

**Ph.D.
(Management)**

**Syllabus
2022 – 2023**



DEPARTMENT OF MANAGEMENT

FACULTY OF ARTS, SCIENCE, COMMERCE AND MANAGEMENT

KARPAGAM ACADEMY OF HIGHER EDUCATION

(Deemed to be University)

(Established Under Section 3 of UGC Act, 1956)

Accredited with A+ Grade by NAAC in the Second Cycle

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DEPARTMENT OF MANAGEMENT
FACULTY OF ARTS, SCIENCE, COMMERCE AND MANAGEMENT

Ph.D. SYLLABUS

(2022 – 2023 Batch and Onwards)

Course Code	Name of the Course	Instruction hours / week	Credit(s)	Exam Duration	Maximum Marks	Page No.
22RMGT101	Paper-I: Research Methodology and Pedagogy	4	4	3	100	2
22RMGT201	Paper-II: Research Publication Ethics	4	4	3	100	4
22RMGT301	Paper III: Special Paper I - Advanced Entrepreneurship	4	4	3	100	6
22RMGT302	Paper-III: Special Paper II - Advanced Financial Management					8
22RMGT303	Paper-III: Special Paper III - Advanced Marketing Management					10
22RMGT304	Paper-III: Special Paper IV -Advanced Operations Management					12
22RMGT305	Paper-III: Special Paper V -Corporate Human Resource Management					14
22RMGT306	Paper-III: Special Paper VI - Corporate Social Responsibility, Business Ethics and Corporate Governance					16
22RMGT307	Paper-III: Special Paper VII - Project Management					18
22RMGT308	Paper-III: Special Paper VIII - System Management					20
22RMGT309	Paper-III: Special Paper IX - Advertising and Salesmanship					22
22RMGT310	Paper-III: Special Paper X - Service Marketing					24
	Total	12	12		300	

22RMGT101 RESEARCH METHODOLOGY AND PEDAGOGY**4H – 4C**

Instruction Hours / week: L:4 T:0 P:0

Marks: Internal: 0 External: 100 Total: 100

End Semester Exam: 3 Hours

COURSE OBJECTIVES:**To make the Learners**

- To impart knowledge in the concept of problem identification and research methodology
- To familiarize with basic of research and the research process
- To demonstrate the different types of research and its applicability
- To comprehend the knowledge of social research
- To exhibit in sampling design and sampling techniques
- To enrich the knowledge in writing a good research report.

COURSE OUTCOMES:**Learners should be able to**

1. Understand the concept of research process, research design and sampling techniques
2. Assess the various research tools and techniques in order to facilitate the research work
3. Calculate and apply the measure of central tendency and dispersion in decision making
4. Understand and Exhibit the statistical tools, parametric and non-parametric in research.
5. Analyse the research problem and design the blue print to capture data and analyse the same using appropriate statistical techniques and apply the learning lifelong.
6. Design a report to communicate the findings and suggestion to make business decision

UNIT I

Research- Scope and Significance- Types of Research- Research Process- Characteristics of Good Research- Identifying Research problem- Sampling Design- meaning- Steps in sampling-criteria for good sample design- Types of Sample Design- Probability and non-probability sampling methods. Measurement-Meaning- Types of scales.

UNIT II

Review of Literature- Data Collection-Types of Data- Sources- Methods of Data collection- constructing questionnaire- Establishing, reliability and validity- data processing- Coding-editing and tabulation of data. Report writing- Types of Report- Steps – Precautions for writing report- Norms for using Tables, Charts and diagram. Appendix: - Index, Bibliography.

UNIT III

Mean, Median and Mode- Parametric Test- Hypothesis testing- Z-test, t-test, F-test, Chi-square test- ANOVA- Correlation, Multiple Regression, Factor Analysis, Non- Parametric tests- Basic of Psychometric Test: Sign test, H test, U test and Run test.

UNIT IV

Quantitative Techniques- Operations Research- Scope and Models- Linear Programming formulation- Transportation Model- Assignment Model- Mathematical formulations of problems and applications in decision making- Queuing theory- Decision Theory- Simulation model.

UNIT V

Pedagogical methods in higher Education

Objectives and roll of higher education- Important characteristics of an effective Lecture –Quality teaching and learning- Lecture preparation-Characteristics of instructional design-Methods of teaching learning: Large group – Technique - Lecture, Seminar, Symposium, Team teaching, Project, Small group Technique – Simulation, role playing Demonstration, brain storing, case discussions, and assignment, Methods of evaluation – Self-evaluation, student evaluation, Diagnostic testing and remedial teaching – question banking – Electronic media in education: - ‘e’ learning researches – web based learning.

REFERENCES:

- Donald Cooper, (2000). Business Research Methods, Tata Mc Graw Hill, New Delhi
- Gupta S.P (2001), Statistical Methods, Sultan Chand & Sons, New Delhi
- Kothari, C.R, (2002), Research Methodology, Wishwa Prakasam, New Delhi
- Krishnaswami, (2003), Methodology of research in social Sciences, Himalaya Publishing House, New Delhi
- Pannerselvam, R. (2004) Research Methodology, Prentice Hall of India, New Delhi
- Sterling (2003), Research Methods for Management and Commerce, Tata MC Graw Hill, New Delhi
- Vedanayagam, E. G (1989) Teaching Technology for college Teachers, New Delhi: Sterling Publishers (P) Ltd.
- Rajasekar S (2005) Computer Education and Educational computing, Hyderabad, Neelkamal Publications
- Kumar K.L (1997) Educational Technologies, New Delhi, New Age International.
- Kanthi Swarup P.K Gupta, Man Mohan “Operations Research”, Sultan Chand and sons, New Delhi

RESEARCH PUBLICATION ETHICS**22RMGT201****4H – 4C**

Instruction Hours / week: L:4 T:0 P:0

Marks: Internal: 0 External: 100

Total: 100

End Semester Exam: 3 Hours

COURSE OBJECTIVES:**To make the Learners**

- To impart knowledge in the concept of philosophy
- To familiarize with basics of philosophy
- To demonstrate the publication ethics and its applicability
- To comprehend the knowledge of developing e-content
- To exhibit the publication misconduct
- To enrich the knowledge in integrated library management system

COURSE OUTCOMES:**Learners should be able to**

1. Understand the concept of philosophy
2. Assess the basics of philosophy
3. Apply the publication ethics and its applicability in research publication
4. Understand and Exhibit the developing e-content
5. Analyse the publication misconduct
6. Understand and develop learning management system

UNIT I: Philosophy and Ethics

Introduction to Philosophy: Definition, nature and scope, concept, branches – Ethics: Definition, moral philosophy, nature of moral judgments and reaction.

UNIT II: Scientific Conduct

Ethics with respect to science and research – Intellectual honesty and research integrity – scientific misconduct: Falsification – Fabrication – Fabrication and Plagiarism (FFP) – Redundant publications: duplicate and overlapping publication-salami slicing- selective reporting and misrepresentation of date.

UNIT III: Publication Ethics

Publication Ethics: Definition, introduction and importance- Best practices/ standards setting initiatives and guidelines: COPE, WAME, etc. – Conflicts of interest – publication misconduct: definition, concept, problems that lead to unethical behavior and vice versa, type- violation of publication ethics, authorship and contributing and appeals- predatory publishers and journals.

UNIT IV: Publication Misconduct

Group discussions: Subject specific ethical issues, FFP, authorship – conflicts of interest- complaints and appeals: examples and fraud from India and abroad.

Software Tools: Use of Plagiarism software tools like Turnitin, Urkund and other open source software tools.

UNIT V: Database and Research Metrics

Database: indexing database- citation database: web of science, Scopus, etc.

Research Metrics: impact factor of journal as per Journal Citation Report, SNIP, SJR, IPP, Cite Score – Metrics: h-index, g index, g index, I 10 indices, Altmetrics.

UNIT VI: Development of E-content and IPR

Integrated Library Management System (ILMS): e-journals – e-books – e-shodhsindu – shodhganga – database – e-content development – Learning Management system (LMS) – e-PG – Pathshala – CEC (UG) SWAYAM – MOOCs – NPTEL – NMEICT.

IPR: Patent – Copyrights- Trademark – Geographical Indication.

PRACTICE:

Open access publishing

Open access publications and initiatives - SHERPA/RoMEO online resource to check publisher copyright & self -archiving policies-software tool to identify predatory publications developed by SPPU-Journal finder / journal suggestion tools viz. JANE, Elsevier Journal Finder, Springer Journal Suggester, etc.

ADVANCED ENTREPRENEURSHIP**22RMGT301****4H – 4C****Instruction Hours / week: L:4 T:0 P:0****Marks: Internal: 0****External: 100****Total: 100****End Semester Exam: 3 Hours****Course Objectives:**

- To provide theoretical foundations of entrepreneurship
- To acquaint students with the special challenges of starting new ventures and introducing new product and services ideas
- To train the students on entrepreneurial ethics and project management
- Knowledge on various sources of institutional finance
- Knowledge on project management and implementation
- To get acquainted with various categories of project and factors determining in successful completion of project

Course Outcomes:

1. To inculcate entrepreneurial skills and foster entrepreneurial development
2. Evaluate the best sources of finance suitable for financing projects
3. Categorize the financial plan considering the borrowing capacity of entrepreneurs
4. Design the project and undergo feasibility analysis to implement the project
5. Analyze the categories of project and define the role of project manager
6. Communicate effectively the promotion of entrepreneurship in building all-round industrialization

UNIT I

ENTREPRENEURSHIP DEVELOPMENT: Entrepreneur – Importance – Entrepreneurship Development - its importance – Role of Entrepreneurship – Entrepreneurial Environment. Evolution of Entrepreneurs - Entrepreneurship Development and Government Assistance.

UNIT II

SOURCES OF FINANCE: Various sources of finance available: Long Term Sources – Equity Shares, Preference Shares and Debentures – Kinds of Private Placements – IPO – SEBI – FDI – Institutional Finance – Banks – IDBI, IFCI, IIBI, ICICI, SIDBI, SFC's in India – Short term sources – Sources of Working Capital.

UNIT III

PREPARING THE FINANCING PLAN: General Considerations – Construction financing – Long term financing – withholding tax considerations – estimating the borrowing capacity of a project – Loan repayment parameters.

UNIT IV

PROJECT MANAGEMENT: Concept of a project – Categories of a project – Project Life Cycle – Definition of project management – Project as a conversion process – Project Environment – Complexity of Projects – Relationship between project management and line management – Current issues in project management – System approach to project management – Roles and Responsibilities of Project Manager.

UNIT V

PROJECT PLANNING AND IMPLEMENTATION: Process of Project Planning – Managing the planning process – Evaluation and project financing – Development Banking – Investment Institutions – Means of Financing – Project Financing Package – Procuring funds. Bottlenecks in project implementation – management techniques for project management – Project Evaluation – Project Review.

REFERENCES:

- Vasant Desai, “Dynamics of Entrepreneurial Development and Management” Himalaya Publishing House, New Delhi
- Srinivasan. N. P & Gupta. G.P, “Entrepreneurial Development”, Sultan Chand & Sons, New Delhi
- Robert D. Hisrich, Michel P Peter, “Entrepreneurship Development”, Tata McGraw Hill, New Delhi
- Harvey Maylor, “Project Management”, Mac Millan India Limited
- Prasana Chandra, “Project Planning, Analysis, Selection, Implementation and Review”, Tata McGraw Hill, New Delhi.

22RMGT302

ADVANCED FINANCIAL MANAGEMENT

4H – 4C

Instruction Hours/ week: L:4 T: 0 P: 0

Marks: Internal: 0

External: 100

Total: 100

End Semester Exam: 3 Hours

COURSE OBJECTIVES:**To make the learners**

- To enable the learners to acquire knowledge in financial management
- To Impart the knowledge in finance functions, cost of capital, capital structure, capital budgeting and leverage.
- To access the concept of cost of capital and capital structure.
- To understand the importance of financial data in preparing report
- To Provide an in-depth view of the process in financial management of the firm.
- To Develop knowledge on the allocation of resources.

COURSE OUTCOMES:**Learners should be able to**

1. Understand how funds are managed and their reflections on the fundamental decisions to be taken by the corporate world.
2. Apply the basics of Finance functions and working capital management.
3. Demonstrate an understanding of the overall role and importance of the finance function.
4. Communicate effectively using standard financial terminology.
5. Demonstrate the impact of leverage and dividend policy on stockholders.
6. Observe the functions and trends in financial markets and react.

UNIT I

Financial Management: - Financial Analysis and Control; Time value of Money; Capital Budgeting Decisions - Capital Structure – Long and Short-Term Sources- Cost of Capital - Leverages- Dividend Policy - Financial Modeling

UNIT II

Working Capital Management: Concept, Need and Determinants of Working Capital- Factors Determining Working capital- Sources of Working capital Finance – Management of Cash - Receivables Management - Inventory Management

UNIT III

Security and Portfolio Management: Introduction to Securities – Markets for Securities -Risk and Return- Economic analysis- Industry analysis - Company Analysis- Security Analysis- Technical Analysis- Portfolio Analysis and Management- Financial Derivatives.

UNIT IV

Financial Markets and Institutions: Development of the Financial System in India, New Developments in the Financial System - Structure of Financial Markets: Primary and Secondary Market, Money Market, Capital Market, Debt market - Financial Institutions: Banking and Non-Banking Institutions

UNIT V

International Financial Management: Introduction – Foreign Exchange Market – International Parity Relationships – Foreign Exchange Risk and Hedging – International Capital Investment analysis- Political risk of foreign investment- financing international operations- recent trends in international financial management

(Note: Theory- 60%; Problems- 40%)

REFERENCES:

- Prasanna Chandra, Financial Management Theory & Practice, Tata McGraw Hill Publishing Company Ltd
- Donald E. Fischer and Ronald J. Jordan.2000. “Security Analysis and Portfolio Management”. Prentice Hall of India. New Delhi
- Shashi K.Gupta, Nisha Aggarwal, Neeti Gupta, “Financial Institutions and Markets” –Kalyani Publishers
- Dr.Jain P.K 2001. “International Financial Management” and others, Macmillan India. New Delhi
- IM Pandey, “Financial Management” 10th Edition, Vikas Publishing House Pvt. Ltd, New Delhi, 2010

22RMGT303**ADVANCED MARKETING MANAGEMENT****4H – 4C**

Instruction Hours / week: L:4 T:0 P:0

Marks: Internal: 0 External: 100

Total: 100

End Semester Exam: 3 Hours

Course Objectives:**To make the students**

- To understand the marketing concepts and conduct market analysis through environment scanning
- To recognize and apply market segmentation branding and New Product development concepts in real situations.
- To identify the importance of selecting the marketing channel and the pricing strategies and its applications.
- To recognize the growth of the service sector and strategic marketing management for services
- To understand the ethical issues related to marketing and the latest development in marketing.
- To analysis Global Marketing Management Control and Global Marketing Research

Course Outcomes:**Learners should be able to**

1. Understand the core concepts of marketing and the role of marketing in business and society.
2. Perform market analysis and identify the best marketing mix.
3. Determine strategies for Planning merchandise needs and merchandise budgets
4. Understand the latest trends in marketing and apply the ethical norms in marketing domain.
5. Effectively communicate ideas, explain procedures and interpret results and solutions in written and oral forms to the team members.
6. Designing competitive strategies for Leaders and identify Future trends of International Marketing

UNIT I**PRINCIPLES OF MARKETING**

Marketing Concepts – Marketing Environment– Market Segmentation – New Product Decision Process – Types of new products. Marketing Mix – Product Life Cycle – Managing the product in Product Life Cycle. Physical Distribution – Importance and role of distribution in marketing – Marketing as promotion tools. Pricing - Market Evaluation and Controls.

UNIT II**SERVICES MARKETING**

Introduction - growth of the service sector -marketing mix in services marketing - the seven Ps - strategic marketing management for services - delivering quality services - developing appropriate

and effective communication about service quality. marketing of services with special reference to: financial services - health services - hospitality services including travel, hotels and tourism.

UNIT III

RURAL AND INDUSTRIAL MARKETING

Economy - Rural - Rural Marketing - Concept and Scope - Selection of Markets - Pricing strategy - pricing policies -Distribution - Logistics Management. Introduction to Industrial Markets - Strategic Industrial Marketing (S.T.P.) - Marketing Information Systems and Marketing Research. Classification of Industrial Products and Services - Formulating Channel Strategies - Developing Marketing Strategies and Programs for Industrial Goods / Services.

UNIT IV

RETAIL MARKETING

An overview of retailing - Types of stores - Product retailing vs. Service retailing -Retail store location and layout - Planning merchandise needs and merchandise budgets - Communicating with the retail customer - Globalization and changing retail formats. - Virtual store - E-retailing International Retailing.

UNIT V

INTERNATIONAL MARKETING

International Marketing – Meaning – Definition-Role of Export in Economic Development - Export procedure and documentation. - India’s export performance – problems in export trade – Developing consumer products for Global markets – Global Marketing Management Control – Global Marketing Research – Future trends of International Marketing.

REFERENCES:

- Marketing Management - V.S.Ramaswamy and S.Namakumari, Macmillan India, 2007
- Valerie Zeithaml & Mary Jo Bitner: Services Marketing, McGraw Hill. 2008
- Peter M. Chisnall: Strategic Industrial Marketing; Prentice-Hall International, 2008
- CSG Krishnamacharylu & Lalitha Ramakrishna - Rural Marketing Pearson Edu Asia
- Rona Ostrow and Sweetman R. Smith: Dictionary of Retailing.
- Lucas, Robert Bush & Larry Gresham: Retailing (Honoughton Miffin, AIPD, India).
- Varshney R.L. and Bhattacharya. 2007 “International Marketing Management.” S.Chand and Sons. New Delhi
- Balagopal. T.A.S 2006. “Export Management”. Himalaya Publishing House New Delhi

22RMGT304**ADVANCED OPERATIONS MANAGEMENT****4H – 4C**

Instruction Hours / week: L:4 T:0 P:0

Marks: Internal: 0 External: 100

Total: 100

End Semester Exam: 3 Hours

COURSE OBJECTIVES:**To make the students**

- To understand the Operations management and operation strategy concepts and its application in business.
- To recognize the importance of various production systems.
- To formulate the production planning and control systems and ensure efficient scheduling for production.
- To understand and apply the technology in production.
- To understand the quality management practice and TQM tools and its application in improving the organizational performance.
- To understand the concept of organization transformation and re-engineering.

COURSE OUTCOMES:**Learners should be able to**

1. Understand the core features of the operations and production management function at the operational and strategic levels.
2. Evaluate and decide the best plant and factory location and layout.
3. Forecast the requirement and make accurate production planning , inventory planning and schedule the production.
4. Obtain the knowledge of applying a quality management TQM tools to improve organizational effectiveness.
5. Effectively communicate ideas, explain procedures in oral and written forms to different audiences.
6. Creating and delivering products & services to customers and improving process & supply chain performance

UNIT I

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. Impact of Technology on Production; Economics and Social Issues – Automation – Operation strategy and competitiveness Management.

UNIT II

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. Design of the systems and procedures: Product Decision and Process Selection.

UNIT III

Design of Production, planning and control system – design on scheduling system – design of inventory system – design of maintenance system - Supply chain Management Logistics management- NW-1, MRP-11, ERP and use of Simulation technique for decision making.

UNIT IV

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 V

Principles of organizational transformation and re-engineering - methodology -guidelines Analytical and process tools and techniques Information and communication technology - Enabling role of IT in re-engineering - synchronous manufacturing – production planning and financial planning - Human aspects of production management.

(Note: Theory- 60%; Problems- 40%)

REFERENCES:

- Edward S. Buffa and Rakesh Sarin, "Modern Production and Operations Management, John Wiley & sons., 1987.
- Lee J. Krajewski and Larry P. Ritzman, "Operations Management: Strategy and Analysis", Addison Wesley, 2000.
- Chase, Aquilano & Jacobs "Production and Operations Management", Tata McGraw Hill, 8th Edition, 1999.
- Everett E Adam Jr. and Ronald J. Edbert, 'Production and Operations Management, Prentice Hall of India, 1992.
- Edsomwan, JA., Organisational transformation and process re-engineering, British Library Cataloging in Pub. data 1996.
- Samuel K.Ho, TQM, An Integrated approach, Kogan Page India Pvt Ltd, 2002.
- J.D. Radford and D.B. Richardson Oriver W. Wight – The Management of Production and Inventory Management in Computer area
- Powell Niland – Production Planning, Scheduling and Inventory control
- Floyd C. Mann and L. Richard – Automation and the worker Heffman

22RMGT305

CORPORATE HUMAN RESOURCE MANAGEMENT

4H – 4C

Instruction Hours / week L:4 T:0 P:0

Marks: Internal: 0 External: 100

Total: 100

End Semester Exam: 3 Hours

Course Objectives:**To make the students**

- To gain knowledge of HR planning, Selection, Recruitment, job analysis and its interrelations.
- To understand the concepts and practical implications of performance management, Training methods and career planning.
- To know about Conditions for failure and success in OD and efforts of OD
- To be familiar with Employee relations and its application for the development of Human resources.
- To understand the methods to improve quality of work life and Work stress management
- To acquire knowledge in Interpersonal Interventions & Comprehensive interventions

Course Outcomes:**Learners should be able to**

1. Assess the importance of HRM and effects of Workforce Diversity and Cultural Diversity
2. Evaluate the Cultural Difference and HRM
3. Understand the compensation and reward system applicable to the industry and International Recruitment Policy, Selection criteria, Training Development
4. Understand and apply the appropriate employee relations measures.
5. Understand the HR functions and latest developments in the field of HR and effectively communicate ideas, explain procedures and interpret results and solutions in written and oral forms to different audiences.
6. Make any manager to identify various activities related to Human Resources, Job involved in HR, Training, Compensation and Labour welfare practices

UNIT I

Human Resource Management: Nature-Scope- importance- strategic HRM. Recruitment & Selection - Process- Methods. Training and development-types of training-Evaluation of Training. Performance appraisal-Methods-360 feedback-Potential Appraisal-Process-Difference between performance and potential appraisal-career guidance-counseling-HR audit. Recent trends in HR.

UNIT II

Organization Behavior: Personality Determinants-Types - Values - Types. Attitudes – components - formation of attitude. Emotional intelligence-components. Work stress management-nature-causes of stress-effects of stress- managing stress-managing organizational change-counseling.

UNIT III

Human Resource Development: HRD-meaning-Scope-difference between personnel management and HRD-key performance area-role analysis-transactional analysis-Executive Development-Management Development.

UNIT IV

Organization Development: OD-Concepts-Nature-Scope, Conditions for failure and success in OD efforts-OD Intervention-Team Intervention, Interpersonal Interventions & Comprehensive interventions:

UNIT V

International HRM: Cultural Difference and HRM. International Recruitment Policy-Selection criteria - Training Development – Compensation - Repatriation. Workforce Diversity. Cultural Diversity.

REFERENCES:

- Aswathappa, Human Resource Management Prentice Hall of India.
- Rao, V.S.P., Human Resource Management, Excel Books.
- Stephen Robbins and Timothy, A. Judge, Organization Behavior. Prentice hall of India.
- McShane, Organization Behavior, Prentice Hall of India.
- Sisodia, V & Udai Pareek, Human Resource Development. Tata McGraw Hill of India.
- Tripathi, P.C., Human Resource Development. Sultan Chand & Sons.
- Cecil.H..bell & Wendell.L.French, Organizational Development. Prentice hall of India

22RMGT306 CORPORATE SOCIAL RESPONSIBILITY, BUSINESS ETHICS AND CORPORATE GOVERNANCE

4H – 4C

Instruction Hours/ week L:4 T:0 P:0

Marks: Internal: 0 External: 100

Total: 100

End Semester Exam: 3 Hours

Course Objectives:

To make the students

- To develop knowledge and understand about the theoretical perspectives and frameworks of corporate governance, ethical, and social dimensions.
- To learn the ethics to be followed in management and various areas to protect the interests of beneficiaries
- To assess and understand social responsibility of business and its impact.
- To provide clear understanding of constitution of board and powers of directors
- To understand issues related to business and good governance necessary for long term survival of business.
- To learn new trends in corporate social responsibility

Course Outcomes:

Learners should be able to

1. Inculcate the ethical practices in personal and organizational life
2. Practice ethical and morals in business to protect the long term interest of the shareholders and create policies that adopt by laws.
3. To define the powers and responsibilities of board of directors
4. Maintain and transfer sense of social responsibility to create effective developments in organization and society
5. Analyze ethical issues related to business and good governance necessary for long term survival of business.
6. Evaluate the emerging Areas and Trends in Corporate Social Responsibility

UNIT I CORPORATE SOCIAL RESPONSIBILITY

Introduction – System Concept of Business Society – Business and Society Relationship – Business Environment – Business in a Social World – Social Responsibility – Corporate Social Responsibility – Corporate Social Accountability – Social Responsibility Tools – Globalization and the perspectives of CSR – Corporate Legislations – Labour Legislations – Stakeholders Legislations – Environmental Legislations and Overview of Air and Water Pollution Control Acts.

UNIT II ETHICS AND SOCIAL RESPONSIBILITY

Introduction – Approaches to Ethics – Meaning of Ethics – Major Attributes of Ethics – Business Ethics – Factors that influence Ethics – Importance of Ethics – Ethics in Management – Organisational Ethics – Ethical Aspects in Marketing – Mass Communication and Ethics – Television – Whistle blowing - Intellectual Property and Ethics – Ethical Investing – Ethics in Financial Services – Professional Ethics – Introduction – Engineering Ethics – Principles of Medical Ethics.

UNIT III CORPORATE GOVERNANCE

Introduction – Meaning of Corporate Governance – Definitions – Significance – Importance – Nature of Corporate Governance – Features of Corporate Governance – Objectives of Corporate Governance – Reasons for Corporate Governance Failure – Certain New Initiatives in Governance – Benefits of Corporate Governance – Consequences of Bad Governance – Requirements to Strengthen Corporate Governance – Corporate Governance Models – Global Corporate Governance Forum – Sustainability and Corporate Governance – Sustainability Reporting : Discipline, Mission, Principles and Dimensions – Corporate Governance and National Economy – Corporate Governance and Corporate Administration – Corporate Governance – Indian Experience.

UNIT IV SOCIAL ACCOUNTING, AUDITING AND REPORTING

Introduction - Social Accounting - Social Auditing - Corporate Social Reporting - Auditing the Social Reporting Process – Secretarial Audit – Legal Framework – Corporate Board Management – Structure and Composition of the Board – Composition of Board – Size of the Board - Powers of the Board of Directors – Responsibilities – Functions of the Board – Code of Conduct for Board Members – Effectiveness of the Board.

UNIT V CONTRIBUTION OF NGO'S TO CORPORATE SOCIAL RESPONSIBILITY

Introduction – Characteristics of an NGO – Types of NGO's – Social Welfare Schemes of the Government – United Nations Development Programme – United Nations Children's Fund. Stakeholders' perspectives of business ethics, corporate governance and CSR.

REFERENCES:

- V.Balachandran and V.Chandrasekaran, Corporate Governance, Ethics and Social Responsibility, PHI Learning Private Ltd, New Delhi , 2011
- V.Balachandran and V.Chandrasekaran, Corporate Governance and Social Responsibility, PHI Learning Private Ltd, New Delhi , 2011
- Parthasarathy.S, Corporate Governance: Principles, Mechanisms and Practice, Biztantra, Delhi, 2007.
- Bajaj.P.S and Agarwal Raj, Business Ethics: An Indian Perspectives, Biztantra, Delhi, 2006.

22RMGT307**PROJECT MANAGEMENT****4H – 4C**

Instruction Hours / week: L:4 T:0 P:0

Marks: Internal: 0 External: 100 Total: 100

End Semester Exam: 3 Hours

Course Objectives:

- To make students understand all aspects of Project Management covering project identification formulation, planning, scheduling & control.
- Enable students to acquire concepts, tools & techniques of project management.
- To sensitize the students to complexities of project management.
- To enhance the students of project financing and development banks
- To know the implementation of project and preparation of project report
- To evaluate the project performance and evaluation of costs.

Course Outcomes:

1. Inculcate in the students the expertise required for formulating project ideas and projecting cash flows as well as evaluation of project proposals.
2. To analyze the feasibility of project taking into consideration all parameters to successful implementation of project
3. To know the difficulties in project implementation and provide solutions
4. Analyze the learning and understand techniques for Project planning, scheduling and Execution Control.
5. Helps students to develop project models
6. Initiate students to carry out social and government projects

UNIT I

The Nature and Purpose of Project Management: Definition, Objectives, Characteristics, Importance, Types, Steps in identification of projects, Project Life Cycle, Project Planning Project Uncertainty, Management action, Investment returns and corporate Strategy.

UNIT II

Project Planning and Evaluation: Scope, Problem statements, Project Goals, Success criteria, assumptions and risk factors, approval process, strategic planning, financial evaluation. Evaluation and uses of Hurdle rate, cash flow for project appraisal, investment analysis using capital budgeting, project rating index.

UNIT III

Project implementation and Monitoring: Project Resource Requirements, Types of Resources, Project Procurement, Inventory Management, Project Logistics, Network Analysis, Pert, CPM and GERT- Resources Allocation and Resource Leveling Managing Risk in Projects, Project Audits, Project Communication, Post Project Reviews.

UNIT IV

Financing of Projects: Raising Finance In Domestic Market And International Market, Infrastructure Financing, Tax Planning While Financing For Projects, Managing Strategic Change, Technical, Commercial, Financial And Managerial, Appraisal, Economic And Environment Appraisal, Social Cost Benefit Analysis, Preparation Of Project Report.

UNIT V

Closing of Project: Types of Project Termination, Strategic Implications, Project Trouble, Termination Strategies, Evaluation of Termination Possibilities, Termination Procedures, Human Factors in Project Management, Legal Aspects in Project Management

REFERENCES:

- Project Management – David I Cleland- Mc Graw hill International, 1999.
- Project Management- Harry, Maylor- Pearson Publications
- Gopalakrishnan, Project Management, TMH, 2007
- H.R. Machiraju, Introduction to Project Finance, Vikas Publications, 2005.
- Narendra Singh, Project Management Control, 4th Revised Edition, Himalaya Publishing House, 2007.
- Prasanna Chandra, “Project Management”, TMH, 2007
- Chowdry, Project Management, TMH, 2007
- Clifford F. Gray, Erik W. Larson, “Project Management the Managerial Process, 3rd Edition, McGrawhill,2007

22RMGT308**SYSTEM MANAGEMENT****4H – 4C**

Instruction Hours / week: L:4 T:0 P:0

Marks: Internal: 0 External: 100

Total: 100

End Semester Exam: 3 Hours

Course Objectives:**To make the students**

- To understand the concept of Metrics in the process and project domains and Software Project planning
- To gain the knowledge of hardware and operational design of data warehouses
- To obtain the knowledge of Project Scheduling and tracking
- To understand Electronic Commerce for Service Industries and Business-to-Business Electronic Commerce
- To comprehend on the concept of Internet, World Wide Web and Internet Protocols
- To know about Visualization techniques, Knowledge discovery process and Recent trends in Information technology

Course Outcomes:**Learners should be able to**

1. Understand the basic principles, concepts and applications of data warehousing and data mining,
2. Comprehend the importance of a task set for the software project.
3. Visualize the techniques of clustering, classification, association finding, feature selection and its importance in analysing the real-world data.
4. Understand the Conceptual, Logical, and Physical design of DSS
5. Exhibit behaviour and performance that demonstrates enhanced competence in decision-making, group leadership, oral and written communication, critical thinking, analysing, planning and team work.
6. Understand Reliability models for software quality and TQM for Software Quality

UNIT I:

Software Project Management – Concepts and 3 P's (People, problem and process) - Metrics in the process and project domains, - Software Project planning – objectives, scope - Software project estimation – Popular decomposition techniques – problem-based - process-based - Project Scheduling and tracking – relationship between people and effort – defining a task set for the software project.

UNIT II:

Decision Support Systems – Definition – Characteristics & capabilities Classes of DSS - DSS hardware and software – Group DSS – components & typology – Constructing of DSS – Components of DSS-database, Model base, Communication subsystem & User –a DSS – development process- DSS applications – Portfolio Management – Human Resource Management, Marketing Decision Support System.

UNIT III:

Foundations of Electronic Commerce - Electronic Commerce for Service Industries - Business-to-Business Electronic Commerce - Intranet and Extranet - Electronic Payment Systems - Overview of Enterprise Systems – Evolution – Risks and Benefits - Trends in ERP Systems.

UNIT IV:

Internet and World Wide Web, Internet Protocols – Marketing on Web – Advertising, e-mail Marketing, e-CRM; Business Oriented e-commerce – e-Government - E payments – Characteristics of payment of systems, protocols, E-cash, E-cheque and Micro payment systems.

UNIT V:

PLC – concepts – models for software and process models – Reliability models for software quality - ISO 9000 for Software Quality – CMM, CMMI, PCMM - TQM for Software Quality - Overview: Definition, History, Myths, Transition to Client Server Computing, Database Architectures, Advantages and Disadvantages of Client Server Architecture – Recent trends in Information technology.

REFERENCES:

- Pressman: Software Engineering: A Practitioner's approach (McGraw-Hill)
- Principles of software engineering management (Addison-Wesley)
- Electronic Commerce A Managerial Perspective by Efraim Turban, Jae Lee, David King and H. Michael Chung, Prentice Hall Inc, International Edition.
- Efralm Turbon: Decision Support System & Expert Systems, Macmillan.
- Alexis Leon, ERP demystified, second Edition Tata McGraw–Hill, 2006.
- Hentry Chan & el, E–Commerce, fundamentals and Applications, Wiley India Pvt. Ltd, 2007.
- Gary P. Schneider, Electronic commerce, 4th Edition Thomson course technology, 2007.
- Robert Orfali, Dan Harkey and Jere Edwadrs, The Essential Client/Server Survival Guide, Galgoties Publications, 2002.
- Robert T Futrell, Donald F Shafer, Lurda I Safer, Quality Software Project Management, Pearson Education, 2002.

22RMGT309**ADVERTISING AND SALESMANSHIP****4H – 4C**

Instruction Hours / week: L:4 T:0 P:0

Marks: Internal: 0 External: 100

Total: 100

End Semester Exam: 3 Hours

COURSE OBJECTIVES:**To make the students**

- To understand the marketing concepts and conduct market analysis through environment scanning
- To analysis Customer relationship marketing Consumer rights and practices.
- To recognize and apply market segmentation branding and New Product development concepts in real situations.
- To identify the importance of selecting the marketing channel and the pricing strategies and its applications.
- To understand the distribution channels and its types.
- To recognize the role of advertising, sales promotion, public relations, and market research in the success of marketing a product.

COURSE OUTCOMES:**Learners should be able to**

1. Understand the core concepts of marketing and the role of marketing in business and society.
2. Perform market analysis and identify the best marketing mix.
3. Analyze the importance of consumer buying motives & consumer behavior.
4. Determine strategies for developing new products and services for the right target segment by conducting marketing research.
5. Understand the latest trends in marketing and apply the ethical norms in marketing domain.
6. Effectively communicate ideas, explain procedures and interpret results and solutions through advertising and Sales promotion.

UNIT I

Marketing: Concepts, Nature, Scope and Importance of Marketing: Evolution of Marketing Concepts - Marketing Mix: Process of Marketing Management - Consumer Behaviour- Theories and Buying Motives- market segmentation - Customer Relationship Marketing (CRM) - Consumerism -Consumer Rights - Consumer Protection Council and its Functions.

UNIT II

Product Decisions: Product - Concept and Classification; Major Product Decision; New Product Development - Packaging and Labeling; Product Support Service; Branding Decision; Product Life Cycle - Concepts and Appropriate Strategies adopted at different stages.

UNIT III

Pricing Decisions: Factors affecting Price Determination -- Pricing Policies and Strategies - Methods of Pricing; Discounts and Rebates; Price Adjustment Strategies.

UNIT IV

Distribution Decisions: Channels of Distribution - Concepts and Importance; Different types of appraisal of distribution middlemen and their functions - Channel Management, Selection, Motivation and Performance appraisal of distribution middlemen; Retailing and Wholesaling: Types of retail

formats: Retail theories: Retailing strategies: Non-store retailing; Wholesaling -nature and importance, types of wholesalers.

UNIT V

Advertising: Definitions, Nature, Scope, Objectives - Types - Advertising as a communication Process - Advertising Campaign - Advertising Strategies -Advertising Effectiveness-

Sales Promotion: Promotion Mix - Selling Process - Personal Selling - Qualities of a Salesman - Selection of sales personnel -Sales training - Tools and Techniques of Sales Promotion.

REFERENCES:

- Kotler, Philip; Keller, Kevin Lane; Koshy, Abraham, and Mithileshwar ha, *Marketing Management: A South Asian Perspective*, Pearson.
- Lamb, Charles W.; Hair, Joseph F., and Carl McDaniel, *Mktg*, Cengage Learning.
- Etzel, Michael J., Walker, Bruce J., Staton, William J., and Ajay Pandit, *Marketing Concepts and Cases*, Tata McGraw Hill (Special Indian Edition).
- Czinkota, Miachel, *Marketing Management*, Cengage Learning.
- Kazmi, SHH, *Marketing Management Text and Cases*, Excel Books.
- C.B. Gupta & Rajan Nair- Sultan Chand & Sons, New Delhi.
- Sherlerkar - Marketing Management-Himalaya Publishing House Pvt Ltd.
- Still, Richard R, Edward W: Sales Management: Decisions. Strategies and cases, Prentice Hall, New Delhi

22RMGT310**SERVICE MARKETING****4H – 4C**

Instruction Hours / week: L:4 T:0 P:0

Marks: Internal: 0 External: 100 Total: 100

End Semester Exam: 3 Hours

COURSE OBJECTIVES:

To make the students

- To Understand the Services, marketing of services, marketing mix, pricing and segmentation for services marketing.
- To comprehend on the consumer behaviour of services sector and emerging issues in services sector.
- To evaluate the Gap in services sector using tools and techniques.
- To understand the concept of marketing strategy for service products requires a different sort of approach, which is different from the traditional goods marketing.
- To understand the uniqueness of the services characteristics and its marketing implications.
- To provide an in-depth appreciation and understanding of the unique challenges inherent in managing and delivering quality services.

COURSE OUTCOMES:

Learners should be able to

1. Understand the Services, marketing of services, marketing mix, pricing and segmentation for services marketing.
2. Comprehend on the consumer behaviour of services sector and emerging issues in services sector.
3. Evaluate the Gap in services sector using tools and techniques.
4. Demonstrate capabilities of analysing problems, team work and communication skills
5. Understand the role of marketing strategic business in service sector
6. Gain knowledge on operations and financial aspects in market and Tourism industry

UNIT I

Service — Definition - Service Economy - Evolution & Growth of Service Sector - Nature and Scope of Services — Classification of Services & Characteristic of Services — Distinction Between Goods & Services — Challenges and Issues in Services Marketing.

UNIT II

Purchase Process for Services — Consumption Value — Purchase Model — Service Marketing Opportunities — Expanding Marketing Mix — Service Market Segmentation — Targeting & Positioning - Marketing of Services & Service -Product, Pricing, Place, Promotion, People, Physical Evidence.

UNIT III

Service Quality — Principles of Service Quality — Service Expectations — Perceptions of Service — Factor Influencing Service Expectations — Measuring Service Quality — SERVQUAL — SERVPERF Model — Gap Model of Service Quality — Service Quality Function Development.

UNIT IV

Service Delivery — Importance of Customers in Service Delivery - Customers Role -Designing Service Delivery System — Service Channel — Service Marketing Triangle Service Marketing Communication — Communication Strategy — Guidelines for Development.

UNIT V

Service Strategies for Health — Education — Hospitality — Tourism and Transportation —Financial — Information Technology

REFERENCE:

- Christopher Lovelock and Jochen Wirtz, Services Marketing, Pearson Education, New Delhi.
- Kenneth E. Clow, David L. Kurtz, Services Marketing, 2e, Operation, Management, and Strategy.
- Valarie A. Zeithaml, Mary Jo Bitner, Services Marketing, Integrating Customer Focus across the Firm, Tata McGraw Hill, and New Delhi.
- Srinivasan. R; Services Marketing, the Indian Context, Prentice — Hall India, New Delhi.
- S.M. Jha, Services Marketing, Himalaya Publishing House, Mumbai.