising, Sales promotion, Public relations, Personal selling and Direct marketing.

Suggested Readings

1. Kinnear and Taylor, *Marketing Research – Applied approach*, Mc. Graw Hill International.
2. Boyd, Westfall and Starch, *Marketing Research*, All India Traveller Booksellers.
3. Aaker, Kumar and Day, *Marketing Research*, John Wiley and Sons Inc.
4. Naresh K. Malhotra, *Marketing Research*, Pearson Education.
5. G. C. Beri, *Market Research*, Pearson Education, New Delhi.
6. Naresh K. Malhotra, *Marketing Research: An Applied Orientation*, TMH, New Delhi.
7. Cooper & Schindler, *Marketing Research, Concept & Cases*. Tata McGraw Hill, India
8. Harper W Boyd, Ralph Westwall, Stanley F Stasch; *Marketing Research: Text and Cases*; Aitbs Publishers and Distributors