

BHARATHIAR UNIVERSITY : COIMBATORE

M. Phil. / Ph.D. – Management (PART I)
(From October 2011 batch onwards)

Paper I : Research Methodology

Paper II: Contemporary Management Practices

Paper III: Special Papers

1. Strategic Human Resource Management
2. Applications in Marketing Research
3. Advanced Operations Management
4. E-Business Applications and Technologies
5. Security Analysis and Portfolio Management
6. Advanced Financial Management
7. International Business
8. Services Management
9. Urban Management
10. Interpersonal Skills and Entrepreneurship Development

BHARATHIAR UNIVERSITY : COIMBATORE**M.Phil / Ph.D. – Management – Part I****Paper – I : Research Methodology**

Unit: I Introduction to Business Research: Research – Meaning – Scope and Significance – Characteristics of Good Research- Types of Research – Research Process – Research Design: Features of good design – Scientific method –Identifying Research Problem – Concepts, Constructs, Variables, Proposition, and Theoretical framework.

Unit: II Hypothesis: Meaning – Sources – Types – Role of Hypothesis formulations - Qualitative Research – Process – Qualitative Research Methodologies – Quantitative Research - Measurement – Meaning – Need -Errors in Measurement – Test of Sound Measurement –Scaling Techniques – Meaning –Construction techniques.

Unit: III Sampling design – Meaning – Concepts – Steps in Sampling – Criteria for Good Sample Design – Types of Sample Designs – Probability and Non-Probability Samples – Sample Size Determination – Data collection: Types of Data – Sources – Tools for Data Collection – Constructing Questionnaire – Reliability and Validity – Pilot Study – Data Pre-Processing: Coding and Editing Data analysis : Exploratory, Descriptive and Inferential Analyses.

Unit: IV Test of Significance: Assumptions about Parametric and Non-Parametric Tests. Parametric Test - t test, F test and Z test - Non Parametric Test – How to select a test - U Test, Kruskal Wallis, Sign test- Correlation and Regression analyses.

Unit: V Multivariate Analysis – Factor analysis, Cluster analysis, MDS, Discriminate Analysis (NO Problems), SPSS and its Applications. Interpretation - Meaning - Techniques of Interpretation - Report Writing:- Significance - Steps in Report Writing – Types of Reports- Layout of Report - Executive Summary - Precautions for Writing Report - Norms for using Tables, Charts And Diagrams Appendix:- Norms for using Index and Bibliography.

References:

1. Donald R. Cooper and Pamela S. Schindler, “Business Research Methods”, Tata McGraw Hill, 9th Edition, 2007.
2. William G. Zigmund, “Business Research Methods”, Cengage Learning India Pvt Ltd, 2006.
3. Naresh K Malhotra, “Marketing Research: An Applied Orientation”, Pearson Education” 4th Edition, 2004
4. Rao K.V.Research “Methods for Management and Commerce”, Sterling Publishers, 1993.
5. Uma Sekaran, “Research Methods for Business”, Wiley India Publications, 4th Edition - 2009.

6. Wilkinson Bhadarkar “Methodology and Techniques of Social Research”, Himalaya Publisher, Students Edition.
7. Anderson et al., “Assignment and Thesis writing”, Wiley Publications, 4th Edition-2008.

BHARATHIAR UNIVERSITY : COIMBATORE**M.Phil / Ph.D. – Management – Part I****Paper – II : Contemporary Management Practices****Unit I: Innovative Management for Turbulent Time – Human Aspects of Management**

Understand dynamics of people behavior in organization – Attitudes, Perception, Personality, stress, Interpersonal relations, Managing interpersonal conflict, Managing and developing a creative organization, Management in Small business and Nonprofit Organizations, Management and New work place.

Unit II: Strategic Market Management

External and customer analysis, Competitor analysis, Market analysis, Environmental analysis and dealing with strategic uncertainty, Internal analysis, Achievement of sustainable competitive advantage, alternative strategies for business success.

Unit III: Management Functions and Techniques

Strategic Planning and Goal setting, Strategy formulation and implementation, Design adaptive organizations, Human resource management, Leadership, Motivation, Decision Making, Management and quality control, operations and value chain management.

Unit IV: Innovation and Technology Management

Competitive advantages through new technologies, Technological Forecasting, Technology strategy, Technology diffusion and absorption, Human Aspects in Technology Management, Social Issues in Technology Management.

Unit V: Emerging Trends in Business Environment

ERP, Six Sigma, Mind maps for business, Business Process Re-engineering (BPR), Business Process Outsourcing (BPO), Corporate Social Responsibility (CSR), Total Quality Management (TQM), Economic Environment of Business, Political and Legal Environment of Business, International and Technological Environment,

Books Recommended:-

1. David A. Whetten, Kim S. Cameron (2008), Developing Management Skills, Printice Hall of India Private Limited.
2. David A. Aaker, Stratgic Market Management, John Wiley and Sons, Inc.
3. Harold Koontz (2004), Principles Of Management, Tata Mcgraw Hill Education Private Limited
4. Robbins, Stephen P, and Coulter Mary. (2007) Management, 9th Edition, Prentice Hall
5. Schilling (2008), Strategic Management of Technological Innovation, Tata Mcgraw Hill Education Private Limited.
6. Tudor Rickards, Creativity And The Management Of Change (Manchester Business And Management Series), Wiley-blackwell
7. Guide To Managing Creativity And Innovation, Harvard Business School Press
8. Managing for Creativity, Richard Florida (HBR reprint R0507L)
How to Kill Creativity, Teresa Amabile (HBR reprint 98501)
9. Narayanan V. K (2001), Managing Technology and Innovation for Competitive Advantage, Pearson Publisher.
10. Peter S. Pande, Robert P. Neuman, Rolan R. Cavangh (2003), The Six Sigma Way – Team field book – An implementation guide for process improvement teams, Tata McGraw Hill Publishing Company Limited.

11. Richard L. Daft (2009), Principles Of Management,1st edition, Cengage Learning Thompson
12. Zabair H. Shaikh (2009), ERP – The future of business Automation, Atlantic Publishers and distributors.
13. Francis Cherunilam, Business Environment, Himalaya Publishing House, New Delhi, 2003

BHARATHIAR UNIVERSITY : COIMBATORE**M.Phil / Ph.D. – Management – Part I****Paper – III -1. Strategic Human Resource Management****Unit I**

Strategic Human Resource Management: Nature of strategies and strategic Management process; Environmental Scanning, Strategy formulation, strategy implementation, strategy evaluation, importance of strategic management, Role of HRM in Strategic management- SHR philosophy.

Unit II

Human resource planning- Job Analysis & design- recruitment & selection – IT enabled recruitment & Selection practices – Placement and induction – Compensation management, Methods and recent trends in compensation management.

Unit III

Training and development, Training systems view, Needs assessment, Methods of training and techniques, Management Development, Managing Organizational change and Development, Evaluating training effort.

Unit IV

Performance Management and Appraisal, Steps in appraising performance, Types of Appraisal Interviews, 360 Degree Feedback, Balanced Score Card, Career Planning and Development: Factors Affecting Career Choices, Responsibilities of Employers/Manager, Career Counseling-Designing Career Development System, Employee Counseling.

Unit V

Global perspective of SHRM, Managing International HR activities: Implementation of Global HR System, Staffing the Global Organization, Improving productivity through HRIS, Major issues and challenges of SHRM: Outsourcing HR activities, Balancing work and life, Managing cross cultural diversity, Changing demographics of work force and changed employee expectations-loss of joy and pleasure.

Reference Books:

1. Srnivas & R.Kandula, “Strategic Human Resource Development”, PHI Publication.
2. K.Aswhathappa, “Human Resources &Personnel Management”, McGraw Hill Publication
3. S.Seetharam & B.Venkateshwara Prasad,”Human Resources Management”, SCITECH Pub(INDIA)
4. Stone, “Human Resources Management” Eastern Economy Edition.
5. Gary Dessseler, “Human Resources Management”, PHI Publication.

BHARATHIAR UNIVERSITY : COIMBATORE

M.Phil / Ph.D. – Management – Part I

Paper – III -2. Applications in Marketing Research

Unit 1

Consumer Research – Analysing consumer behavior, Profiling, Measuring consumer attitudes, Motivation Research, Measuring the influence of Family, Reference Groups, Opinion leaders, Social class and Culture on consumer behavior; Measuring customer satisfaction, Customer relationship management and Customer loyalty.

Unit 2

Market Research : Market potential analysis, Measuring marketing productivity – Sales analysis, Marketing metrics, Marketing mix modeling; Measuring Brand equity, Brand loyalty: Competitor analysis.

Unit 3

Product research : Developing product specifications – Data gathering techniques, Self reporting models, Conjoint analysis; Product testing – Paired comparison test; Test marketing methods, Pricing research – Skimming and penetration pricing research, Measurement of price sensitivity.

Unit 4

Distribution research – Study of channel members activities, attitude and performance.

Retail Research – Consumer shopping behavior, Retail Models, Trading area analysis, Store design and layout evaluation, Merchandise evaluation, Supply chain and logistics issues, Retail branding, Pricing and Customer service strategies, Measurement of retail image, Store loyalty.

Unit 5

Marketing communication research: Copy research – Adverting appeals, Before and After tests; Media research, Audience measurement, Measuring the effectiveness of Advertising, Sales promotion, Public relations, Personal selling and Direct marketing.

References :

1. Kinnear and Taylor, Marketing Research – Applied approach, Mc. Graw Hill International.
2. Boyd, Westfall and Starch, Marketing Research, All India Traveller Bookseller.
3. Aaker, Kumar and Day, Marketing Research, John Wiley and Sons Inc.
4. Naresh K. Malhotra, Marketing Research, Pearson Education.
5. George E. Belch and Michael A. Belch, Advertising and Promotion, Tata Mc. Graw Hill.

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M.Phil / Ph.D. – Management – Part I

Paper – III - 3. Advanced Operations Management

UNIT -1

Concept of Operations Management - Characteristics of Manufacturing sector and service sector - Evolution of Operations Management Discipline - Concepts and Calculations of Productivity - Productivity Techniques - Productivity improvement measures.

UNIT - 2

Types of production systems - Job shop , Process , Project , Mass production. Types of layout - product layout, process layout and cellular Manufacturing system - Product design and Process selection – Factors affecting location decision -Make or buy decision using the Break-even analysis.

UNIT - 3

Supply chain Management and strategy-Measures of supply chain performance - Forecasting Techniques Aggregate planning - Inventory Management and techniques - MRP I and MRP II. ERP and use of Simulation technique for decision making in inventory management.

UNIT - 4

Concept of Total Quality Management - Quality Philosophies of Deming, Crosby and Miller -Statistical Quality Control technique - Continuous' Improvement Strategies, Deming Wheel -Taguchi Techniques- 7S, QC tools - TQM culture -Quality Circle -Six Sigma - ISO Certification Process.

UNIT - 5

Principles of organizational transformation and re-engineering - fundamentals of process re-engineering, preparing the work force for transformation and re-engineering process - Analytical techniques and process tools - Information and communication technology , Role of IT in re-engineering.

References :-

1. Edward S. Buffa and Rakesh Sarin, "Modern Production and Operations Management, John Wiley & sons., 1987.
2. Lee J. Krajewski and Larry P. Ritzman, "Operations Management: Strategy and Analysis", Addison Wesley, 2000.
3. Chase, Aquilano & Jacobs ""Production and Operations Management", Tata McGraw Hill, 8th Edition, 1999.
4. Everett E Adam Jr. and Ronald J. Edbert, 'Production and Operations Management, Prentice Hall of India, 1992.
5. Edsomwan, JA., Organisational transformation and process re-engineering, British Library Cataloging in Pub.data 1996.
6. Samuel K.Ho, TQM, An Integrated approach, Kogan Page India Pvt Ltd, 2002.

BHARATHIAR UNIVERSITY**COIMBATORE****M.Phil / Ph.D. – Management – Part I****Paper – III - 4. E-Business Applications and Technologies**

Unit: I Business Function and Business Process- Integrated Management Information-Business Modeling- Integrated Data Model, A Brief history of ERP - Role of CIO- Justifying ERP investments- Intangible benefits of ERP- Risk Factors of ERP implementation- Operation and Maintenance Issues-Benefits of ERP.

Unit: II Business Process Re-Engineering - Data Warehousing-Data Mining - Online Analytical Processing (OLAP)- Customer Relationship Management(CRM) - Benefits and Challenges- Supply Chain Management (SCM)- The Business Network-Benefits and Challenges- -Enterprise Application Interface- Geographical Information System (GIS).

Unit: III Competing with Information Technology- Competitive Strategy concepts-Strategic uses of IT- Knowledge Management Systems, Functional Business systems – Marketing systems-Interactive marketing- Targeted marketing – Sales Force Automation. Manufacturing Systems- Computer Integrated Manufacturing - Human Resource systems- HRM and the Internet, HRM and Corporate Intranet, Online Accounting System and Financial Management System.

Unit: IV E-Commerce: History of Electronic Commerce- Benefits and Limitations of E-Commerce – The driving forces of E-Commerce-Advertisement in E-Commerce – Web Advertisements - Advertisement Strategies - Electronic Payment Systems- Electronic Funds Transfer- E-cash.

Unit: V Security and Control- System Vulnerability and issues- Viruses-Cyber Crime -Cyber Vandalism- Software Vulnerability Establishing a Management Framework for Security and control- Technological and tools for security and Control - Firewalls-Privacy issues and Ethical Challenges.

References:

1. Alexis Leon, "Enterprise Resource Planning", 2nd Edition, Prentice-Hall India, 2005.
2. Vinod Kumar Garg, N.K. Venkitakrishnan, "Enterprise Resource Planning, Concept and Practice;", 2nd Edition, Prentice-Hall India.
3. James A. O'Brien, "Introduction to Information Systems", 12th Edition, Tata McGraw Hill.
4. S.Sadagopan, "ERP – A Managerial Perspective", Tata McGraw Hill.
5. Kenneth C.Laudon, Jane P. Laudon, "Management Information Systems, Managing the digital firm", 9th Edition, Prentice-Hall India.
6. Ezzy Oz, "Management Information Systems", 3rd Edition, Thomson, 2002.
7. Efraim Turban, Jae Lee et.al, "Electronic Commerce, A Management Perspective" Pearson Education Asia.
8. Jefferey F.Rayport, Bernard J.Jaworski, "E-Commerce" Tata McGraw Hill.

BHARATHIAR UNIVERSITY : COIMBATORE

M.Phil / Ph.D. – Management – Part I

Paper – III 5. Security Analysis and Portfolio Management

Unit 1

Investment Process- Investment Alternatives- Risk and Return- Types of Investment risks- Computation of Returns- Characteristics of Securities: Fixed Income Securities, Preference Shares, Bonds, Derivative Securities, Mutual Fund units. Securities Market in India: Capital Market, Money Market, Debt market, Futures and Options Market- Salient features of SEBI guidelines on Regulation of IPO market and Secondary Market- Structural changes and growth of the Indian capital market over the years- Stock Market Indices in developed markets and the Indian capital market- Investor protection measures and investor education initiatives in the Indian capital market.

Unit 2

Markowitz portfolio theory: Portfolio Analysis: Estimating the portfolio return and portfolio risk, formation of Efficient Frontier of Portfolios, and Portfolio Selection -Modern portfolio theory- Capital Asset Pricing Model (CAPM)-Evaluation of CAPM-Construction of CML, SML and Characteristics Line- Arbitrage Pricing Theory (APT).

Unit 3

Option basics- Option Types- Option Strategies- Option Pricing: Black -Scholes Option Pricing Model- Structure and growth of futures and options market in India Fundamental Analysis and Technical Analysis- Factors to be considered in Economic Analysis, Industry Analysis and Company Analysis.

Unit 4

Behavioural Finance- Prospect Theory-Mental Short cuts and Impact on Investment decisions- Gambler's fallacy- Social and Emotional influence on investment behavior. Efficient Market Hypothesis (EMH)-Forms of EMH-Testing the EMH-Market Anomalies-Event Studies

Unit 5

Valuation of Equity Shares: Various Approaches - Valuation of Bonds-Bond portfolio Strategies. Portfolio management framework-investment objectives and constraints-measuring the risk tolerance of investors- selection of asset mix- selection of securities-portfolio revision- Assessment of portfolio performance- risk adjusted measures of performance

REFERENCES

1. Reilly, Frank.K and Kieth C Brown, Investment Analysis and Portfolio Management, 8th edition ,Cengage Learning, NewDelhi(2006).
2. Fischer, Donald E,Ronald J Jordan, Security Analysis and Portfolio Management, 6 th Edition , Prentice Hall India (P.) Limited, New Delhi (1996).
3. Mayo, Herbert B., Investments -An Introduction, 7th edition ,Thomson/South western., (2006)
4. Jones, Charles. P, Investments : Analysis and Management, 9th Edition, John Wiley & Sons (P.) Ltd, New Delhi (2008).
5. Bodie, Zvi, Alex Kane, Alan J Marcus, Pitabus Mohanty, Investments, 6th edition., Tata- Mc Graw Hill, New Delhi (2006)

6. Hirschey, Mark and John Nofsinger, Investments : Analysis and Behavior, Tata McGraw-Hill Publishing Company Limited New Delhi (2008).
7. Fabozzi, Frank J, Investment Management, 2nd edition, Prentice Hall International Inc(1999).
8. Chandra, Prasanna, Investment Analysis and Portfolio Management, 3rd edition, Tata- McGraw Hill Publishing Company Limited, New Delhi (2008).

BHARATHIAR UNIVERSITY : COIMBATORE
M.Phil / Ph.D. – Management – Part I
Paper – III -6. Advanced Financial Management

Unit-1

Financial management- Shareholder value Analysis- Functions of Financial Management -Capital Structure decisions- factors influencing Capital Structure-Importance of Capital Structure- Theories of Capital Structure- Capital Structure Planning: Role of EBIT-EPS Analysis- Cost of Capital - Computation of Cost of Capital for each source of Finance-Weighted Average cost of capital-Industry Practices

Unit - 2

Valuation of Bonds and Shares: Valuation of Bonds- Valuation of Equity Shares: Parameters in the Dividend Discount Model- Dividend Growth Model and the NPVGO Model- P/E Ratio Approach- Book Value Approach-Dividend Policies - Dividend Theories- Factors affecting dividend policy.

Unit- 3

Components of Working Capital - Factors determining Working Capital- Sources of Working Capital Finance- Inventory Management- Receivables Management- - Working Capital Financing- Working Capital Policies- Ratios used in Working Capital Control.

Unit-4

Corporate Restructurings-Merger and Acquisitions-Motives for Mergers- Basic forms of Acquisitions - NPV of a merger- Defensive strategies to prevent takeover attempts -Benefits of Merger of shareholders- Leveraged Buyouts Spin- Offs - Financial Distress -Re-Organisation of firms - Share Buy Backs and Stock Splits.

Unit- 5

Financial Planning Model- Percent of sales Method and other methodologies-Determinants of Growth- Sustainable Growth Modeling Measures of Corporate Performance: ROI, ROE, EVA, MVA, Balanced Scorecard-Practices of Indian Companies. Risk Management Tools- Hedging- Options, Futures and Swaps.

References :

1. Bodie, Zvi, Robert C Merton. David L Cleeton, Financial Economics, 2nd edition, Pearson Education, (2009)
2. Foster. George, 'Financial Statement Analysis', 2nd edition, Prentice Hall International, (1986).
3. Brigham, Ehrhardt, Financial Management Text and Cases, South Western Cengage Learning (2005).
4. Prasanna Chandra, Financial Management – Tata McGraw Hill
5. Brealy and Myers, Principles of Corporate finance , Tata Mc Graw Hill.
6. Ross, Westerfield and Jafee, Corporate Finance, Tata Mc-Graw Hill.

BHARATHIAR UNIVERSITY : COIMBATORE

M.Phil / Ph.D. – Management – Part I

Paper – III -7. International Business

UNIT I:

WTO and International trade and Investment - Political Institutions and Constitution in India - State Intervention in Indian Business.

UNIT II:

Economic Environment in India - Industrial Policy - Foreign Exchange Management Act - Companies Act - Small Scale Enterprises - Banks and Stock Exchanges - Monetary and Fiscal Policy in India - Agriculture - Price and distribution control - Deregulation and Reforms in India.

UNIT III:

Socio Cultural Environment in India - Corporate Governance and Ethics - Indian Economy since Independence - Evolution of Economic Policies in India.

UNIT IV:

Difference in Culture between Countries and Impact on International Business - Regional Economic Integration - Foreign Exchange Market and International Monetary System.

UNIT V:

Exports and Imports - Global Production, Outsourcing and Logistics - Global Marketing and Research and Development - Global Human Resource Management - Financial Management in International Business.

REFERENCES:

1. K.Aswathappa, Essentials of Business Environment, Himalaya Publishing House Pvt.Ltd
2. Charles W.L.Hill and Arun Kumar Jain, International Business - Competing in the Global Market place, Tata McGraw Hill Education Private limited, New Delhi.
3. Amarthya Sen, Jean Dreaze - Indian Economic Development and Social Opportunity, Oxford University Press, New Delhi.
4. Rudder Dutt and K.P.M Sundaram -- Indian economy, S. Chand, New Delhi.
5. Buyers, T.J (ed) Indian Economy: Major debates since Independence - Oxford University Press - New Delhi.
6. Isher Judge Ahluwalia and I.M.D.Little (eds) - India's Economic Reforms and Development - Oxford university Press. New Delhi.

BHARATHIAR UNIVERSITY:COIMBATORE

M.Phil / Ph.D. – Management – Part I

Paper – III -8. SERVICES MANAGEMENT

Unit I : Introduction

Introduction to services-Characteristics of services marketing- difference between goods and services marketing- concept of service marketing triangle.

Unit II : Services Marketing

Marketing mix in services marketing- Importance of additional P's- people-physical evidence and process- service design and positioning- new service development types, stages - market segmentation in services.

Unit III : Consumer Behaviour

Consumer behaviour in services- Levels of expectations - customer perception of services- factors influencing customer perception- strategies for Influencing perception- Service Demand & Capacity management. Demand forecasting method

Unit IV : Dimensions of Service quality

Delivery of quality services - GAP models of Services quality - key factors and strategies for closing the gap- Serqual -Servlol - Servperf

Unit V : Services Marketing in India

Marketing of services with special reference to financial services, health services, educational services, professional services and hospitality services including travel hotel and tourism.

REFERENCES :

1. Rajendra Nargunkar, Services Marketing The McGraw-Hill Company.
2. Zeithaml V and Bitner M.J. 1996. Services Marketing, McGraw Hill
3. S.M. Jha, Service Marketing, Himalaya Publishing House-Revised edition 2000
4. Woodruffe H. 1997, Services Marketing, MacMillan India Ltd., New Delhi.
5. Christopher Lovelock , Services Marketing, Pearson, 2010

BHARATHIAR UNIVERSITY : COIMBATORE

M.Phil / Ph.D. – Management – Part I

Paper – III 9. Urban Management

Unit - I:

Urban Governance: Legal and Institutional - 74th Constitutional Amendment Act - Urbanisation in India - National Commission on Urbanisation - Historical perspective of urban governance in India - emerging issues in urban governance - principles of good urban governance - Twelfth Schedule to the Constitution - Powers and responsibilities of Municipal Council and Executive authorities Urban Local Bodies [ULBs].

Unit - II:

Urban Infrastructure Management: Infrastructure planning for physical and social developments. Financing of urban infrastructure -Financial Institutions, Commercial Banks, Central and State Governments, public, municipal bonds etc., - Urban Project Management - project appraisal methods - planning techniques - Critical Path method [CPM] - Project Evaluation and Review Technique (PERT). City Development Plan [CDP] - Economic and social aspects of CDP.

Unit III:

Urban Finance: Urban finance issues - strategies - raising additional revenue - expenditure planning. Sources of revenue - tax revenues and non-tax revenues - assigned revenues. Sources of funds for capital works - government capital grants - scheme funds - M.P's/M.L.A's constituency development fund - loans from financial institutions, commercial banks and urban development institutions.

Unit IV:

Urban Services: Water supply - present situation in India and Tamil Nadu - standard norms for water supply; - sewerage - sanitation - public health - education - roads - streets and street lights -- public convenience - urban planning - maintenance of vital city statistics. Municipal Solid Wastes [Management and Handling] Rules 2000 - methods of composting solid wastes.

Unit V:

Personnel Management - organization structure of urban local body - classifications -- categories of personnel in ULBs - officials and staff - training and development - types of training - comprehensive training refresher training -1 orientation training - motivation - Institutional arrangements for training - role of Tamil Nadu Institute of Urban Studies -Communication skill development -importance of communication- types –process, barriers to communication - principles of effective communication.

REFERENCES:

1. Tamil District Municipalities Act 1920
2. Chennai City Corporation Acts
3. Madurai City Corporation Act
4. Coimbatore City Corporation Act
5. Municipal Manual
6. 74th Constitutional Amendment Act
7. Urban Financial Management
8. Singh.I.B, 1997, Administrative System in India. IPH, New Delhi
9. Barthwal.C.P, 2002, Understanding Local Government, Bharat Book, Lucknow.
10. Arora.R.K, 1999, District Administration, Aalekh Pub., Jaipur.
11. Hoshier Singh, 1997, Local Government, Kitab Mahal, Allahabad
12. Norms and Standards of Municipal Basic Services in India.
13. Municipal Solid Wastes [Management and Handling] Rules 2000

BHARATHIAR UNIVERSITY : COIMBATORE
M.Phil / Ph.D. – Management – Part I

**Paper – III- 10. INTERPERSONAL SKILLS AND ENTREPRENEURSHIP
DEVELOPMENT**

Unit – 1: COMPETENCY DEVELOPMENT

Competency – Concept – Theoretical background – Components: Skill, Knowledge, Personal attributes, Behaviour – Types: Employee core competency, Managerial competency, Technical competency - Mclelland's occupational competency – competency identification – Competency development.

Unit – 2 : ASSERTIVENESS TRAINING and TRANSACTION ANALYSIS

How to develop assertiveness – Ensuring successful change – Emotional aspect of assertiveness – Expanding assertiveness – Assertive communication – Assertive confrontation. Definition and philosophy of TA – Application of TA – Contracts – The Development of TA – Structural Analysis – TA Proper: Strokes, Discounting, Time structuring – Game analysis – Racket analysis – Script Analysis.

Unit : 3 COUNSELING and EMOTIONAL INTELLIGENCE

Historical perspectives – the role of counselors – Individual counseling -- Steps and Elements in Counseling - Counseling as Helping Strategies - Anxiety and Stress - Group technique for counselors - Counseling to develop Organizations - Training for Counseling – Ethical and legal guidelines for counseling. Genesis of the term Emotional intelligence – Emotional Brain and emotional hijacking – Models of emotional intelligence- Dimensions of Emotional intelligence – Application of Emotional intelligence in organisations – Developing emotional intelligence.

Unit 4 : INNOVATION

Types of innovation: Incremental and Radical innovation, Service innovations, Innovations in process; The S – curve – Idea generation: Idea generation techniques; Recognizing opportunities – Moving innovation to market: The idea funnel, Stage gate systems; Keys to innovation: Creativity, Creative Groups; The role of innovation in work place.

Unit 5 : SMALL BUSINESS, ENTREPRENEURSHIP and SELF HELP GROUPS

Entrepreneurship – Concept – Entrepreneur- Entrepreneurship development- Enterprise creation – Business plan – Problems in small business – International entrepreneurial opportunities. Micro finance and Self help groups in India.

Reference :

1. Berene.E, Games people play, Penguin Book: London, 2010 Edition.
2. Harris T A, am Ok You are Ok, Arrow Books:London,1995
3. Daniel Goleman, Emotional Intelligence and Why it matters than IQ, Bloomsbury Publishing: London,1995
4. Bhattacharya S M and Sengupta N, Emotional Intelligence Myth or Reality, Exel Books: New Delhi,2007
5. RobertL Gibson and Mariamme H Mitchell, Introduction to Counseling and Guidance, Prentice Hall of India, Sixth Edition, 2005.

6. Sam R.Lloyd, Developing positive assertiveness, Crisp Publications: USA, 3rd edition, 2002.
7. Harvard business school press, Managing creativity and innovation, Harvard business school publishing corporation: USA, 2003.
8. Lyle M. Spencer and Signe M. Spencer, Competence at work, Johnwiley and Sons: Newyork, 1993.
9. S.Anilkumar, Small business and entrepreneurship, I K International publishing house pvt.ltd: New Delhi, 2008.
10. Frances Sinha, Ajay Tankha, K. Raja Reddy, Microfinance and Self-Help Groups In India: Living Up To Their Promise, Practical Action, 2010