

સૌરાષ્ટ્ર યુનિવર્સિટી



M.PHIL

Re-Accredited Grade B by NAAC
(CGPA 2.93)

પરિપત્ર:-

આથી સૌરાષ્ટ્ર યુનિવર્સિટીની બિઝનેસ મેનેજમેન્ટ વિદ્યાશાખા હેઠળના એમ.ફીલ. મેનેજમેન્ટ વિષયનો અભ્યાસક્રમ ચલાવતા યુનિવર્સિટી સ્થિત એમ.બી.એ.ભવનના અધ્યક્ષશ્રીને સવિનય જણાવવાનું કે, એમ.બી.એ.ભવન ધ્વારા ચાલતો એમ.ફીલ.(મેનેજમેન્ટ) વિષયનો સુધારેલ ઓર્ડિનન્સ/ રેગ્યુલેશન સહિતનો અભ્યાસક્રમ એકેડેમિક કાઉન્સિલની તા.૫-૬-૨૦૧૨ ની સભાના ઠરાવ ક્રમાંક-૧૫ તેમજ સિન્ડિકેટની તા.૨૫-૬-૨૦૧૨ ની સભાના ઠરાવ ક્રમાંક-૮ થી આ સાથે સામેલ 'પરિશિષ્ટ' મુજબ અભ્યાસક્રમ જુન-૨૦૧૨ થી અમલમાં આવે તે રીતે મંજૂર કરેલ છે. જેની નોંધ લેવા વિનંતી છે.

તદ્અનુસાર સર્વે સંબંધીતોએ તે મુજબ તેનો અમલ કરવા વિનંતી છે.

બિડાણ :- ઉક્ત અભ્યાસક્રમ

નં. એકે/બીએસ/૨૧૫ /૨૦૧૩

સૌરાષ્ટ્ર યુનિવર્સિટી કાર્યાલય,

યુનિવર્સિટી કેમ્પસ,

યુનિવર્સિટી રોડ,

રાજકોટ-૫

તા. -૩-૨૦૧૩

પ્રતિ,

(૧) અધ્યક્ષશ્રી, એમ.બી.એ. ભવન, સૌરાષ્ટ્ર યુનિવર્સિટી, રાજકોટ.

નકલ સાદર રવાના :-

- (૧) કુલપતિશ્રી / કુલસચિવશ્રીના અંગત સચિવશ્રી,
- (૨) કો-ઓર્ડિનેટરશ્રી, IQAC જરૂરી કાર્યવાહી સારૂ
- (૩) ડીનશ્રી બિઝનેસ મેનેજમેન્ટ વિદ્યાશાખા
- (૪) પરીક્ષા નિયામકશ્રી, ઉક્ત તમામ અભ્યાસક્રમની ૮-નકલ સાથે જરૂરી કાર્યવાહી અર્થે
- (૫) કોમ્પ્યુટર સેન્ટર, સૌરાષ્ટ્ર યુનિવર્સિટી, રાજકોટ. (પરિપત્ર સહિત અભ્યાસક્રમો યુનિવર્સિટી વેબસાઈટ પર મુકવા અર્થે)
- (૬) જોડાણ વિભાગ
- (૭) સામાન્ય વિભાગ
- (૮) યુજીસી વિભાગ
- (૯) સિન્ડિકેટ વિભાગ

નકલ સાદર રવાના :- (જાણ સારું)

- (૧) શિક્ષણ કમિશનરશ્રી, ડો. જીવરાજ મહેતા ભવન, ગાંધીનગર
- (૨) ઉપસચિવશ્રી, શિક્ષણ વિભાગ, નવા સચિવાલય, ગાંધીનગર.
- (૩) ગુજરાત રાજ્યની સર્વે યુનિવર્સિટીઓ તરફ...
- (૪) સી.એમ. કાર્યાલય, નવા સચિવાલય, ગાંધીનગર
- (૫) શિક્ષણમંત્રીશ્રી ના અંગત સચિવશ્રી, નવા સચિવાલય, ગાંધીનગર
- (૬) કન્વીનરશ્રી, નોલેજ કોન્સોર્ટીયમ ઓફ ગુજરાત, K.C.G. બ્લોક નં. ૧૨, ત્રીજો માળ, ડો. જીવરાજ મહેતા ભવન, ગાંધીનગર.

25/3/13
I/C. એકેડેમિક ઓફિસર

Saurashtra University

RAJKOT

(Re- Accredited Grade B by NAAC CGPA 2.93)



Faculty of Business Management
Syllabus
of
Master of Philosophy (Management)
Effective From

JULY – 2012



**Master of Philosophy in Management
M. Phil (Management)**

Ordinance

- O. M. Phil (Mgt.) 1: **Admission**
Admission to the Programme will be given on recommendation of the Departmental Admission Committee of Faculty of Management, Saurashtra University on the basis of student's merit constituted on the basis of Common Admission Test conducted by an agency appointed by the Saurashtra University which may consist of written test.
- O. M. Phil (Mgt.) 2: **Eligibility**
To be eligible the candidate should have 55% of marks in postgraduate degree examination in Management and it's relevant discipline. The degree examination should have been conducted by the organization recognized as university by the Association of Indian University (AIU). Per recognized guide 5 Seats are available for admission.
- O. M. Phil (Mgt.) 3: **Reservation**
Reservation will be as per the provision of Government rules.
- O.M. Phil (Mgt.) 4: **Duration and span of the course:**
4.1 The course will be of one year duration divided into two semesters.
4.2 The candidate once registered for M. Phil. in Management degree shall be allowed maximum three trials within a period of three years from the date of his/her admission to M. Phil. in Management degree course.
- O.M. Phil (Mgt.) 5: **Workload:**
5.1 In the first semester the teaching will be done for three theory papers only. Each paper will be given four contact hours per week for teaching and maximum of 60 hours of teaching per paper.
5.2 In the second semester the M. Phil. Teaching will exclusively be for Dissertation Guidance. 5 Students should be assigned to an individual teacher for the purpose of guiding their dissertation work. Each teacher will be normally expected to devote at least one hour per week per student during the second semester and maximum of 60 hours of teaching/guidance per guide/teacher.

O.M. Phil (Mgt.) 6: **Detailed Course Structure:****Semester - I**

| No | Course No. | Course Title | C | IM | EM | MPM EE | TMP M | TM |
|----|------------|------------------------|----|----|-----|-----------|----------|-----|
| 1 | 12101 | Research Methodology | 4 | 30 | 70 | 28 | 40 | 100 |
| 2 | 12102 | Strategic Management | 4 | 30 | 70 | 28 | 40 | 100 |
| 3 | 12103 | Advances in Management | 4 | 30 | 70 | 28 | 40 | 100 |
| | | Total | 12 | 90 | 210 | | | 300 |

Abbreviations:

C= Credits IM= Internal Marks EM= External Marks MPMEE- Minimum Passing Marks in External Examinations TPM – Total Minimum Passing Marks TM=Total Marks

Semester – II

| No | Course No. | Course Title | C | Report | Viva Voce | Total Marks |
|----|------------|--------------|---|--------|--------------|-------------|
| 1 | 12201 | Dissertation | 8 | 100 | 100 | 200 |
| | | Total | 8 | 100 | 100 | 200 |

Regulations:

R. M. Phil (Mgt.)

1: Scheme of promotion

- 1.1 The minimum marks of passing the examination for each semester shall be 40% in each paper and 50% of the total marks in the aggregate of the papers I, II and III.
- 1.2 The course will be exempted for further examination if the candidate secures minimum 50% marks in that course.
- 1.3 A candidate will be promoted to second semester irrespective of candidate's result in First Semester provided the candidate's term has been granted and the candidate has filled the examination form with a intention to appear in semester I term end examination.
- 1.4 A candidate eligible for award of degree has to clear the entire course offered during one year Programme including dissertation within the span period.

R. M. Phil(Mgt.)

2: Award of Grades, SGPA, CGPA

Credits, Grade Letter Grade Points, Credit Points

- 2.1 **Credit** means the unit by which the course work is measured. In these Regulations one credit means one hour of teaching work or two hours of practical work per week.
- 2.2 **Grade Letter** is an index to indicate the performance of a student in a particular course (Paper). It is the transformation of actual marks secured by a student in a course/paper It is indicated by a Grade letter O,A,B,C,D,E,F. There is a **range of marks** for each Grade Letter.
- 2.3 **Grade Point** is weightage allotted to each grade letter depending on the marks awarded in a course/paper



| Grade Point(G) | Lower limit (A) | Upper limit (B) | For deciding the grade point, ranges | Grade Letters |
|--------------------|-----------------|-----------------|--------------------------------------|---------------|
| 1 | 2 | 3 | 4 | 5 |
| Lowest: 4 | 30 | 39 | 30<=P<40 | F |
| 5 | 40 | 49 | 40<=P<50 | E |
| 6 | 50 | 59 | 50<=P<60 | D |
| 7 | 60 | 69 | 60<=P<70 | C |
| 8 | 70 | 79 | 70<=P<80 | B |
| 9 | 80 | 89 | 80<=P<90 | A |
| Highest: 10 | 90 | 99 | 90<=P<=100 | O |

The semester-end Grade Point Average (SGPA) and the Course-end Cumulative Grade Point Average (CGPA) are computed as follows:

Credit Points = Credit of the course (Cr) x Grade secured in the course (G)

$$SGPA = \frac{\text{Sum of all Credit Points secured by the student in the semester}}{\text{Sum of Credits assigned to the Courses in the Semester}}$$

$$CGPA = \frac{\text{Sum of all Credit Points of the entire Programme}}{\text{Sum of Credits up to the end of the Programme}}$$

The CGPA shall be expressed to an accuracy of three decimal digits.

The percentage equivalence shall be obtained by multiplying CGPA with 10.

The descriptive gradation shall be based on the scale given in the following table.

| CGPA | % Equivalence (if required) | Description gradation (if required) |
|----------------|-----------------------------|-------------------------------------|
| 7.5<=CGPA <=10 | CGPA x 10 | DISTINCTION |
| 6<=CGPA < 7.5 | CGPA x 10 | FIRST CLASS |
| 5<=CGPA < 6 | CGPA x 10 | SECOND CLASS |
| 4<=CGPA < 5 | CGPA x 10 | PASS CLASS |

R. M. Phil (Mgt.)

3: **Attendance**

No candidate shall be considered to have pursued a regular course of study unless he/she is certified by the Head of the Department to have attended the 75% of the total number of sessions conducted in each semester during his / her course of study. Any student not complying with this requirement will not be allowed to appear in the semester examination.



- R. M. Phil (Mgt.) 4: **Evaluation**
The examination and evaluation for the M.Phil Programme Students will done by the faculty of the department and Industrialists and other academicians invited as examiners from time to time appointed by the vice Chancellor.
- R. M. Phil (Mgt.) 5: **Evaluation Criteria:**
Except Dissertation all other courses will have 30% during course (continuous) internal evaluation and 70% term end evaluation.
- Each paper will carry 100 marks of which minimum of 30% of marks should be for During Course (Continuous) internal assessment and remaining percentage of marks be for written examination. The duration of written examination for each paper shall be of 03 hours.
- R. M. Phil (Mgt.) 6. **During Course (Continuous) Evaluation**
The during course (Continuous) assessment marks shall be based on factors such as:
- Participation in seminars, case discussions and group work activities.
 - Class tests, quizzes, individual and group oral presentations.
 - Submission of written assignments, term papers and viva-voce.
 - Classroom participation and attendance.
- The weightage given to each of these factors shall be decided and announced at the beginning of the semester by individual faculty member responsible for the paper.
- R. M. Phil (Mgt.) 7. **Evaluation of Dissertation:**
For final completion of M. Phil Programme a dissertation based on the research studies will have to be submitted after completion of I Semester and the same will be evaluated by examiner. For the assessment of the dissertation report, the guide will suggest a panel of four external examiners, out of which, the Vice-Chancellor will appoint one external examiner. This report will be evaluated for 200 marks out of that 100 marks will be based on report writing (evaluation by external examiner) and 100 marks will be based on oral presentation / viva voce conducted by the department research guide committee.



M.Phil. (Management) SEMESTER – I
Paper No. 12101: Research Methodology
Marks: 100 Credits: 04

Unit - I

Meaning - Objective - Motivation - Methods - Process - Criteria of Good Research Design: Review of Literature - Purpose - Sampling Design: Census and Sample Survey - Steps in Sampling Design -Different Types of Sampling Design. Simple Random Sampling - Stratified Random Sampling -Systematic Sampling - Cluster Sampling - Area Sampling - Multistage Sampling.

Unit - II

Methods of Data Collection: Collection of Primary Data - Drafting Questionnaire - Data Collection through Questionnaire - Data Collection through Schedules – Collection of Secondary Data -Processing and Analysis of Data: Measures of Relationship - Simple Regression Analysis - Association in case of Attributes.

Unit - III

Formulation of Hypothesis: Types - Sources - Testing - Errors in Testing - Utility - Sampling Distribution and their Application: Test of Significance of the Mean of a Random Sample and Two Random Sample (Small and Large Sample Size) Application of Chi-Square test, Analysis of Variance (One way and Two way).

Unit - IV

Multivariate Analysis Technique: Concepts of Partial and Multiple – Multiple Correlation and Regression Analysis – Discriminate Analysis – Factor Analysis – Cluster Analysis (Concepts, application and Interpretation of Research Problems) - Usage of Statistical Package for Social Science (SPSS) Software – (Interpretation of Findings.)

Unit - V

Report Writing: Meaning, Techniques and Precautions of Interpretation - Significance of Report Writing - Difference Steps in Writing Report - Layout of Research Report - Types: Technical Report, Popular Report - Mechanics of Writing a Research Report.

Reference Books:

- Coper D.R. and Schindler P.S., Business Research Methods, Tata McGraw Hill, New Delhi, 2005.
- C.R.Kotheri, Research Methodology, Methods & Techniques, Wishwa Prakashan, New Delhi.
- J.K.Sachdeva, Business Research Methodology, Himalaya Publishing House.
- David J. Luck and Ronald S.Rubin, Marketing Research, PHI Learning Private Limited, New Delhi,2009.



M.Phil. (Management) SEMESTER – I
Paper No. 12102: Strategic Management
Marks: 100 Credits: 04

Unit 1

- 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 2

- 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 3

- 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 4

- 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 5

- 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.

Reference Books:

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



M.Phil. (Management) SEMESTER – I

Paper No. 12103: Advances in Management

Marks: 100 Credits: 04

Unit 1

Foundation of Management Thoughts

Historical Development, Definition of Management, Science or Art, Management and Administration, Development of Management Thought Contribution of Taylor and Fayol, Functions of Management, Types of Business Organization, Business Ethics and Social Responsibility: Concept, Shift to Ethics, Tools of Ethics

Unit 2

Recent Trends in Financial Management

- Corporate Governance and Corporate Disclosure
- Micro Finance
- Corporate Social Responsibility
- Behavioural Finance and Ethical Issues
- Shareholders Value Creation

Unit 3

Recent Trends in Marketing Management

- Green Marketing
- Ethical Issues in Marketing
- Environmental Marketing
- Innovations in Marketing
- Event Marketing

Unit 4

Recent Trends in Human Resource Management

- Global Human Resource Management
- Technology in Human Resource Management
- Employer Branding
- Best practices to manage Human Capital
- Future directions for HRM research, and Practice

Unit 5

Recent Trends in Information Technology

- E-Business and Competitive Strategy
- IT and Service Management
- Knowledge Management
- Business Intelligence
- Human Behavior in IT Adoption and Use



Reference Books:

- Stoner, Freeman & Gilbert Jr. - Management (Prentice Hall of India, 6th Edition or later edition)
- Wehrich Heinz and Koontz Harold - Management: A Global and Entrepreneurial Perspective, Tata Mc Graw Hill, 12th Edition 2008)
- Efraim Turban, R. Kelly Rainer Jr. & Richard E. Potter, "Introduction to Information Technology", 2nd Edition, John Wiley & Sons, Inc.
- Kotler and Koshy, Marketing Management, A South Asian Perspective, Pearson Education, New Delhi, 12/e
- Pandey I.M., Financial Management, Vikas Publishing House, New Delhi, 9th Edition
- Aswathappa K. Human Resource and Personnel Management Tata McGraw Hill, New Delhi, 1997

M.Phil. (Management) SEMESTER – II

Paper No. 12201: Dissertation:

Marks: 200 Credits: 8

Dissertation

100 Marks

The research scholar will be required to conduct research and prepare a dissertation on a topic to be selected in consultation with the respected supervisor and the coordinator / head.

Viva-voce

100 Marks

The research scholar will be required to give presentation in a seminar on the topic of his/her dissertation. He/she has to defend his/her dissertation.

All the rules and regulations of UGC and Saurashtra University should be followed in dissertation writing and evaluation.

In the criteria for passing, promotion and other administrative matters, Saurashtra University Ordinance for M. Phil. and amendments suggested by academic council should be abided.