

GUJARAT UNIVERSITY

SYLLABUS OF

**MASTER OF PHILOSOPHY
EXAMINATION**

**M.PHIL.
COMMERCIAL
(MANAGEMENT)**

GUJARAT UNIVERSITY
M.PHIL. (COMMERCE)
(SYLLABUS EFFECTIVE FROM ACADEMIC YEAR 2001-2002)
MANAGEMENT PAPER-I
RESEARCH METHODOLOGY

1. Typology of Research – Basic Research, Applied Research, Action Research, Survey Research, Library Research, Laboratory Research.
2. Data Collection Strategies – Primary data through communication, Observation and experiments, Methods of Collecting primary data, Different forms of questionnaire, Sources of Secondary Data, Projective techniques.
3. Variable, Constant, Attribute, Rule of Measurement, Types of Scales: Nominal, Ordinal, Interval and Ratio Scales, Mathematical and Statistical analysis of scales, Scaling Techniques: Thurston's scale, Likert's scale & Semantics differentials.
4. Sampling Techniques - Random, Stratified, Systematic, Convenience, Quota, Cluster and multistage sampling method, Determination of Sample size for both continuous data and attributes data.
5. Time Series and Index Numbers: Components of time series, Smoothing the Annual Time Series – Method of Moving Averages & Exponential Smoothing, Least square trend fitting & Forecasting, Estimation of Seasonal variations. Index numbers: Types of index numbers, Price & Quantity Indices, Laspyre, Pasche & Fisher's Index numbers.
6. Univariate analysis – Summary measures.
7. Bivariate analysis – Correctional measures.
8. Multivariate Analysis – Multiple Regression Analysis, Preliminary idea of Factor analysis, Discriminant analysis, Principal Component analysis: Use of eigen values & eigen vector, introduction to factor analysis.
9. Hypothesis Testing: Null & Alternative hypothesis, type-I, & type-II errors, Power of the test, level of significance, Small & Large sample tests of significance: Z-test of hypothesis of Mean, P-value approach to hypothesis testing one tailed & two-tailed tests, t-test for single mean and for differences in two means, F-test, X-test, ANOVA (One-way & two way classification) only introduction as an application in Regression Analysis.
10. Non-Parametric Tests: Run Test.
11. The application of above tools & techniques in the area of Accounting/Management.

References:

1. Research methods in Social Relations by Jahoda & Cook.
2. Business Research Methods by William G. Zikmund (3rd & 4th edition).
3. Basic Business Statistics – Concepts & Applications by Mark L. Berenson & David M. Levine (6th edition)
4. Basic Econometrics – Damodar Gujarati
5. Marketing Research – Churchill.
6. Statistics for Management – Levin & Rubin (7th edition).
7. Research Methodology – C.R. Kothari
8. Quantitative Techniques – C.R. Kothari
9. Statistics for Business & Economics – R.P. Hooda

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MANAGEMENT PAPER-I & III

(The candidate shall select any two of the following four papers and they will be treated as paper-II & Paper-III for this examination).

Advanced General Management

Marketing Management

Financial Management

Personal Management & Industrial Relation.

I- ADVANCED GENERAL MANAGEMENT

1. Strategic Management and its General Environment
2. Internal analysis
3. Strategy alternatives.
4. Strategy variations and Strategic Choice
5. Implementation

NOTE: The question paper should be set in such a way so as to allow the candidate to select any four questions out of the five questions.

RECOMMENDED BOOKS:

1. Lawrence Jauch & William Glueck "Business Policy and Strategic Management"
Mcgraw Hill International Edition.
2. Michael E Porter "Competitive Strategy", Free Press.
3. Michael E Porter "Competitive Advantage" Free Press.

II-MARKETING MANAGEMENT

1. Introduction
Understanding marketing management
Marketing In 21st Century
Marketing tasks, marketing concepts
Changes in business and marketing
Electronic commerce
2. Product Marketing
Product, Product positioning.

- Creating brand equity.
3. Services marketing:
Understanding services
Strategic issues in service marketing
Tools for service marketers
Challenges for services marketing management
 4. International Marketing:
Scope and Challenge of international marketing
Dynamic environment of international trade
Cultural environment of global markets
Assessing global market opportunities
 5. Global marketing Strategies:
Developing global marketing strategies
Implementing global marketing strategies
Future of global marketing

NOTE: The question paper should be set in such a way so as to allow the candidate to select any four questions out of the five questions.

RECOMMENDED BOOKS:

1. Philip R. Cateora and John L.Graham "International Marketing" 10th edition Tata McGrawHill edition
2. Warren J.Keegan "Global Marketing Management" 5th edition, Printice Hall of India.
3. Philip Kotler " Marketing Management, Millennium Edition" Printice Hall of India.
4. Philip Kotler & Siew Meng Leong " Marketing Management – An asian perspective" Printice Hall of India.
5. Christopher H.Lovelock "Services Marketing" Printice Hall 3rd international edition.

III-FINANCIAL MANAGEMENT

1. Introduction to multinational financial management – Environment of International Financial Management.
2. Foreign Exchange Risk Management
3. Multinational Working Capital Management.
4. Financing foreign Operations.
5. Foreign Investment Analysis

NOTE: The question paper should be set in such a way so as to allow the candidate to select any four questions out of the five questions.

RECOMMENDED BOOKS:

1. Alan C. Shapiro "Foundations of Multinational financial Management" 3rd edition, Prentice Hall.
2. Madhu Vij "Multinational Financial Management" Excel Books, New Delhi.
3. David K. Eilerman, Arthur Stonehill and Michael H. Moffet "Multinational Business Finance" Addison Wesley Longman Pte. Ltd., Delhi.
4. Maurice D. Levi "International Finance" 2nd Edition McGraw Hill Publishing Company, New Delhi.

NOTE: The question paper should be set in such a way so as to allow the candidate to select any four questions out of the five questions.

IV - PERSONNEL MANAGEMENT AND INDUSTRIAL RELATIONS

N.B. All modules have equal weightage

MODULE-1 Personnel Administration

Historical perspective of 'Personnel' with special reference to India-Role and status of personnel in different organizations-personnel policies.

Procurement – Human Resource planning and determination of job requirements – workload analysis. Recruitment and selection of Human resources policies and methods, practices. Recent trends in selection.

Development – Personnel training, assessing training needs – Developing and conducting a training program-Evaluation of training program – performance appraisal – methods, issues, promotion policies, issues in promotion.

Compensation – Compensation policies, developing rewards systems.

Maintenance:- Employee safety – Health – housing – education, transportation & recreation.

Recommended Book:

1. **Personnel Management – Edwin Flippo**
(Mc-graw Hill The-International student edition)

MODULE-2:- Psychology in Personnel

- A. Use of personnel tests in selection – different psychological tests like intelligence tests, aptitude tests, personality ratings, interests, attitudes and value measurements, projective tests – Types of selection interviews, use of psychological principles in selection interview.**
- B. Psychological foundations and implications of major motivational theories (Maslow, ERG, equity theory and Expectancy Theory).**
- C. Career planning and counseling: The joining up process (Developing Career identity, personal values etc.) Managing the joining up process.**
Organizational socialization and early career problems – Middle and later career issues – problems of retirement.
- D. Job satisfaction and morale – sources of job satisfaction Recent trends on job satisfaction.**

Recommended Books:

1. Human Behaviour at work – Keith Davis
2. Handbook of Psychological and Social Instruments by Udal Pareek & T.V. Rao (Baroda)
3. Managing Individual & group Behaviour in organisations by Daniel C. Feldman and Hugh J. Arnold (McGraw Hill – International Book edition).
4. Theory and practice of psychological testing by Freeman.

MODULE – 3: Industrial Relations:

Concept of Industrial Relations system in India – Issues in managing industrial relations in the present context Trade unionism, Trade union structure, central organizations – problems of recognition, multiplicity, membership, leadership and finance of trade unions – Employees' organizations – wage issues in industrial relations – incentive and profit sharing schemes – consultative machinery – concept of industrial democracy – works committees – Bipartite Agreements – workers' participation in Management schemes – methods of settling Industrial Disputes – voluntary Arbitration, tripartite bodies i.e. The Indian labour conference, standing labour committee etc. New approaches to discipline, code of discipline – trade unions' involvement in industrial peace – grievance settlement, model grievance procedure – The role of labour deptts. and Govt. in Industrial relation. ILO's work in India – collective and productivity bargains, their methods and issues.

Perspectives on union-management relationship in the context of modern situations in India-industrial relations in the national context.

NOTE: The question paper should be set in such a way so as to allow the candidate to select any four questions out of the six questions.

Recommended Books:

1. Management of Industrial relations by Pramod Varma (Oxford – IBH)
2. Report of national commission on labour (Gajendragadkar)
3. Industrial relations in India by Arun Monappa (Oxw grow HM)

MANAGEMENT PAPER-IV
DISSERTATION

SUGGESTED AREAS:

1. Strategic Management of any Industrial enterprise or any other organization.
2. Strategic analysis of any organization
3. Study of chosen strategy by any organization.
4. Literature review of any topic on strategic management covering at least three to five years.
5. Preparing a case on strategic management of any organization.
6. Study of a product or products marketing.
7. Study of Electronic Commerce covering theory and practice.
8. Study of any service from service marketing view.
9. Literature review any topic on International marketing covering at least three to five years.
10. Preparing a case on international marketing.
11. Literature review on a topic on international finance covering 3 to 5 years.

NOTE: In addition to these broad areas specific topics in other areas also may be selected by candidate with the consent of the guide and approval of the chairman of management Broad in Commerce faculty.

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ACCOUNTANCY PAPER-I
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8. **Quantitative Techniques – C.R.Kothari**
9. **Statistics for Business & Economics – R.P.Hooda**

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M. PHIL. (COMMERCE)

ACCOUNTANCY-II

Module-I - Accounting

- a. Theory & approaches
- b. Accounting standards (Standards as existing in the beginning of academic sessions) Evolution & Implementation in India

Module-II - Accounting Horizons

- a. Human Resource Accounting
- b. Inflation Accounting
- c. Social Accounting including value added accounting
- d. Environmental Accounting

- REFERENCES:**
1. Accounting Theory - Ahmed Belkoui
 2. Contemporary issues, in Accounting - Jawaharlal
 3. Inflation Accounting - Scapens
 4. Social Accounting - Yavanoski, Surjit Publishers, New Delhi
 5. Compendium of statements & standards on Accounting - ICAI,
New Delhi, June-1991

M. PHIL. (COMMERCE)
ACCOUNTANCY-III

Module-I Accounting & Decision making

(Accounting evaluation of performance)

- i. Profitability analysis of the enterprise & its segments.
- ii. CVP analysis
- iii. Liquidity analysis including prediction of sickness
- iv. Decision making under
 - a. Sensitivity analysis including Monte Carlo Simulation analysis & Decision Trees
 - b. CAPM Model

Module-II Reporting of Accounting information from the viewpoint of stakeholders

SUGGESTED READING

1. Cost Accounting - IInd Edition - E.B.Deakin & M.W.Maher
Chapter 11,12,13 & 22) (1989)
2. Managerial Accounting - Dominiak & Louderback
6th Edition (1991)
Chapter 4,5,10,11.
3. Cost Accounting - 7th Edition - C.T.Horngren
A Managerial emphasis (1991)
(Chapter 3,20,27 & 28)
4. Profit Centres - (1986 Edition) - M.C.Bhatia
Somiva Publication Ltd. New Delhi.

M. PHIL. (COMMERCE)

ACCOUNTANCY-IV

DISSERTATION

Topics:

1. Analysis of Capital structure of any public Ltd. Co. Manufacturing or service preferably for a period of 5 years. or more.
2. Study of financial control & accounting system of a public ltd. company.
3. Study of cost-pricing inter-relationship in any one unit of manufacturing or service nature.
4. A comparative study of return on investment of atleast 3 units having a paid-up capital of Rs.50 lacs each & for a period of 5 years or more.
5. Social-audit : Its nature, scope, report & Accounting implications.
6. Taxation laws & accounting policies.
7. Study of Project appraisal of a profit or non-profit enterprise.
8. Study of budgetary control system of an enterprise.
9. Review of literature on any one of the following aspects :-
 - a) Behavioural aspects of Accounting
 - b) Human Resource Accounting
 - c) Inflation Accounting
 - d) Value Added Accounting
 - e) Social Accounting
10. A study of role of management accountant in an enterprise.
11. Study of emerging dimensions of finance function in an industry.
12. Study of management of public issues by an organisation i.e., strategic decisions with reference to management of public issues.
13. Study of dividend policy as viewed by shareholders.
14. Study of borrowers' viewpoint in regard to advancing by a financial institution.
15. Study of determinants of investment behaviour.
16. Study of inflation accounting practices.
17. Study of Human Resource accounting practices.
18. Accounting for leases.
19. Performance evaluation of Banking Services with special reference to customer awareness and preferences.
20. Examining trends in international accounting research.
21. Environmental accounting and costing.
22. Productivity and Capacity utilisation in an industry.
23. Value Creation and Cost Control in any corporate entity.

In addition to these broad areas, specific topics in other areas also may be selected by the students with the consent of the guide and approval of the University.