

M.PHIL. SYLLABUS – 2015

COMMERCE



DEPARTMENT OF COMMERCE
ST. JOSEPH'S COLLEGE (Autonomous)
Accredited at A Grade (3rd cycle) by NAAC
College with Potential for Excellence by UGC
Tiruchirappalli – 620 002

GUIDELINES FOR FULL TIME M.PHIL.

1. **Duration** : The programme runs for one year consisting of two semesters. The Semester- I is from August to February and the Semester- II runs from March to August, of the following year.

2. **Course Work:**

Semester - I			Semester - II		
Course	Title	Cr	Course	Title	Cr
C1	Professional Skills for Teaching – Learning	3	C5	Dissertation (Topic selected should be relevant to the topic of the Guide Paper)	8
C2	Research Methodology	4			
C3	Core Course	5			
C4	Guide Paper	5			
Total		17	Total		8

2. a) Each Course should contain 5 units, covering the subject requirements of the courses offered.

Marks for CIA and SE are in the ratio 40 : 60.

The CIA components are **Mid Semester Test (25), End Semester Test (25), Seminar (15), Objective Type Assignment Test (15)**. The total mark 80 will be converted into 40 marks. **The tests and Semester Examination are centrally conducted by COE for 3 hours.**

CIA & SE	Tentatively on
Mid Semester Test	December 2 nd Week
End Semester Test	February 2 nd Week
Semester Examinations	February 4 th Week

Scholar should acquire **a minimum of 20 marks from CIA to appear for SE**. The Scholar should acquire a minimum of 30 marks in Semester Examination. He / She will be declared to have passed in the various courses in Semester I, provided he/she secures not less than 50 marks on an aggregate (CIA+SE).

2. b) (i) In course C1 on **‘Professional Skills for Teaching – Learning’** the first three units are common to all the Departments of the College. The Academic Council has granted permission to incorporate some modifications in the C1 Course by Physics, Computer Science and Mathematics Departments. The first three unit titles are **Soft Skills, E-teaching, E-learning, Elements of Technology of Teaching and Learning**. The remaining two units are department specific to make use of the above mentioned skills & techniques to teach the Core Course.

The C1 Course is (to be) designed to exploit the various Teaching – Learning – Research Skills to be imbibed / cultivated to make the research scholars to be fit for the profession they are likely to acquire in the Education Industry. Thus only for the course (C1) the written component is 60% and Practical component is 40% both in CIA and SE.

b) (ii) **Evaluation for C1:**

Theory Component: For both CIA & SE, there will be a 2 hour test only from the first THREE units. The CIA components are Mid Semester Test (35), End Semester Test (35) and Assignment (30). The total 100 will be converted into 25 marks.

Practical Component: The last TWO units are department specific. There is no Mid and End Semester Tests. But the CIA for the same are assessed continuously by the teacher(s) concerned totaling 15 marks. For SE, the Practical evaluation is done by an external examiner.

- c) Question papers for C1, C2 & C3 are set by External Examiners.
- d) Question paper for C4 will be set and valued by the Research Advisor only.
- e) Departments will be permitted to offer either paper 2 or paper 3 as Open Online Course to the M.Phil. students. The evaluation method will be the same for both C2 and C3 Courses.

3. Credits:

SEMESTER – I	Courses	Title		Contact Hrs.	Library Hrs.	Total Hrs.	Cr	CIA Mk.	SE Mk.	Total Mk.
	C1	Professional Skills for Teaching – Learning	T	3	2	5	2	25	35	60
			P	2	2	4	1	15	25	40
	C2	Research Methodology		5	4	9	4	40	60	100
	C3	Core Course		5	5	10	5	40	60	100
	C4	Guide Paper		5	5	10	5	40	60	100
	Total				20	18	38	17	160	240

SEMESTER – II	C5 – DISSERTATION	INTERNAL			EXTERNAL		
			Cr	Mk		Cr	Mk
		Seminar & Review of Related Literature	2	15	Dissertation Evaluation	6	75
		Mid Term Review Presentation	2	15	Viva-voce	2	25
		Dissertation Work	3	60			
		Viva-Voce	1	10			
Total			8	100		8	100

4. Question Pattern:

Science	Course	Mid & End Semester Tests and Semester Examinations		
	C1	Section A : Short Answers	7/9	7 x 2 = 14
		Section B : Either / Or – Essay Type	3	3 x 7 = 21
	C2	Section A : Short Answers	10	10 x 2 = 20
		Section B : Either / Or – Essay Type	5	5 x 8 = 40
C3	Section A : Short Answers	10	10 x 2 = 20	
	Section B : Either / Or – Essay Type	5	5 x 8 = 40	
C4	Open Choice : Comprehensive Type	5/8	5 x 12 = 60	
Arts	Course	Mid & End Semester Tests and Semester Examinations		
	C1	Section A : Short Answers	7/9	7 x 2 = 14
		Section B : Either / Or – Essay Type	3	3 x 7 = 21
	C2	Open Choice : Comprehensive Type	5/8	5 x 12 = 60
	C3	Open Choice : Comprehensive Type	5/8	5 x 12 = 60
C4	Open Choice : Comprehensive Type	5/8	5 x 12 = 60	

5. Dissertation

For carrying out the dissertation, it is mandatory to strictly adhering to the rules of the college as given below:

5.1. Requirement

Every student is expected to give two seminars one concerning Review of Related Literature within the four weeks from the beginning of the second semester and the other on Data Analysis/Result/Mid Term Review just before the submission of the final draft of the dissertation

5.2. Submission

Candidates shall submit the Dissertations to the Controller of Examinations **not earlier than five months but within six months** from the date of the start of the Semester –II. The above said time limit shall start from the 1st of the month which follows the month in which Semester - I examinations are conducted. If a candidate is not able to submit his/her Dissertation within the period stated above, he/she shall be given an extension time of **four** months in the first instance and another **four** months in the second instance with penalty fees. If a candidate does not submit his/her Dissertation even after the two extensions, his/her registration shall be treated as cancelled and he/she has to re-register for the course subject to the discretion of the Principal. However the candidate need not write once again the theory papers if he/she has already passed these papers.

At the time of Submission of Dissertation, the guide concerned should forward the marks for 90% as stated above to the COE in a sealed cover

5.3. All the M.Phil. Scholars (along with their Guides) have to submit at least one Research articles for publication, at the time of submitting the dissertation.

Departments (with the constituted Expert Committee) will scrutinize; select and recommend the best articles for a publication either in RETELL or in School-based Journals.

5.4. Requirement

For the valuation of dissertation it is mandatory to have passed in all the four courses. One external examiner and the Research Adviser shall value the Dissertation. The external examiner should be selected only from outside the college and shall be within the colleges affiliated to Bharathidasan University. In case of non-availability, the panel can include examiners from the other university/colleges in Tamil Nadu. The external examiner shall be selected from a panel of 3 experts suggested by the Research Adviser. However, the Controller of Examination may ask for another panel if he deems it necessary. Both the internal and external examiner will evaluate the Dissertation and allot the marks separately. However the *viva-voce* will be done by both of them. The average marks will be considered.

5.5. Viva-Voce

The external examiner who valued the Dissertation and the Research Adviser shall conduct the *Viva-Voce* for the candidate for a maximum of 100 marks. A Candidate shall be declared to have passed in *viva-voce* if he/she secures not less than 50% of the marks prescribed for Dissertation and 50% of the marks in the aggregate of the marks secured in *viva-voce* and Dissertation valuation. A student can undertake dissertation in the second semester whether or not he/she has passed the first semester.

6. Classification of Successful Candidates

6.1. The candidates who pass the Semester– I and Semester – II examinations in their first attempt shall be classified as follows:

S. No.	Total Marks secured in Semester – I and Semester–II Examinations	Classification
1.	80% and above in the case of Science Subjects & 75% and above in the case of Arts and Social Science Subjects	I Class with Distinction
2.	60% to 79% in the case of Science Subjects & 60 % to 74% in the case of Arts and Social Science Subjects	I Class
3.	50% to 59% in all the subjects	II Class

Note: Mathematics, Statistics and Computer Science/Application shall be treated as Science Subjects

6.2. Candidates who have failed in the courses may take the supplementary exams conducted by the COE immediately. Even then if they could not complete the course(s), they will be given two more chances only to appear for those courses along with the next batch scholars. The maximum duration for the completion of the M.Phil. Programme is 2 Years.

7. Attendance:

Daily attendance for 90 working days should be enforced for the students. Periodical report of a student to the guide concerned should be recorded in the register kept by the guide.

8. The Scholar must obtain 80% of attendance per semester in order to appear for the Semester Examinations/Viva-Voce.

MPHIL COMMERCE COURSE PATTERN – 2015

SEM	Code	Title of the Course
I	15MCO101	C1: Professional Skills For Teaching – Learning
	15MCO102	C2: Research Methodology
	15MCO103	C3: Research Perspectives In Functional Management – Open Online Course
	15MCO104A	C4: Consumer Behaviour And Research
	15MCO104B	C4: Customer Relationship Management and Research
	15MCO104C	C4: Entrepreneurship Development and Research
	15MCO104D	C4: Financial Management and Research
	15MCO104E	C4: Human Resource Management and Research
	15MCO104F	C4: Investment Management and Research
	15MCO104G	C4: Marketing Management and Research
	15MCO104H	C4: Organisational Behaviour and Research
	15MCO104I	C4. Production And Material Management
	15MCO104J	C4: Retail Management and Research
	15MCO104K	C4: Supply Chain Management and Research
II	15MCO205	Dissertation

C1: PROFESSIONAL SKILLS FOR TEACHING – LEARNING**Objectives**

- i) To empower scholars with soft skills.
- ii) To introduce the teaching and dynamics of teaching – learning
- iii) To facilitate e- learning/ e-teaching with the ICT tools
- iv) To make scholars to be proficient with relevant technologies to teach Commerce
- v) To enable scholars with the tools and tactics of effective evaluation of learning.

UNIT-I: Soft Skills

- a. Introduction to Soft Skills, Soft Skills Vs Hard Skills, types of Soft Skills
- b. Communication skills- Basics in communication, structure of written and oral sentences, Verbal, non-verbal, body language, JOHARI Window, Intrapersonal and Interpersonal Communications, Activities in Effective Communication
- c. Behavioral Skills- Leadership skills, Time Management, Creativity and Lateral thinking
- d. Interview Skills- Resume Writing, Different types of interviews, Etiquettes in interviews, Mock interviews
- e. Team Building and Group Discussion- Progressive stages of Team Building, Parameters of GD (special reference to attending, listening, responding skills), Mock Group GDs

UNIT II: Techniques and Dynamics of Teaching- Learning

- a. Emerging trends in Educational Psychology- Meaning, Scope and Methods
- b. Learning- Different Theories of learning, Approaches to learning(Classical Conditioning- Ivan Pavlov; Operant conditioning-B.F.Skinner); kinds of learning, factors affecting learning
- c. Motivation: Intrinsic and extrinsic motivation, Development of memory and intelligence

Unit: III: e-Learning and e-Teaching

An overview of Microsoft office-2007: MS WORDS-2007- MS Excel-2007- MS Powerpoint-2007, Concepts in e-Resources and e-design: World Wide Web Concepts - Making use of Web Resources- Web site creation concepts – Creating Web Page Editors- Creating Web graphics – Creating Web Audio files

Unit - IV Education Technology in Commerce Education

Computer Applications in Commerce Education – Computer Assisted Instructions: Internet, Meaning, uses and equipments of internet. Multimedia – Meaning, Scope, Components – Different types of AV materials and their uses – Development of an instructional system – use of media in classroom teaching – Development of ICT – ICT enabled teaching – Preparation and Understanding of dimensions of SLET/NET examination.

Unit - V Testing Measurement and Evaluation in Commerce Education

Concepts of Testing – Types of Tests-Psychological – Reference test – Diagnostic test – Criteria of a good test – Reliability, Validity, Objectivity, Discriminative power adequacy- Usability-Standardization of Test norms-Planning of different types of test –Steps of construction –Administration and execution of different types of tailor made Tests -Concepts of measurement and evaluation with reference to Educational Process –Functions of measurement and evaluation in commerce Education.

References

UNIT I

1. JASS (2013). *Winners in the making. Introduction to soft skills.* St. Joseph's College, Trichy
2. Murphy, Raymond. (1998). *Essential English grammar.* 2nd ed. Cambridge University press
3. Trishna (2004). *Knowledge system how to do well in GDs and interviews.* Reprographic and printing services, secunderabad

UNIT II

1. Covey, Stephen. (2004). *7 habits of highly effective people,* free press
2. Driscoll, M P (1994). *Psychology of learning for instruction,* needham, ma: allyn and bacon
3. Gardner, Howard (1983; 1993). *Frames of mind: the theory of multiple intelligences,* new York; basic books

UNIT III

1. Joyce cox, Curtisfrye etc (2007), *step by 2007 microsoft office system,* prentice hall of india pvt Ltd, new delhi

UNIT – IV & V

2. Mohanty J (1994) *Indian Education in the Emerging Indian Society,* Sterling Publishers, New Delhi
3. HsYadav & Sudha Yadav (1996) *Education in the Emerging Indian Society,* Tandon Publication
4. Dandekar W. N and Rajaguru M. S (2012), *An Introduction to Psychological Testing and Statistics –,* Sheth Publishers Bombay.

C2: RESEARCH METHODOLOGY**Objectives:**

1. To enable the research scholars understand the basic concepts of research methods.
2. To expose the research scholars have all thorough knowledge on Research.

Unit - I

Research: Meaning-Objectives-Significance and types -Research process-Criteria of good research-Definition, Formulation, and Selection of research problem – Research design – Meaning – Need- Concepts – Types.

Unit - II

Sampling: steps in sampling design-Criteria of selecting a sampling method; Types of the sampling design: Sampling error; Hypothesis-Meaning-Concepts-Steps-Test of hypothesis; Importance of parametric test – Z test-“t” test –Chi-Square test –F test, Limitation of the test of Hypothesis.

Unit - III

Collection of Data: Primary & Secondary Methods-Questionnaire-Types of Questions – Interview schedule –Pre test-Testing and validating Questionnaire.

Unit - IV

Processing and Analysis of Data: Processing Operations-Editing-Coding-Classifications and Tabulations-Statistical tools for analysis –Descriptive statistics-Frequency distribution-Mean –Standard Deviation-regression-Correlation-Co-efficient of Correlation-Factor Analysis/ Rotated Component Matrix-ANOVA Table and SPSS.

Unit - V

Interpretation and Report Writing: Meaning of Interpretation-Why Interpretation-Techniques of interpretation-Report writing –Mechanics of writing a Research report.

Books for Reference:

- 1, Kothari,C.R.& Garg, Gaurav (2014), Research Methodology: Methods and Techniques, New Age International (P) Ltd, New Delhi.
2. Bridget Somekh & Cathy Lewin (2005), Research Methods in Social Sciences, Sage Publications, New Delhi.
3. Uwe Flick(2011), Introducing Research Methodology- A Beginner's Guide in Doing a Research Project, Sage Publications Ltd., New Delhi
4. George Argyrous(2012), Statistics for Research with a Guide to SPSS, Sage Publications Ltd., New Delhi.
5. Y K Singh and R B Bajpai(2013), Research Methodology: Techniques and Trends, Aph Publishing Corporation, New Delhi

**C3: RESEARCH PERSPECTIVES IN FUNCTIONAL MANAGEMENT
(Open Online Course)**

Objectives:-

1. To enable the research scholars gain exposure in core areas of functional management.
2. To facilitate the research scholars in carrying out research pertaining to HRM, Marketing, finance, production & Materials and Business oriented information systems.

Unit - I

Recruitment Management – Training and Development – Reward Management – Performance Management – Employees Maintenance and Separation - Strategic Human Resources Management – Global Human resources Management – Recent Trends in HRM.

Unit - II

Marketing research meaning and purpose- scope- Marketing research procedure – applications of Marketing research -Marketing mix decisions - 4ps- product- price- promotion- physical distribution

Unit - III

Capital Structure –Definitions Assumptions-NI Approach –NOI Approach – Traditional Approach – MM Approach – Capital Budgeting – Methods – Evaluation of Capital Budgetingproposals – Working Capital – Meaning – Components – Estimation.

Unit - IV

Plant Location – Importance –Theories-Factors; Production Planning and Control; Materials Management – Purchasing Organization; Inventory Management, Queuing theory.

Unit – V

Management Information Systems – Meaning – evolution of MIS; Functions of MIS Meaning and uses of E-Commerce Channels of E-Business, Enterprise Resource Planning – Meaning – Feature – Implementation – Benefits – Customer Relationship Management – Meaning – Process – Uses.

Books for Reference:**Unit I**

1. Pravin Durai(2010), Human Resource Management, Pearson Education, India
2. Prasad L.M (2014), Human Resource Management, Sultan Chand & Sons New Delhi.

Unit II

3. Philip Kotler& etal (2013), Marketing Management: A South Asian Perspective, Pearson Education, India , New Delhi.

Unit III

4. Maheswari SN (2014), Financial Management, Sultan Chand & Sons, New Delhi

Unit IV

5. Bhushan YK (2014), Fundamentals of Business organization and Management, Sultan and Sons, New Delhi.
6. Kapoor VK (2014), Operation Research. Sultan Chand & Sons, New Delhi.

Unit V

6. Sashikala Parimi (2012), Management Information Systems, Wiley India Pvt Ltd, New Delhi

C3: RESEARCH PERSPECTIVES IN FUNCTIONAL MANAGEMENT- E-RESOURCES

Unit I

S. No	Topics	Type of Contents	Location
1.	Evolution of HRM	PPT & Video tutorial	http://www.slideshare.net/karthikram75457/evolution-of-hrm-29099487 https://www.youtube.com/watch?v=KZbNBH7hars
2.	Role and Status of HRM in India	PPT & Video tutorial	http://www.authorstream.com/Presentation/drsmitchoudhary-1887210-hrm-india/ https://www.youtube.com/watch?v=xaSHwlhWddI https://www.youtube.com/watch?v=eZAUMfJQcEE
3.	Functions of HRM	PPT & Video tutorial	https://www.google.co.in/url?sa=t&rct=j&q=&esrc=s&source=web&cd=3&ved=0CCsQFjACahUKEwi2oqGO4K_HAhXNno4KHTvpAs8&url=http%3A%2F%2Ffaculty.jwu.edu%2Fpbadan%2FHOSP2030%2Fch02.ppt&ei=PKLRVbaUIc29ugS70ov4DA&usg=AFQjCNEUPNy-Zmemr8qw6vKRUKWYqWpQ-Q&bvm=bv.99804247,d.c2E&cad=rja https://www.google.co.in/url?sa=t&rct=j&q=&esrc=s&source=web&cd=5&ved=0CDcQFjAEahUKEwi2oqGO4K_HAhXNno4KHTvpAs8&url=http%3A%2F%2Frubybucatt.wikispaces.com%2Ffile%2Fview%2FNature%2Band%2BFunctions%2Bof%2BHRM.ppt&ei=PKLRVbaUIc29ugS70ov4DA&usg=AFQjCNHX9VEEBzbi3iuJ-pVYwAKs6170cA&bvm=bv.99804247,d.c2E&cad=rja http://www.slideshare.net/LolitaMamoregandia/hr-functions-and-strategy-ppt https://www.youtube.com/watch?v=FjfvvFg1D14 https://www.youtube.com/watch?v=WtTOWYIOoIw

Unit II

S. No	Topics	Type of Contents	Location
1.	Marketing Research and Marketing Mix	PPT & Video tutorial	www.slideshare.net/NITCALICUT.../marketing-research-ppt-15981252 www.mssl.ucl.ac.uk/~mwt/teaching/.../Market%20research%20.PPT http://www.slideshare.net/gajjellishivaprasad/marketing-ppt-7795664 http://www.slideshare.net/abhishek2406/marketing-mix-ppt https://www.youtube.com/watch?v=sR-qL7QdVZQ https://www.youtube.com/watch?v=IJfo0UOe5i4&list=PLByMooBE3Mif9_X7UNOX2LAjqTpsc1NbB https://www.youtube.com/watch?v=owHpvLmyQIE https://www.youtube.com/watch?v=2moe1OVbtWo

Unit III

S. No.	Topics	Type of Contents	Location
1.	Capital budgeting	PPT	http://www.slideshare.net/sagar_sjpuc/capital-budgeting-presentation-775435 http://www.slideshare.net/stephenongch/bba-2204-fin-mgt-week-10-capital-budgeting?qid=2616dd23-810e-4fe5-b70d-4fba5b5fc04&v=qlf1&b=&from_search=3
2.	Capital structure	PPT	www.slideshare.net/sujansmyan/capital-structure-ppt www.slideshare.net/piyooshtrpathi/capital-structure-theory
3.	Working capital mgt	PPT	www.slideshare.net/CADepakKaushalSharm/working-capital-ppt

Unit IV

S. No	Topics	Type of Contents	Location
1.	Plant location	PPT	http://www.slideshare.net/DheepakRocking/plant-location-7720564
2.	Production planning & control	PPT	http://www.slideshare.net/SwatanuSatpathy/group-8-8792098 www.pitt.edu/~super7/30011-31001/30961.ppt
3.	Material mgt	PPT	www.slideshare.net/cbmingoy/materials-management-ppt
4.	Inventory Mgt	PPT	www.slideshare.net/KuldeepUttam/inventory-management-27668547
5.	Queuing Theory	PPT	www.slideshare.net/avtarsingh/queuing-theory-2129896 www.cse.msu.edu/~cse808/note/lecture5.ppt

Unit 5

S. No.	Topics	Type of Contents	Location
1.	MIS	PPT & Video tutorial	1. http://kisi.deu.edu.tr/userweb/mehhmetali.ilgin/MANAGEMENT_INFORMATION_SYSTEM_MAY4.ppt http://www1.ximb.ac.in/users/fac/dipak/Dipak.nsf/23e5e39594c064ee852564ae004fa010/efa5e0be051a432ee5256b22001fd6bc/\$FILE/MIS-01-Intro.ppt . http://www.slideshare.net/shashank97/management-information-system-ppt www.youtube.com/watch?v=5JMkdGQCm4k http://www.nptelvideos.com/management_information_systems/management_information_systems.php
2.	ERP	PPT & Video tutorial	http://www.slideshare.net/Agcristi/erp-powerpoint-presentation http://www.slideshare.net/prince321/enterprise-17378194 http://www.umsl.edu/~lacity/eveerpf2.ppt http://www.slideshare.net/prince321/enterprise-17378194 http://www.slideshare.net/prince321/enterprise-17378194 http://www.youtube.com/watch?v=E0tgKVOxihI https://www.udemy.com/enterprise-resource-planning-in-90-minutes
3.	E-Commerce	PPT & Video tutorial	http://www.slideshare.net/munishsingla71/e-commerce-ppt-10713485 eclips.northern.edu/nsubusiness/ppt/DOLecommerce.ppt http://freevidelectures.com/Course/2308/Internet-Technology/35 www.youtube.com/watch?v=xKJjyn8DaAw www.youtube.com/watch?v=sidMPx6Q5oo
4.	CRM	PPT & Video tutorial	https://www.youtube.com/watch?v=CtRxcmXbZXI https://www.youtube.com/watch?v=CtRxcmXbZXI https://www.youtube.com/watch?v=E30rKGhdR38&list=PL69F8591D238CC578 http://www.slideshare.net/jaiserabbas/customer-relationship-management-crm-10974369 http://www1.aucegypt.edu/faculty/sherifkamel/Selected%20Topics%20in%20Management%20of%20Information%20Systems/Presentations/Custom%20Relationship%20Management.ppt . eclips.northern.edu/nsubusiness/ppt/hosein.DOLcrmdn.ppt

C4: CONSUMER BEHAVIOUR AND RESEARCH**Objectives:-**

1. To enable the scholars understand the factors affecting consumer behaviour.
2. To make the scholars carry out research on concepts of consumer behaviour.

Unit I: An Introduction to Consumer Behaviour:

Understanding Consumer Behaviour – Developing Information about Consumer Behaviour.

Unit II: The Psychology Core:

Motivation, Ability and Opportunity – Exposure, Attention and Perception – Knowledge and Understanding – Attitude based on High and Low efforts – Memory and Retrieval.

Unit III: The Process of Making Decision:

Problem Recognition and Information Search – Decision Making Based on High and Low efforts – Post-Decision Processes.

Unit IV: The Consumer's Culture:

Consumer Diversity – Social Class and Household Influences – Psychographics: Values, Personality and Life Styles – Social Influences on Consumer Behaviour.

Unit V: Consumer Behaviour Outcomes and Issues:

Adoption of, Resistance to, and Diffusion of Innovations – Symbolic Consumer Behaviour – Ethics, Social Responsibility and the Dark Side of Consumer Behaviour and Marketing.

Books for Reference:

1. Wayne D. Hoyer, Deborah J. MacInnis (2011), Consumer Behaviour: A Marketer's Tool, Cengage Learning India Private Limited, New Delhi,
2. Robert East, Malcolm Wright and Marc Vanhuele (2009), Consumer Behaviour Applications in Marketing, SAGE Publications India Pvt. Ltd., New Delhi,
3. Frank R. Kardes (2002), Consumer Behavior and Managerial Decision Making, Prentice Hall of India, New Delhi,.

C4: CUSTOMER RELATIONSHIP MANAGEMENT AND RESEARCH**Objectives:-**

1. To make the scholars familiar with CRM concepts, CRM in marketing, analytical CRM, CRM implementation process.
2. To enable scholars carry out research in CRM

UNIT – I:

CRM concepts: Acquiring customers, customer loyalty, and optimizing customer relationships. CRM defined: success factors, the three levels of Service/ Sales Profiling, Service Level Agreements (SLAs), creating and managing effective SLAs.

UNIT – II:

CRM in Marketing: One-to-one Relationship Marketing, Cross Selling & Up Selling, Customer Retention, Behaviour Prediction, Customer Profitability & Value Modeling, Channel Optimization, Event-based marketing. CRM and Customer Service: The Call Centre, Call Scripting, Customer Satisfaction Measurement.

UNIT – III:

Sales Force Automation - Sales Process, Activity, Contact, Lead and Knowledge Management. Field Force Automation. CRM links in e-Business: E-Commerce and Customer Relationships on the Internet, Enterprise Resource Planning (ERP), Supply Chain Management (SCM), Supplier Relationship Management (SRM), Partner relationship Management (PRM).

UNIT-IV:

Analytical CRM: Managing and sharing customer data - Customer information databases, Ethics and legalities of data use. Data Warehousing and Data Mining concepts. Data analysis: Market Basket Analysis (MBA), Click stream Analysis, Personalization and Collaborative Filtering.

UNIT- V:

CRM Implementation: Defining success factors, preparing a business plan - requirements, justification, processes. Choosing CRM tools: Defining functionalities, Homegrown versus out-sourced approaches. Managing customer relationships: conflict, complacency, Resetting the CRM strategy. Selling CRM internally: CRM development Team, Scoping and prioritizing, Development and delivery, Measurement.

Books for Reference:

1. G.Shainesh, Jagdish, N.Sheth (2005), Customer Relationship Management Strategic Perspective, MacMillan,
2. Alok Kumar et al (2008), Customer Relationship Management : Concepts and Applications, Biztantra,
3. H.Peeru Mohamed and A.Sahadevan(2005), Customer Relation Management, Vikas Publishing House.
4. Kumar(2007) , Customer Relationship Management - A Database Approach, Wiley India.

C4:ENTREPRENEURSHIP DEVELOPMENT AND RESEARCH**Objectives:-**

1. To enable the scholars to understand the entrepreneurial culture and traits.
2. To make the scholars to know the financial sources, marketing channels and EDPs
3. To expose the scholars to the knowledge of Small Enterprises and Women Entrepreneurship.

Unit I:

Entrepreneurship - Meaning – Entrepreneurial culture - Stages in the entrepreneurial process - Barriers to entrepreneurship - Environmental factors affecting entrepreneurship – Entrepreneurial Structures –Theories of entrepreneurial origin – Traits of a true entrepreneur – Types of entrepreneurs – Functions of an entrepreneur – Behavioural patterns of entrepreneurs – Motivating factors – Entrepreneurial ambitions – Compelling factors – Facilitating Factors – Intrapreneurs.

Unit II:

Sources of Project Finance: Sources of finance – Capital structure planning – Financial leverage – Cost of capital – Project finance – Term loans – Lease finance – Working capital– Sources of short term finance – Capitalization – Over and under capitalization – Overrun finance – Bridge finance – Venture capital - Marketing Channels: Concept of marketing channel – Significance of channel – Need and functions – Channel design – Strategy and choice of channel – Selecting channel members –Setting quality standards – Recruitment strategies.

Unit III:

Entrepreneurial Development Programmes: Concept of entrepreneurial development – Need for training and development – Phases of entrepreneurial development programme –Contents of training programme for ED – Target group – Special agencies and schemes –Institutions conducting EDPS – Problems in Institutional framework – Evaluating EDPS.

Unit IV:

Small Enterprises and Inclusive Growth - MSMEs and Globalisation - Inclusive Growth and Financial Inclusion - Growth of Micro, Small and Medium Enterprises - Credit Flow to Micro and Small Enterprises - De-reservation of Products for Exclusive Manufacture by MSEs - India SME Technology Services Limited - Fiscal Measures - Employment Generation Programmes for Micro Enterprises Promotion - Skill Development through the Micro and Small Enterprise Sector.

Unit V:

Women and Society - Gender Equality and Development - Globalization and Women - Adverse Effects of Globalization on Women - Opportunities Offered by Globalization - Gender Budgeting - Perspectives on Women Entrepreneurship - Women Entrepreneurship and Promotional Measures - Associations of Women Entrepreneurs - Socio-demographic Attributes of Women Entrepreneurs–Motivation to Women Entrepreneurs - Enterprises which can be promoted by Women - Global and Indian Experiences – Women Empowerment - Micro Finance.

Books for Reference:

1. Vasant Desai, 2007, *Dynamics of Entrepreneurial Development and Management*, Mumbai, Himalaya Publishing House,
2. Manvendra Bhattacharya, 2014, *Fundamentals and Essentials of Entrepreneurship*, New Delhi, Anmol Publications Pvt.Ltd.
3. Gupta C.B. and Srinivasan N.P., 2000, *Entrepreneurial Development*, New Delhi, Sultan Chand & Sons.
4. Singh S.D, *Basics of Entrepreneurship*, 2013, New Delhi, Centrum Press.
5. Poornima M Charantimath, 2009, *Entrepreneurship Development and Small Business Enterprises*, Delhi, Pearson Education.
6. Dinanath Kaushik, *Studies in Indian Entrepreneurship*, 2013, New Delhi, Cyber Tech Publications.
7. Nagayya D and Shahina Begum S, 2012, *Women Entrepreneurship and Small Enterprises in India*, New Delhi, New Century Publications.

C4: FINANCIAL MANAGEMENT AND RESEARCH**Objectives:-**

1. To make the scholars to learn the basic concepts and scope of Financial Management
2. To help the scholars to understand the application of tools and techniques of Financial Management in research.

Unit I:

Financial Management in the Global context – An overview – Meaning – Scope – goals – Basic considerations - The emerging challenges at Global level. Recent changes in global financial markets. Financial management- Objectives of the firm and the impact of risk – The nature and measurement and exposure and risk – Exchange Rate, Interest rate – Inflation rate and Exposure – American depository receipt and global depository receipt.

Unit II:

Management of Working Capital – Meaning – significance and types of working capital – Operating cycle period and estimation of working capital requirements – Financing of working capital and norms of bank finance – Sources of working capital – Dimensions of working capital management.

Unit III:

Cost of Capital - Concept - Importance and types of cost of capital - Measurement of cost of capital - Weighted average cost of capital - Operating and financial leverages- Capital structure - Meaning, factors affecting capital structure -Capital structure Theories.

Unit IV:

Dividend Policy – theories of dividend policy - Walter's model - Gordon's model - Modigliani Miller model - Determinants of dividend policy - forms of dividend.

Unit V:

Analysis and interpretation of financial statement- Comparative income statement- Balance sheet -common size income statement and Balance sheet – Trend analysis- Ratio – classification of ratios and ration analysis.

Books for Reference:-

1. M.Y.Khan and P.K.Jain, (2011), Financial Management: Text, Problems and Cases, Tata McGraw Hill, New Delhi.
2. V.K. Saxena and Cd.Vashist, Essentials of Financial Management (2010), Sultan Chand & Sons, New Delhi.
3. Brealey and Mysers, (1985), Principles of Corporate Finance, Tata McGraw Hill, New Delhi.
4. Prasanna Chandra, (2008), Financial Management Theory and Practice - Tata McGraw Hill, New Delhi.
5. T.S. Reddy & Y. Hari Prasad & Reddy(2013), Financial Management, Margham Publications, Chennai.

C4: HUMAN RESOURCE MANAGEMENT AND RESEARCH**Objectives:-**

1. To enable the research scholars gain a complete insight into different domains of HRM.
2. To help them have a thorough theoretical as well as research knowledge of HR practices.

Unit I:

Human Resource Management - Evolution and Changing Environment - Objectives - Functions of HRM - Line and Staff view of HRM - HRM as a Profession - Future role of HRM - Human Resource Information System(HRIS) - Its role and relevance - Ethical Issues in HRM - Whistle blowing.

Unit II:

Strategic HRM - Role of HRM in Corporate Goal Setting -Levels of Strategic Management - Models of Strategic HRM -Applications of Strategic HRM - HR Planning - Concept, Organization and Practices.

Unit III:

Job Analysis - Components - Job Description and Specification- Recruitment - Characteristics and types - Selection Process - Tests and Interviews - Induction and Socialization - performance Evaluation - Purpose - Factors affecting Performance evaluation- Performance Management System (PMS).

Unit IV:

Training and Development - Need and Importance -Assessment of employee training needs - Steps in training - Methods of Training - Management Development Programmes - Significance and Types - Career Planning and Development - Career Counseling, Job Rotation - Promotion and Transfer - Retirement and other Separation Processes.

Unit V:

Compensation Administration - Developing a sound compensation Structure - Incentives and Benefits - Grievances Handling and Discipline - Collective bargaining - HRM in changing environment - HRM in Virtual Organizations International & Indian HR Practices.

Book for Reference:

1. Pravin Durai, (2010), Human Resources Management, Pearson Education, New Delhi.
2. VSP. Rao (2002), Human Resource Management: Text & Cases, Excel Books, New Delhi.
3. Edwin Flippo, (1984), Personnel Management, Tata McGraw Hill, New Delhi.
4. Stephen P.Robbins, (2007), Organisational Behaviour, Prentice Hall of India Ltd, New Delhi.
5. Mamoria & Gankar 2011 Human Resource Management, Himalaya Publication House Pvt.Ltd, New Delhi
6. J.Jaya Sankar (2013), Human Resource Management, Margham publication, Chennai.

C4: INVESTMENT MANAGEMENT AND RESEARCH**Objectives:-**

1. To enable the scholars to understand the nuances of investment management.
2. To make the scholars to apply investment concepts and theories in research.

Unit – I:

Investment – Meaning - Investment Vs Speculation – Investment Vs Gambling – Investment Objectives – Investment Process.

Risk and Return-: Factors Influencing Risk – Measuring Risk and return. Valuation of Equity-: Dividend Discount Models, Price/ Earnings Approach, Bond Analysis.

Unit – II:

Fundamental Analysis - Economy analysis- Industry analysis – Company analysis – Analyzing the Financial Statements

Technical Analysis - Basics of Technical Analysis – Assumptions – Tools – Charts and Trends – Moving Average – Indicators and Oscillators.

Unit – III:

Efficient Market Theory: Basic concepts – Random Walk – The Efficient Market Hypothesis

Portfolio Management-: Introduction to portfolio – Portfolio Construction – Portfolio Management-: Introduction – objectives – approaches – Phases – Markowitz’s Model.

Portfolio Selection -: Risk and Investor Preferences – Constructing the Portfolio Significances of beta in the portfolio.

Unit – IV

Portfolio Management Process – Evaluations,

Capital Market Theory - Capital Asset Pricing Model (CAPM) – Arbitrage Pricing Theory.

Performance Evaluation -: Share Index, Treynor Index, Jensen’s Model, Fama.

Unit – V:

Futures and Options - Meaning - Types - Factors affecting the values of options and Futures-valuation of futures and options.

Books for Reference:

1. Avadhani V.A. (2007), Security Analysis and Portfolio Management, 8th Edition Himalaya Publishing House, Mumbai.
2. Inderpal sing *et al* (2007), Security Analysis and Portfolio Management, 2nd Edition Kalyani Publishers, New Delhi.
3. Prasanna Chandra (2006), Financial Management: Theory and Practice, 6th Edition .,Tata McGraw Hill, New Delhi.
4. Punithavathy Pandian (2009), Security Analysis and Portfolio Management, 2nd Edition Vikas Publishing House Pvt Ltd, Noida.
5. Prasanna Chandra (2006), Investment Analysis and Portfolio Management 2nd Edition Tata McGraw Hill, New Delhi.

C4: MARKETING MANAGEMENT AND RESEARCH**Objectives:-**

1. To enable the scholars to understand the marketing management concepts and techniques.
2. To make the scholars to apply the marketing nuances in research.

Unit - I: Marketing

Introduction of Marketing – Meaning and Definition – Nature and Scope of Marketing – Concept and Important of Marketing – Basic approaches of Marketing – Advantages and Disadvantages of Marketing – Characteristics of Marketing.

Unit – II: 4 Ps Of Marketing

Product, Place, Promotion and Price – Introduction – Meaning and Definition – Objectives of 4 Ps – Product life cycle – Product line and product mix – Kinds of Pricing – Types of Sales – Managing a Marketing System- Type of Marketing Environment.

Unit - III: Product Planning And Development

Meaning of Product – Classification of Products – Importance of Product Innovation – Development of New Product – New Product Adoption and Diffusion Process – Importance of Sales - Steps in Selling

Unit - IV: Advertising

Introduction – Meaning and Definition of Advertising – Objectives of Advertising – Advantages and Limitation of Advertising Media of Advertising – objectives and Functions of Advertising – Scope of Advertising – Sales promotion.

Unit – V: Understanding Consumer Behavior

Importance and Difficulty of Understanding Consumer Behavior – Cultural Influences – Psychological Determination of Buyers Behavior – Decision Making Process in Buying – Need for Study – Consumer Buying – Decision Process – Buying Motives – theories of Consumer Behavior .

Books for Reference:-

1. Adrian Palmer (2001), Principles of Services Marketing, 3rd Edition, McGraw –Hill Book Co ,Singapore
2. Gupta C.B. & Dr. Rajan Nair (1996), Marketing Management, 7th Edition, Sultan Chand & Sons, New Delhi.
3. Philip Kotler & Kevin Lare (2007), Marketing Management, 12th Edition, Dorling Kindersely (India) Pvt, New Delhi.
4. Varshney R.L. and S.T. Gupta (2004), Marketing Management, 1th Edition, Indian Institute of Foreign trade, New Delhi.
5. William J. Stanton & Charles Futrell (1987), Fundamentals of Marketing, 8th Edition, McGraw –Hill Book Co., Singapore.

C4: ORGANISATIONAL BEHAVIOUR AND RESEARCH**Objectives:-**

1. To introduce the research scholars to the areas of human reactions to managerial decisions ·
2. To help the research scholars understand the behavior of others in any situation from research perspectives·

Unit – I:

Fundamentals of organizational behavior : Dynamics of people and organizations – Models of organizational behavior Custodial Model – Supportive Model – Social System – Social Culture – role – Status – Organizational culture – Limitations of organizational behavior.

Unit – II:

Motivation and Job Satisfaction: Human needs and wants – Motivation – Theories of Motivation – Maslow’s and Herberg’s Theories – valance and expectancy model – Job satisfaction – factors leading to job satisfaction – involvement and Organizational commitment.

Unit – III:

Group Dynamics and Team Building: Concept of Group Dynamics – Group behavior – Problems in group formation – Structural approach – Weakness of group. Ingredients of effective team building process – Skills needed for team building – Team work.

Unit – IV:

Leadership and conflict management: Concept of Leadership – Traits of effective leader – Positive and Negative leader. Power49 - styles – autocratic, participative and free rein leader. Managerial Grid model – Situational leadership – Conflict Management – Traditional and behavioral views of conflict – Conflict resolution modes – Contingency approach – Conflicts in organizations – Managing conflicts in organizations.

Unit – V:

Organizational changes and organizational development – technological changes and behavior – technological features – TQM – flexi system – Nature of work change – Responses to changes – Resistance to change – Reasons for resistance – Implementing changes effectively – Three stages of changes – Organizational learning curve of change – Building support for change. Understating organization development – Characteristics of organizational development – Process of organizational development – Benefits & Limitations of organizational development.

Books for reference

1. Dwivedi, R.S, (2008), Human Relations and Organisational Behaviour, Oxford & IBH.
2. Stephen P. Robins, (2007), Organisational Behaviour, Pretice Hall of India Ltd, New Delhi.
3. Fred Luthans, (2005), Organisational Behaviour, Tata McGraw Hill Company Ltd, New Delhi.

C4. PRODUCTION AND MATERIAL MANAGEMENT**Objectives:-**

1. To Focus on Issues, Techniques and system for production and material management.
2. To impart knowledge on Production and Material Management.

UNIT-I: SCOPE AND SIGNIFICANCE OF PRODUCTION MANAGEMENT

Production, operation function - objectives of production management, scope of production management, Type of production and production interface with other functional area of business, Plant locations - factors affecting plant layout - different type of layouts and their suitability.

UNIT-II: PRODUCTION PLANNING, SCHEDULING AND MONITORING SYSTEM

Concept and need of production planning - factors - Elements of production planning, capacity planning - Aggregate planning - Method study - Work measurement - Time study - Motion study _ Scheduling.

UNIT -III: MATERIAL MANAGEMENT

Concepts, objectives and importance of material management - Material handling - principles of materials handling- Material requirement planning.

UNIT - IV: INVENTORY CONTROL

Nature of inventory - types of inventory - cost of holding inventory - Techniques of inventory control - EOQ - VED analysis - ABC analysis.

UNIT- V: QUALITY CONTROL

Inspection and quality control, Statistical quality control - Techniques of SQC - Acceptance sampling - Control charts.

Books for reference:-

1. Matand T. Telsang; Production operations Management; S. Chand and Company LTD, First Edition; New Delhi; 2005 (for Unit-1 & 2)
2. C.B. Gupta; Operations management and control; Sulston Chand and Sons; New Delhi; Fourth Edition: 2006 (for Unit-3 &5)
3. E.S. Buffa; Modern production Operations Management - 7th Edition; Wiley Eastern Ltd.1980.New Delhi.
4. Raymond R. Mayor; Production Management; Wiley Eastern LTD. New Delhi;1980
5. Keith Lockyeer; Production Management; Wiley Eastern LTD; New Delhi. 1980. 4. Buffs and Miller; Production Inventory System; Rand and McNally and Co LTD; 1990.

C4: RETAIL MANAGEMENT AND RESEARCH**Objectives:-**

1. To enable the research scholars to understand the concepts of Retail Management.
2. To help the students gain orientation in retail management from the research perspective.

Unit I:

Retailing - Meaning - Definition - Characteristics - evolution of retailing in India - retailing principles - retail sales objectives - retailing in India - across the globe - reasons for retail growth - emerging trends in retailing - retail formats - store based; non-store based - traditional and non-traditional retailing - internet retailing - cyber retailing.

Unit II:

Store location - importance - selection of loyalty - site analysis - trading analysis - demand and supply density - site availability - trends in store location - retail marketing segmentation - significance - market segmentation process - key retail segments.

Unit III:

Inventory - reasons for holding inventory - methods of inventory control - selective inventory management - EOQ model - ABC analysis - VED analysis - FSN analysis - HML analysis - inventory costs - material handling - latest development in inventory management.

Unit IV:

Retail store operations - elements of retail store operations management of retail store - the role of centralized retailer - an integrated retailing approach - operations master schedule - store maintenance - energy management - retailing success tips.

Unit V:

Distribution management - distribution channel - functions of a distribution channel - channel levels - elements of physical distribution - wholesaling - classification and characteristics - warehousing - need - benefits - functions features and classifications of warehousing.

Books for Reference:-

1. Dr. Harjit Singh, (2009), Retail Management - A Global Perspective, Text and Cases, S.Chand & Company Ltd., New Delh.
2. Gibson G Vedamani, (2004), Retail Management:- Functional Principles and Practices, Jaico Publishing House, New Delhi.
3. Gourav Ghosal, (2010), Retail Management, Maxford Books Publishing House, New Delhi. 3.
4. Dr. L. Natarajan (2013), Retail Management, Margham Publications, Chennai.

C4: SUPPLY CHAIN MANAGEMENT AND RESEARCH**Objectives:**

1. To make the research scholars gain exposure basic concepts and components of supply chain Management.
2. To help the research scholars research the issues and problems associated with supply chain Management in a changing business environment

Unit I:

SCM – Definition – objectives – Evolution - need-Issues involved in developing SCM Framework-Types. SCM activities - constituents - Organisation. Logistics- Definition - History and Evolution- Objectives-Elements-activities importance- The work of logistics- Logistics interface with marketing-retails logistics-Emerging concept in logistics

Unit II:

Inventory: Concept, Inventory Classification, Functions of Factors affecting Stock levels, Maximum and Minimum Level, Order Point, Reorder Level, Perpetual Inventory System, Lead Time, Economic Order Quantity (EOQ), BASIC EOQ Model, Safety or Buffer Stock, Feedback Inventory Information System. Selecting Inventory Control Techniques: ABC Analysis, HML Analysis VED Analysis, SDE, GOLF, FSN SOS XYZ Classification. Just in Time (JIT)

Unit – III:

Logistics Management-Definition-Achievement of competitive advantage through logistics Framework-Role of Logistics management-Integrated Logistics Management- Evolution of the concept- model - process-activities Retail strategy and supply chains: Product life cycle – innovative and functional products – retail market segments – supply chain management excellence – skill requirements

Unit IV:

Electronic procurement (e-procurement) – Transport and delivery management – Packing and order management – Inventory and warehousing – Application architecture of Customer relationship management (CRM) – E-business logistics and its benefits.

Unit V:

Information Technology for supply chain management - Bull whip effect-IT in supply chain-Business Process Reengineering-enterprise resource planning-EDIProblems with EDI-Impact of Internet on SCM- Theory of Probability: Probability as a concept; Basic probability rules; Tree diagrams; Conditional probability; Mutually exclusive events and independent events; Bayes' Theorem or Inverse probability rule. [6L] Probability distribution of a Random Variable- Estimation: point and interval estimation; Criteria of a good estimator; Methods of Point Estimation – The Method of Maximum Likelihood and The Method of Moments

Books for reference:-

1. Satish C. Ailawadi & Rakesh Singh : Logistics Management, Prentice-Hall of India Pvt Ltd., New Delhi, 2005
2. Donald Waters : Logistics. Palgrave Macmillan, New York, 2004
3. Krishnaveni Muthiah : Logistics Management & World Sea borne Trade, Himalaya Publishing House, Mumbai, 1999
4. Inventory management by .Sridhara Butt –publishers Himalaya publishing House -2007.
5. Satish C. Ailawadi & Rakesh Singh : Logistics Management, Prentice-Hall of India Pvt Ltd., New Delhi, 2005
6. Sarika Kulkarni : Supply Chain Management, Tata Mc- Ashok Sharma Graw Hill Publishing Co Ltd., New Delhi,2004