

BHARATHIDASAN UNIVERSITY, TIRUCHIRAPPALLI – 620 024

**M.Phil. PROGRAMME (Management)
(for candidates admitted from the academic year 2009 -2010 onwards)
Course Structure**

Sem.	Course	Title of the Paper	Marks			Exam Hours	Credit
			IA	UE	Total		
I	Course I	Research Methods in Management	40	60	100	3	4
	Course II	Advanced Elective Paper (The Scholar should choose any ONE PAPER from the following streams of the elective) a) Marketing Management (i. Advertising and Sales Promotion ii) Consumer Behaviour b) Human Resource Management (I Strategic Human Resource Management ii) Organisational Development c) Financial Management (I Advanced Financial Management ii) Financial Services and Markets d) Systems and Operation Management (i. Supply Chain Management ii) Management Information System e)	40	60	100	3	4
	Course III	Paper on Topic of Research (To be framed by the Guide) *	40	60	100	3	4
	Course IV	Teaching and Learning Skills (Common Paper)	40	60	100	3	4
II	Dissertation	Viva Dissertation 50 Marks 150 Marks			200		8
	Total			210	390	600	24

Note: * For Course III the syllabus will be framed by the Guide and the Examination will be conducted by the Controller of Examinations, Bharathidasan University.

Marks

- Maximum - 100 marks (passing minimum 50 marks)
- External - 60 marks (Passing minimum 30 marks)
- Internal - 40 marks (Internal Assessment as per M.Phil Regulations Vide-P.3)

Question Paper Pattern – Course IV

Written (University) Examination

5 Questions to be asked (5 x12 =60 Marks)

Essay type Questions with internal choice (Questions in either / or Model)

Choosing two questions from each unit.

PAPER- I-RESEARCH METHODS IN MANAGEMENT

Exam Duration: 3 Hours

CIA Marks: 40

ESE Marks: 60

Unit I: Research: Meaning – Purpose – Types of research- Significance of research – Research in Management – Steps in research – Identification, selection and formulation of research problem – Research Design – Hypothesis; concepts, sources and types – Formulation of hypothesis – Review of literature: Nature and Purpose.

Unit II: Sampling Methods: Meaning of sample – Sampling theory – Sampling techniques - Probability sampling – Non probability sampling - Advantages and disadvantages of sampling – Sampling and Non-Sampling errors – Estimation of sample size – Determinants of sample size.

Unit III: Collection of Data: 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.

Management and Scaling: Nominal Scale – Ordinal Scale – Interval Scale – Ratio Scale – Guttman Scale – Likert Scale – Semantic Differential.

Unit IV : Data Analysis: Data preparation and preliminary analysis – Editing – Field Editing , Central Editing – Coding – Tabulation – Cross Tabulation – Differences between Parametric and Non – Parametric tests - Mann – Whitney ‘U’ test, Rank Sum Test (Sign Test) –Chi –Square test – ANOVA – Factor analysis – Cluster analysis – Discriminate Analysis – Multiple Regression – Correlation – Canonical Correlation through SPSS

Unit V: Report Writing: Chapter Format – Pagination –Indentation - Using Quotations – Presenting Footnotes – Abbreviations- Presentation of tables and figures – Referencing - Documentation – Use and format of Appendices – Indexing – Technique, style and linguistic aspects of Report Writing.

Reference:

1. Donald R.Cooper and Pamela S.Schindler, 2000, 6th Ed., *Business Research Methods*, Tata McGraw Hill Publishing Company Limited.
2. D.K. Bhattacharyya, 2003, 1st Ed., *Research Methodology*, Excel Books.
3. C.R.Kothari, 2001, *Research Methodology*, Wishva Prakashan Publication.
4. William G. Zikmund, 7th Ed., *Business Research Methods*, Thomson-South-Western.
5. William M.K.Trochim, 2nd Ed., *Research Methods*, BIZTANTRA.

PAPER – II- ADVANCED ELECTIVE- A) MARKETING MANAGEMENT

i) Advertising and Sales Promotion

Exam Duration: 3 Hours

CIA Marks: 40

ESE Marks: 60

UNIT – I

ADVERTISING - AN INTRODUCTION- Origin and Development - Definition and Classification - Planning Framework - Organising Framework - Advertising - Purpose and Functions - Advertising Process - Advertising in the marketing mix

UNIT-II

STRATEGIC ADVERTISING DECISIONS - Setting Advertising Objectives - The Budget Decision - COPY DECISIONS - Visualization of Ad Layout - Elements of Ad Copy and Creation -Principles of verbal versus visual thinkers, Styles and Stages in advertising copy creation -Copy (Pre-) Testing methods and measurements.

UNIT-III

MEDIA DECISIONS - Media Objectives - Media Plan - Factors influencing media selection - Types of Media - Concepts of Reach, Frequency, Continuity, and Selectivity - Measures of Media Cost Efficiency – Media (Readership / Viewership) Research. The Internet as an Advertising Medium: Tracking Website visits, page views, hits, and click-stream analysis, permission marketing and privacy, ethical concerns.

UNIT-IV

Measuring Advertising Effectiveness - Control of Advertising by practitioners, media and the market - Advertising in the International Market-place - Advertising and Principles of Integrated Marketing Communication and Image Building.

UNIT - V

SALES PROMOTION - Sales Promotion as a Promotion Tool - Types of Sales Promotion Techniques - Evaluation of Sales Promotion Schemes - Consumer and Trade Promotions - Sales Promotion Strategies and Practices, Cross Promotions, Surrogate Selling, Bait and Switch advertising issues.

BRAND EQUITY - Concepts and Criteria, Building, Measuring and Managing Brand Equity, Linking Advertising and sales promotion to achieve 'brand-standing' - Leveraging Brand Values for business and non-business contexts. Event Management - Techniques and Significance

REFERENCES

1. Wells, Burnett & Moriarty: ADVERTISING PRINCIPLES AND PRACTICES, Prentice-Hall
2. Wright, Winter & Zeigler: ADVERTISING; Tata McGraw Hill.
3. Aaker, Batra & Myers: ADVERTISING MANAGEMENT; Prentice Hall, India.
4. Subroto Sengupta: BRAND POSITIONING; Tata McGraw Hill.
5. Pran Nath Chowdhury: SUCCESSFUL SALES PROMOTION.

PAPER – II- ADVANCED ELECTIVE- A) MARKETING MANAGEMENT

ii) Consumer Behaviour

Exam Duration: 3 Hours

CIA Marks: 40

ESE Marks: 60

Unit I

Introduction to the study of Consumer Behaviour. Meaning & Definition of CB, Difference between consumer & Customer, Nature & Characteristics of Indian Consumers, Consumer Movement and Consumer Rights, Marketing Ethics and Social Responsibility, Social and Societal Marketing Concepts, Consumer Movement in India, Rights of the Consumer, Responsibilities of consumers in India, Benefits of consumerism

Unit II

Role of Research in understanding consumer behaviour: The consumer research process - Developing research objectives, collecting secondary data, designing primary research, data analysis and reporting research findings. Input-Process-Output Model of Consumer Behaviour - Internal Influences: Motivation, Personality, Perception, Learning, Attitude, Communications, External Influences - Social Class, Culture, Reference Groups, Family Levels of Consumer Decision Making

Unit III

Individual Influences on Consumer Behavior: Motivation: Basics of Motivation, Needs, Goals, Positive & Negative Motivation, Rational Vs Emotional motives, Motivation Process, Arousal of motives, Selection of goals, Motivation Theories

Personality: Basics of Personality, Theories of Personality and Marketing Strategy, Applications of Personality concepts in Marketing, Personality and understanding consumer diversity Brand Personality

Unit IV

Perception: Basics of Perception & Marketing implications, Elements of Perception, Dynamics of Perception, Consumer Imagery, Product positioning and repositioning, Positioning of services, perceived price, perceived quality, price/quality relationship

Learning - Elements of Consumer Learning, Motivation, Cues, Response, Reinforcement, Marketing Applications of Behavioral Learning Theories, Classical Conditioning Instrumental Conditioning, Strategic Marketing Applications of Instrumental Conditioning,

Unit V

Attitude Basics of attitude, the nature of attitude, Models of attitude and Marketing Implication, Attitude change strategies, Attitude change based on the tri-component model other attitude change strategies changing beliefs about competitors brands.

REFERENCE BOOKS:

1. Consumer Behaviour in Indian Perspective – Suja Nair – Himalaya Publishers, 2004
2. Consumer Behaviour- Satish k Batra & S H H Kazmi, Excell Books
3. Customer Relationship Management- Peeru Ahamed & Sagadevan Vikas Publishing
4. Customer Behaviour – A Managerial Perspective – Sheth, Mittal- Thomson

PAPER – II- ADVANCED ELECTIVE- B) HUMAN RESOURCE MANAGEMENT

i) Strategic Human Resource Management

Exam Duration: 3 Hours

CIA Marks: 40

ESE Marks: 60

Unit – I

An overview Importance of Human Resource to strategy – The concept of strategic HRM – strategic Fit, Resource Based strategic HRM – Conclusions.

Unit II

Intellectual capital definition – Human Capital – Social Capital – Organizational Capital – Conclusions

Unit III

Models of Strategic HRM, General models, The High performance working model – the high commitment management model – The high involvement management model – conclusions.

Unit IV

Organizational HR Strategies - organizational development, strategies for culture change – strategies for knowledge management – organizational HR Strategies in action.

Unit V

The characteristics of HR Strategy – The overall content of HR strategy – Integrating the business and HR strategies – The implementation of HR Strategy.

Recommended Text Book :

Strategic HRM – MICHAEL ARMSTRONG, ANGELA BARON – Jaico Book
www.jaicoboot.com

**PAPER – II- ADVANCED ELECTIVE- B) HUMAN RESOURCE
MANAGEMENT**

ii) Organizational Development

Exam Duration: 3 Hours

CIA Marks: 40

ESE Marks: 60

Unit – I

Definitions – Characteristics of Organization Development – History of the OD – Second generation OD – Values – Beliefs – assumption in OD. Models and theories of planned change – teams and team work – applied behaviour science.

Unit II

OD Diagnosis – action component – OD interventions – action research – its application and approach.

Unit III

OD interventions meaning – methods – classifications of interventions – team interventions – Gestalt approach of team building – inter group interventions – comprehensive interventions.

Unit IV

MBO – quality circle – TQM – QWL (Quality of work life) Physical setting etc., Training – T groups coaching and mentoring and other methods..

Unit V

Consultant – Client relationship – power, politics and OD - Research on OD- Future of OD

Text Books :

Wendell L. French, Cecil H. Bell. Jr “Organization Development”, Prentice Hall of India New Delhi 2008.

PAPER – II- ADVANCED ELECTIVE- C) FINANCIAL MANAGEMENT

i) Advanced Financial Management

Exam Duration: 3 Hours

CIA Marks: 40

ESE Marks: 60

Unit I: Advanced Financial Analysis – Financial Statement Analysis – Ratio Analysis – Fund Flow and Cash Flow Analysis – Cost – Volume - Profit analysis.

Advanced Financial Planning – Meaning – Financial forecasting – Budgeting – Inter firm comparison – Financial Analysis and Inflation.

Unit II: Dividend Policy – Types of Dividend – Dividend Theories – Dividend policy and Share Valuation – Factors influencing Dividend policies – Dividend policies in practice.

Unit III: Measurement of Business Performance – Rationale – Financial Measures and Non – Financial Measures – Balanced Scorecard – Parta system – Performance Excellence Awards – Divisional Performance Measurement.

Unit IV: Corporate Valuation: Approaches to Valuation- Adjusted Book Value Approach – Stock and Debt Approach – Direct Comparison Approach – Discounted Cash Flow Approach.

Unit V: Corporate Governance and Executive Compensation: Agency problem – Devices to control agency costs – Corporate Governance in Developed Countries and in India.

Reference:

1. Prasanna Chandra, 2001 *Financial Management: Theory and Practice*, 5th Ed., McGraw Hill.
2. Ross, Westerfield, Jaffe, 1999 *Corporate Finance*, 5th Ed., McGraw Hill.
3. Brigham, Gapenski, and Ehrhardt, 1999 *Financial Management: Theory and Practice*, 9th Ed., Dryden Press.
4. Pandey, I.M., 2006, *Financial Management*, Vikas Publishing House.
5. Vishwanath, S.R., 2000 *Corporate Finance: Theory and Practice*, Response Books.
6. Fred J. Weston, Kwang S. Chung, and Susan E. Hoag, 1997, *Mergers, Restructuring and Corporate Control*, Prentice Hall of India.

Weightage: Problems-40% and Theory – 60%

PAPER – II- ADVANCED ELECTIVE - C) FINANCIAL MANAGEMENT

ii) Financial Services and Markets

Exam Duration: 3 Hours

CIA Marks: 40

ESE Marks: 60

Unit I: Indian Financial System: Nature, role, functions of financial system – Indian Financial System – Structure and Overview – Government Intervention in Indian Financial System.

Unit II: Money, Capital, Foreign Exchange and Commodities Market: Importance – Instruments –Recent Developments – Rules and Regulations – Regulatory Authorities – Procedures.

Unit III: Leasing and Hire purchase – Fund Mobilization – Types – Procedures – Legal aspects –Problems and prospects in India.

Mutual Fund – Meaning – Types – Advantages – Private & Public Sector Mutual Fund, Performance Measurement- SEBI guidelines.

Unit IV: Merchant banking: Introduction – Rules and Regulations – Services – Issue Management: Pricing – Pre issue & Post issue activities – Book Building – Portfolio Management – Underwriting – Project Appraisal – Corporate Advisory Services- SEBI Guidelines.

Unit V: Other Services: Bills Discounting- Factoring – Features – Mechanism of Factoring – Housing loan – Bank Cards – Depository services – Banc assurance – Net Banking.

Credit Rating: Rating Agencies- National and International Agencies- Functions- Process- Rating of Financial Instruments and Countries.

Reference:

1. Gordon and Natarajan, 2001, *Financial Markets and Services*, Himalaya Publishing House.
2. Jeff Madura, 2001, *Financial Markets and Institutions*, 5th Ed., South-Western College Publishing.
3. Varshney P.N., and D.K. Mittal, 2000 *Indian Financial System*, Sultan Chand & Sons.
4. Bhole L.M, *Financial Institutions and Markets*, 3rd Ed. Tata McGraw Hill,
5. Kamath K.V, Kerkar S.A, and Viswanth T., 1990 *The Principles and Practice of Leasing*, Lease Asia, England.
6. Vinod Kothari, *Lease Financing and Hire Purchase (Including Merchant Banking and Mutual Funds)*, Wadwha and Co. Pvt. Ltd., Nagpur.
7. Albert J. Fredman and Russ Wiles, 1997, *How Mutual Funds Work*, Prentice Hall of India, New Delhi.
8. Khan, M.Y, 1998 *Financial Services*, Tata McGraw Hill.

**PAPER – II- ADVANCED ELECTIVE- D) SYSTEMS AND OPERATIONS
MANAGEMENT
i) SUPPLY CHAIN MANAGEMENT**

Exam Duration: 3 Hours

CIA Marks: 40

ESE Marks: 60

Course objectives:

This course aims to highlight the strategic importance of Supply Chain Management and discuss the paradigm shift taking place in the process of decision making. It will provide an in-depth coverage of management issues, challenges and practices in different subsystems of Supply Chain Management and their inter-relationships. It exposes students to the state of the art developments in Management concepts and techniques and Information Technology Relevant for effective and efficient Supply chain Management.

Course content:

UNIT-1 : Introduction to Supply Chain Management Frameworks - Evolution - Goals - Strategies Principles and Drivers of Supply Chain Performance - Integrated Framework using SCOR model .

UNIT-2: Supply chain Facilities network design - Distribution Network design – Design options – E business and distribution network – Factors influencing design – Role of IT - Demand forecasting and management

UNIT-3: Strategic Sourcing and Supply Chain Management (In-Bound Logistics) Supply scheduling – Purchasing - - Outsourcing, Relationship Management, Supplier Development and rating. - Inventory Management in Supply chain – Objectives – Types of inventory – Inventory control

UNIT-4: Transportation Management in Supply chain – Service choices and characteristics – Service selection – Vehicle routing and scheduling - Warehouse Management – Facility location decisions – Design and operations.

UNIT-5 : Supply Chain Metrics and Benchmarking - Information Technology and Supply Chain Management – Integration, ERP, E-Business and Decision Support Systems, role of RFID - Coordination in supply chain – Bullwhip effect - Issues In International Logistics and Global Supply Chain Management. - Best practices from Global and Indian companies

Prescribed Text:

Purchasing & Supply Chain Management by Monczka, Trent & Handfield (Thomson)-3rd Edi.

Suggested Readings:

“Supply Chain Management: Strategy, Planning and Operation” by Sunil Chopra and Peter Meindl, Prentice-Hall.

**PAPER – II- ADVANCED ELECTIVE- D) SYSTEMS AND OPERATIONS
MANAGEMENT**

ii) MANAGEMENT INFORMATION SYSTEMS

Exam Duration: 3 Hours

CIA Marks: 40

ESE Marks: 60

Course Objectives:

- To understand the fundamentals of Information Systems, IT Infrastructure for a Digital Firm and its management.
- To understand the various applications of Information Systems in an organization and appreciate how Information Systems can be used in business operations and for strategic advantage.

Course Content:

UNIT-1:

Introduction to Information Systems - Need for IS, Perspectives on IS - Classification of IS - Impact of IS on Management Decision Making - IS and Business Strategy - Electronic Business and Electronic Commerce.

UNIT-2:

Information Technology Infrastructure - IT Infrastructure Components - Hardware and Software - Data Resources – Telecommunications - Networks - Internet - Wireless Computing - Security and Control of Information Systems.

UNIT-3:

Information Systems for the Digital Firm - Enterprise Systems - Information Systems for Business Operations - Supply Chain Management Systems - Customer Relationship Management Systems - Business Process Integration

UNIT-4:

– Decision Support Systems. – Business Intelligence - Knowledge Management Systems

UNIT-5:

Building and Managing the Information Systems - Business Process Reengineering - Overview of Systems Development - Systems Building Approaches - Business Value of Information Systems – Change Management - Managing Global Systems - Beyond Information Systems - Ethical and Social Issues in the Digital Firm – Managing Outsourced Information Systems

Suggested Readings

1. Management Information Systems-Managing the Digital Firm, 10th Edition, by Kenneth C. Laudon and Jane P. Laudon, Prentice-Hall India, 2006.
2. Management Information Systems-Managing Information Technology in the Business Enterprise, Sixth Edition, by James A. O'Brien, Tata McGraw-Hill Edition, 2004.
3. MIT Open Courseware

COURSE IV - TEACHING AND LEARNING SKILLS

Objectives:

After completing the course, scholars will be able to:

- acquaint different parts of computer system and their functions
- understand the operations and use of computers and common accessories
- develop skills of ICT and apply them in teaching learning context and Research
- appreciate the role of ICT in teaching, learning and Research
- acquire the knowledge of communication skill with special reference to its elements, types, development and styles
- understand the terms communication Technology and Computer mediated teaching and develop multimedia/E-content in their respective subject
- understand the communication process through the web
- acquire the knowledge of instructional

Unit I: Computer Applications Skills

Computer System: Characteristics, Parts and their functions - Different generations of computer – Operation of Computer: switching on/off/restart. Mouse control, Use of key board and some functions of key – Information and Communication Technology (ICT): Definition, Meaning, Features, Trends – Integration of ICT in teaching and learning – ICT applications: Using word processors, Spread sheets, Power point slides in the classroom – ICT for Research: On-line journals, e-books, Courseware, Tutorials, Technical reports, Theses and Dissertations.

Unit II Communication Skills

Communication Definitions – Elements of Communication: Sender, Message, Channel, Receiver, Feedback and Noise – Types of Communication: Spoken and Written: Non-verbal Communication – Intrapersonal, Interpersonal, Group and Mass communication – Barriers to communication: Mechanical, Physical, Linguistic & Cultural – Skills of Communication: Listening, Speaking, Reading and writing – Methods of developing fluency in oral and written communication – Style, Diction and Vocabulary – Classroom communication and dynamics.

Unit III: Communication Technology

Communication Technology: Bases, Trends and Developments – Skills of using Communication Technology – Computer Mediated Teaching Multimedia, E – content – Satellite – based communication: EDUSAT and ETV Channels. Communication through web: Audio and Video applications on the internet, interpersonal communication through the web.

Unit IV: Pedagogy

Instructional Technology: Definition, Objectives and Types – Difference between Teaching and Instruction – Lecture Technique: Steps, Planning of a Lecture, Delivery of a Lecture – Narration in tune with the nature of different disciplines – Lecture with power point presentation – Versatility of Lecture technique – Demonstration: Characteristics, Principles, Planning Implementation and Evaluation – Teaching – learning Techniques: Team Teaching, Group discussion, Seminar, Workshop, Symposium and Panel Discussion – Modes of teaching: CAI, CMI and WBI

Unit V: Teaching Skills

Teaching Skill: Definition, Meaning and Nature: Types of Teaching skills: Skill of Set induction, Skill of Stimulus Variation, Skill of Explaining, Skill of Probing Questions, Skill of Black Board Writing and Skill of Closure – Integration of Teaching Skills – Evaluation of Teaching Skills.

References:

- Bela Rani Sharma (2007), Curriculum Reforms and Teaching Methods, Sarup and sons, New Delhi
- Don Skinner (2005), Teaching Training, Edinburgh University Press Ltd, Edinburgh
- Information and Communication Technology in Education: A Curriculum for schools and programme of Teacher development, Jonathan Anderson and Tom Van Weart, UNESCO, 2002
- Kumar, KL (2008) Educational Technology, New Age International Publishers, New Delhi
- Mangal, S.K. (2002) Essential of Teaching – Learning and Information Technology, Tandon Publications, Ludhiana
- Michael, D and William (2000), Integrating Technology into Teaching and Learning: Concepts and Applications, Prentice Hall, New York
- Pandey, S.K (2005) Teaching Communication, Commonwealth Publishers, New Delhi
- Ram Babu, A and Dandapani, S (2006), Microteaching (vol. 1 &2), Neelkammal Publications, Hyderabad
- Singh V.K. and Sudarshan, K.N. (1996) Computer Education, Discovery Publishing Company, New York
- Sharma, R.A. (2006) Fundamentals of Educational Technology, Surya Publications, Meerut
- Vanaja, M. and Rajasekar, S (2006), Computer Education, Neelkamal Publications, Hyderabad
