

**KARPAGAM ACADEMY OF HIGHER EDUCATION**  
(Deemed to be University)  
(Established Under Section 3 of UGC Act, 1956)

**FACULTY OF ARTS, SCIENCE AND HUMANITIES**  
**RESEARCH PROGRAMME**  
**M. PHIL / Ph.D**  
**(MANAGEMENT)**

**Curriculum & Syllabus**  
**(2015)**

**CHOICE BASED CREDIT SYSTEM (CBCS)**

**KARPAGAM ACADEMY OF HIGHER EDUCATION**  
Eachanari Post, Coimbatore – 641 021 INDIA  
Phone: 0422-6453777, 6471113-5, 2980011-2980018;  
Fax No: 0422 – 2980022, 2980023  
Email: [info@karpagam.com](mailto:info@karpagam.com)  
Web: [www.kahedu.edu.in](http://www.kahedu.edu.in)

**DEPARTMENT OF MANAGEMENT**  
**FACULTY OF ARTS, SCIENCE AND HUMANITIES**  
**M.Phil./Ph.D. in Management**  
**(2019-2020 Batch and onwards)**

<b>Course code</b>	<b>Name of the course</b>	<b>Instruction hours/ week</b>	<b>Credit(s)</b>	<b>Maximum Marks (100)</b>
15RMGT101	<b>Paper-I: Research Methodology And Pedagogy</b>	4	4	100
15RMGT201	<b>Paper-II: General Management</b>	4	4	100
15RMGT301	<b>Paper III: Special Paper I - Advanced Financial Management</b>	4	4	100
15RMGT302	<b>Paper-III: Special Paper II - Advanced Marketing Management</b>	4	4	100
15RMGT303	<b>Paper-III: Special Paper III - Corporate Human Resource Management</b>	4	4	100
15RMGT304	<b>Paper-III: Special Paper IV - System Management</b>	4	4	100
15RMGT305	<b>Paper-III: Special Paper V - Project Management</b>	4	4	100
15RMGT306	<b>Paper-III: Special Paper VI – Advanced Management Science</b>	4	4	100
15RMGT307	<b>Paper-III: Special Paper VII – Advanced Operations Management</b>	4	4	100
15RMGT308	<b>Paper-III: Special Paper VIII – Consumer Behavior</b>	4	4	100
15RMGT309	<b>Paper-III: Special Paper IX - Corporate Social Responsibility, Business Ethics and Corporate Governance</b>	4	4	100
15RMGT310	<b>Paper-III: Special Paper X - Advanced Entrepreneurship</b>	4	4	100
<b>PROGRAM TOTAL</b>		12	12	300

**M.Phil/Ph.D****2015-2016****15RMGT101 RESEARCH METHODOLOGY AND PEDAGOGY 4H – 4C****Instruction Hours / week L:4 T:0 P:0****Marks: Internal: 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. Analyze the research problem and design the blue print to capture data and analyses 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:**

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

**M.Phil/Ph.D****2015-2016****15RMGT201****GENERAL MANAGEMENT****4H – 4C****Instruction Hours / week L:4 T:0 P:0****Marks: Internal: External: 100****Total: 100****End Semester Exam: 3 Hours****COURSE OBJECTIVES:**

To make the learners

- To demonstrate the concepts of functions of management.
- To identify factors involved in human behaviour and human resource management
- To infer the knowledge on procuring and management of funds
- To familiarise with the concept of marketing management
- To analyse the production and operations management concept
- To compose the knowledge in the field of general management

**COURSE OUTCOMES:**

Learners should be able to

1. Demonstrate the concepts of management and the functions of management and organizational behaviour.
2. Understand the importance of human resource management in a variety of circumstances.
3. Assess the impact of the profitability and time value of money
4. Exhibit the marketing skills in various situations
5. Learners can assess the individual and group behaviour in organizations.
6. Understand and exhibit the communication skills to convey the thoughts and ideas to the individuals and group.

**UNIT-I**

**Management:** Role of Manager- Managerial Levels- Managerial Functions –Planning: Nature, purpose and objectives- Decision making: meaning, process- Organizing: Structure, Line/Staff functions, Staffing, manpower planning, Recruitment, selection- leadership, types of leaders, effective leadership

**UNIT -II**

**Human resource Management:** Functions-Objectives- HRM in Changing environment, Job Analysis- Performance Appraisal, Methods, uses- Training and Development, Compensation Management concepts- Foundations of Organizational Behaviour- nature, role and functions- individual behaviour- group behaviour- transactional analysis, power and conflicts- organization culture and change.

**UNIT - III**

**Financial Management:** Objectives, goals, scope- an overview of Indian Financial system, development, reforms- Financial Statement Analysis- Limitations- cost of Capital- capital Structure- Leverages- Cost Volume profit analysis-capital Budgeting.

#### **UNIT -IV**

**Marketing Management:** Meaning, Nature- conceptual foundation of Marketing- Modern Concepts of Marketing- New Horizons of Marketing- Marketing systems – Marketing functions- Market segmentation- Marketing mix: Product Mix, price mix and Promotion mix.

#### **UNIT -V**

**Information Systems:** A framework for business users- System concepts – Organization as a system – components of Information systems- IS activities, types- System development Life cycle- Comparison, concepts and knowledge representation- managing international information system- managing information technology- Security and Ethical Challenges.

#### **REFERENCES:**

1. Bharati V. Pathak (2008), The Indian Financial system, Markets, institutions, and Services, 2nd edition, Pearson Education
2. James A O'Brien, "Management Information Systems", Tata McGraw Hill, Fourth Edition, 1999
3. Philip Kotler, (2001), Marketing Management, 10<sup>th</sup> Edition, Prentice Hall Inc., USA
4. Prasanna Chandra, Financial Management Theory & Practice (6<sup>th</sup> Edition), Tate McGraw Hill Publishing Company Ltd
5. Sisodia, V & Udai Pareek, Human Resource Development, Tata Mcgraw Hill
6. Stephen Robbins and Timothy A, Judge, Organisation Behaviour, Prentice Hall of India.

M.Phil/Ph.D

2015-2016

**15RMGT301****ADVANCED FINANCIAL MANAGEMENT****4H – 4C****Instruction Hours / week L:4 T: 0 P: 0****Marks: Internal: 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:**

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



**M.Phil/Ph.D****2015-2016****15RMGT302****ADVANCED MARKETING MANAGEMENT****4H – 4C****Instruction Hours / week L:4 T: 0 P : 0****Marks: Internal: 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 - Globalisation 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:**

1. Marketing Management - V.S.Ramaswamy and S.Namakumari, Macmilan India, 2007
2. Valerie Zeithaml & Mary Jo Bitner: SERVICES MARKETING, McGraw Hill. 2008
3. Peter M. Chisnall: STRATEGIC INDUSTRIAL MARKETING; Prentice-Hall International, 2008
4. CSG Krishnamacharylu & Laitha Ramakrishna - Rural Marketing Pearson Edu Asia
5. Rona Ostrow and Sweetman R. Smith: DICTIONARY OF RETAILING.
6. Lucas, Robert Bush & Larry Gresham: RETAILING (Hononghton Miffin, AIPD, India).
7. Varshney R .L . and Bhattacharya. 2007 “International Marketing Management.” S.Chand and Sons. New Delhi
8. Balagopal. T.A.S 2006. “Export Management”. Himalaya Publishing House New Delhi

**M.Phil/Ph.D****2015-2016****CORPORATE HUMAN RESOURCE MANAGEMENT****15RMGT303****4H – 4C****Instruction Hours / week L:4 T: 0 P: 0****Marks: Internal: 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-Di

fference 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:**

1. Aswathappa, Human Resource Management Prentice Hall of India.
2. Rao, V.S.P., Human Resource Management, Excel Books.
3. Stephen Robbins and timothy, A. Judge, Organization Behavior .Prentice hall of India.
4. McShane, Organization Behavior, Prentice Hall of India.
5. Sisodia, V & Udai Pareek, Human Resource Development. Tata Mcgraw Hill of India.
6. Tripathi, P.C., Human Resource Development. Sultan Chand & Sons.
7. Cecil.H. bell & Wendell.L.French, Organizational Development. Prentice hall of India

**M.Phil/Ph.D****2015-2016****SYSTEM MANAGEMENT****15RMGT304****4H – 4C****Instruction Hours / week L:4 T: 0 P: 0****Marks: Internal: 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:**

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

**M.Phil/Ph.D****2015-2016****15RMGT305****PROJECT MANAGEMENT****4H – 4C****Instruction Hours / week L:4 T: 0 P : 0****Marks: Internal: 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:**

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



**M.Phil/Ph.D****2015-2016****15RMGT306****ADVANCED MANAGEMENT SCIENCE****4H – 4C****Instruction Hours / week L:4 T:0 P:0****Marks: Internal: External: 100****Total: 100****End Semester Exam: 3 Hours****Course objectives**

To make the students

- To understand the basic framework of operation research and its applications in business decision.
- To develop an understanding of Transportation model for Mathematical formulation of the Transportation problem.
- To identify strategies for to minimize the cost of service through Queuing theory.
- To have a thorough understanding on game theory
- Understand the mathematical tools and professionally allocate scarce resources to optimize and maximise profit.
- To inculcate the knowledge of geometric programming to solve the non linear programs

**Course outcomes (Cos):**

Learners should be able to

1. Assess the operation research and its applications in business decision.
2. Discover suitable transportation model and apply mathematical formulation of the transportation problem.
3. Apply suitable strategies to minimize the cost of service
4. Analyze the non-linear programming techniques to solve the problems in functional areas
5. Demonstrate separable programming function to design a suitable Programming based on the ethical norms of research.
6. Identify the mathematical software to solve the proposed models

**UNIT – I**

Introduction to Operations Research, evaluation of the field, scope, phase merits and limitations – concept of optimization, Theory of simplex methods to solve canonical and general LPP, Primal – dual problem and its properties, dual simplex method, sensitivity analysis relating to changes in tightness of constraints and coefficient of objectives function; LINGO Package and its applications in solving LPP and sensitivity analysis. Concept of Goal Programming.

**UNIT – II**

Transportation problem by Vogel's approximation method with MODI optimality test; assignment problem including traveling salesman model; integer 1 linear Programming complete enumeration method and Gomory's cutting plane methods; fixed charge problem and Zero-one Programming (formulation only).

**UNIT – III**

Network analysis – drawing of Arrow diagram – critical path method – calculation of critical path duration, total, free and independent floats, PERT problems; Inventory Theory, Deterministic models – purchase problem without and with shortages, with price breaks, production problem without shortages, probabilistic models, single period model.

**UNIT – IV**

Decision under risk – expected money value criterion – decision trees – decision under uncertainty – minimax criterion; Theory of Games – pure and mixed Strategies, Principles of dominance, graphical methods, simplex methods.

**UNIT – V**

Introduction to Queuing Theory, Basic Waiting Line Models: (M/M/1):(GD/ $\alpha$ / $\alpha$ ), (M/M/1):(GD/N/ $\alpha$ ), (M/M/C):(GD/ $\alpha$ / $\alpha$ ), (M/M/C):(GD/N/ $\alpha$ ), Introduction to queuing system simulation – Introduction to Basic Replacement Analysis: Economic Life of an Asset.

**REFERENCES:**

1. Sharma J.K.: Operations Research Theory and Applications, Macmillan India Ltd., New Delhi
2. Agarwal, J. D. and Sagarika Ghosh: Quantitative Techniques for Financial Analysis, Indian Institute of Finance, New Delhi.
3. Billy, E. Gillett: Introduction to Operation Research A Computer Oriented Algorithmic Approach, Tata McGraw Hill Publishing Ltd., New Delhi.
4. Lucey, T: Quantitative Techniques, D.P. Publications, London.
5. Sharma, K.R. Quantitative Techniques and Operations Research: Kalyani Publication, Ludhiana.
6. Taha, Hamdy A: Operations Research An Introduction, Prentice Hall, Delhi.
7. Vazsonyi, Andrew and Herbert F. Spriner: Quantitative Analysis for Business, Prentice Hall, New Delhi.
8. Vohra, N.D.: Quantitative Techniques in Management, Tata McGraw Hill, New Delhi.
9. Wagner, H.M: Principles of Operations Research, Prentice Hall, Delhi.]
10. Watsman, Terry J. and Parramor Keith: Quantitative Methods in Finance, International Thompson Business Press.

**Suggested Readings :**

- 1) Operation Research – India Edition – Cengage learning fourth edition by Wayne.L. Winston.  
Email : [narasimhan.r@cengage.com](mailto:narasimhan.r@cengage.com). [www.cengage.co.in](http://www.cengage.co.in)
- 2) Operation Research with C programs by S. Kalavathy Vikas publishing. Email  
: [p.thanigaimalai@vikaspublishing.com](mailto:p.thanigaimalai@vikaspublishing.com)
- 3) Operation Research – by Rathindra P. Sen, PHI learning India.

**M.Phil/Ph.D****2015-2016****ADVANCED OPERATIONS MANAGEMENT****15RMGT307****4H – 4C****Instruction Hours / week L:4 T: 0 P : 0****Marks: Internal: 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:**

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

**M.Phil/Ph.D****2015-2016****15RMGT308****CONSUMER BEHAVIOUR****4H – 4C****Instruction Hours / week L:4 T: 0 P : 0****Marks: Internal: External: 100 Total: 100  
End Semester Exam: 3 Hours****Course Objectives:**

- To design and produce, evaluate a research proposal & understand the quality of research studies.
- To acquaint with the factors influencing the consumer behavior and concepts to marketing decisions
- To provide the relevance of consumer behaviour models
- To understand appropriate combinations of theories and concepts
- To learn the basic skills to conduct professional marketing research.
- To understand the applications of business research tools in Marketing decision making

**Course Outcomes:**

Learners should be able to

1. The course should enable students to develop marketing strategies that are consumer based and create and enhance customer value.
2. Identify the major influences in consumer behavior
3. Formulate the appropriate techniques to apply market solutions
4. Apply business research tools in marketing decision making.
5. To generate new models of consumer behavior
6. Evaluate the effectiveness of marketing programmes on consumption decisions

**UNIT – I**

Introduction to consumer Behaviour : Introduction to consumer behaviour – Diversity of Consumer behaviour – concepts and need for studying consumer behaviour and marketing management, factors influencing consumer buying behaviour, consumer buying process.

**UNIT – II**

Consumer Behaviour Models: Industrial and Individual consumer behaviour models – The economic model – learning model – Psychoanalytic model – The Sociological model – The Harvard Sheth Model of Buying behaviour – The Nicosia model – The Engel – Kollat – Black Well Model.

**UNIT – III**

Consumer Behaviour Internal Influences: Psychological influences on consumer behaviour – motivation – perception – Personality. Learning and attitudes – Self Image and Life styles – consumer expectation and satisfaction.

**UNIT – IV**

Consumer Behaviour External Influences : Influence of Social class – Definition and meaning of social stratification – socio – cultural, cross culture – Family group – Reference group – communication , consumer decision making process.

**UNIT – V**

Industrial / Organizational buying behaviour : Essential features of Industrial buying and consumer buying – segmenting industrial markets – buying decisions involved in Industrial buying process –

factors influencing industrial buying behaviour – stages of Industrial buying process – Customer and Marketing of services.

**REFERENCES:**

1. Jay.D. Lindquist and Joseph Sirgy, Shopper , Consumer Behaviour, Biztranza 2009.
2. Paul Peter, Consumer Behaviour and Marketing Strategy, Tata McGraw Hill, 2010.
3. Leon.G. Sahiffman, Lesile Lazar kanuk, consumer Behaviour, Pearson Education, 2010.
4. David L Loudon, Albert J della Bitta, Consumer Behaviour, Tata McGraw Hill, 2010.
5. Ramanauj Majumdar, Consumer Behaviour, PHI 2010
6. Blackwell, Consumer Behaviour, Cengage, 2009.
7. Hawkins, Consumer Behaviour Building Marketing Strategy, Tata McGraw Hill 2010.
8. Raju, Dominique Xavedel, Consumer Behaviour, Concepts Applications and Cases, Vikas Publishing house, 2010.
9. Suja.R. Nair, ‘Consumer Behaviour in Indian prospective’ – Himalaya Publication Home, 2001.

**M.Phil/Ph.D****2015-2016****CORPORATE SOCIAL RESPONSIBILITY, BUSINESS ETHICS AND  
CORPORATE GOVERNANCE****15RMGT309****4H – 4C****Instruction Hours / week L:4 T: 0 P : 0****Marks: Internal: 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:**

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



**M.Phil/Ph.D****2015-2016****15RMGT310****ADVANCED ENTREPRENEURSHIP****4H – 4C****Instruction Hours / week L:4 T:0 P:0****Marks: Internal: 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:**

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