

PERIYAR UNIVERSITY

SALEM – 636 011



M.Phil - Management

Master of Philosophy

[Choice Based Credit System (CBCS)]

SYLLABUS

For the Candidates Admitted to M.Phil Programme of University Department from
2018—2019 onwards

M.PHIL (MANAGEMENT) – PROGRAMME OBJECTIVE

1. Making students acquire a comprehensive foundation in the fundamentals of business, the global environment in which they will function, and the analytical tools for managerial decision-making.
2. Training students to acquire required theoretical and relational abilities and feeling of social reasons for administrative leadership
3. Developing initiative capacities among students to go about as change specialists and be a wellspring of inspiration in the business organizations they work in.
4. Enabling the students to become through professionals to fulfill and exceed expectations of Corporate, Government and Society at large without compromising the uprightness, trustworthiness and moral values.
5. Equipping students to become rational decision makers, researchers based on the factual information by applying appropriate statistical, managerial tools and techniques.

M.PHIL (MANAGEMENT) - PROGRAMME OUTCOMES

1. Students acquire a comprehensive foundation in the fundamentals of business, the global environment in which they will function, and the analytical tools for managerial decision-making.
2. Students acquire required theoretical and relational abilities and feeling of social reasons for administrative leadership
3. Students develop initiative capacities to go about as change specialists and be a wellspring of inspiration in the business organizations they work in.
4. Students become through professionals to fulfill and exceed expectations of Corporate, Government and Society at large without compromising the uprightness, trustworthiness and moral values.
5. Students become rational decision makers, researchers based on the factual information by applying appropriate statistical, managerial tools and techniques.

Question Paper Pattern for M.Phil Syllabus 2018-2019

Time: 3 Hours

Max. Marks: 75

Part A (5x5= 25 Marks)

Answer all the questions. Internal Choice

Part B (5X10 = 50 Marks)

Answer all the questions. Internal Choice

18MPMGT01 – Advanced Research Methodology

Course Objective:

1. To learn basics research methods in social science
2. To familiarize the students on research methodology, data collection and report preparation
3. To use research concepts in management research
4. Helping students understand the Processing and Analysis of Data
5. Enabling the techniques involved in writing of reports

Course Outcome:

1. Infer the basics research methods in social science(C01, K2)
2. Develop the students on research methodology, data collection and report preparation(C02, K6)
3. Apply research concepts in management research(C03, K3)
4. Students analyze and understand the Processing and Analysis of Data(C04,K4)
5. Formulate the techniques involved in writing of reports(C05,K6)

UNIT I:

Basics of Research: Research Meaning, Scope and Objectives – Types of Research – Research Vs. Research Methodology – Hypothesis – Types of Hypothesis - Research Process - Relevance of Research for Decision Making in Various Functional Areas of Management.

Unit II:

Problem Definition– Techniques - Formulation of Research Hypothesis - Choosing the Appropriate Research Design – Types - Sampling Design – Techniques - Steps – Sample Size Determination - Precautions – Errors.

Unit III:

Measurement and Scaling Techniques - Data Collection - Primary Data and Secondary Data – Methods of Collection – Questionnaire Design – Essentials of a Good Questionnaire – Pre Testing a Questionnaire – Pilot Study – Merits and Demerits of Questionnaire – Use of Schedules – Structured and Unstructured Interviews – Observation Method.

Unit IV:

Processing and Analysis of Data: Editing – Types of Editing – Guidelines for Editing - Coding – Classifications – Tabulation – Need, Nature and Guidelines – Ungrouped and Grouped Frequency Tables, Charts and Diagrams – Use of Computer Packages for Data Analysis – Application of Statistical Tests and Interpretation of Test of Results (Only Theory – No Problems) – Selection of Suitable tests (Based on HR, Marketing, Finance and other Functional Areas).

Unit V:

Conceptual Framework – Review of Literature – Guidelines – Database sources – References and Citations – Styles – Article writing & Publications – Plagiarism Checking – Need and importance – Software Packages for Plagiarism Check.

Presentation of Research Results - Organizing a Research Report - The Significance Report – Steps in Writing Report - The Integral Parts of a Report – Types of Reports – Precautions for Writing Research Reports.

Text Book:

1. C.R.Kothari, Research Methodology (2009), Second Revised Edition, New Age International Publishers, New Delhi.

Reference Books:

1. Good & Hatt, Research Methods in Social Science
2. E.Mory & Cooper, Business Research Methods
3. K.V.Rao, Research Methods for Commerce and Management
4. Dr. A.Vinayagamoorthy, Business Research Methods, Vaishali Publications

Mapping With Program Outcomes

C0s	P01	P02	P03	P04
C01	S	S	S	M
C02	S	S	S	M
C03	S	S	S	M
C04	S	S	S	S
C05	S	S	S	M

S-Strong, M-Medium

18MPMGT02 – General Management

Course Objective:

1. Imparting the basic concepts of entrepreneurship/management.
2. Making the students to understand the different perspectives production.
3. Learning and experiencing the new trends in marketing.
4. Helping students understand the transformation in the role of HR functions from being a support function to strategic function.
5. Enabling the techniques involved in inventory management.

Course Outcome:

1. Infer and interpret the basic concepts of entrepreneurship/management for better application of the same in modern organizations.(C01, K1)
2. Develop new skill set required for production managers.(C02,K6)
3. Apply new and modern marketing techniques and develop new marketing tools for business organizations.(C03, K3)
4. Analyze the importance of global and strategic human resource management. (C04,K4)
5. Formulate strategies to implement security analysis and portfolio management.(C05,K6)

UNIT I:

Management, Nature and Scope – Elements and Levels of Management – Contributions of F.W.Taylor and Henri Fayol – Planning – Types of Plans – Steps in Planning – MBO and MBE – Organizing Process – Staffing Process – Directing and its Importance – Controlling Process.

UNIT II:

Operations Management – Meaning – Plant Location – Types of Plant Layout – Functions of Production – Planning and Control – Types of Production System – Inventory Control – EOQ Analysis – Materials Management – Objectives – Functions – Maintenance – Quality Control – Objectives – Importance – Work Study – JIT – Six Sigma – KANBAN.

UNIT III:

Human Resource Management – Meaning – Objectives – Functions – Job Analysis – Recruitment – Sources of Recruitment – Training – Types of Training – Performance Appraisal – Definition and Process – Worker’s Participation in Management – Collective Bargaining.

UNIT IV:

Financial Management – Objectives – Financial Planning and Control – Break-Even Analysis – Cash Management – Receivables Management – Working Capital and its Determinants – Sources of Short-Term and Long-Term Finance – Cost of Capital – Methods of Appraising Project – Profitability.

UNIT V:

Marketing Management – Core Concepts of Marketing – Marketing Functions – Market Segmentation – Targeting and Positioning – Factors influencing Buyer Behavior – Product Decisions – Product Life Cycle – New Product Development – Pricing Methods – Channels of Distribution – Promotional Mix.

Reference Books:

1. L.M.Prasad, Principles and Practices of Management, Sultan Chand & Sons (2018).
2. R.Panner Selvam, Production and Operations Management (Second Edition) 2006, Prentice Hall of India.
3. K.Aswathappa (1999), Human Resource and Personal Management, Tata Mc.Graw Hill.
4. Dr.V.R.Palanivelu, Financial Management (2017), Third Edition S.Chand & Sons, NewDelhi.

Mapping With Program Outcomes

C0s	P01	P02	P03	P04
C01	S	S	S	M
C02	S	S	S	M
C03	S	S	S	M
C04	S	S	S	S
C05	S	S	S	M

S-Strong, M-Medium

SL.NO.	GUIDE PAPER : LIST OF SUBJECTS OFFERED
1.	International marketing management
2.	Advanced Marketing management
3.	Entrepreneurship and skill development
4.	Advanced operations management
5.	Strategic human resource management
6.	Training and development
7.	Security analysis and portfolio management
8.	Advanced financial management
9.	Global strategic management
10.	Systems management

PERIYAR UNIVERSITY, SALEM -636 011
MASTER OF PHILOSOPHY,
DEPARTMENT OF MANAGEMENT STUDIES
INTERNATIONAL MARKETING MANAGEMENT
(K1, K2, K3, K4, K5 and K6 levels)

Course Objectives:

1. Imparting the basic concepts of international trade & international marketing.
2. Making the students to understand the international groupings and market entry strategies.
3. Exposing the students to exports.
4. Enabling students to understand and appreciate the significance of international institutions related to international trade.
5. Learning the new trends in international marketing especially with India focused discussion on relevant institutions and FDI & FPI.

Course Outcome:

After completing the course, the students will be able to

1. Infer and interpret the basic concepts of international trade & international marketing.(C01,K1)
2. Examine the vital nature of international groupings and develop better market entry strategies.(C02,K5)
3. Analyze the role of exports in international economic growth.(C03,K4)
4. Discover the utility and significance of international institutions related to international trade.(C04, K6)
5. Estimate the impact of new trends in international marketing especially, with India focused discussion on FDI and FPI.(C05,K5)

CONTENTS

UNIT - I

International Marketing/Business: Meaning, advantages, problems. Globalization –Meaning, Drivers - Stages of internationalization – Differences between domestic business and international business, International Orientations. International political, legal, socio-cultural, technological and economic environment.

UNIT - II

Levels of integration – Trade Blocks: North American Free Trade Agreement (NAFTA), Association of South East Asian Nations (ASEAN), European Union (EU) and The South Asian Association for Regional Cooperation (SAARC). International market selection & Barriers - International market entry strategies

UNIT - III

Tariff and Non-tariff Barriers - Challenges in international branding and packaging - International pricing decisions: Factors affecting international pricing - INCO Terms -Transfer pricing – Dumping - Counter trade. Export procedures and documentation - Methods of payments.

UNIT - IV

International Logistics – International Shipping Industry – Containers; Types and Uses - General Agreement on Tariff and Trade (GATT) - World Trade Organization (WTO): Origin, objectives, functions, briefly about GATS, TRIPS and TRIMs - Dispute settlement mechanism under WTO.

UNIT - V

Role and functions of - DGFT – Export Promotion Councils - EXIM bank –ECGC – IIFT - India's trade: Direction, Composition and Trend- India's current Balance of Trade and Balance of Payments position -Foreign Direct Investment (FDI) and Foreign Portfolio Investment (FPI) investment into India.

TEXT BOOK:

1. *SubbaRao P.* 2008. **International Business: Text and Cases.** [Second Edition]. Himalaya Publishing House, New Delhi. (For Unit I, II, III& IV).
2. *Francis Cherunilam.* 2009. **International Business: Text and Cases.** [Fifth Edition]. PHI Publishing House, New Delhi.(For Unit II, IV& V).
3. *Reserve Bank of India,* **Economic Survey of India 2016-17**or most recent. (For Unit V).

REFERENCE BOOKS:

1. *Arvind V. Phatak., Rabi S. Bhagatand and Roger J. Kashlak.* 2010. **InternationalManagement: Managing in a diverse and dynamic global environment.** [Second Edition] Tata McGraw Hill, New Delhi.
 2. *Charles W L Hill and Arun K Jain.* 2014. **International Business: Competing in the Global Market Place.** [Tenth Edition]. Tata McGraw Hill, New Delhi.
 3. *Bhalla, V.K. and Shiva Ramu, S.* 2010. **International Business: Environment and Management.** [Thirteenth Edition]. Anmol Publications Pvt. Ltd., New Delhi.
 4. *John D. Daniels., Lee H. Radebaugh and Daniel P. Sullivan.* 2012. **International Business: Environment and Operations.** [Fourteenth Edition]. Pearson Education, New Delhi.
-

Mapping With Program Outcomes

C0s	P01	P02	P03	P04
C01	S	S	S	M
C02	S	S	S	M
C03	S	S	S	M
C04	S	M	S	S
C05	S	S	S	M

S-Strong, M-Medium

PERIYAR UNIVERSITY, SALEM -636 011

MASTER OF PHILOSOPHY,
DEPARTMENT OF MANAGEMENT STUDIES

MARKETING MANAGEMENT
(K1, K2, K3, K4, K5 and K6 levels)

Course Objectives:

1. Imparting the basic concepts of marketing for better application of the same in modern organizations.
2. Making the students to understand the different perspectives of the term “product”.
3. Exposing the students to role of price and marketing channels.
4. Enabling students to understand and appreciate the criticality of marketing communication to any business.
5. Learning and experiencing the new trends in marketing.

Course Outcome:

After completing the course, the students will be able to

6. Infer and interpret the basic concepts of marketing for better application of the same in modern organizations.(C01,K1)
7. Develop new product strategies for organizations including branding decision.(C02,K6)
8. Analyse the role and importance of price and marketing channels to organizations.(C03,K4)
9. Formulate integrated marketing communication strategies to business organizations.(C04,K6)
10. Apply new and modern marketing techniques and develop new marketing tools for business organizations.(C05,K3)

CONTENTS

UNIT - I

Marketing: Definition, importance and scope – Core marketing concepts, Company orientation towards marketplace – Marketing and customer value – Creating value, and customer relationship – Analyzing consumer markets - Identifying market segments and targets.

UNIT - II

Product characteristics and classifications – Product differentiation – Product and brand relationship - Packaging and labeling- New product development – Product life cycle marketing strategies – Devising a branding strategy – Crafting the brand positioning.

UNIT - III

Pricing: Understanding pricing – Setting the price – Pricing Methods - Adapting the price – Initiating and responding to price changes.

Physical distribution: Marketing channels and value networks – Role of marketing channels – Channel design decisions – Channel management decisions – Channel conflict management.

UNIT - IV

Retailing - Private Labels – Wholesaling – Market logistics - Promotion: Role of marketing communication – Developing effective communication – Deciding the communication mix – Advertising (objective, budget) – Sales promotion (objectives, major decisions) – Events and experiences, Public relations.

UNIT - V

Direct marketing – Interactive marketing - word-of-mouth - Personal selling: Designing and managing sales force – Principles of personal selling - Trends in marketing practices: Internal marketing – Socially responsible marketing – Marketing implementation and control – Future of marketing.

TEXT BOOK:

1. *Philip Kotler, Kevin Lane Keller, Abraham Koshy and Mithileswar Jha.* 2012. **Marketing Management.** [Thirteenth Edition]. Pearson Education, New Delhi.

REFERENCE BOOKS:

1. *Ramaswamy, V.S and Namakumari S,* 2009. **Marketing Management.** [Third Edition]. Macmillan India Ltd, New Delhi.
 2. *Rajan Saxena.* 2009. **Marketing Management.** [Fourth Edition]. Tata-McGraw Hill, New Delhi.
-

Mapping With Program Outcomes

C0s	P01	P02	P03	P04
C01	S	S	S	M
C02	S	S	S	M
C03	S	M	S	M
C04	S	S	S	S
C05	S	S	S	M

S-Strong, M-Medium

PERIYAR UNIVERSITY, SALEM -636 011
MASTER OF PHILOSOPHY,
DEPARTMENT OF MANAGEMENT STUDIES
ENTREPRENEURSHIP AND SKILL DEVELOPMENT
(K1, K2, K3, K4, K5 and K6 levels)

Course Objectives:

1. Imparting the basic concepts of entrepreneurship.
2. Making the students to understand the different perspectives of the term “Entrepreneurship”.
3. Exposing the students to learn project proposal preparation.
4. Enabling students to understand the institutional support to entrepreneurship.
5. Learning and experiencing the new trends in entrepreneurship.

Course Outcome:

After completing the course, the students will be able to

1. Infer and interpret the basic concepts of entrepreneurship for better application of the same in modern organizations.(C01,K1)
2. Develop new skill set required for entrepreneurs.(C02,K6)
3. Analyze the importance of project proposals.(C03,K4)
4. Formulate entrepreneurship strategies.(C04,K6)
5. Apply new and modern techniques and develop new business models.(C05,K3)

CONTENTS

UNIT - I

Entrepreneurship – Definition -Role and expectations – Entrepreneurship as a Career - Entrepreneurial styles and types – Characteristics of the successful Entrepreneur – Functions of an Entrepreneur – Role of Socio-Cultural, Economic and Political Environment on Entrepreneurship – Constraints for the Growth of Entrepreneurial Culture.

UNIT - II

Entrepreneurial Motivation Theories - Entrepreneurial Competencies – Developing Competencies – Business Environment - Role of Family and Society - Entrepreneurship Development - Training and Other Support Organizational Services.

UNIT - III

Identification of Business Opportunity – Components of Business plan/ project proposal – Uses of Business plan – Characteristics of good business plan - Finance and Human Resource Mobilization - Operations Planning - Market and Channel Selection - Growth Strategies – Launching the project – Incubation, Venture capital, IT start-ups - Monitoring and Evaluation of Business - Preventing Sickness and Rehabilitation of Business.

UNIT – IV

Introduction to Soft skills - Self discovery - Developing positive attitude - Improving perceptions - Forming values - Developing interpersonal relationship - Team building - Group dynamics - Net working - Improved work relationship.

UNIT – V

Developing positive body language - Practising etiquette and mannerism - Time management - Stress management - Writing resume/CV - Interview skills - Group discussion - Mock interview - Mock GD – Goal setting - Career planning.

TEXTBOOKS:

1. *Hisrich*. 2001. **Entrepreneurship**. Tata McGraw Hill, New Delhi.
2. *Khanka.S.S* 2001. **Entrepreneurial Development**. S. Chand and Company Limited, New Delhi.
3. *Alex K.* 2012. **Soft Skills – Know Yourself & Know the World**. S. Chand & Company LTD, Ram Nagar, New Delhi- 110 055.

REFERENCE BOOKS:

1. *Mathew Manimala*. 2005. **Entrepreneurship Theory at the Crossroads, Paradigms & Praxis**, Biztrantra , 2nd Edition.
2. *Prasanna Chandra*. 1996. **Projects – Planning, Analysis, Selection, Implementation and Reviews**. Tata McGraw-Hill.

Mapping With Program Outcomes

C0s	P01	P02	P03	P04
C01	S	S	S	M
C02	S	M	S	M
C03	S	S	S	M
C04	S	S	M	S
C05	S	S	S	M

S-Strong, M-Medium

PERIYAR UNIVERSITY, SALEM -636 011
MASTER OF PHILOSOPHY,
DEPARTMENT OF MANAGEMENT STUDIES
ADVANCED OPERATIONS MANAGEMENT
(K1, K2, K3, K4, K5 and K6 levels)

Course Objectives:

1. Imparting the basic concepts of operations management.
2. Making the students to understand the different perspectives production.
3. Exposing the students to learn supply chain management.
4. Enabling students to understand the importance of TQM.
5. Learning and experiencing the new trends in operations management .

Course Outcome:

After completing the course, the students will be able to

1. Infer and interpret the basic concepts of operations management for better application of the same in modern organizations.(C01,K1)
2. Develop new skill set required for production managers.(C02,K6)
3. Analyze the importance of logistics and supply chain management.(C03,K4)
4. Formulate strategies to implement Total Quality Management.(C04,K6)
5. Apply new and modern techniques and develop new operations management techniques.(C05,K3)

CONTENTS

UNIT – I

Concept of Operations Management - Characteristics of Manufacturing sector and service sector - Concepts and Calculations of Productivity - Productivity Techniques - Productivity improvement measures. - Product development considerations – Value engineering, concurrent engineering, Robust design - Modular design - Selection and Justification of Advanced Manufacturing Technology.

UNIT – II

Strategic capacity planning for products and services-Types of production systems - Job shop industry, Process Industry, Project type of industry, Mass production Industry with product layout, process layout and cellular manufacturing system - Product design and Process selection - Make or buy decision using the Break-even -analysis.

UNIT – III

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

UNIT – IV

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

UNIT – IV

Recent Trends in operations management – Lean manufacturing -, Synchronous manufacturing - theory of constraints – Agile Manufacturing. - Disposal Strategy- Industrial and Hazardous solid waste management- Extended Producer’s Liability. Principles of organizational transformation and re-engineering - fundamentals of process reengineering, methodology.

TEXTBOOKS:

1. *Edward S. Buffa and Rakesh Sarin. 1987. Modern Production and Operations Management*, John Wiley & Sons.
 2. *Chase, Aquilano & Jacobs. 1999. Production and Operations Management*, Tata McGraw Hill, 8th Edition.
 3. *Mohanty R. P. and S. G. Deshmukh. Advanced operations management*, Pearson Education, First Edition.
 4. *Samuel K.Ho. 2002. TQM, An Integrated approach*, Kogan Page India Pvt Ltd.
-

Mapping With Program Outcomes

C0s	P01	P02	P03	P04
C01	S	S	S	M
C02	S	M	S	M
C03	S	S	S	M
C04	S	S	S	S
C05	S	S	S	M

S-Strong, M-Medium

PERIYAR UNIVERSITY, SALEM -636 011

MASTER OF PHILOSOPHY,
DEPARTMENT OF MANAGEMENT STUDIES
STRATEGIC HUMAN RESOURCE MANAGEMENT
(K1, K2, K3, K4, K5 and K6 levels)

Course Objectives:

1. Imparting the basic concepts of strategic human resource management.
2. Making the students to understand the different perspectives of SHRM.
3. Helping students understand the transformation in the role of HR functions from being a support function to strategic function.
4. Providing better understanding of the tools and techniques used by organizations to meet current challenges.
5. Learning and experiencing the new trends in SHRM.

Course Outcome:

After completing the course, the students will be able to

1. Infer and interpret the basic concepts of SHRM for better application of the same in modern organizations.(C01,K1)
2. Develop new skill set required for human resource managers.(C02,K6)
3. Analyze the importance of global and strategic human resource management.(C03,K4)
4. Formulate strategies to implement strategic human resource management.(C04,K6)
5. Apply new and modern techniques and develop new SHRM techniques.(C05,K3)

CONTENTS

UNIT – I

Meaning – Strategic framework for HRM and HRD – Vision, Mission and Values – Importance – Challenges to Organizations – HRD Functions - Roles of HRD Professionals - HRD Needs Assessment - HRD practices – Measures of HRD performance – Links to HR, Strategy and Business Goals – HRD Program Implementation and Evaluation – Recent trends – Strategic Capability , Bench Marking and HRD Audit.

UNIT – II

e- Employee profile– e- selection and recruitment - Virtual learning and Orientation – e – training and development – e- Performance management and Compensation design – Development and Implementation of HRIS – Designing HR portals – Issues in employee privacy – Employee surveys online.

UNIT – III

Domestic Vs International HRM - Cultural Dynamics - Culture Assessment - Cross Cultural Education and Training Programs – Leadership and Strategic HR Issues in International Assignments - Current challenges in Outsourcing, Cross border Mergers and Acquisitions - Repatriation etc – Building Multicultural Organization - International Compensation.

UNIT – IV

Career Concepts – Roles – Career stages – Career planning and Process – Career development Models– Career Motivation and Enrichment –Managing Career plateaus- Designing Effective Career Development Systems – competencies and Career Management – Competency Mapping Models – Equity and Competency based Compensation.

UNIT – V

Need for Coaching – Role of HR in coaching – Coaching and Performance – Skills for Effective Coaching – Coaching Effectiveness– Need for Counseling – Role of HR in Counseling - Components of Counseling Programs – Counseling Effectiveness – Employee Health and Welfare Programs

TEXTBOOKS:

1. *Randy L. Desimone, Jon M. Werner, David M. Mathis.* 2007. **Human Resource Development**, Cengage Learning.
2. *Paul Boselie.* 2011. **Strategic Human Resource Management**. Tata McGraw Hill.
3. *Jeffrey A Mello.* 2007. **Strategic Human Resource Management**, Cengage Learning, Southwestern.
4. *Robert L. Mathis and John H. Jackson.* 2007. **Human Resource Management**, Cengage Learning.

Mapping With Program Outcomes

C0s	P01	P02	P03	P04
C01	S	S	S	M
C02	S	M	S	M
C03	S	S	S	M
C04	S	S	S	S
C05	S	M	S	M

S-Strong, M-Medium

PERIYAR UNIVERSITY, SALEM -636 011
MASTER OF PHILOSOPHY,
DEPARTMENT OF MANAGEMENT STUDIES
TRAINING AND DEVELOPMENT
(K1, K2, K3, K4, K5 and K6 levels)

Course Objectives:

1. Imparting the basic concepts and practice of training and development in modern organizations.
2. Developing an understanding to assess training needs and design training programmes in an organization setting.
3. Familiarizing with the levels, tools and techniques involved in evaluation of training effectiveness.
4. Making the students to understand the different perspectives of T & D.
5. Learning and experiencing the new trends in T & D.

Course Outcome:

After completing the course, the students will be able to

1. Infer and interpret the basic concepts of T & D for better application of the same in modern organizations.(C01,K1)
2. Develop new skill set required for training and development function performed by human resource managers.(C02,K6)
3. Analyze the importance of global and strategic T & D.(C03,K4)
4. Formulate strategies to implement T & D.(C04,K6)
5. Apply new and modern techniques and develop new T &D techniques.(C05,K3)

CONTENTS

UNIT – I

Concepts and Rationale of Training and Development; overview of training and development systems; organizing training department; training and development policies; linking training and development to company's strategy; Requisites of Effective Training ; Role of External agencies in Training and Development.

UNIT – II

Meaning and purpose of TNA, TNA at different levels, Approaches for TNA, output of TNA, methods used in TNA.

UNIT – III

Overview of Training Methodologies- Logic and Process of Learning; Principles of Learning; Individual differences in learning, learning process, learning curve, learning management

system; Criteria for Method Selection; Skills of an Effective Trainer; Use of Audio-Visual Aids in training; E- Learning; Techniques for enhancing decision-making and interpersonal skills, Case-study, in-basket exercise, Action learning, Games, Role Play; Demonstration and Practice Monitoring; Self Diagnostic Skills, Brain Storming, Counselling, Team Building, and Sensitivity Training .

UNIT – IV

Organization of Training and Development programs, Training design, kinds of training and development programs- competence based and role based training; orientation and socialization; diversity training, choice of training and development methods, Preparation of trainers; developing training materials; E-learning environment; Flexible learning modules; Self development; Training process outsourcing.

UNIT – V

Reasons for evaluating Training and development programs, Problems in evaluation; Evaluation planning and data collection, different evaluation frameworks, Problems of Measurement and Evaluation; Costing of training, measuring costs and benefits of training program, obtaining feedback of trainees; Methods of evaluating effectiveness of Training Efforts; Kirkpatrick Model of Training Effectiveness; Training issues resulting from the external environment and internal needs of the company.

TEXTBOOKS:

1. *Prior, John. Handbook of Training and Development*, Jaico Publishing House, Bombay.
2. *Trvelove, Steve, Handbook of Training and Development*, Blackwell Business.
3. *Warren, M.W. Training for Results*, Massachusetts, Addison-Wesley.
4. *Craig, Robert L., Training and Development Handbook*, McGraw Hill.

Mapping With Program Outcomes

C0s	P01	P02	P03	P04
C01	S	S	S	M
C02	S	S	S	M
C03	S	M	S	M
C04	S	S	M	S
C05	S	S	S	M

S-Strong, M-Medium

PERIYAR UNIVERSITY, SALEM -636 011
MASTER OF PHILOSOPHY,
DEPARTMENT OF MANAGEMENT STUDIES
SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT
(K1, K2, K3, K4, K5 and K6 levels)

Course Objectives:

1. Imparting the basic concepts and practice of security analysis and portfolio management.
2. Making the students to understand the Investment, Investment products and Risk Return Concepts.
3. Imparting the knowledge of working of Financial Markets & Regulators.
4. Enabling the techniques involved in deciding upon purchase or sale of securities.
5. Making the students to understand the different perspectives of T & D.

Course Outcome:

After completing the course, the students will be able to

1. Infer and interpret the basic concepts of security analysis and portfolio management for better application of the same in modern organizations.(C01,K1)
2. Develop new skill set required security analysis and portfolio management.(C02,K6)
3. Analyze the importance of security analysis and portfolio management.(C03,K4)
4. Formulate strategies to implement security analysis and portfolio management.(C04,K6)
5. Apply new and modern techniques and develop new security analysis and portfolio management techniques.(C05,K3)

CONTENTS

UNIT – I

Financial and economic meaning of Investment – Characteristics and objectives of Investment – Types of Investment – Investment alternatives – Choice and Evaluation – Risk and return concepts

UNIT – II

Financial Market - Segments – Types - - Participants in financial Market – Regulatory Environment, Primary Market – Methods of floating new issues, Book building – Role of primary market – Regulation of primary market, Stock exchanges in India – BSE, OTCEI , NSE, ISE, and Regulations of stock exchanges – Trading system in stock exchanges –SEBI.

UNIT – III

Economic Analysis – Economic forecasting and stock Investment Decisions – Forecasting techniques. Industry Analysis : Industry classification, Industry life cycle – Company Analysis

Measuring Earnings – Forecasting Earnings – Applied Valuation Techniques – Graham and Dodds investor ratios.

UNIT – IV

Fundamental Analysis Vs Technical Analysis – Charting methods – Market Indicators. Trend – Trend reversals – Patterns - Moving Average – Exponential moving Average – Oscillators – Market Indicators – Efficient Market theory.

UNIT – V

Portfolio analysis –Portfolio Selection –Capital Asset Pricing model – Portfolio Revision – Portfolio Evaluation – Mutual Funds.

TEXTBOOKS:

1. *Donald E.Fischer & Ronald J.Jordan. 2001. Security Analysis & Portfolio Management*, PHI Learning., New Delhi, 8th edition.
 2. *Prasannachandra. 2011. Investment analysis and Portfolio Management*, Tata McGraw Hill.
 3. *Punithavathy Pandian. 2016. Security Analysis and Portfolio Management*, Vikas Publishing, New Delhi, 2nd edition.
-

Mapping With Program Outcomes

C0s	P01	P02	P03	P04
C01	S	S	S	M
C02	S	S	S	M
C03	M	S	S	M
C04	S	M	S	S
C05	S	S	S	M

S-Strong, M-Medium

PERIYAR UNIVERSITY, SALEM -636 011
MASTER OF PHILOSOPHY,
DEPARTMENT OF MANAGEMENT STUDIES
ADVANCED FINANCIAL MANAGEMENT
(K1, K2, K3, K4, K5 and K6 levels)

Course Objectives:

1. Imparting the basic concepts and practice of advance financial management.
2. Making the students to understand the importance of cash management.
3. Imparting the knowledge of receivables management.
4. Enabling the techniques involved in inventory management.
5. Making the students to understand the different perspectives of advance financial management.

Course Outcome:

After completing the course, the students will be able to

1. Infer and interpret the basic concepts of advance financial management for better application of the same in modern organizations.(C01,K1)
2. Develop new skill set required advance financial management.(C02,K6)
3. Analyze the importance of receivables management.(C03,K4)
4. Formulate strategies to implement security analysis and portfolio management.(C04,K6)
5. Apply new and modern techniques to deal capital structure and dividend policy of the firm.(C05,K3)

CONTENTS

UNIT – I

Introduction to financial management, objectives of financial management – profit maximization and wealth maximization. Interface of Financial Management with other functional areas. Sources of Financing - Shares, Debentures, Term loans, Lease financing, Hybrid financing, Venture Capital, Angel investing and private equity, Warrants and convertibles. Working capital management – Determination of level of current assets. Sources for financing working capital. Bank finance for working capital.

UNIT – II

Forecasting cash flows – Cash budgets, long-term cash forecasting, monitoring collections and receivables, optimal cash balances – Baumol model, Miller-Orr model, Strategies for managing surplus fund.

UNIT – III

Credit management through credit policy variables, marginal analysis, Credit evaluation: Numerical credit scoring and Discriminate analysis. Control of accounts receivables, Problems on credit granting decision.

UNIT – IV

Determinations of inventory control levels: ordering, reordering, danger level. EOQ model. Pricing of raw material. Monitoring and control of inventories, ABC Analysis.

UNIT –V

Capital structure & market value of a firm. Planning the capital structure: EBIT and EPS analysis. ROI & ROE analysis. Capital structure policy. Leverages – Determination of operating leverage, financial leverage and total leverage. Dividend decision: Theories of dividend policy, Walter's & Gordon's model, Modigliani & Miller approach. Bonus shares and stock split corporate dividend behavior. Legal and procedural aspects of dividends, Corporate Dividend Tax.

TEXTBOOKS:

1. *Khan M.Y. & P.K. Jain. 2011. Financial Management* 6/e, TMH.
2. *Shashi K Gupta and R K Sharma.2014. Financial Management*, 8th Revised Edition, Kalyani Publishers.
3. *Prasanna Chandra. 2011. Financial Management*, 8/e, TMH.
4. *Pandey I.M. 2011. Financial Management*, 10/e, Vikas Publishing House.

Mapping With Program Outcomes

C0s	P01	P02	P03	P04
C01	S	S	S	M
C02	S	S	S	M
C03	S	S	S	M
C04	S	S	S	S
C05	S	S	S	M

S-Strong, M-Medium

PERIYAR UNIVERSITY, SALEM -636 011
MASTER OF PHILOSOPHY,
DEPARTMENT OF MANAGEMENT STUDIES
GLOBAL STRATEGIC MANAGEMENT
(K1, K2, K3, K4, K5 and K6 levels)

Course Objectives:

1. Imparting the basic concepts and practice of Global Strategic Management.
2. Making the students to understand the importance of Global Strategic Management.
3. Imparting the knowledge of Strategic Choice and Positioning.
4. Enabling the techniques involved in implementing the Strategic Plan.
5. Making the students to understand the different perspectives of innovation in Global Strategic Management

Course Outcome:

After completing the course, the students will be able to

1. Infer and interpret the basic concepts of Global Strategic Management for better application of the same in modern organizations.(C01,K1)
2. Develop new skill set required Global Strategic Management.(C02,K6)
3. Analyze the importance of Strategic Choice and Positioning.(C03,K4)
4. Formulate strategies to implement the Strategic Plan.(C04,K6)
5. Apply new and modern techniques to deal innovation in global challenges.(C05,K3)

CONTENTS

UNIT – I

Global Strategic Management: An Overview, The Changing scenario, Key Challenges facing Managers, Defining Globalization, The Dark Side of Globalization, Globalization in a Historical Context, Implications for Management, A framework for Global Strategic Management

UNIT – II

Analyzing the dynamic External Environment, Macro-environmental Analysis, Industry Analysis: Five Forces of Competition, Analyzing an Industry's Globalization Potential, Formulating Strategy and Developing a Business Model, Strategy and Business Models, Understanding the Sources of Competitive Advantage, Refining the Business Model: Competitive Dynamics

UNIT – III

Strategic Choice and Positioning: Positing Strategic Choices in a Global Context, Importance of strategic Positioning, Global and Multi-domestic Industries, Leveraging Competitive Advantage through Global Marketing, Global Sourcing, Strategic Alliances

UNIT – IV

Implementing the Strategic Plan: Implementing Strategy Using Structures and Process, Fundamental Principles of Implementation, Implementing Strategy by Cultivating a Global Mindset, Implementing Strategy Using Financial Performance Measures

UNIT – V

Innovation, The Emerging Context of Innovation and Creativity in a Knowledge-based, Digital Economy Integration: Integration and Emerging Issues in Global Strategic Management Objectives, Reviewing the Global Strategic Management (GSM) Framework, Exploring Future Trends and Directions

TEXTBOOKS:

1. *Charles Hill & Gareth Jones. Strategic Management Theory: An Integrated Approach*, Cengage Learning.
2. *Hitt, R. Duane Ireland, Robert E. Hoskisson. Strategic management: competitiveness and globalization: Concepts & Practices*, Cengage Learning.
3. *Johnson. Exploring Corporate Strategy: Text & Cases*, Pearson Education India.
4. *Robert S. Kaplan, David P. Norton, The strategy-focused organization: how balanced scorecard companies thrive in the new business environment*, Harvard Business Press.

Mapping With Program Outcomes

C0s	P01	P02	P03	P04
C01	S	S	S	M
C02	S	S	S	M
C03	S	M	S	M
C04	S	S	S	S
C05	S	S	S	M

S-Strong, M-Medium

PERIYAR UNIVERSITY, SALEM -636 011

MASTER OF PHILOSOPHY,
DEPARTMENT OF MANAGEMENT STUDIES
SYSTEMS MANAGEMENT
(K1, K2, K3, K4, K5 and K6 levels)

Course Objectives:

1. Imparting the basic concepts and practice of systems management.
2. Making the students to understand the importance of system analysis and design.
3. Imparting the knowledge various models.
4. Enabling the techniques involved in implementing the decision support system.
5. Making the students to understand the different perspectives security protocols.

Course Outcome:

After completing the course, the students will be able to

1. Infer and interpret the basic concepts of systems management for better application of the same in modern organizations.(C01,K1)
2. Develop new skill set required system analysis and design.(C02,K6)
3. Analyze the importance of various models.(C03,K4)
4. Formulate strategies to implement the the decision support system.(C04,K6)
5. Apply new and modern security protocols techniques to deal innovation in global challenges.(C05,K3)

CONTENTS

UNIT – I

Data, Information, Intelligence, Information Technology, Information System, evolution, types based on functions and hierarchy, Functional Information Systems, DSS, EIS, KMS, GIS, International Information System.

UNIT – II

Systems development methodologies, Systems Analysis and Design Tools – System flow chart, Decision table, DFD, ER, Object oriented Analysis and Design, UML diagram.

UNIT – III

Models – Modeling Process – Types of Models – Optimisation – Simulation – Heuristic – Descriptive – Predictive – Model base – Modeling Languages – Model Directory – Model Base Management System –DATABASE MANAGEMENT SYSTEMS - DBMS – HDBMS, NDBMS, RDBMS, OODBMS, Query Processing, SQL, Concurrency Management, Data warehousing and Data Mart

UNIT – IV

DSS models and software- The decision making process - Structured, Semi Structured and Unstructured problems; Managing Information Technology: Managing Information Resources and technologies

UNIT – V

Security, Testing, Error detection, Controls, IS Vulnerability, Disaster Management, Computer Crimes, Securing the Web, Intranets and Wireless Network, NEW IT INITIATIVES - Role, Business Intelligence, Pervasive Computing, Cloud computing, CMM.

TEXTBOOKS:

1. *Robert Schultheis and Mary Summer. Management Information Systems – The Managers View*, Tata McGraw Hill.
 2. *Kenneth C. Laudon and Jane Price Laudon. Management Information Systems – Managing the digital firm*, PHI Learning / Pearson Education, PHI, Asia.
 3. *Gordon Davis. Management Information System: Conceptual Foundations, Structure and Development*, Tata McGraw Hill.
 4. *James O Brien, Management Information Systems – Managing Information Technology in the E-business enterprise*, Tata McGraw Hill.
-

Mapping With Program Outcomes

C0s	P01	P02	P03	P04
C01	S	S	S	M
C02	S	S	S	M
C03	S	M	S	M
C04	S	S	S	S
C05	S	S	S	M

S-Strong, M-Medium