

BHARATHIAR UNIVERSITY, COIMBATORE.

M.Phil./Ph.D. - Management

PART I - SYLLABUS

(Effective from the academic year 2009 – 2010 & onwards)

PAPER I : Research Methodology

PAPER II : General Management

PAPER III :

1. APPLIED MARKETING
2. e-BUSINESS APPLICATIONS AND TECHNOLOGIES
3. STRATEGIC HUMAN RESOURCE MANAGEMENT
4. SECURITY ANALYSIS AND PORTFOLIO. MANAGEMENT
5. ADVANCED FINANCIAL MANAGEMENT
6. ECONOMIC ENVIRONMENT.
7. ENTREPRENEURSHIP DEVELOPMENT
8. ADVANCED OPERATIONS MANAGEMENT
9. STRATEGIC MARKETING MANAGEMENT

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Paper 1

RESEARCH METHODOLOGY

(Effective from the academic year 2009 – 2010 & onwards)

Objectives

At the end of the course, the scholars will be able to

1. Develop an exposure on the research applications in management
2. Develop acquaintance with the intensive techniques and skills of research process
3. Familiarize the art and style of writing a research report
4. Impart the latest and relevant knowledge from the field of management theory and practice.

Syllabus

Unit 1:

Meaning. Objective and scope of Research - Types of Research (including - case study research) - Research Process - Research design - Types of designs - Problem discovery and formulation.

Unit 2:

Hypothesis - meaning, types of formulation. Sampling design - sample size and its estimation. Data. collection - sources and types of data - Tools of data collection - Questionnaire. Schedules - Data collection techniques; Survey methods, experimentation, observation.

Unit 3:

Measurement and scaling - Nominal, ordinal, interval *and* Ratio Attitude scale construction and measurement. Rating scales. Semantic Differential(SD). Use of scales in statistical analysis, (Analysing the data using statistical methods). Schedules for interviews preparation and standardization, Development of survey instruments Item analysis for the questionnaires.

Unit 4:

Testing of Hypotheses: Non-Parametric Tests - Rank, Sign. Man Whitney U test, chi-square, Correlation Co-efficient. Parametric test –Z test. C.R, one way classification of ANOVA. Two way classification of ANOVA, "Un equal numbers ANOVA. Introduction to multi variate statistical tests: Factor Analysis, Cluster Analysis, Discriminate function analysis.

Awareness of Software packages and application of Statistical tools (S.A.S.; S.P.S.S.: Slat craft. Candidate should be familiar with rationale for use of various statistical tests).

Unit 5:

Presenting the result: Written and Oral Reports, Short and long reports, uses of abstracts, format of research reports, presentation of statistics - Text Semi Tabular and Graphic. References and uses of references. Bibliography and preparation of Bibliography. Browsing the net, preparation of the text based on web pages. Transferring relevant information suiting to the needs of research.

Books for Reference :

1. Research methodology in commerce and management – K.V. Rao.
2. Business Research Methods- Emory and Cooper.
3. Foundation of Behavioral Research –Kerlinger.
4. Business Research Method – Zigumund.
5. Marketing Research –Kinnear and Taylor, McGraw Hill International
6. Relevant websites like Wikipedia, Student .com and the encyclopedia..

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PAPER II– GENERAL MANAGEMENT

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UNIT - 1

Management: History, approaches - development of various schools of thought, from scientific management to post modern management (current). Shortcomings, pitfalls, strengths and threats of various approaches. The trend during and after the Post liberalization era. Future trends and application of software packages for effective management practices (Introduction to people soft, SAP and ERP - no problem based questions on these topics).

UNIT - 2

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

UNIT - 3

Strategy leads to structure: Types of organizational structures. Organizational Design, Chart and Departmentalization, Span of control, Authority-responsibility, centralization -decentralization, delegation. Theories of organizations. Boundary less and structure less organization. Empowering and authority - responsibility functions.

UNIT - 4

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

UNIT - 5

Management Today: Ethical issues in Management, Competitive Advantage – SWOT analysis - Compliance & quality audit. Core competence and Business Process Outsourcing (BPO), Re-Engineering, Internationalization of business, TQM and employee work culture, Boundary less organization, Performance outsourcing,

Books for Reference :

1. Koontz & Weirich, Essentials of management. Tata McGraw Hill.
2. Stoner & Wankai, Management, PHI.
3. Peter Drucker, Management : Tasks and Responsibilities
4. Patrick and Furr : HR aspects in Total Quality work culture by leadership Research Group. Florida.
5. Michacal Hammer, Re-Engineering the corporatiojn.
6. Juran.J Total Quality Management.
7. Robbins. S, Organizational Behaviour.
8. Introduction to SAP ERP and People soft Manuals and relevant websites.

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PAPER III – 1. APPLIED MARKETING

(Effective from the academic year 2006-07 onwards)

Unit - 1

Marketing Research - Importance, Nature and Scope; Market potential analysis - uses and methods, Sales forecasting - Subjective and Objective measures, Methods of Sales analysis, Distribution Cost analysis, Measuring Brand equity.

Unit - 2

Product research - Meaning, Objectives; Need for new product, New product development process - Developing product specifications : Data gathering -techniques - Self reporting models, Conjoint analysis. Product Testing - Paired comparison test; Test marketing -. Uses and Methods - Pretest market research, Full scale test marketing, Electronic Test market, Simulated test market,

Unit - 3

Pricing research Skimming and penetration pricing research. Measuring price sensitivity -Pre purchase Low and High Control measures; Purchase Low and High Control measures.

Distribution research - Attitude studies of channel members - Surveys. Research on Channel activities and performance. Research by channel members - Attitude and Image studies; Location studies - Trading area analysis.

Unit – 4

Advertising research - Advertising objectives and product appeals, Copy testing measures and methods; Creative strategy research - before and After Tests, Media research and Audience measurement.

Unit -5

Consumer research - Nature and importance of consumer attitudes; Measurement of consumer attitudes - Rating Scales; Multidimensional scaling : Motivation research techniques - uses and limitations. Measuring customer satisfaction - Research process. Designing customer satisfaction surveys and analyzing survey results. Measuring service quality - SERVQUAL technique.

REFERENCES

1. Marketing Research - Applied approach - Kinnear and Taylor - Mc.Graw Hill International.
2. Marketing Research - Boyd, Westfall and STarch - All Inda Traveller Book Sellor.
3. Marketing Research - Aaker Kumar and Day - John Wiley. and Sons, Inc.
4. Marketing Research - Naresh, K.Malhotra -Perarson- Education Asia (Addison Wesley Longman)
5. Service Marketing - Rust, Zahorik and Keiningham, 1999 Addison Wesley
6. Service Marketing - Ramphal and Gupta 2002 Galgotia Publishing Company, New Delhi.

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PAPER III - 2. E-BUSINESS APPLICATIONS AND TECHNOLOGIES (Effective from the academic year 2006-07 onwards)

Unit - I

What is E-Commerce - Advantage and limitations of E-Commerce - Value chain in E-Commerce - The Internet and the World Wide Web - Launching a business on the Internet -The business planning and strategizing phase - Hardware, software, security and setup phase -The design phase - The marketing phase - The fulfillment phase - The -maintenance and enhancement phase.

Unit - 2

Internet Architecture; Network. concepts - Information transfer - Packets and Protocols -Internet. protocols - Network hardware Cable types - Key component of a network -Designing a network - Managing the Network - Management implications

Unit -3

Electronic Commerce and Banking - Electronic 'Commerce and Retailing - Electronic Commerce and online publishing - Supply Chain Management Fundamentals - Supply Chain Management Software - Future of Supply - Chain Software.

Unit-4

Payment Systems : Requirement for Internet-based payments - Electronic payment media: Credit cards - Debit cards - Smart cards - Issues and implications. Electronic cheques -Digital data interchange.

Unit 5

E-Security Security in Cyberspace Designing the Security Security protection and recovery. Encryption: Overview - the basic algorithm system - Authentication and Trust -Key management - Internet Security protocols and standards - Encryption issues.

References :

1. Elias Awad, "Electronic Commerce", Prentice Hall of India Private Limited, First Edition, 2002.
2. Ravi Kalakota, "Electronic Commerce A Manager's Guide", Addison Wesley, Second reprint edition, 2000.
3. David Kosiur, "Understanding Electronic Commerce", Prentice Hall of India Private Limited, 2001.

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PAPER III – 3. STRATEGIC HUMAN RESOURCE MANAGEMENT (Effective from the academic year 2006 - 2007 onwards)

Unit - 1

ORGANISATIONAL CULTURE : Meaning, Scope Nature Dimensions, distinction between culture & climate - value in culture - Organizational culture in MNC's - Managing multiculturalism & Diversity.

Meaning, strategies to improve organizational effectiveness and cultural implications – Global and Cross cultural issues to HRM.

Unit - 2

INTERNATIONAL IMPLICATIONS OF HRM Managing HR in an International business-changing environment of FIRM - strategic planning & HR management, information Technology & HR - Improving International Assignments through selection. Training & Maintaining International employees.

Unit - 3

EMOTIONAL INTELLIGENCE : Emotional Intelligence-meaning, scope, self-image, awareness, perception, Knowledge and esteem - matching personality and Job - ethical decision - making behavior - Transactional, analysis -Ego states, Transactions, life position, strokes, games – sweat shirts, Rackets, time-structuring - Impression management – empathy – neuro Linguistic Programming NLP.

Unit - 4

ORGANISATIONAL DEVELOPMENT : OD - concepts, Nature, scope, Interventions -Intervention strategies - conditions for failure/success in OD efforts issues in OD - OD trends in India - OD in International settings – OD and Organisational Effectiveness.

Unit - 5

HUMAN RESOURCE DEVELOPMENT : HRD - meaning, scope, importance BRD

across cultures - Organisational- Training systems view needs assessment training programmes evaluation - performance appraisal design & development, legal issues, implementation & evaluation - role of appraisals in managing performance - career development & planning- factors affecting career -choices - responsibilities of Employers/managers - career counseling designing career development system career programmes for special group.

References :

1. International Management, 3rd edition, McGraw Hill., Richard M. Hodgetts and Jhon H. Bernardin & Joyse E.A. Russell.
2. Human Resource Management, 7th edition, Eastern Economy edition, Stone.
3. Strategic Human Resource Development, Prentice Hall, Eastern Economic edition, Srinivas R.Kandula.

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PAPER III – 4. SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT
(Effective from the academic year 2006 - 2007 onwards)

Unit - I

Investment setting - Securities - Securities Market Development in India - Sources of investment information – Role of SEBI in the Indian capital market.

Unit - 2

Valuation of Securities : Equity - preference shares - debt instruments - hybrid securities - derivatives - asset pricing theories - CAPM- APT - Portfolio theory - Option pricing theory.

Unit - 3

Economic Analysis – Economic - forecasting and stock Investment Decisions, - Forecasting techniques.

Industry Analysis : Industry classifications, Economy and Industry Analysis. Industry life cycle - Evaluating Industry relevant factors - External industry information sources.

Unit - 4 .

Company - Analysis : Measuring Earnings - Forecasting earnings - applied valuation techniques.

Technical analysis. Fundamental Analysis Vs Technical Analysis - Charting methods - market indicators - Trend - Trend reversals - Patterns - Moving Average - Exponential Moving Average.

Unit - 5

Portfolio - Performance Evaluation - Portfolio revision - Market Efficiency - Efficient Market Hypothesis - Tests of EMH - Forms of EMH

References

1. Reiley, Investment Management and Portfolio Analysis.
2. Gitman, Fundamentals of Investing.
3. Graham and Dodd, Security Analysis.
4. Clark Francis, Management of Investments.
5. Fuller and Farrell, Modern of Security Analysis and Portfolio Management.

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PAPER III -5.ADVANCED FINANCIAL MANAGEMENT (Effective from the academic year 2006 - 2007 onwards)

Unit - 1

An overview of Corporate Financing Patterns of Corporate Financing in India. Equity versus Debt - Factors influencing Capital Structure -Importance of Capital Structure - Theories of Capital Structure - Capital Structure Planning : Rple of EBIT-EPS Analysis - Cost of Capital -Computation of Cost of Capital for each source of Finance - Weighted Average cost of capital.

Unit - 2

Valuation of Bonds and Shares : Basic Valuation Model - 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.

Unit - 3

Components of Working Capital Working Capital -Policies Liquidity - Profitability Linkages - Factors determining Working Capital - sources of Working Capital Finance -Inventory Management - Receivables Management - Money Market Instruments.

Unit - 4

Mergers and Acquisitions : Motives for Mergers - Basic forms of Acquisitions - NPV of a Merger - Defensive Strategies to prevent take over attempts - Benefits of Merger to shareholders - Leveraged Buy outs Spin-offs and Restructurings - Financial Distress - Reorganization of Firms.

Unit - 5

Financial Planning Model –Percent of Sales Method - Determinants of growth - Caveats of Financial Planning Models.

Measures of Corporate Performance : RoI, RoE, EVA, MVA, Balanced Score Card - Practices of Indian Companies.

Risk Management Tools - Hedging - Options Futures and Swaps.

Books for Reference:

1. Prasanna Chandra, Financial Management Theory & Practice (6th Edition), Tata McGraw Hill Publishing Company Ltd.
2. Brealy & Myers, Principles of Corporate Finance (6th Edition), Tata McGraw Hill Publishing Company Ltd.
3. Corporate Finance, Ross, Westerfield, Jafee (7th Edition), Tata McGraw Hill Publishing Company Ltd.

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PAPER III – 6.ECONOMIC ENVIRONMENT (Effective from the academic year 2006 - 2007 onwards)

UNIT - 1

Economic rationale and demand analysis

Marginal reasoning, investment - decision making; Demand analysis; Cost/Profit analysis.

UNIT - 2

Market Structure/Pricing

Types of markets; Types of Competition; Types of Pricing; Labour market pricing.

UNIT -3

Scanning economy; Environmental analysis

Macro economic variables and parameters; Policies of Government; Industrial, Fiscal, Monetary, General - Economic Political scenario.

Unit - 4

Indian economy since independence:

Capitalist transformation; Indicators of Economy, Sectoral contribution and problems like inflation. Foreign trade, Capital flows - their impact; and open economy dynamics.

UNIT - 5

Evolution of economic policies:

Their rationale, vision of planners; Critique of economic development since-independence -problems of economy at present; and future.

Readings

1. Amartya Sen, Jean Drease, India Economic developm6nt and social opportunity: O.U.P., Delhi, 1995.
2. C.T.Curien: The economy, Sage publications, Delhi, 1992.
3. G.S.Gupta: Managerial economics, Tata McGraw Hill, Delhi.
4. Rangarajan and Dholakia : Principles of Macro economics, Tata McGraw Hill, Delhi.
5. Ashok Kotwal and Mukesh Eswara : Why poverty persists in India, O.U.P., Delhi, 1994.
6. Rudiger Dornbush & Stanley Fisher, Mcro economics, McGraw Hill, International.
7. C.T.Kurien - Global Capitalism and the Indian Economy, Orient Longman, Delhi,, 1994.
8. Rudder Dutt & K.P.M. Sundaram : Indian Econoc6y, -S.Chand, Delhi, -Latest edition.
9. K.Aswathappa : Essentials of BusiAess Environment, Himalaya Niblishing House, Bombay,
Latest edition.
10. Byers, T. J.(ed). Indian Economy : -major debates since independence : O.U.P. Delhi,1998
11. Buyers, T.J.(ed). State, devel6pment, plan and liberalisation in India, O.U.P..Delhi, 1997.
12. Steven La Rue (ed); India Handbook, Fitzroy Dearborn, London - 1997.
13. David Begg: Economics, Latest- edition.
14. Kaushik Basu (ed)., India's emerging Economy - performance-and prospects in the 1990's
and beybnd, Oxford University press, 2005. 1
15. Isher Judge Ahluwalia & I.M.D.Little (eds); India's Economic Reforms and Development,
Oxford University Press, 2005.
16. P.N.Dhar, The Evolution of Economic Policy in India, Collected essays, Oxford University
press, 2005.
17. Sudipto Mundle (ed), Public finance - Policy issues -for India, -Oxford University
press, 2005.
18. Montek S.Ahluwalia, YN.Reddy & S.S.Tarapore, Macroecon6rftics-and Monetary
Policy: Issues for a reforming economy, Oxford University Press, 2005.
19. Pranab Bardhar, The Political Economy of Development in India, Oxford
University press, 1998.
20. Biplab Dasgupta, Globalisation - Indias Adjustment Experience, Sage Publications,
2005.

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PAPER III – 7. ENTREPRENEURSHIP DEVELOPMENT (Effective from the academic year 2006 - 2007 onwards)

Entrepreneurship

History' Socio-psychological approaches, Types, Cross Sections, Contributions to the economy.

Intrapreneurship

Characteristics, Innovation role, relevance, nurturing of entrepreneurship, -Facilitating Intrapreneurial qualities.

Economic Development - Role of entrepreneurship, contributions.

Sources- of business idea, plant, location, Formulation and design of project feasibility analysis. Importance of site and strategies involved in selecting the site.

Financial Analysis - scope, importance, cost estimation, operating revenue estimation, profit and cost benefit analysis.

Project appraisal method. Preparation of project feasibility report. Methods of preparation, I stages of preparation, Importance & Significance of appraisal reports:

Various categories of entrepreneurs

Women, Hi tech, Rural, Urban, Service, Role of Self Help Group and performance of self help groups, Micro finance and Micro enterprises. Role, relevance performance and significance of Small and Medium Enterprises (SME)

References

1. Hisrich, Entrepreneurship Development, PHI, 2005. 2. Relevant Web sites and e-learning materials.

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PAPER III – 8. ADVANCED OPERATIONS MANAGEMENT

(Effective from the academic year 2006 - 2007 onwards)

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 industry, Process Industry, Project type of industry, Mass production Industry with product layout, process layout and cellular manufacturing system - Product design and Process selection - Make or buy decision using the Break-even -analysis.

UNIT - 3

Supply chain Management Logistics management⁴ Forecasting Techniques Aggregate planning -Inventory Management for dependent and independent demands - NW-1, MRP-11, ERP and use of Simulation technique for decision making inventory management.

UNIT - 4

Concept of Total Quality Management - Quality Philosophies of Deming, Cross by and Miller -Statistical Quality Control technique - Continuous' Improvement Strategies, Deming -wheel -Taguchi Techniques, Seven- QC tools - TQM culture, Quality Circle Six Sigma - ISO Certification Process.

UNIT - 5

Principles of organizational transformation and re-engineering - fundamentals of process reengineering, preparing the work force for transformation and re-engineering; methodology -guidelines Analytical and process tools and techniques Information and communication technology - Enabling 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.

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PAPER III – 9. STRATEGIC MARKETING MANAGEMENT (Effective from the academic year 2006 - 2007 onwards)

Strategic Marketing - Introduction and Overview

Nature of Marketing, Strategic Challenges, Marketing Strategy and Marketing Management, Strategic Market Management - Characteristics, perspectives and trend, Marketing oriented organization.

Strategic and Marketing Analysis

Environmental analysis – Dimensions - Forecasting trends and events, Dealing with uncertainty, Impact analysis, Scenario analysis.

Competitor analysis - Identifying and understanding Competitors, Competitive challenges, Strategies for sustaining competitive advantage, Strategies of leaders, Challengers, followers, and nichers.

Customer analysis - Segmentation analysis, understanding consumer motives and behavior, Tracing customer needs, Segmentation Targeting and Positioning Strategy.

Identifying Marketing capability

Analysis of Market size, Growth, profitability, cost, distribution. and trend.

Internal Analysis - Shareholder value analysis, Financial - performance analysis, Strategic options, Business portfolio analysis, Value Chain model, SWOT analysis.

Alternative Business Strategies

Differentiation strategy, - Quality, Building strong brand, cost and -focus strategies. Growth strategy - Penetration, Product/market expansion and vertical integration. diversification strategies. Entry Strategies. Strategies in declining and hostile markets. Global strategies -Standardization, customization and Strategic alliance.

Strategic Marketing Decisions : Implementation and Control

Branding strategies, strategies in different stages of product life cycle, Pricing strategies, Advertising, Sales Promotion, Personal Selling and direct marketing strategies channel selection and management strategies.

Criteria for strategic evaluation - Financial Non financial and multiple criteria, Marketing performance assessment model. Strategic control approaches, Control measures - Auditing, Budgeting, Variance analysis and Reporting.

Reference Books:

1. Richard M.S.Wilson and Colin Gilligan - Strategic Marketing-Management - Viva Books, New Delhi, 2001.
 2. David A.Aaker - Strategic Market Management - John Wiley & Sons, 2000.
 3. Grover, S.K. - Marketing - Strategic Orientation -:S.Chand & Company Ltd., New Delhi, 2003.
 4. Rakesh Khurana and Ravichandran A.N. - Strategic Marketing Management, Global Business Press, Delhi.
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