



**M.PHIL COMMERCE
DEGREE PROGRAMME
(CBCS PATTERN)**

COURSE STRUCTURE AND SYLLABUS

**DEPARTMENT OF COMMERCE
SCHOOL OF MANAGEMENT
PONDICHERRY UNIVERSITY**

PONDICHERRY UNIVERSITY
M.PHIL. COMMERCE DEGREE PROGRAMME (CBCS)

COURSE STRUCTURE- 2011 -12 BATCH ONWARDS

COURSE CODE	TITLE OF THE PAPER	Hardcore /Soft Core	CREDIT	Max Marks (ES-60+IA-40)
I SEMESTER				
COM 611	RESEARCH METHODOLOGY	H	6	100
COM 617	ADVANCED FUNCTIONAL MANAGEMENT	H	6	100
COM 623	PERSONNEL MANAGEMENT- OPTIONAL PAPER	S	6	100
COM 624	FINANCIAL MANAGEMENT – OPTIONAL PAPER	S	6	100
COM 625	MARKETING MANAGEMENT-OPTIONAL PAPER	S	6	100
COM 626	BANK MANAGEMENT- OPTIONAL PAPER	S	6	100
COM 627	CORPORATE FINANCE-OPTIONAL PAPER	S	6	100
COM 628	HUMAN RESOURCE MANAGEMENT-OPTIONAL PAPER	S	6	100
II SEMESTER				
COM 621	DISSERTATION	H	15	150
COM 622	VIVA-VOCE	H	3	50

M.PHIL (COMMERCE) DEGREE PROGRAMME

REGULATIONS

EFFECTIVE FROM THE ACADEMIC YEAR (2011-12) BATCH ONWARDS

AIM OF THE COURSE:

Aims at equipping research scholars to do quality research in the various areas of commerce.

ELIGIBILITY OF ADMISSION

Master's Degree in Commerce and allied subjects with a minimum of 50% marks

DURATION OF THE COURSE:

The Course shall be of one year duration spread over two semesters.

MEDIUM:

The Medium of instruction shall be English

COURSE STRUCTURE:

The Course Structure comprises of Hard Core and Soft Core (Area Paper). All the papers are compulsory for the research scholar.. A scholar is required to take 30 credits in Hard Core and 6 credits in soft core to complete the course. The first semester will be on Research Methodology, Advanced Functional Management and Area Paper. An area paper is to be chosen by the candidate out of 6 papers available in line with the area of proposed dissertation.

EXAMINATION:

Choice Based Credit System (CBCS) is followed in the department.

DISTRIBUTION OF MARKS BETWEEN INTERNAL ASSESSMENT AND END SEMESTER EXAMINATION

Internal Assessment – 40 marks End Semester Examination – 60 marks

Internal Assessment: Internal Assessment is continuous and is awarded out of 40 marks in each paper by the teacher concerned. The assessment is based on tests, assignment, seminar, quiz etc., The distribution of marks constitute 2 test for 15 marks each and 10 marks for assignment, seminar, quiz etc. The respective course teacher can decide about the distribution of marks between assignment, seminar, quiz etc. on the rest of 10 marks.

End Semester Examinations: The examination comprises question paper setting by external experts and valuation by internal and external. If the difference between the two valuations is more than 15% the script will be evaluated by a committee comprising Head of Department, Course Teacher and another examiner from the University and the marks awarded by the committee will be final.

DISSERTATION:

The dissertation submitted by the research scholar will be sent for evaluation to an outside expert. The outside expert will be chosen from a panel of examiners by the Controller of Examinations.

VIVA-VOCE:

The Viva-Voce will be conducted after the thesis is evaluated by the outside expert. The viva-voce will be conducted in the presence of the Head of Department, Guide and Supervisor and another Senior Faculty of the Department

PASSING CONDITION:

The students should have a minimum of 50% marks in semester examination and minimum 50% marks in the internal and external put together to pass the examination. There are no minimum pass marks in internal assessment examination. Failed candidates can appear the examination in the following semester.

QUESTION PAPER PATTERN:

Time: 3 Hours

Maximum Marks: 60

PART – A (10X 2 = 20 marks)
Answer all questions

PART-B (5 X 8 = 40 marks)
Answer any Five questions out of Eight Questions

MASIMUM PERIOD PERMITTED TO COMPLETE THE M.PHIL COURSE

Two years from the date of admission.

GUIDELINES TO DEAL WITH ATTENDANCE SHORTAGE

The Students are permitted to proceed to the succeeding semesters without break. Under this scheme the students should repeat papers of the semester in which shortage occurred whenever the paper is offered. The minimum attendance requirements are 70% in each semester to recommend the student for writing the end semester examinations and for allowing them to proceed with their research work.

MCOM 617- ADVANCED FUNCTIONAL MANAGEMENT

Hard core

6 Credits

Objective: To create an understanding among students regarding the spectrum of different fundamental aspects of management with research focus

- Unit I:** Management Revisited – Scope & Objectives – Management Process – Principles of Planning – Organizing – Direction – Motivation – need and importance – Motivation theories – Maslow – Herzberg – Mc Clelland – Mc Gregor – Porter Lawler and Victor Vroom – Relevance of Motivation in Indian Context - Communication – Recent Trends in Management Science – MBO - MBE – Social Responsibilities – Business Ethics – Corporate Governance .
- Unit II** Financial Management – Scope & Objectives – $V = f(IF, D)$ – Sources of Finance – Leverage – Capital Structure Design – Capital Budgeting – Dividend Policy – Working Capital Management – Fifty Year of Developments in Finance – Relationship between Risk and Return – CAPM – APT - Derivatives – Options & Futures – Fundamentals of International Finance – Forex Management.
- Unit III** Human Resources Management – Evolution & Growth – Planning & Organizing HR Function – Manpower Planning - Job Analysis & Job Description – Recruitment & Training – Performance Appraisal – Organizational Change – Recent Trends in HR
- Unit IV** Marketing Management – Modern Views – Marketing Strategy – Consumer Behaviour – Segmentation – Product Decisions – Pricing – Channel Decision – Promotional Policies – Consumer Delight – Relationship Marketing – Social Marketing – Outsourcing.
- Unit V** Production & Technology Management – Key issues involved in production process – Size & location - Japanese Management – Just-in-time – Total Quality Management - ISO9000 – Business Process Reengineering – Technology Management – Technology Transfer – Absorption and Diffusion.
- Strategic Management – 7S Framework – SWOT Analysis – Competitive Advantage – Synergy – Strategic Analysis – Display Matrices – Strategic Choices – Diversification – Mergers & Acquisitions – Takeover – Turnarounds – Strategy & Technology – Strategy & Social Audit.

Text Books:-

- 1.Koonty & Weirich, "Essentials of Management: An International approach" 8th edition, TataMcGraw Hill, 2009
- 2.Stephen P Robbins & David A., Decenzo, "Fundamentals of Management, Pearson Education, 3rd edition, 2001

Reference Books:

1. Bearley & Mayers, 'Principles of Corporation Finance', McGraw Hill, NY.
2. Lawrence, A Ralt, Robert & Hurdick & Fred E Schuster, 'Human Resource_Management: A Behavioural Systems Approach', Richard D Irwin, Homewood, Illinois.
3. Philip Kotler, 'Marketing Management, Analysis, Planning & Control', Prentice Hall, NY.
4. Jaqich, Lawrence R and William F Gloeck, 'Strategic Management & Business Policy', McGraw Hill, Singapore.
5. Aswathppa K., Human Resources Management, Himalaya, Bombay
6. Tripathi ND., Personnel Management and Industrial Relations, S Chand
7. Khan MY and JainP.K., Financial Management, TataMcGraw Hill Co. Ltd., New York, 2008
8. Philip Kotler: Principles of Marketing, 10th edition, Prentice Hall, India 2003.

Course Objective: This course is intended to develop the analytical and thinking capability of a scholar by focusing on their research and to adopt and disseminate management practices through quality research.

Unit 1 Introduction to research methods-Defining a research problem and developing an approach-Research Design-Exploratory research design: secondary data- Exploratory research design: qualitative data-Descriptive research design: Survey and Observation-Literature Survey: Proposal writing-Formulation of Hypothesis.

Unit 2 Measurement and scaling: Fundamental and comparative scaling-Nominal Scale-Ordinal Scale- Interval scale-Ratio Scale-Comparative Scaling Techniques- Paired Comparison Scaling-Rank order Scaling-Constant sum Scaling-Q Sort and other procedures-Non comparative scaling Techniques-Continuous rating scale itemised rating scale-Multi item scale-scale evaluation- reliability and validity

Unit 3 Questionnaire form and design-Questionnaire design process-Individual question content-Overcoming inability to answer-Unstructured and structured questions-Sampling Design and procedure-Sampling final and initial sample determination-Sampling design process-Classification of sampling techniques-

Unit 4 Data collection-Validation of field work-Data preparation process-checking the questionnaire-Coding-transcribing-data cleaning-Hypothesis testing-Formulate hypothesis-select an appropriate test-Choosing level of significance-Hypothesis testing related to differences

Unit 5 Statistical Analysis- ANOVA, Correlation and regression-Discriminant and Logit Analysis-Factor Analysis-Cluster Analysis-Multi Dimensional Scaling and conjoint analysis-Report preparation and presentation.

Text Books

1. Naresh K. Malhotra Marketing Research: An Applied Orientation Pearson education New Delhi 2010
2. Joseph F. Hair, Rolph E. Anderson Multivariate Data Analysis Prentice Hall, 2010

Reference Books

1. Timm H Neil, “ Applied Multivariate Analysis Springer-Verlag Inc. New York 2002
2. Johnson Arnold Richard, and . Wichern W Dean “Applied Multivariate Statistical Analysis” Pearson Prentice Hall, 2007.

MCOM 623 - PERSONNEL MANAGEMENT

Soft Core

6 Credits

- UNIT-I** Definition of Personal Management - Evolution and Growth of Personnel Management in India – Functions of Personnel Management – Objectives of Personnel Management – Qualities of a good Personnel Management – Professionalization – Future of Personnel Management in India. Planning and Organizing the Personnel Function Planning the Personnel Function - Operative and Managerial - Personnel Objectives Principles of Organization- Meaning - Structure and Theories.
- UNIT II** Procurement of Man Power Planning – Procurement of Personnel – Kinds or quality of Personnel – Job Analysis – Job Description – Recruitment Policy - Sources of Recruitment – Selection – Recruitment and Selection Practices in India.
- UNIT III** Development of Personnel- Orienting and Training Employees – New Employee Orientation – Programme – Employee Training – Training needs Assessment – Training Practices in India – Principles of Learning – Identifying and Developing Management Talent - Development Programmes.
- UNIT IV** Performance Appraisal- Purposes of Appraisal – Factors Affecting Performance Appraisal – Essentials of a good appraisal system – Criteria of Performance Appraisal – Performance Criteria for Operatives – for Frontline Supervisors - for Middle – Level Managers – for Top Mangers – Performance Appraisal Methods – Limitation
- UNIT V** Grievance and Discipline- Meaning of Grievance – Causes of Grievance – Grievance redressal Procedure – The Open door policy – Settlement of Grievance in Indian Industry. Organizational Change and Development - Strategies of Planned Change – Structural Approach – Technological approach – Behavioral approach – Technological approach – Behavioral approach – Process of change – Resistance to change – Change management – Organization Development – Objectives of organization Development – Underlying themes – Approaches to Organization Development – Conducting an Effective Organization Development programme – Steps for action research – Intervention techniques – The impact of Organization Development – Organization Development approaches in India.

Text Books:

1. Personnel Management, Edwin B. Flippo, McGraw Hill Publisher, International Edition, 1984.
2. Dr. P. C. Thirupathi, Personnel Management; Sultan Chand & Sons, New Delhi, 2006.
3. Joseph M. Putti, Personnel; The Management of Securing and Maintaining the workers; S. Chand & Co., New Delhi, 1980.

Reference Books:

1. Wayne F. Cascio, Managing Human Resources, Productivity Quality of Work Life, Profits, McGraw Hill Book Company New York, 7th edition 2006.
2. Decengo David A Robbins Stephen P. Fundamentals of Human Resource Management, John Wiley, New Delhi, 8th edition 2006.
3. Beaumont P.B. Human Resource Management, Sage GB: New Delhi, 1st edition 1993.
4. Sadler Toney, Human Resource Management, Kogan Page, New Delhi, 1st edition 1995.

MCOM 624 - FINANCIAL MANAGEMENT

Soft Core

6 Credits

Objective: To enhance the conceptual clarity of financial management and help student to take decisions for efficient management of finance

- UNIT I** Fifty years of development in Finance – Relationship between Risk and value additivity – Markowitz and birth of portfolio theory – Capital Asset Pricing Model (CAPM) Capital budgeting – Techniques – uncertainties.
- UNIT II** Financing Decision and Market Efficiency – Efficient Market Hypothesis – Corporate Financing – Debt capacity – Interaction between Investment and Financing Decisions.
- UNIT III** Valuation of Corporate Debt – Classical theory of interest – Bond rating – Valuation of options – Warrants and Convertibles, leasing – Lease rental – Determination of costs of financial distress – Theories of capital structure.
- UNIT IV** Financial Planning – Short term financial planning – Short term financial decisions – Credit Management – Short term lending and borrowing mergers – Integrations – Pension plans.
- UNIT V** Dividend Policy and capital structure – Controversies over different policies – Capital structure and dividend policy – Dividend valuation models. Unresolved issues in financial management research – Risk and return – Exceptions to efficient market theory – How are complex options valued? – Optimum capital structure - value of liquidity. How to explain global financial transactions.

Text Books:

1. Pandey I.M. Financial Management, Vikas Publishing House, Delhi 2010.
2. Chandra Prasanna, Financial Management Theory and Practice, Tata McGraw Hill – 2010

Reference Books:

1. Khan MY, Jain PK: Financial Management, Tata McGraw Hill, New Delhi, 2009
2. Hampton, John financial Management, Vikas Publishing House, Delhi 2006
3. Van Horne, J.C. and J.M. Waehowicz Jr.: Fundamentals of Financial Management, Prentice Hall, Delhi 2008
4. Briham & Bhrhardt: Financial Management – Text & Cases CONGAGO LEARNING INDIA (P) Ltd., Delhi 2009
5. Ross, Stephen A, Westerfield, Randolph W. Tordan Brandford – Fundamentals of Corporate Finance, Tata McGraw Hill 2008.

MCOM 625 - MARKETING MANAGEMENT

Soft Core

6 Credits

Objective: To make students understand the role of marketing managers to plan implement and control marketing activities and managing the marketing mix

UNIT I Evolution of Marketing: Modern views on Marketing – The core concepts of Marketing – Marketing Environment – Marketing Strategy – Consumer Behavior – Market Segmentation – Marketing Information system and Marketing Research.

UNIT II Product Decision: Product Mix decision, Product Positioning Life Cycle. Marketing Strategies on for Introduction, Growth, maturity and declining stages – New product development process – Various stages in new product Development process

UNIT III Pricing Decisions: Pricing Objectives, Policies – Strategies – Selecting a Pricing Method – New Product Pricing – Pricing Strategies for different stages in the Life Cycle of a product, skimming pricing Strategies – Penetration Pricing Strategies.

UNIT IV Channel Decision: Role of distribution Channels – Channel Functions – Channel Levels – Channel Management Decisions, - Factors Governing choice of Channel – Selection of Channel for new product or New Company.

UNIT V Promotional Decisions: Promotional decision – Communication process – promotional mix, Advertisement – Sales – Promotion and Public relations – Managing the Sales force

Text Books

1. Kotler, Philip: Marketing Management – Analysis, planning, implementation and control, Prentice Hall New Delhi.(laest edition)
2. Marketing: A Managerial Introduction: J.C. Gandhi, McGraw Hill Publications, latest edition

Reference Books:

1. Kotler, Philip and Gary Armstrong: Principles of Marketing, Prentice Hall, New Delhi. 12th edtion
2. Majumdar, Rananuj; Product Management in India, Prentice hall, New Delhi.2nd edition 2006
3. MC Carthym E. jenone and William D perreault Jr;Basic MARKETING; MANAGERIAL approach, Richard D.irwn, Homewood , Illiois. Reprint 2009
4. Ramaswamy, V.S and namakumari,s; Marketing management, Macmillan India, New Delhi. 2009
5. Srinivasan, R;case studies in marketing; the Indian context, Prentice Hall, New Delhi 2010.
6. Stanton, William J. and charies futrell; fundamentals of marketing; McGraw hill publishing co., New York.1987
7. Still .Richard R,Edward W.Cundiff and Norman A.P Govoni Sales Management: Decisions, Strategies and cases, Prentice Hall, New Delhi. 5th edition 2007
8. Modern Marketing – Principles & Practice, Chandra Bose, Prentice Hall, New Delhi.

MCOM 626 – BANK MANAGEMENT

Soft Core

6 Credits

Objective: To make the students aware of the Indian Banking system from Managerial perspective

UNIT I: Principles of Banking Definition of bank; Creation of money; Present structure of commercial banking system in India; Brief history; functions; Working during 1947-1990.

UNIT II: Management Principles in Banks; Managerial functions in banks; Hierarchy; individual and group behavior; Management of personnel-Functions of manager; inspector; local advisory committee; Recruitment; Selection; Training; Promotion; Control of staff

UNIT III: Management of Deposits and Advances: Deposit mobilization; Classification and nature of deposit accounts; Advances; Lending practice; Types of advances; Principles of sound bank lending; Preparation of reports; Credits plans; Planning customers; Limits of credit; Security.

UNIT IV: Investment Management: Nature of bank investment; Liquidity and profitability; Preparation of cheques; Bills; Endorsement; Government Securities; Documents of title to goods railway receipt; Bill of lading; Book debts; Securities-Government and commercial.

UNIT V: Management of Finance Bank accounts; Records; Reports; Statement of advances; Evaluation of loan applications; Profit and loss account; Balance sheet and statutory reports regarding cash revenue.

Text Books:

1. Taxman : Bank: Financial Management, Indian Institute of Banking and Finance Taxman Publications Pvt. Ltd. 2004
2. Tannan M.L. Banking –Law and Practice in India, Indian Law House, New Delhi. 2008

Reference Books:

1. Desai, Vasant, Principles of Bank Management 2009, Himalaya Publishing House
2. K.C. Shekhar, “Banking Theory & practice” 19th edition, Vikas Publishing House
3. S.N. Maheshwari – Banking Law & Practice
4. Subba Rao P – Principles & Practice of Bank Management
5. Varshney P.N. – Banking Law & Practice, 2010, Sultan & Chand & Sons
6. Kumar N, Mittal R – 2009 Anmal Publication
7. Gupta s.N. – Banking Law in Theory & Practice, set of 3 volume edition, 2010, cost Rs.3240/- Universal law Publishing Co.Pvt. Ltd.,

COMM 627 - CORPORATE FINANCE

Soft Core

6 Credits

Objective: The objective of this course is to enable the scholars to conceptualize the frame work of corporate on Finance and apply the concepts and principles under appropriate corporate situations

- Unit I** Financial Environment – Finance – Economics and Accounting – An overview of Finance Functions – Legal Operative and Tax Environment of the firm. Financial Plan – need theories, capitalization over and under Capitalization – Capital Structure Corporate Share Capital, Debt Capital and Leverage.
- Units II** Sources and Forms of Finance – Sources of long-term Finance, long-term debt – Characteristic of long-term Financing, term loans Corporate Bonds; Investment Banking – Preferred and Common Stock – Leasing – Convertible warrants options. Sources of Short term Financing – Spontaneous sources, unsecured source and secured source.
- Unit III** Financial Intermediaries Markets and Interest Rates – Money Market – Capital Market – Interest rates – Required returns. International Financial Market.
- Unit IV** Multinational Finance – Global Financial Markets – Exchange Rates and International Monetary System procedure for Analyzing Potential Foreign Investment – Management of Foreign Assets. International Capital Market.
- Unit V** Finance and Financial Institutions – Factors Responsible for Growth of Institutional Financing, Institutional Agencies for Supply of Finance to the Industries. Regulations on Financing by financial institutions – Committees on regulation finance – Regulations on Stock Markets. Recent reforms in Stock Market – SEBI

Text Books:

1. PandeyIM: Financial Management, Vikas Publishing House, Delhi 2010
2. Brealey Richard A., Myers, Stewarte, Principles of Corporate Finance, Tata McGraw Hill, 2010

Reference Books:-

1. Chandra Prasanna: Financial Management, TataMcGraw Hill, Delhi 2010
2. J. C. Vanhorne – Financial Management and Policy – Prentice Hall, Delhi 2008
3. Ross, Stephen A, Westerfield, Randolph W Tordan BrandFord – Fundamentals of Corporate Finance, Tata McGraw Hill – 2008.
4. Khan M.Y, Jain PK: Financial Management, Tata McGraw Hill, New Delhi 2009
5. Hampton, John: Financial Management, Vikas Publishing House, Delhi 2008
6. BRIHAM EHRHARDT: Financial Management, Text & Cases, CEGAGE Learning India (P) Ltd., New Delhi 2009.

MCOM 628 – HUMAN RESOURCE MANAGEMENT

Soft Core

6 Credits

Objective: To create a better understanding in the minds of the students about the research potentials in the field of HRM

UNIT I: Human Resource Management-Nature and Scope-Objectives-nature of people and Organizations- Personnel Policies and Principles-Environment of Human Resource Management-Social Systems-Human Resource Accounting and Audit-Human Resource Management in Future-History of Personnel Functions-Present Status-Trends in Human Resource management in India personnel in future-New Challenges of Human Resource management-Research in HRM

UNIT II: Human Resource Planning-Human Resource Manpower Planning-Meaning-Process of HR Planning-job Analysis-Recruitment and Selection-Orientation and Placement-Orientation programmes

UNIT III: Employee and Reward Systems-Training Personnel-Job Evaluation-Job Satisfaction-Appraising and Rewarding Performance-Money as a Means of Rewarding-Economic Incentive Systems-Wage Incentives-Wage Administration-Benefits and Services-Profit and Production Sharing.

UNIT IV: Motivation-Human Needs-Theories of motivation-Maslow's Hierarchy Needs-Heizberg's Two Factor Model-Other Theories- Behavioral Modification-Motivational Patterns-Expectancy Model-application of Motivation Concepts.

UNIT V: Leadership, Communication and Counseling-nature of leadership Behavior-leadership Style-Employee participation-nature, Scope, Programs and Benefits of participation-Employee communication – Communication Process-Communication systems-Employee Counseling and Types.

UNIT VI: Environment and Employee Maintenance-Organizational and Social Environment-Quality of Work Life-Right of Privacy-Discipline-Employees Welfare Safety and Health-Equal Opportunity-Promotions-Transfers and Separations

Text Books:

1. L.M. Prasad, Human Resource Management, Sultan Chand & Sons, New Delhi 2001
2. M.N. Rudrabasavaraj: Cases in Human Resource Management-himalaya Publishing House – New Delhi.

Reference Books:

1. H. John Bernardin and Richard w. Beatty: performance Appraisal Assessing Human Behavior of Wrok – Boston: Kent 1984.
2. George T.Mikovich and John w Bendreau: Personnel//Human Resource Management A Diagnostic Approach 5th Edition Plano TX Business Publications
3. Gr. Capt. H. Kausha;, Human Resource Development, Macmillan Publisher India Ltd.,
4. Michael V.P. Human Resource Management and Human Relations Himalaya Publishing House- New Delhi.