**ALAGAPPA UNIVERSITY, KARAIKUDI**

**M.Phil. (Management) Programme (FULL-TIME)**

[offered at affiliated colleges of Alagappa University]

**(Under Choice-Based Credit System)**

**REGULATIONS AND SYLLABI**

(with effect from the academic year 2015-16)

**1. Duration and Pattern**

The M.Phil. Programme is of one year duration, offered under Semester Pattern, with two Semesters in the year.

**2. Medium of Instruction**

English only

**3. Eligibility**

A candidate with Postgraduate degree in Commerce, International Business, Business Administration, Bank Management, Corporate Secretaryship, Insurance Management, Economics, Agriculture Economics, Cooperation, Foreign Trade or any related discipline are eligible to apply.

The minimum eligibility criterion for marks in PG degree is:

* 50% of marks for SC/ ST/ Physically or Visually challenged candidates
* 55% of marks for all others

**4. Mode of Selection**

A candidate eligible must take up the Entrance Examination conducted commonly for all candidates by the College.

The question paper patterned on Multiple Choice Objective Type has both common part comprising Test of Language Skills and Test of Quantitative Aptitude each carrying 25% weightage and the Subject Knowledge carrying 50% weightage.

Ranking of candidates is based on the marks obtained in the Entrance Examination and the Qualifying PG degree marks with 50:50 weightage. Provisional selection is done adopting community quota as per guidelines of the State Government.

**5. Course of Study**

The M.Phil. Programme comprises of two parts. The part – I comprises Core Course I, II & III that are common for all the candidates, Core Course – IV is specialization of the respective disciplines. Core Course V is the dissertation and Viva-Voce. The dissertation shall relate to Indian/ Global perspectives in various functional areas of Banking/ Corporate/ Commerce/ Management domains.

**6. Scheme of Examinations and Programme Structure for M. Phil., in Management in the affiliated colleges of Alagappa University**

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| **S. No.** | **Course Code** | **Name of the Course** | **Credits** | **Marks** | | | **Minimum Passing Marks** |
| **CIA** | **ESE** | **Total** |
| **I Semester** | | | | | | | |
| 1. | **5PMG1C1** | **Core Course – I**  Business Research Methods | **6** | **25** | **75** | **100** | **50** |
| 2. | **5PMG1C2** | **Core Course – II**  Techniques of Research | **6** | **25** | **75** | **100** | **50** |
| 3. | **5PMG1C3** | **Core Course – III**  Professional Competencies | **6** | **100** | **-** | **100** | **50** |
| **II Semester** | | | | | | | |
| 4. |  | **Core Course – IV** | **6** | **25** | **75** | **100** | **50** |
| 5. | **5PMG2DV** | **Core Course – V**  Dissertation  Viva voce | **12** | **150**  **50** | | | **100** |
| Total Marks | | | **36** | **-** | **600** | | **300** |

CIA – Continuous Internal Assessment

ESE – End Semester Examination

**Core Course – III Professional Competencies**

The Third Course involves rigorous Continuous Internal Assessment with 75 marks and the ESE comprising of Comprehensive Viva-Voce carrying 25 marks. The Internal would include, besides those prescribed for other courses, Periodical Competency Revelation Presentations to enhance the Competencies on General Awareness, Computer and Internet, Classroom Communication and Pedagogical Skills.

A student must secure a minimum of 10 marks in the Viva-Voce and 30 marks in the Continuous Internal Assessment and put together a total of 50 marks out of 100 marks to get a pass. For this paper there is no University written examination, only based on Viva – Voce examination. The Viva-Voce will be conducted by a Panel of three members comprising the Head of the Department, the next senior faculty and the Faculty in Charge of the course. If the HoD is the Faculty in Charge of the course, then the 2nd senior faculty will be added to the panel.

**Core Course – IV**

The students are supposed to pick any one of the following courses based on the specialization preferred for their dissertation.

* + Advanced Financial Management
  + Advanced Manufacturing Management
  + Advanced Marketing Management
  + Strategic Human Resource Management
  + Systems Management

1. **Credits:**

Each student should earn 36 credits to complete the program.

1. **Attendance** 
   1. Normally a student must secure a minimum of 80% attendance to become eligible to take the End-Semester-Examination (ESE) in a course. However, condoning of shortage of attendance may be granted on genuine medical grounds upto a maximum of 10% of the contact days. For this purpose, the student must, immediately upon returning to class after the period of illness, apply for condoning of shortage, submitting valid medical certificate(s) from registered medical practitioner(s) through his/her Advisor to the Head of the Department (HoD), who will decide upon the application for condoning of shortage of attendance. Medical certificates submitted on the eve of the ESE will not be accepted.
   2. If a student who has no genuine medical grounds and has earned 70% or more but less than 80% of attendance in a course in a semester that student will be debarred from the ESE in that course in that semester. However the student may take the ESE when offered in a later semester.
   3. If a student has earned less than 70% attendance, that student will be debarred from the ESE in that course and the statement of grades will read **IA** (Inadequate Attendance) against that course. Such a student must repeat that course when offered in a later semester. Attendance in a course will always be reckoned from the day of joining the course to the last day of the course.
2. **Redoing of a Course or Courses**

A student who has been debarred from the ESE for lack of attendance must repeat the Course at a later semester, paying the prescribed fees for the course. No student will be permitted to repeat a course or reappear for a CIA test or an ESE for improvement of Grade Points. A student who has fulfilled all the course requirements but has not been able to take the ESE alone, can take the same at a later semester. A student who has failed in an ESE need take only the ESE in that course when it is next offered. Such students need pay only the fee for ESE of the course.

Students interested in redoing of course(s) have to get prior official permission for the same by applying to the Registrar through the HoD on or before 5th July (for redoing of Odd Semester Courses) or 5th December (for Even Semester Courses) every year.

A student may be permitted to break his/her study on valid grounds. Such break of study shall be entertained only if the student has completed at least two semesters of study. Fro availing break of study, the student has to apply to the Registrar along with the recommendations of the Class Advisor and the HoD in the format prescribed enclosing documentary evidence(s) as a proof for his/her claim for break of study and after paying prescribed fee. Un-authorized break of study will not be permitted under any circumstances. Break of study will be permitted subject to the formalities of readmission as well as the availability of courses to be completed and the examination norms.

1. **Assessment:**

Assessment of the students will be two-fold consisting of Continuous Internal Assessment (CIA) and End Semester Examination (ESE). The ratio between CIA and ESE will normally be 25:75.

1. **Continuous Internal Assessment (CIA**): The CIA marks shall be awarded based on the following:

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| **Assessment components** | **Core**  **Courses I, II & IV** | **Core Course III** |
| Scores of two internal tests | 15 Marks | 30 Marks |
| Seminar/ Assignment/ Quiz/Class Works | 10 Marks | 20 Marks |
| Competency Revelation Presentations | -- | 25 Marks |
| **Total** | **25 Marks** | **75 Marks** |

1. **End Semester Examination (ESE):** Except in the case of Project-work/ Summer Placement Training and exclusively practical/ field placement courses, the ESE will consist of a written examination of three hours duration reckoned for a maximum 7**5 marks.** The answer papers shall be evaluated by two examiners- internal and External.

**Pattern of Question Paper**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Section** | **No. of Questions to be Asked** | **No. of Questions to be Answered** | **Marks per Question** | **Total**  **Marks** |
| **I** | 6 | 6 | 3 | 18 |
| **II** | 6 | 4 | 6 | 24 |
| **III** | 3 (Either Or type) | 3 | 11 | 33 |
| **Total** | | | | **75** |

**For Techniques of Research, 2/3 of the questions shall be problems.**

1. **Research Guide:** Each candidate will be allotted a Research Guide from among the Faculty Members of the Department by the Department concerned.
2. **Submission of Dissertation:** A candidatehas toprepare and submit a scholarly dissertation by the end of the Second Semester on a socially and economically relevant research problem, pertaining to his discipline and specialization, under the guidance of a Research Guide. The Research Work must be original and independent one of the candidate and the same has to be supported by a declaration, in the format prescribed by the University, by the candidate and duly certified by the Research Guide. There should not be any plagiarism. Two copies of the dissertation must be submitted by a candidate to the Head of the Department, duly signed by the Research Guide.
3. **Evaluation of Dissertation:** The dissertation shall be evaluated by two examiners appointed by the University. The Dissertation carries 150 marks.
4. **Viva Voce:** Candidates whose dissertations are approved by the examiners securing, at least the minimum pass marks, will be called for the Viva Voce. The Board of Viva Voce shall comprise the Research Guide, the Head of the Department/ a Senior faculty member of the Department. The Viva Voce carries 50 marks
5. **Time Extension for Submission of Dissertation:**

Extension for submission of dissertation shall be granted as per the University norms and conditions.

1. **Passing Minimum Marks:**

The minimum for marks in the CIA and ESE shall be 40%, in each, but an aggregate minimum of 50% marks putting together the Continuous Internal Assessment marks and University End Semester Examination marks needed for a pass. A candidate should have secured 50% in Dissertation and Viva Voce to get a pass.

1. **Classification of Candidates**

If a candidate secures 60% put together, he/she is deemed to have passed in First Class.

If a candidate secures 50% and above but less than 60% put together, he/she is deemed to have passed in Second Class.

If a candidate secures less than 50% put together, he/she is deemed to have failed.

1. **Reappearance by Failed Candidates:**

A candidate who fails in any course / courses may appear for the examination again in that course / courses as per University rules.

1. **Completion of the Program:**

A candidate has to complete the program within 3 years from the completion of the duration of program, failing which the candidate’s registration will stand automatically cancelled and the candidate has to register afresh, the candidate wants to pursue the program.

1. **Award of the M.Phil Degree:**

A student will be declared to be eligible for the award of a Degree if he/she has:

1. Registered for and undergone all the courses under the different parts of the curriculum of his/her program.
2. There are no dues to the college from the candidate and
3. No disciplinary action is pending against him/her.
4. **Other Regulations:**

Besides the above, the common regulations pertaining to the M.Phil., programmes offered at affiliated colleges of the University shall also be applicable to this program.

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**Core Course I – 6 Credits**

**BUSINESS RESEARCH METHODS**

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| Semester : ODD Semester | Course Code : 5PMG1C1 |
| Course Title | Business Research Methods |

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| Course Description: The course is to introduce the concept and contours of Business Research Methods. The methodology of formulation of research problems, of measurement of attitudinal/ behavioural issues, development of scales and of employing sampling is dealt. The art and science of designing and applying the different tools of data collection, data quality enhancement, tabulation and presentation, etc are presented. The culmination of any research is the Report Writing. This requires skills of analysis, interpretation, structuring, language and articulation. The mechanics of writing a dissertation are covered. |

Course Objectives

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| 1. To read and understand a variety of empirical research papers using different techniques, so as to develop awareness of possible solutions to problems that the learner may encounter as independent researchers in the future. |
| 2. To formulate a research problem in terms of Research Question, Objectives and hypotheses and design a step-by-step approach to handle the further |
| 3. To develop measurement tools for attitudinal/ behavioral or social/ economic /business / economic phenomena relevant to the research problem |
| 4. To familiarize the learners with concepts and techniques of sampling and go about with sampling for a research problem |
| 5. To design research data collection tools and using the same for data collection and to make the data thus collected properly presented fit for analysis |
| 6. To deal with the requisites and mechanics of writing a research report with appropriate structuring, analytical reasoning, interpretative relevance and summary of major revelations so as to make a good reading |

Course Outcome: The learners should be able to:

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| Choose a research problem and device a design to probe and solve it independently.  Design Measurement tools with a fair degree of Validity and Reliability to study even phenomena for which no measures are readily available  Decide on the appropriate sampling for research problem and go about executing the same with minimal sampling and non-sampling errors/.  Decide the method of data collection, design the data collection tools there-for, execute the data collection work and ensure the data are fit for analysis with appropriate editing, corroboration, reduction and sanitization  Develop a research report that fulfills the objectives set forth, answers the research questions and meets the standards of a good research report. |

**BUSINESS RESEARCH METHODS**

**SYLLABUS and SCHEDULE of COVERAGE**

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| **Areas** | **Time Schedule** |
| **Unit I:** Business Research – Meaning – Purpose – Types of Business Research – Explorative and Experimental studies – Case study – Survey research – Significance of Research in Business Sciences – Ethics in business research – Steps in Research – Research Reconnaissance – Search and Review of Literature: Nature and Purpose – Identification, Selection and Formulation of Research Problem – Research Questions – Research Design – Hypothesis: Concept, Sources and Types – Formulation of Testable Hypotheses | 1st – 2nd  Week |
| **Unit II:** Measurement in Research – Measurement Scales – Nominal, Ordinal, Interval and Ratio Scales – From paired ordinal comparison developing Ratio scale – Important Scale construction techniques – Semantic Differential Scale construction – Construction of Likert’s Summated scale – Tests of sound measurement – Validity and its types – Reliability and measures thereof – Universality – Practicability, etc – Sources of errors in measurement and measures of control over them. | 3rd – 4th  Week |
| **Unit III:** Sampling – Principles of Sampling Theory – Types of Sampling – Probability and Non-probability sampling – Steps in Sampling – Determinants of sample size – Estimation of Sample size given certain criteria and goals – Sampling and non-sampling Errors – Measures and control. | 5th – 6th  Week |
| **Unit IV:** Collection and Analysis of Data – Primary Data – Interview: Interview Schedule– Types of Interview – Questionnaire: Construction and Pre-requisites – administration – Observation: Types, Requisites and Tools – Suitability of each Mode – Pretest – Pilot study. Relevance and Mechanism, Secondary data: Nature, Sources, Desirability and Precautions – Web sources – Opportunities and Threats – Sanitizing and Shaping up the data for analysis | 7th – 9th  week |
| **Unit V:** Processing of data – Editing – Coding – Classification – Tabulation – Analysis and interpretation of Data, Structuring the Research Report: Chapter Format – Pagination– Using quotations – Presenting Foot-notes – Abbreviations – Presentation of tables and figures – Referencing of different types of sources – Documentation – Use and Format of appendices – Indexing – Linguistic aspects of report writing: Grammatical standards – Articulation – Lucidity – Flow – Clarity – Brevity. | 10th –12th  week |

**References:**

|  |  |  |
| --- | --- | --- |
| 1. | Scientific Social Surveys and Research | Young Pauline. V. |
| 2. | Methods in Social Research | Goode & Hatt. |
| 3. | Handbook of Qualitative Research | Norman K Denzin |
| 4. | Business Research Methods | Emory William C. |
| 5. | Thesis and Assignment Writing | Anderson |
| 6. | Research Methods in Commerce | Amarchand D (Edr). |
| 7. | Business Research Concepts and Practice | Earl R Babbie |
| 8. | Methodology of Research in Social Sciences | O.R. Krishnaswami & M. Ranganatham |
| 9. | An Introduction to Research Procedure in Social Sciences | Gopal M H. |

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**Core Course II – 6 Credits**

**TECHNIQUES OF RESEARCH**

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| Semester : ODD Semester | Course Code : 5PMG1C2 |
| Course Title | Techniques of Research |

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| Course Description: The course is to train the learners in the application of statistical tools for Description, Association, Testing and Interpretation of business / economic/ commercial /managerial phenomena.. The art and science of deciding the type of statistics or statistical test to be applied in a given context be explained. The overall thrust is on making the candidates a fit researcher with comfortable knowledge in modern statistics.. |

Course Objectives

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| 1. To understand the focus of qualitative and quantitative researches and appreciate the use of certain basic descriptive and associative statistics. |
| 2. To familiarise with correlation and regression models, especially multiple regression |
| 3. To develop skills in choosing the right statistical test- parametric and non-parametric- and apply the same. |
| 4. To familiarize the learners with concepts and techniques of certain higher statistical models. |

Course Outcome: The learners should be able to:

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| Choose an appropriate statistical tool for description of economic / business / commercial / managerial phenomena with quantitative emphasis.  Design a statistical test for testing significance of values, relationship, fitness and the like and applying the same with useful drawing of conclusions with evidence.,  Gain Upgraded knowledge by the exposures to the applications of advanced statistical models of Tests, etc.  Interpret the test results with conviction and contextual relevance. |

**TECHNIQUES OF RESEARCH**

**SYLLABUS and SCHEDULE of COVERAGE**

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| **Areas** | **Time Schedule** |
| **Unit I:** Qualitative and Quantitative Research Methods – Methods of Qualitative Research – Preponderance of Quantitative Research – Application of the Techniques of Statistics in Research – Intelligent use of Measures of Central Tendency, Measures of Dispersion, Measures of Symmetry & Asymmetry and Association of Attributes. | 1st – 2nd  Week |
| **Unit II:** Measures of Relationship: Partial and Multiple Correlation and Regressions in research – Comparison of Multiple linear regression, Multiple nonlinear regression and Multiple logistic regression – Interpretation of Multiple regression coefficients. | 3rd – 4th  Week |
| **Unit III:** Test of Hypothesis – Null Hypothesis and Alternative hypothesis – Level of Significance – Confidence Interval – Type I and Type II errors. Parametric tests: Testing of means – Testing for difference between means – Related / unrelated samples – Testing of Proportions – Testing for difference between Proportions – Testing for comparing variance, correlation coefficient and regression coefficient to hypothesized population variance, correlation coefficient and regression coefficient. | 5th – 6th  Week |
| **Unit IV:** Analysis of Variance: Uses and principles of ANOVA – Setting up analysis of variance table – One way, two way, two-way with interaction and Latin Square techniques – Coding method – Friedman test – Kruskal Wallis test – Post Hoc Tests in ANOVA: LSD, HSD and Scheffe’s test. | 7th – 9th  week |
| **Unit V:** Non-Parametric Tests: Nature and significance – Sign Test, Run Test, Cohen's kappa, Siegel-Tukey test and Mann-Whitney U test – Chi Square test: applications Concepts and applications of Canonical correlation, heteroscedasticity, Cronbach's alpha, Factor Analysis, Cluster analysis and Conjoint analysis – Elucidation of Autoregressive conditional heteroscedasticity (ARCH) and autoregressive moving average (ARMA) models | 10th – 12th  week |

**References:**

|  |  |  |
| --- | --- | --- |
| 1. | Modern Business Statistics | Ronald L Iman and W.T.Conover |
| 2. | Fundamentals of Statistics | S.C.Gupta |
| 3. | Statistics for Management | I.V.Levin |
| 4. | Statistical Methods for Business and Economics | Patterson |
| 5. | Research for Marketing Decisions | Green and Tull |
| 6. | Research Methodology – Methods & Techniques | C.R.Kothari |
| 7. | Statistical Methods | S.P.Gupta |
| 8. | Contemporary Marketing Research | Carl McDaniel Jr & Roger Gates |
| 9. | Methods of Statistical Analysis | P.S.Grewal |

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**Core Course III – 6 Credits**

**PROFESSIONAL COMPETENCIES**

**(No University Written Examination. Only Viva-Voce Based Course)**

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| Semester : ODD Semester | Course Code : 5PMG1C3 |
| Course Title | Professional Competencies |

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| **Course Description:** This course is Workshop based wherein the student scholars are given an opportunity to learn, try and sharpen their professional skills that are required in an academic career like inquisitiveness in keeping abreast of the contemporary issues in business, commerce and trade, pedagogical strategies, classroom communication and use of technological aids in teaching, learning and research. |

Course Objectives

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| 1. To build and broaden the General Awareness level of learners in the fields of economy, polity, society and business. |
| 2. To facilitate the use of electronic gadgets and Internet in improving the teaching – learning and research process. |
| 3. To develop the classroom communication and presentation skills. |
| 4. To enthuse the learners to try and adopt various pedagogical strategies. |

Course Outcome: The learners should be able to:

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| 1. Demonstrate and articulate the competency set of an effective teacher in the present context  2. Enhance the professional use of Internet and electronic devices like LCD Projector and Laptops  3. Adopt effective ways of inspiring the audience to learn to learn, unlearn and relearn |

**Assessment and Award of Marks**

The Faculty in Charge of the workshop will do Continuous Internal Assessment of the involvement and performance of the learners and award marks for a total of 75 marks. At the end of the workshop, there will be a Viva Voce to ascertain the learning of the student scholars and the skills acquired or developed out of this workshop. The Viva Voce will carry a maximum of 25 marks. A student must secure a minimum of 10 marks in the Viva Voce and 30 marks in the CIA & put together a total of 50 marks out of 100 marks to pass this workshop. Students who fail in the Viva Voce or found absent will have to appear for the Viva Voce in the ensuing semester or year as decided by the Head of the Department. The Viva Voce will be conducted by a panel of three members comprising the Head of the Department, next senior faculty and the faculty in Charge of the Workshop.

**PROFESSIONAL COMPETENCIES**

**(No University Written Examination. Only Viva-Voce Based Course)**

**SYLLABUS and SCHEDULE OF COVERAGE**

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| **Areas** | **Time Schedule** |
| **Unit I: General Awareness:**  Individual and Group Presentations on contemporary economic, social and business issues – Reports on Industry Analyses, Trade Analyses and Export – Import Trends– Comparative Studies of Countries and Economies – Presentations on Recent Research Problems in the chosen areas of specialization | 1st – 2nd Week |
| **Unit II: Internet and Computers in Teaching – Learning and Research:**  Computer Lab Sessions to demonstrate use of Online Journals – Sourcing of Online Research Articles from databases like EBSCO, Emerald Insight, PROWESS, Elsevier Science Direct, etc., – Subscribing to Online Research Forums like DocSig, Corporate Research Forum, SSRN, Global Development Network (GDN), etc. – Preparing professional PowerPoint Presentations | 3rd – 4th Week |
| **Unit III: Classroom Communication:**  Testing of Conceptual Clarity through Quizzing – Mentoring and Tutoring Skills to help Slow Learners – Nuances of Written Communication in preparing Lecture Notes, Caselet and Case Writing for Classroom Use | 5th – 6th Week |
| **Unit IV: Pedagogical Skills**  Use of Case Study Method, Situational Analysis Method and In Basket Exercises in Teaching – Use of Multimedia Tools like LCD Projectors and Laptops for presentations and Interactive Instructions – Games and Simulation relevant to the Area of Specialization – Student Performance Measurement Methods like Grading, Relative Grading, Percentile Method and Measurement Indicators like Mean, Median and Standard Deviation of Students’ Scores in examinations. | 7th – 8th Week |
| **Unit V: Research Article Writing Skills**  Presentations on Review of Research Articles in chosen areas – Analyzing and understanding styles and formats of articles in refereed National and Internal Journals – Abstract, Keywords, Footnote and Citation Styles in Articles – Cross referencing – Preparation of Articles for Magazines  **Project Proposals and Research Proposals**  Components of Project Proposals – Identifying funding agencies (like DAAD, UKIERI, DST, UGC, AICTE, ICSSR etc.,) and analyzing the requirements – Research Proposals: Exercises on Research Questions, Research Gaps and Outcome of Research identification in chosen research areas – Presentation of Proposals | 9th – 10th Week  11th – 12th Week |

**References:**

|  |  |
| --- | --- |
| Communication for the Classroom Teacher | [Cooper, Pamela J](http://www.infibeam.com/Books/search?author=Pamela%20J.%20Cooper), Simonds, Cheri |
| Teaching with the Internet: Lessons from the Classroom, | [Deborah Diadiun Leu](http://www.swaptree.com/books/author/deborah-diadiun-leu/25317/), [Deborah Diadium Leu](http://www.swaptree.com/books/author/deborah-diadium-leu/1879018/), [Donald J. Leu](http://www.swaptree.com/books/author/donald-j-leu/1879019/), [Katherine R. Leu](http://www.swaptree.com/books/author/katherine-r-leu/1879027/) |
| Class Room Communication and Instructional Processes, | Barbara Mae. Raymond W. Preiss Gayle |

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**Core Course IV – 6 Credits**

# 5PMG2C1 – ADVANCED FINANCIAL MANAGEMENT

**Unit I**

Research on Financial Performance evaluation: Financial Ratio analysis – working capital management analysis – cash flow, fund flow analysis – CVP analysis – Analysis of leverages.

**Unit II**

Research on Financial forecasting & Profit planning: Determining future EPS – Profit planning under inflationary conditions – cost of capital – Financial information system.

**Unit III**

Research on capital budgeting & Investment management decisions: Replacement decisions – Capital rationing – determining optimum replacement cycles – Risk analysis – Determining cash flows from investment analysis.

**Unit IV**

Research on Capital Structure planning & policy – EBIT/EPS analysis – Mergers & Takeovers, Business familiarised reorganisations. Dividend policy – Dividend behaviour.

**Unit V**

Research on applied finance: Financial services – MFs – Venture Capital – Leasing , Hire purchase, project financing – Factoring & forfeiting – credit rating – consumer finance, Insurance services – Securitisation.

Research on Capital market decisions: Equity Research – Investors behaviour & protection – capital market operations efficiency – Role of SEBI – Capital market information system – security analysis and portfolio management – Financial derivatives.

**References:**

1. I.M.Pandy, “Financial Management”, Vikas publishing House.
2. John F Marshall, “Financial Engineering”, Prentice Hall of India
3. James C Vanhorne, “Financial Management & policy”
4. M Y Khan, “Financial Services”, Tata, McGraw Hill Publishing Co.
5. Financial Institutions markets – L M Bhole, Tata McGraw Hill
6. International Management – Balla .V. K
7. Brealey & Stewart Myer, “Principles of Corporate finance”, Tata McGraw Hill.
8. Options, Futures & Other Derivatives – John C Hull, Prentice Hall of India.

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# Core Course IV – 6 Credits

# 5PMG2C2 – ADVANCED MANUFACTURING MANAGEMENT

**Unit I**

Technology: Research and development, Technology absorption, Technology Sourcing and transfer, technology acquisition, Productionisation. Management of technology, appropriate technology and high technology.

**Unit II**

Product Design: Product Design, Selection, Objectives of functional Subsystems, design objectives development stages, sequence, Modular design, Standard assemblies, Robust Design.

Process Selection: Technological design, Basic process factors, Equipment choice, Production throughput strategies.

**Unit III**

Location and Layout Design: Location Techniques – Locational flexibility; Specific evaluation methods, Variable weights, Weight-cum-rating, Composite measure methods; Locational Break –even analysis.

Layout of the physical System – Importance and function; objectives; Types of Layout – Product, Process, Cellular, Job shop, Project Lay out; Plant Lay out factors; lay out Design Procedure; REL Chart; From-To-Chart Technique; Load-Distance analysis Chart; Line Balancing.

**Unit IV**

Design of Production Planning and Control – Production Planning Strategies; Forecasting techniques – Exponential Smoothing; Linear regression analysis; Standard error of estimate; Forecast errors – Sources and measurement; Mean absolute Deviation; Tracking signal; Production Planning Techniques.

Design of scheduling systems – Design of scheduling system for manufacturing, Services; Priority rules for job allocation; schedule evaluation criteria; Johnson’s method; Assignment method; schedule chart; Batch Scheduling by run out method.

**Unit V**

Benefit; MRP system structure – Levelling, Inventory record file, output reports, BOM file, developing master production schedule; MRP-II; Computer Packages.

Independent demand: Event trigerred and time trigerred; Basic model types; EOQ; fixed order quantity model with usage during lead time; With backorder allowed; calculation of maximum inventory level and cycle time. Periodic models; fixed order quantity model; Inventory control through marginal analysis; Introduction to JIT. Replacement Decision Model – Overview of advanced manufacturing techniques: Quality Assurance, Audit, ISO 9000. FMS, KANBAN, QC, TQM, Use of Robotics and related human aspects of production management.

**References:**

1. Chase.B. Richard and Aquitans. J. Nicholas, Production and operations management – A life cycle approach by Richand D. Irwin, Inc., Illinois.
2. Alan Mublemaan, John Oakland and Keith Lockajer, Production and Operations Management by MacMillan.
3. Adam. E. Everettc and Ebert J. Ronald, Production and Operations Management by PHI.
4. Menon K.S., Purchasing and Inventory Control by Wheeler Publishing Co.

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**5PMG2C3 – ADVANCED MARKETING MANAGEMENT**

**Unit I**

Marketing: Scope, importance – influence of marketing on other functions – marketing environment – SWOT analysis – PEST analysis – Marketing planning – Strategic perspectives in marketing – segmentation, Targeting and positioning in the Indian context.

**Unit II**

Product management: Concepts – product line – product mix – Portfolio management – criticisms of portfolio matrices – Product life cycle – New product management: Launch mistakes – new product success and failures.

**Unit III**

Pricing: need, scope, relevance to costing – Break even analysis – pricing components – methods of pricing – Transfer pricing – Difference in Industrial and consumer goods pricing – Pricing research.

**Unit IV**

Channel management: need, importance of middleman, types of channels in Indian context for FMCG, consumer durables and Industrial goods – intensive, selective and exclusive distribution: Indian cases – supply chain management: intricacies – Logistics management: consonants issues – Retail Management: emerging issues.

**Unit V**

Promotional management: Components, Comparison between different components – importance and relevance – advertising: need, budgeting, agencies, media management and measurement – sales promotion: methods, planning and execution – public relations – Telemarketing – Integrated marketing communication. Direct marketing – Personal selling; issues and methods.

Rural marketing in the Indian context –Marketing strategies followed by manufacturing sector and services sector – Emerging services and the role of marketing – Micro marketing – Mega marketing– Visual Marketing – Database marketing – International Marketing issues – Future trends in marketing.

**References:**

1. Philip Kotler, “Marketing Management: Analysis, Planning, Implementation and Control”, Prentice Hall of India.
2. Cundiff Etal, “Fundamentals of modern Marketing”, Prentice Hall of India
3. William Starton, “Fundamentals of Marketing” McGrew Hill.
4. Ramaswamy and Namakumari, “Marketing Management – Planning, Implementation and control’, Macmillan.
5. Rajan Saxena, “Marketing management”, Macmillan

♣♣♣♣♣♣♣♣♣♣**Core Course IV – 6 Credits**

# 5PMG2C4 – STRATEGIC HUMAN RESOURCE MANAGEMENT

**Unit I**

Meaning, Objectives, scope of SHRM-HR-linkage with business strategy – Difference between traditional HRM & SHRM – Application of SHRM in Strategic Management of an Organisation – Benching of functional areas of SHRM: Quality Performance management and Personal Productivity Management.

**Unit II**

Human Resource Planning – SHR approach – Corporate Career planning and Succession Planning– Recruitment – Innovative WEB based approach – Emotional Intelligence and Psychometric Selection Approach – Analysis of selection & recruitment practices of professionally managed companies – HR outsourcing – Global trends / Success factors.

**Unit III**

Strategic Performance Development Approach – Trends in performance appraisal – Self appraisal – Using KPA’s for peak performance – Retention Strategies – Combating job hopping – HR Empowerment through performance management

**Unit IV**

Transformation of training methodology for organisational learning – Knowledge management – tools/relevance/experience – Mentoring as a learning tool – Organisational change through developing learning culture

**Unit V**

Application of SHR in the context of quality system and process re-engineering – Measurement in HR – human resource audit and accounting – Total personal quality – Millennium Challenges – integrated HR approach – OB, OD & OC – HRM research in India and case studies.

**References:**

1. Greer CR, Strategic Human Resource Management: A General Management approach (2nd Edition), Pearson Education Asia.
2. Agarwala, Strategic Human Resource Management.
3. Prasad K, Strategic Human Resource Management.
4. Jeffrey A. Melto, Strategic Human Resource Management.
5. Anuradha, Sharma, Strategic Human Resource Management.

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**Core Course IV – 6 Credits**

# 5PMG2C5 – SYSTEMS MANAGEMENT

**Unit I**

Fundamentals of IS: System Concept, IS Components, IS Resources, IS Activities. Types of IS: Operations Support System, Management Support System. Systems Approach to Problem Solving: Defining Problems and Opportunities, Developing and Evaluating Alternate Solutions, Selecting the Best Solution.

**Unit II**

Business Applications of IT: Internet and e-commerce, Intranet, Extranet and Enterprise collaboration. IS for Business Operations: Marketing IS, Manufacturing IS, Human Resource IS, Accounting IS, Financial IS. IS for Managerial Support: MIS, DSS, EIS, AI, Export system.

Developing IS Solutions: System Development Life Cycle. Feasibility Studies, System Analysis, System Design, Prototyping, Implementing new system, Maintenance.

**Unit III**

System Analysis: IS Building Blocks, FAST, Fact Finding and Information Gathering techniques, CASE fool. Phases of system Analysis: Survey, Study and Definition.

Data Modelling, Process Modelling Network modelling and Object Modelling: Systems concept and Process of logical approach (for each one of them).

**Unit IV**

System Design: Strategies for System Design – Information Engineering, Prototyping, JAD, RAD, OOD.

Phases of System Design – Configuration, Procurement Design and Integration – FAST Method. Process Design and Database Design.

**Unit V**

System Construction: Input Design: Methods and Issue for Data Capture and Input, Controls, Prototyping. Output Design: Principles and Guidelines. Interface Design: Styles of user Interfaces, Human Factors, Display Features, Prototyping – Software Design; Structured Design, Object oriented Design: Process of OOD – System Implementation: Fast Implementation Method, Construction and Delivery Phases of system Implementation verification Testing – System Testing: Stub, unit, verification testing – System Conversion: Pilot, parallel phased. Latest Development in IS.

**References**:

Management Information System, James O Brien, Galgoita Publications.

System Analysis and Design Methods, Jeffrey L Whitter, Lonnete D. Batley Galgotia.

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