

University Institute of Management
Rani Durgawati Vishwavidyalaya Jabalpur – India

M. Phil. In Management

Semester-I

Fundamentals of Management

Course Overview

Management principles are at the core of every organization shaping its future in a highly dynamic environment. They act as the basic guiding spirit across all levels and departments in the organization. Having a sound understanding of managerial roles, responsibilities, functions, tools, techniques, processes, strategies etc help an individual in performing the task efficiently and effectively. This course is designed to provide an insight into management principles and practices which will help the students in developing a management orientation in areas of performance. It will also equip the students with the skill set required to for analysis and decision making.

Course Objectives

This course is aimed at:

- Providing theoretical framework of management concepts and practices
- Understanding basic managerial processes for planning, organizing and decision making
- Acquiring managerial skills for smooth functioning in the organization
- Developing a problem solving approach
- Familiarizing with strategic and emerging issues in management

Pedagogy

This course will use a combination of lectures, case studies, role plays, videos and readings.

Examination Scheme

As per RDVV Ordinance No. 82

BOS
FOM
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16/5/16
Dr. Anil K. Gupta

Dr. Anil K. Gupta
16/5/16
(BOS)

Dr. Anil Dubey

Dr. Anil K. Gupta
16/5/16
16/05/16

Course Contents

UNIT - 1

Management: History, approaches - development of various schools of thought, from scientific management to post modern management (current). Short comings, pitfalls, strengths and threats of various approaches. The trend during and after the Post liberalization era. . Related research issues

UNIT - 2

Point planning, rule, strategy, strategic issues based on planning orientation. Decision making - types, resources, rational decisions, decision tree, implications of group decision making on management, Related research issues

UNIT - 3

Strategy leads to structure: Types of organizational structures. Organizational Design, Chart and Departmentalization. Span of control, Authority-responsibility, centralization - decentralization , delegation. Theories of organizations, Boundaryless and structureless organization. Empowering and authority - reasonability functions. Related research issues.

UNIT - 4

Motivation and leadership (No theories) significance, relevance and purpose on Managerial performance. Control - Types - Production, Financial and Human resources - feed forward control. Control leads to planning and reorganizing - Control as an end result variable, Related research issues

UNIT - 5

Management Today: Contemporary issues in Management. Competitive Advantage - SWOT analysis - Compliance and Quality Audit. Core competence and Business Process Outsourcing (BPO), Re-Engineering, Internationalization of business, TQM and employee work culture, Boundary less organization, Performance out sourcing, Related research issues

Text Readings

1. Robbins, Decenzo, Agarwal, Bhattacharya, Essentials of Management, 2011, Pearson Education, New Delhi.
2. Koontz, Wehrich, Essentials of Management, 2004, Tata Megraw Hill, New Delhi

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Dr. Anil Dubey

University Institute of Management
Rani Durgawati Vishwavidyalaya Jabalpur – India

M. Phil. In Management

OB – HRM and Research Issues

Course Overview

OB is the foundation stone for management studies. Understanding and applying the concepts/theories/ models of OB/HRM will enhance the quality of behavioral research. The course is divided into three sections viz. Organizational Behaviour, Human Resource Management and Recent Trends. Organizational behaviour will cover topics of individual behaviour, group behaviour, organizational systems and social psychology. HRM will include the concepts of HRM as well as the topics like industrial relations, compensation and reward management and HRD. Section III will cover the recent trends in the field of HRM and OB.

Course Objectives

At the completion of this course students should be able to:

- To understand human behavior in organizations
- To understand HR issues & practices in India and global perspective.
- To study the causal relationships between various variables in OB and HRM.
- To enhance decision making skills through case discussions, role plays, etc.

Pedagogy

This course will combine a modest amount of teaching material presented in lectures and readings with a substantial amount of hands-on experience in the form of case studies, role plays, presentations and studying research studies on the present topics. Students will be also encouraged to develop their research work on these topics.

Examination Scheme

As per RDVV Ordinance No. 82

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- 14/5/16 (Dr. N. K. S. ...)
- 16/5/16 (Bom ...)
- 16/5/16 (Dr. Amit K Gupta (BOS))
- 16/05/16 (Dr. Atul Dubey)

Course Contents

Unit I- Organizational Behaviour

- 1) OB Models and Individual Behaviour: - Personality; Learning; Motivation and research issues.
- 2) Group Behaviour:- Group Dynamics and Team Building; Leadership; Conflict and research issues.
- 3) Organizational Systems:- Organizational Culture; Organizational Change and Development and research issues.
- 4) Social Psychology:- Social Perception; Social Identity; Social Influence and research issues.

Unit II- Human Resource Management

- 1) Field of HRM: - An overview; Concepts and Functions and research issues.
- 2) Industrial Relations in India:- Overview and Appraisal and research issues.
- 3) Compensation and Reward Management:- Incentive Plans; Employee Benefits and Current Trends and research issues.
- 4) HRD: - HRD Mechanisms; Behavioural Tools (FIRO-B; JOHARI Window; Transactional Analysis); HRD Audit and research issues.

Unit III- Recent Trends

Creativity; Business Process Reengineering; Total Quality Management; Integrating IIR in Strategic Decisions and research issues.

Text Readings

1. Stephen P. Robbins, "Organizational Behaviour: Concepts, Controversies, and Applications", New Delhi, Prentice Hall, 9th Ed., 2000.
2. Fred Luthans, "Organizational Behaviour", New York, McGraw Hill, 8th Edn., 1998.
3. John W. Newstrom and Keith Davis, "Organizational Behaviour: Human Behaviour at Work" New Delhi, Tata McGraw Hill, 1993
4. Udai Parček, "Understanding Organizational Behavior", Oxford, 2nd Edition, 2008
5. Arun Monappa and Mirza S. Saiyadain, "Personnel Management", New Delhi, Tata McGraw Hill, 1995.
6. Robert L. Mathis and John H. Jackson, "Human Resource Management", 9th Edn., South Western College Publishing, 1995.
7. David S. Decenzo and Stephen P. Robbins, "Personnel/Human Resource Management", New Delhi, Prentice Hall, 3rd Edn. 1988.
8. Michael Armstrong, "A Handbook of Human Resource Practice", London, Kogan Page, 8th Edn., 2001.

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Dr. Armit Gupta

University Institute of Management
Rani Durgawati Vishwavidyalaya Jabalpur – India

M. Phil. In Management
Semester-II

Research Methodology

Course Overview

Research methodology is must for both academics and corporate world. Academicians can develop themselves and help the business world to take effective decision making using appropriate research methods. A good research provides a clear roadmap for effective decision making. This course is designed to train students so that they can conduct a systematic research in the field of management. Students will be taught how to perform each step in the research and will then be expected to apply it to their respective specialized fields.

Course Objectives

At the completion of this course students should be able to:

- Understand the basic philosophical assumptions underlying research.
- Be able to manage the process of conducting a research, including various steps like problem formulation, review of literature, framing questionnaire, sampling, data collection and report writing.
- Be able to write a quality research paper.

Pedagogy

This course will combine a modest amount of teaching material presented in lectures and readings with a substantial amount of hands-on experience. Each student, or group of students, will choose or assigned a topic for research. They will work individually or in small groups to carry out each phase of a systematic research. Students will be also encouraged to develop their research reports into publishable papers.

Examination Scheme

As per RDVV Ordinance No. 82

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Dr. Amit K. Gupta (BOS)
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Dr. Atul Dubey
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Course Contents

- 1) **Research:** Meaning - significance - purpose - types - scientific research - Steps in Research.
- 2) **Problem and Hypothesis Formulation:** Identification, selection and formulation of research problems, research questions - hypothesis formulation.
- 3) **Sources of Data:** Primary data and Secondary data - meaning, relevance and limitations.
- 4) **Research Design:** Types of Research Design: Exploratory; Descriptive and Causal. Various Research Techniques: Experimental Research Designs.
- 5) **Sampling:** Meaning - sampling theory - types of sampling - steps in sampling - sampling design - sample size - sampling techniques and methods - sampling and non-sampling errors - advantages and limitations of sampling.
- 6) **Data Collection Tools:** Collection of Primary Data - Drafting Questionnaire - Data Collection through Questionnaire - Data Collection through Schedules - Collection of Secondary Data - Development of survey instruments. Standardization of instruments.
- 7) **Field Investigation Planning:** Contact Methods
- 8) **Report Writing:** Research report: types of report - structuring the report - contents - styles of reporting - steps in drafting reports - editing and evaluating the final draft report.

Text Readings

1. William G. Zikmund, "Business Research Methods", Orlando: Dryden Press.
2. C. William Emory and Cooper R. Donald, "Business Research Methods", Boston, Irwin, 4th Ed., 1991
3. Fred N Kerlinger, "Foundations of Behavioural Research", New Delhi: Surjeet Publications.
4. H.W. Boyd, R. Westfall and S.F. Stasch, Marketing Research -Text and Cases, Richerd D. Irwin.
5. Naresh K. Malhotra, Marketing Research An Applied Orientation, Pearson Education

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Dr. Akshay Dubey

University Institute of Management
Rani Durgawati Vishwavidyalaya Jabalpur – India

M. Phil. In Management

Review of Literature

Course Overview

Review of literature forms the foundation stone for any research. Doing a scientific review helps in understanding the subject, studies, methodologies used, interpretations and identifying research gaps. A good review provides a clear roadmap for conducting research. This course is designed to train students in the conduct of a systematic literature review and developing the skills to conduct a review built on the framework of evidence-based practice. Students will be taught how to perform each step in a review and will then be expected to apply it to a topic of their choosing. They will get feedback at each stage in the process. The final deliverable for the course will be a systematic literature review.

Course Objectives

At the completion of this course students should be able to:

- Understand the basic philosophical assumptions underlying research literature reviews for different purposes, including what, why, when, for whom, and how?
- Be able to manage the process of conducting a literature review, including reading, note taking strategies, coding/reference management, synthesizing and writing literature results.
- Understand the process of synthesizing and writing literature results.
- Be able to write a quality literature review with variations in references / citation style.

Pedagogy

This course will combine a modest amount of teaching material presented in lectures and readings with a substantial amount of hands-on experience. Each student, or group of students, will choose or assigned a topic for review. They will work individually or in small groups to carry out each phase of a systematic literature review. Students will be also encouraged to develop their reports into publishable papers.

Examination Scheme

As per RDVV Ordinance No. 82

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Dr. Akal Dubey

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Course Contents

1. **Understanding Review of literature:** Relevance, Approach and Applications; Developing an outline for the literature review; Formulate key questions for a review; Plagiarism – concerns and cautions.
2. **Organizing a literature search:** Identify which literature bases to search; Developing the theoretical basis for the Research Question; Searching for, locating and organizing relevant professional literature – books, journals, reports, websites etc.
3. **Conducting the Review:** Abstract relevant information from appropriate studies in a systematic manner; Critically reviewing the literature; Rate the scientific quality of each study and the level of evidence for each question;
4. **Synthesizing the Review:** Create evidence tables and summary tables; Interpret the pattern of evidence in terms of strength and consistency; Summarize the studies' findings.
5. **Writing the review:** Writing a first draft; Writing references and citations; Obtaining, giving, and making productive use of feedback; The redrafting process; Professional formatting.

Text and Reference Books:

- Christopher Hart, (1998). *Doing a literature review: Releasing the social science search imagination*. London: Sage.
- Lawrence A. Machi and Brenda T. McEvoy (2012). *The literature review: Six steps to success*. California: Corwin (Sage).
- Diana Ridley (2012). *The literature review: A step-by-step guide to students*. London: Sage
- Jill K. Jesson, Lydia Matheson and Fiona M. Lucey. *Doing your literature review: Traditional and systematic techniques*. London: Sage.
- Christopher Hart, (2001). *Doing a literature search*. London: Sage.

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