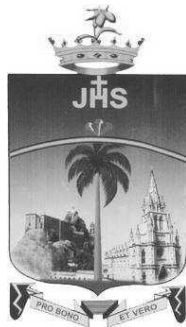


# M.PHIL. SYLLABUS - 2013

## COMMERCE



**DEPARTMENT OF COMMERCE**  
**St. JOSEPH'S COLLEGE (Autonomous)**  
*Accredited at 'A' Grade (3<sup>rd</sup> 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 consecutive year.

2. **Course Work** :

Semester – I			Semester - II		
Course	Title	Cr	Course	Title	Cr
C1	General 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 Subject	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 <sup>nd</sup> Week
End Semester Test	February 2 <sup>nd</sup> Week
Semester Examinations	February 4 <sup>th</sup> Week

Scholar should acquire **a minimum of 20 marks from CIA to appear for SE**. 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).

2b(i). In course C1 on '**General Skills for Teaching & Learning**' the first 3 units are common to all the departments of our college. 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 course subject at the Allied / UG level.

This paper 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 would likely to acquire in the Education Industry. Thus only for the course (C1) the written component is 60% and Practical component 40% both in CIA and SE.

2b(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.

2. c. Question papers for C1, C2 & C3 are set by external examiner.

2. d. Question paper for C4 will be set and valued by the Research Advisor only.

### 3. CREDITS

S E M E S T E R - I	Courses	Title		Contact Hrs.	Library Hrs.	Total Hrs.	Cr	CIA Mk	SE Mk	Total Mk
	C1	General 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 Subject		5	5	10	5	40	60	100
	C4	Guide Paper		5	5	10	5	40	60	100
<b>Total</b>				<b>20</b>	<b>18</b>	<b>38</b>	<b>17</b>	<b>160</b>	<b>240</b>	<b>400</b>

S E M E S T E R - I I	C5 - D I S S E R T A T I O N	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			
<b>Total</b>		<b>8</b>	<b>100</b>		<b>8</b>	<b>100</b>	

#### 4. Question Pattern

	Course	Mid & End Semester Tests and Semester Examinations		
	Science	C1	Section A : Short Answers	7/9
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 Examination **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 1<sup>st</sup> 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 mark for 90% as stated above to the COE in a sealed cover**

### 5.3 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.

### 5.4 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:

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 pass the courses in more than one attempt shall be declared to have completed the programme under II Class.

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

**M.Phil. Commerce Course Pattern – 2013**

<b>Sem</b>	<b>Code</b>	<b>Title of the paper</b>
<b>I</b>	13 MCO 101	Course – C1 : General Skills for Teaching and Learning
	13 MCO 102	Course – C2 : Research Methodology
	13 MCO 103	Course – C3 : Research Perspectives in Functional Management
	13 MCO 104A	Course – C4 : 360 Degree Feedback
	13 MCO 104B	Course – C4 : Investment Analysis and Portfolio Management
	13 MCO 104C	Course – C4: Modern Marketing Services Principles and Techniques
	13 MCO 104D	Course – C4 : Financial Management
	13 MCO 104E	Course – C4 : Micro Finance in Rural Development
	13MCO 104F	Course – C4 : Job Satisfaction
	13 MCO 104G	Course – C4 : Dimensions and Dynamics of Leadership
	13 MCO 104H	Course – C4 : Marketing Management and Gift Selection Strategies
	13 MCO 104I	Course - C4 : Human Resource Management
13 MCO 104J	Course - C4 : Marketing	
<b>II</b>	13 MCO 205	Course – C5 : Dissertation

## **13MCO101 C1 : GENERAL SKILLS ON TEACHING AND LEARNING Objectives**

- To enhance the employability of the students by empowering them with soft skills.
- To provide students a theoretical background of educational psychology and its important concepts.
- To help them understand the application of theories in education practice
- To enable them to understand the nature of growth and development, learning, motivation and its various educational implications.

### **Unit - I Soft Skills**

Communication Skills – Oral – Written – Verbal – Non verbal – Aids and Blocks – Intrapersonal and interpersonal Communication – Effective Communication. Behavioral Skills- Attitude – Time Management – Leadership – Team Building. Lateral Thinking – Conventional Teacher and Lateral teacher – Creativity and Innovation. Facing Interviews- Different types of Interviews – Dress Code – Do's and Don'ts Frequently asked questions – Preparing a Resume – Mock Interviews. Group Dynamics – Knowledge – Leadership Thinking – Listening – Group GD's.

### **Unit - II E-Learning & E-Teaching**

An overview of Microsoft Office – 2007 MSWord 2007: MS Excel 2007 MS PowerPoint – 2007 Concepts in E – Resources and E-Design: World Wide Web Concepts – in e – Resources and e – Design : World Wide Web concepts – Making use of Web Resources – Web site Creation Concepts – Creating a Web pages by using web page Editors – Creating Web graphics – Creating Web Audio files.

### **Unit - III Elements of Technology of Teaching and Learning**

Psychology – Meaning Branches Scope and Methods – Emerging areas of Educational Psychology – Kinds and Levels of Learning Different theories of Learning – Factors Affecting Learning – intrinsic and extrinsic of motivation – Motivation – memory and forgetting – approaches to Learning (Pavlov, skinner) Creative Thinking – Theories of Intelligence.

### **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 good test – Reliability, Validity, Objectivity, Discriminative power adequacy-Usability-Standardization of Test norms-Planning of different types of test –Step of construction –Administration and execution of different types of teacher made Test-Concepts of measurement and evaluation with reference to Educational Process –Functions of measurement and evaluation in commerce Education.

### **References**

#### **Unit – I**

- Alex (2009), *Success through Soft Skills*, 1<sup>st</sup> edition, S. Chand and Company Ltd. New Delhi.
- Ravindran *et al.* (2007), *Success through Soft Skills*, Published by Institute for Communication and technology, Trichy.

#### **Unit – II**

Joyce Cox, & Curtis Frye (2007), *Microsoft Office System*, Prentice Hall of India Pvt. Ltd., New Delhi, 2007, Chapters: 1-8, 13-16  
Margaret Levine Company Ltd, (2007), New Delhi, Chapters: 18, 25-30

#### **Unit – III**

*Educational Psychology in Classroom* – Lindaren Henry-Asia Publishing  
*Home Psychology of Classroom Learning* – Holt Richard

#### **Unit – IV & V**

1. Mohanty J (1988) *Indian Education in the Emerging Indian Society*, Bangalore.
2. Yadav & Yadav (1986) *Education in the Emerging Indian Society*, Tandon Publication.
3. *In Introduction to psychological testing and statistics* – Prof. Dandekar and Prof. Rajaguru, Sheth Publishers, Bombay.

## **13MCO102 C2 : RESEARCH METHODOLOGY Objectives**

- To enable the students to understand the basic concepts of research methods.
- To expose the students to have all though 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 - Coefficient 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.

### **Text Book**

Kothari, C.R. (2007), Research Methodology, Sultan & Chand, New Delhi.

### **Reference**

1. Hudric Robert G. (1969), Business Research Concepts and Practice, International Text Book Company, New Delhi.
2. Young Paulin V. (2000), Scientific social surveys and Research, Prentice Hall Simon & Schuster (Asia)(P) Ltd., Singapore.

**Unit - I**

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

**Unit - II**

Research for Marketing decisions – Research brand – Equity - Positioning – Loyalty – Switching – Promiscuity - Double jeopardy – Research media Effectiveness - Consumer behaviors - Market segmentations - Marketing Research – Role of Marketing research – Typical application of Marketing Research.

**Unit - III**

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

**Reference**

1. Prasad L.M (2008), Human Resource Management, Sultan Chand and Sons New Delhi.
2. Philip Kotler (2008), Marketing Management, Prentice hall of India (P) Ltd., New Delhi.
3. Maheswari SN (2008), Financial Management, Sultan Chand and Sons, New Delhi
4. Bhushan YK (2006), Fundamentals of Business organization and Management, Sultan and Sons, New Delhi.
5. Kapoor VK (2007), Operation Research. Sultan Chand and Sons, New Delhi.

**Unit – I**

Feedback: Meaning – Types – Application : 360 Degree Feedback – Definition – Meaning – Goals – Uses – Advantages – Limitation – Abuses – Attitudinal Barriers towards 360 Degree Feedback – Common Mistake in using 360 Degree Feedback.

**Unit – II**

Criteria for Successful Implementation; Process – Developing the Questionnaire – Content of Questionnaire - Developing and Distributing Results – Ensuring Confidentiality – Providing Training / Orientation – Administering the Questionnaire – Analyzing the Data –Manager Potential Index; Method of 360 degree Feedback – RSDQ Model – IPD Model

**Unit – III**

360 degree Feedback and employee development – Performance Appraisal – 360 degree Feedback Performance Management System – Assessment Design – Training Need Assessment – Evaluation of Training – Attitude Survey – Organizational Climate Survey- Integration of 360 degree feedback with PMS - Indian Experience in 360 Degree Feedback and PMS.

**Unit – IV**

360 degree feedback and Leadership Development – Assessment with in Performance System Model – Significance of PSM to trainers and Consultants

**Unit – V**

360 degree Feedback and Customer – Supplier Relationship Logistics – 360 degree feedback and Financial Audit – Performance Appraisal – Shareholder Meeting – Marketing research.

**References****Books**

1. David W. Bracken, *et al* (2001), The Handbook of Multisource feedback, 1<sup>st</sup> edition, Published by Jossey – Bass / Pfeiffer, Sanfrancisco
2. David A Waldman, & Leanne E Atwater (2007), The Power of 360 Degree Feedback, 3<sup>rd</sup> Edition, Published by Gulf Publishing Company, Houston Texas.
3. John E.Jones, & Willam L.Bearley (1996), 360 Degree Feedback, 2<sup>nd</sup> Edition, Published by Lake Wood Publication, Minneapolis.
4. John W. Fleenor *et al* (2008), Leveraging the Impact of 360 Degree Feedback, Published by Pfeiffer, Sanfrancisco
5. John C. Maxwell (2005), The 360 Degree Leader, Published in Nashville, Tennessee by Thomas Nelson California.

6. Lawrence John cipolla (2009), Building Performance – Based 360 degree Assessments from Design to delivery, 1<sup>st</sup> edition, Published by Adams business and Professional, NewYork.
7. Michael Armstrong & Angela Baron (2007), Performance Management , 3<sup>rd</sup> edition Published by Jaico publishing House Mumbai.
8. Rao Nandini & Chawla T.V (2004), 360 Degree Feedback and assessment and Development Centres, 1<sup>st</sup> edition Published by Anurag jain for Excel Books. New Delhi
9. Rao Raju & Rao T. V (2008 ), The Power of 360 Degree Feedback, 1<sup>st</sup> edition published by Sage, Response Books, New Delhi.
10. Rao Nandini & Chawla T.V (2003), 360 Degree Feedback and assessment and Development Centres, 1<sup>st</sup> edition Published by Anurag jain for Excel Books. New Delhi
11. Richard Lepsinger, & Anntoinette D.Lucia, (1997), The Art and Science of 360 Degree Feedback, 1<sup>st</sup> edition, Published by Jossey-Bass/Pfeiffer, Sanfrancisco.
12. Rao Nandini & Chawla T.V (2005), 360 Degree Feedback and assessment and Development Centres, 1<sup>st</sup> edition Published by Anurag jain for Excel Books. New Delhi
13. Rao T.V, & S. Ramnarayan (2009 ), Life After 360 Degree Feedback and ADCs, 1<sup>st</sup> edition published by Sage, Response Books, New Delhi.
14. Rao T.V (2004), Performance Management and Appraisal Systems 1<sup>st</sup> edition Published by Sage, Response Books, New Delhi 262-294
15. Walter W. *et al* (1998), Maximizing the value of 360 Degree Feedback, 1<sup>st</sup> Edition, Published by Jossey – Bass, Sanfrancisco

### **Websites**

16. <http://www2.appraisal360.co.uk/360-degree-feedback-FAQ.htm#what-is-360-degree-feedback> assessed on 04.09.2009 at 2.15Pm
17. <http://www.citehr.com> assessed on 04.09.2009 at 2.30Pm
18. [http://humanresources.about.com/od/managementtips/a/set\\_example.htm](http://humanresources.about.com/od/managementtips/a/set_example.htm) assessed on 04.09.2009 at 2.55 Pm
19. <http://www.360itsrealbeauty.com/homepage/Default.aspx> assessed on 06.09.2009 at 5.35 Pm
20. <http://www.talentsmart.com/products/surveys.php?ID=1> assessed on 06.09.2009 at 6.15 Pm
21. <http://www.sfgate.com> assessed on 15.09.2009 at 11.52Am
22. <http://www.bowlandsolutions.com/360-degree-feedback.html> assessed on 24.09.2009 at 7.15 Am
23. <http://www.chartcourse.com/360assessment.html> assessed on 04.10.2009 at 3.15 Pm
24. <http://www.360degreefeedback.net/media/13CommonMistakes.pdf> assessed on 17.10.2009 at 12.00 Noon

25. <http://www.custominsight.com/360-degree-feedback/360-delivering-feedback.asp> assessed on 19.10.2009 at 9.15Pm
26. <http://www.amazon.com/360-Degree-Feedback-Performance-Improvement/dp/0814403263#reader> assessed on 19.10.2009 at 9.38 Pm.
27. <http://www.actionknowledge.com/default.aspx> assessed on 22.10.2009 at 4.56 Pm
28. <http://www.tvrls.com/> assessed on 29.10.2009 at 10.45 Pm
29. <http://www.appraisal-smart.com/360-Degree-Feedback-Appraisal.htm> assessed on 29.10.2009 at 10.50 Pm
30. [www.emeraldinsight.com](http://www.emeraldinsight.com) assessed on 2.11.2009 at 5.45 Pm
31. <http://www.fullcirclefeedback.com/experience/> assessed on 4.11.2009 at 6.20 Pm
32. <http://www.businessballs.com/performanceappraisals.htm#360%20degree%20feedback%20360%20degree%20feedback> assessed on 4.11.2009 at 6.40 Pm
33. <http://www.chrmglobal.com/Articles/175/1/Constructive-Feedback-or-Negative-Criticism.html> assessed on 4.11.2009 at 6.55 Pm
34. <http://www.dummies.com/how-to/content/giving-constructive-feedback.html> assessed on 4.11.2009 at 7.00Pm
35. <http://www.panoramicfeedback.com/> assessed on 4.11.2009 at 7.20 Pm
36. [http://www.managingyourmind.com/feedback\\_assessments\\_wp.html](http://www.managingyourmind.com/feedback_assessments_wp.html) assessed on 08.11.2009 at 5.23 Pm
44. <http://www.shl.com/WhatWeDo/Development/Pages/360Multi-Rater-FeedbackSystem.aspx> assessed on 08.11.2009 at 10.55 Pm
45. <http://www.springerlink.com/> assessed on 17.12.2009 at 7.41 Pm

### Journal

46. *Educational Measurement*, 10(1973) 287–295.
47. *Excellence in College Teaching*, 6(1), 45–56.
48. *Economics of Education Review*, 21(3), 287–295.
49. *A Newsletter for Academic Administrators*, 2(3), 2.
50. *The disciplinary journal of pedagogy. Change*, 25(1993), 44–51.

**Unit – I**

**Financial Management** – Meaning – Definition - Objectives – Functions – Scope – Evolution – Fundamental Principles of Finance – Financial Management with other areas — Emerging role of Financial Management in India.

**Unit – II**

**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 – III**

**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 – IV**

**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 – V**

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.

**References**

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

**Unit-I: Marketing of services: An Introduction**

Meaning of Services-Definitions- Characteristic Elements of Services-Major Components of Marketing of Services-Need/Importance of Marketing of Services-Classification of Services-Distinction between Goods and Marketing of Services-Dynamic Environment for Services-Technological Development in Marketing of Services-Services Marketing-Mix-Context for Marketing of Services-Factors Affecting Development of Services Marketing-International Services Marketing-Future Trends.

**Unit-II: Knowledge of Buyer Behaviour, Expectations and Identifying Customer Groups in services**

Consumption Values-Classification of the Decision-Making Process-Risk Reduction Strategies-Significance of Culture in Services-Values and Attitudes Differ Across Culture-Customers' Expectations-Antecedents-Factors Affecting Customer Expectations-Role of Consumer Expectations-Managing Consumer Expectations-Model of Customer Service Expectations-Issues Involving Service Expectations-Identifying Customer Groups-Kinds of Customer Groups.

**Unit-III: Customers Perception and the Service Quality**

Customers Perception-Strategies Affecting Customer Perceptions-The Evidence of Service-Distinction between Satisfaction and Service Quality-Meaning of Customer Satisfaction-What Determines Customer Satisfaction-Meaning of Service Quality-Outcome-Interaction and Physical Environment-Underlying Principles-Electronic Service Quality-Service Encounters The Foundation for Satisfaction and Service Quality-Meaning of Service Encounters-Different Kinds -Significance-Sources-Critical Incidents.

**Unit-IV: Focusing on Employees' role and empowerment in service Delivery**

Role of Service Employees-Service Job Characteristics-Boundary Spanning Roles-Strategies for closing Gap3-Service Culture-Empowerment-Advantages-Costs-Degrees.

**Unit-V: Focusing on customers' role in service delivery**

Defining Customer Service-Significance of Customers in Service Delivery - Centralising Response Function through Telecommunication-Consumers Roles-Designing an Effective Customer Service Organisation-Generalization for Effective Program Implementation.

**References**

1. Jain J.N. & P.P.Singh (2007), Modern Marketing of Services: Principles and Techniques, Paperback Regal Publications, New Delhi.
2. Vallarie A Zeithaml and Mary Jo Bitner, (2003), Services Marketing, Integrating Customer focus across the Firm, 3<sup>rd</sup> Edition, Tata Mcgraw-Hill PUBLISHING Company Ltd., New Delhi.



### **Unit – I Financial Management**

Meaning – Objectives – Scope – Nature – Sources of finance – Organization of finance function – Fundamental Principle of finance – Liquidity versus Profitability – Financial Decisions in a firm – Role of Finance Manager in changing scenario – Methods of Finance Management – Financial Management Science or art - Financial forecasting – Meaning – Technique – Utility – Short-term and Long-term Finance.

### **Unit – II Cost Of Capital and Leverages**

**Cost of capital:** Meaning – Definition - Importance – Classification of Cost of Capital – Determination of Cost of Capital – Capital Asset Pricing Model – Divisional and Project Cost of Capital – Weighted average cost of capital – Factors affecting weighted average cost of capital.

**Leverages:** Meaning – Types – Operating leverages – Meaning – Utility - Computation - Degree – Financial Leverages –Meaning – Utility – Degree – Measure Alternative definition of Financial Leverages – Composite Leverage – Significance of Operating and Financial Leverages – EBIT and EPS Analysis.

### **Unit – III Capital Budgeting and Capital Structure**

**Capital budgeting:** Meaning – Nature – Importance – Techniques – Net Present Value – Internal Rate of Return – Pay back period – Discounted cash flow.

**Capital Structure:** Meaning – Elements – Capital Structure theories – Assumptions – Definition and Symbols – Net Income approach – Net Operation Income approach – MM Approach – Traditional Approach – Determinants of Capital Structure – Capitalization – Over and Under Capitalization – Merits and Demerits.

### **Unit – IV Leasing And Dividend**

**Leasing:** Meaning – Characteristics of the Lease type – Types – Advantages – Disadvantages – Similarities in Lease and Hire purchase – Difference in Lease and Hire purchase – Lease analysis from the Lessee's Perspective – Evaluation of a Lease versus Purchase decision – Lease Analysis from the Lessor's Perspective.

**Dividend:** Meaning – Dividend policy – Nature of dividend decision – Dividend Theories – Walter's Model – Gordon Model – MM's Models – Forms of Dividend – Determinant of Dividend policy.

### **Unit – V Working Capital Management**

Working Capital policy – Overall consideration – Importance of Working Capital Management – Components – Factors Influencing the Working Capital requirements – Profitability/Liquidity Trade off – Estimating Working Capital requirements – Operating Cycle method – Percent of sales method – Finance Manager's role in working capital management.

**Receivable management:** Meaning – Credit policy: Nature and Goal – Credit policy variables – Factoring.

**Inventory Management:** Meaning – Need – Importance – Objectives – Techniques – Inventory management process.

**Cash management:** Meaning – Importance – Factors affecting cash balances – Motives of Holding cash.

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**Unit - I**

Entrepreneurial culture: Meaning – Stages in the entrepreneurial process – Barriers to entrepreneurship – Socio-economic origins of entrepreneurship – Environmental factors affecting entrepreneurship – Entrepreneurial structures – Characteristics of entrepreneurship – Conceptual model – Views of Schumpeter – Walker and Drucker – Theories of entrepreneurial origin – Entrepreneurs.

**Unit - II**

Entrepreneurial traits and motivation: Entrepreneur and enterprise – Entrepreneurs and managers – Traits of a true entrepreneur – Types of entrepreneurs – functions of an entrepreneur – Behavioral patterns of entrepreneurs – Motivating factors – Entrepreneurial ambitions – Compelling factors – Facilitation factors.

**Unit - III**

Source of Project Finance: Sources of finance – Sources of short term finance – Capitalization – Over and under capitalization – Overrun finance – Bridge finance – Venture capital. Marketing Channels: Concepts 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 - IV**

Entrepreneurial Development Programmes: Concepts 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 – Problem in Institutional framework – Evaluating EDPS.

**Unit - V**

Micro finance in rural development: Meaning – Definition – Scope – Need and importance – Characteristics – Criteria of SHG – Functioning-Features – Banking linkage programme – Micro credit – SHG History India – Nature – Accounting procedures in SHGs.

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**Unit-I**

Introduction: Meaning and Definition of job -Nature of job. Basic concepts: Worker, employees, employer, employee benefit, employee turnover, job involvement, organizational commitment, job sharing, job stress, job security.

Importance to worker and organization – Importance of job satisfaction – The myth of job satisfaction.

**Unit - II**

Meaning and definitions of job satisfaction – Essays in job satisfaction – Job satisfaction and job autonomy – Nature of job satisfaction – Theories of job satisfaction – Factors influencing job satisfaction – Trends in job satisfaction.

**Unit – III**

Sources of job satisfaction – Satisfaction and emotions – Relationship and practical implications – Development of job satisfaction – Workers' role in job satisfaction.

**Unit – IV**

Assuring job satisfaction – Minimizing job dissatisfaction and turnover – Measuring job satisfaction.

**Unit - V**

Job satisfaction and organizational stress job performance – Job satisfaction and organizational commitment – Job satisfaction and working time, working – life balance – Research on job satisfaction – Job satisfaction and job quality – Organizational stress and burnout.

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### **Unit - I Introduction of Leadership**

Definition and characteristics of leadership – Functions and responsibilities of a leader – qualities of leader – Principles of leadership – degrees of leadership – leadership skills – developing leadership skills – adaptive leader – goals of leadership

– interaction between leaders and followers - leaders vs. manager – leadership deficiencies – the metric for leadership – approaches to or facets of leadership – factors affecting choice of leadership – program for improving leadership.

### **Unit - II Theories of Leadership**

Traditional theory – Behavioral theory – Contingency theory – Modern theory – leadership behaviour continuum theory – Rensis Likets Job – Centered employee centered theory – Two Dimension theory – Fiedlers contingency theory of leadership – Path Goal leadership theory.

### **Unit - III Styles/Types Of Leadership**

Types of leadership – positive and negative leaders – Styles: Autocratic styles – Consultative or participative style – Laissez faire style Bureaucratic style – Manipulate style – Expert style –Effective style: Executive style – developer style –Benevolent autocrat style and Bureaucrat style.

Ineffective style : Compromiser style – Missionary style – Autocrat style and Deserter style – Reactive Leadership vs. Proactive Leadership - Leadership under cross cultural environment – Meaning, characteristics and principles of servant leadership - Transformation leadership – Coaching – Super leadership – Entrepreneurial leadership.

### **Unit - IV Power and Laws of Leadership**

Powers: Leaders power – Reward power – Coercive power – legitimate power – Expert power – Referent power – Physical power – Personality power – Resource power – Position power – Relationship power.

“The nine natural laws of leadership”: First law : A leader has willing followers – Second law: Leadership is a field of interaction - A relationship between leaders and followers –Third law: Leadership occurs as an event –Fourth law: Leaders use influence beyond formal authority –Fifth law: Leaders operate outside the boundaries of organizationally defined procedures – Sixth law: Leadership involves risk and uncertainty – Seventh law: Not everyone will follow a leader’s initiative – Eighth law: consciousness – Information processing capacity – creates leadership – Ninth law: Leadership is a self referral process.

## Unit - V Women Leadership

Women and leadership: The rise of women leaders - Challenges for women leaders – Bass and Avolio's suggest women's transformational leadership - Developing confidence in women leaders – Famous women leaders – Leadership in a family – Women leaders in the work place – Judy B.Rosener's Sexual static - Women leaders in the community – Women and creative leadership – Women as leaders – Way women lead.

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### **Unit – I Introduction**

Origin of Marketing – Evaluation – Nature – Definitions of Marketing – Functions of Marketing – Role of Marketing Management – New Concepts of Marketing – Importance of marketing – the scope of marketing – Marketing environment – MIS – need – Marketing research

### **Unit – II Buyer Behavior**

Introduction – Buyer behavior defined – Why study buyer behavior – Different types of Buying Motives – Stages of Buying process- Introduction of Organizational Buyer behavior – Definition – Nature – Buying Situations – Straight Rebuy – Modified Rebuy.

### **Unit – III Buyer Behavior**

Buyer value – satisfaction – Loyalty – Buyer income and expenditure – its distribution – importance of buyer behavior – Social influences – Group influences of buyer behavior – Psychological influences of buyer behavior – buyer decision process  
– types of buying behavior- Cultural Challenges to technology transfer – role of technology – technology transfer – technology of environmental destruction and conservation – value of traditional cultural knowledge – owns that technology.

### **Unit – IV Marketing strategies**

Developing marketing strategies and plans – Corporate and division strategic Planning – Business unit strategic Planning – Marketing planning – nature of marketing planning – Corporate planning – Market segmentation – Market targeting and positioning – Marketing Information system.

### **Unit – V Gift**

Gift – Origin of Gift – History of Gift – Definition of Gift – Types of Gift – Two worlds of gift – Gift giving and modern shifts in Society – Collaboration and sustainable gift giving

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**Unit- I HRM AND HRD**

Meaning – Definition – Futures of HRM - Objective of HRM – Function of HRM-Main HRM Activities – Scope of HRM – Evaluation & Growth of HRM, HRM versus Personal management – HRD Concepts – Training Education-Models of HRM-Aims of HRM-Policy and Goals of HRM-Characteristic of HRM-Development-Objectives of HRD-Rule and significance of HRD-Focus of the HRD System-Role of HRD Manager-Structure of HRD System.

**Unit-II Human Resource Planning**

The meaning and purposes of Human Resource Planning-The Role of Human Resource Planning-Aims of Human Resource Planning-Process of Human Resource Planning-Resourcing Strategy-Scenario Planning-Estimating Future Human Resource Requirement-Labour Turnover-Action Planning-Contribution of HR to Human Resource Planning-Problem of Human Resource Planning-Planning Process-Demand Forecasting-Supply Forecasting-Retaining Staffs.

**Unit-III The Recruitment And Selection**

The Recruitment Process-Identifying the Need to Recruit-Identifying the job Recruitment, Recruitment and Selection Skill-Job Analysis-Job Specification-Recruitment Source-Performance Appraisal-Purpose-Methods-Factor affecting Performance Appraisal-Attracting Candidates Advertising-Education and Training Establishments-Application Methods-Shifting Applications.

**Unit-IV Training And Development**

Introduction-Definition and purpose-Need for Manpower Training-Classification of Training Programme-Introduction and Orientation-Supervisors Training Programme-Induction and Orientation-Training for Top and Middle Management-Steps for designing the training programmes.

**Unit-V Promotion And Transfer**

What is Transfer-Objectives of Transfer-Different Type of Transfer-Transfer Policies-Limitation of Transfer-Promotion-Forms of promotion-Elements of Promotion-Objectives of Promotion-Promotion Policy.

**Unit-VI Labour Welfare And Social Security**

Principle of Labour Welfare Service-Welfare and Amenities with Establishment-Welfare outside the Establishment-Social security-Employee state insurance Scheme-Managing Health and Safety at Work-The Importance of Health and Safety in the Work Place-Benefit of Work Place Health and Safety-Health and Safety Policies-Conducting Risk Assessment-Safety Inspection-Health and Safety Training.

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**Unit: I Marketing and Customer Relationship**

Introduction - Meaning of markets - Definition of marketing – classification of markets – Approaches to study of marketing- Nature and scope of marketing plan-marketing goals –Selling and marketing concepts – Marketing practices – Role of marketing research – marketing Process – Marketing offers, services and experiences.

**Unit: II Marketing Environment & Information**

Marketing intermediaries – Demographic environment – Economic Environment – natural environment – Political environment Technological environment – cultural environment – Internal Data – Developing the research plan – customer relationship Management – international marketing- public policy and ethics in marketing research reviewing the concepts.

**Unit –III Consumer Buying Behaviour and Marketing Channels**

Cultural Factors – Social Factors – Personnel Factors – Psychological Factors – Habitual buying seeking buying behaviour – No: of Channel levels – Channel behaviour – Vertical Marketing system – Horizontal Marketing systems – Multi Channel Distribution Systems- Changing Channel Organizations – Nature and Importance of Marketing logistics – Major Logistics Function – Integrated logistics Management.

**Unit –IV Agricultural Marketing and Economic Development**

Introduction – Concepts of agricultural marketing – Importance of agricultural Marketing in economic Development – History of agricultural marketing – Growth of agricultural Marketing Traditional Rural Systems- Government intervention – Regulation of agricultural marketing – Objectives of agricultural marketing – Agricultural options – Agricultural imports and their types.

**Unit –V Growth and Development of Agriculture In Paddy**

Introduction of paddy systems- recent development – varieties of paddies - Paddy processing – Manufacturing – Marketing – Paddy exports activities – Distribution Strategies – Paddy storage and ware housing – Uses of paddy system – Methods of Paddies – Agriculture Credits and loans – Importance of Agriculture in India.

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