

RAJAH SERFOJI GOVERNMENT COLLEGE (AUTONOMOUS)
(Accredited with Be++ by NAAC)
Thanjavur – 613 005

DEPARTMENT OF BUSINESS ADMINISTRATION

BOARD OF STUDIES 2015-2016

(Under Business Administration CBCS Pattern)

(For the candidates admitted from 2015 onwards)

RAJAH SERFOJI GOVERNMENT COLLEGE (AUTONOMOUS), THANJAVUR – 613 005
COURSE STRUCTURE FOR M.Phil., (Management) UNDER CBCS

COURSE STRUCTURE

SUBJECT: M.Phil., (Management)

(Applicable to the candidates admitted from the academic year 2015-2016 onwards)

Semester	Course	Code	Course title	Credits	Marks		Total
					Internal	External	
III	CC1	RR1MBA1	Research Methodology in Management	4	40	60	100
III	CC2	RR1MBA2	Advanced Business Management	4	40	60	100
III	CC3	RR1MBA3	Teaching and Learning Skills in Management	4	40	60	100
III Guide Paper	CC4	RR1MBA4	Strategic human resource management	4	40	60	100
			Advanced marketing management	4	40	60	100
			Advanced financial management	4	40	60	100
			International business	4	40	60	100
II SEMESTER							
				V.V	DIS	TOTAL	
III	CC5	RR2MBAT	Dissertation Viva-voce	8	50	150	200

Total Marks : 600

Total Credits : 24 (4 Credits for each core course & 8 Credits for dissertation)

Course	No. of Papers	Credit
Core Course	4	16
Dissertation	1	8
Total	5	24

SEMESTER – I
(For students admitted from 2015-2016)

COURSE -I
RESEARCH METHODOLOGY IN MANAGEMENT

Code	: RR1MBA1	Credit	: 4
Medium of instruction	: English	Hour per week	: 6

UNIT-I

Research: Meaning – Purpose- Types of research-significance of research in social and business sciences. Steps in Research: Identification, selection and formulation of research problem- Research questions-Research design- Formulation of hypothesis- Review of literature.

UNIT-II

Sampling Technique: Sampling theory-Types of sampling-Steps in sampling- Sampling and Non-sampling error-Sample size –Advantages and limitations of sampling.

UNIT-III

Data for Research: Primary data-Meaning-Collection methods-Observation – Interview- Questionnaire-Schedule-Pretest-Pilot study –Experimental and case studies- Secondary data-Meaning – Relevance, limitations and cautions.

UNIT-IV

Processing Data: Structural Equation Modeling - Checking- Editing-Coding- transcriptions and Tabulation- Data analysis- Meaning and methods- Quantitative and Qualitative analysis. Structuring the Report: Chapter format- Pagination- Identification- Using quotations- Presenting footnotes – abbreviations- Presentation of tables and figures- Referencing- Documentation-Use and format of appendices- Indexing.

UNIT-V

Research Report: Types of reports-Contents-Styles of reporting- Steps in drafting reports-Editing the final draft-Evaluating the final draft.

TEXT BOOK

Emory William C, Business Research Methods.

REFERENCES

Young Pauline V, Scientific Social Surveys and research.

Goode & Hat, Methods of social Research.

Rummel & Ballalne, Research Methodology in Business.

Selltiz et-al, Research Methods in Social relation.

Question paper pattern

Maximum Marks: 60

Examination Duration: 3 Hrs

Part – A (5x6) – Answer all questions ((Either or type – Two questions from each unit.)

Part – B (3x10) – Answer any three questions (One question from each unit)

SEMESTER – I

(For students admitted from 2015-2016)

COURSE -I

ADVANCED BUSINESS MANAGEMENT

Code	: RR1MBA2	Credit	: 4
Medium of instruction	: English	Hour per week	: 6

UNIT - 1

Management: History, approaches - development of various schools of thought, from scientific management to post modern management (current). Short comings, pitfalls, strengths and threats of various approaches. The trend during and after the Post liberalization era. Future trends and application of soft ware packages for effective management practices (Introduction to people soft, SAP and ERP - no problem based questions on these topics).

UNIT - 2

Point planning, rule, strategy, strategic issues based 'on planning orientation. Decision making - types, resources, rational decisions, decision tree, implications of group decision making on management.

UNIT - 3

Strategy leads to structure: Types of organizational structures. Organizational Design, Chart and Departmentalization, Span -of control, Authority-responsibility, centralization -decentralization , delegation. Theories of organizations. Boundary less and structure less organization. Empowering and authority - reasonability functions.

UNIT - 4

Motivation and leadership (No theories) significance, relevance and purpose on Managerial performance. Control - Types - Production, Financial and Human resources - feed forward control. Control leads to planning and reorganizing - Control as a end result variable.

UNIT - 5

Managem6nt Today: Ethical issues in Manag6meqt, Competitive Advantage – SWOT analysis - Compliance &.quality audit. Core competence and Business Process Out sourcing (BPO), Re-Engineering, Internationalization of business, TQM and employee work culture, Boundary less organization, Performance out sourcing.

TEXT BOOK

Koontz & Weirich, Essentials of management. Tata McGraw Hill.

REFERENCES

Stoner & Wankai, Management, PHI.

Peter Drucker, Management : Tasks and Responsibilities

Patrick and Furr : HR aspects in Total Quality work culture by leadership Research Group. Florida.

Question paper pattern

Maximum Marks: 60

Examination Duration: 3 Hrs

Part – A (5x6) – Answer all questions ((Either or type – Two questions from each unit.)

Part – B (3x10) – Answer any three questions (One question from each unit)

SEMESTER – I

(For students admitted from 2015-2016)

COURSE -I

TEACHING AND LEARNING SKILLS IN MANAGEMENT

Code	: RR1MBA3	Credit	: 4
Medium of instruction	: English	Hour per week	: 6

UNIT – I

Computer Applications Skills: Computer System: Characteristics, Parts and their functions - Different generations of computer – Operation of Computer: switching on/off/restart. Mouse control, Use of key board and some functions of key – Information and Communication Technology (ICT): Definition, Meaning, Features, Trends – Integration of ICT in teaching and learning – ICT applications: Using word processors, Spread sheets, Power point slides in the classroom – ICT for Research: On-line journals, e-books, Courseware, Tutorials, Technical reports, Theses and Dissertations.

UNIT - II

Communication Skills: Communication Definitions – Elements of Communication: Sender, Message, Channel, Receiver, Feedback and Noise – Types of Communication: Spoken and Written: Non-verbal Communication – Intrapersonal, Interpersonal, Group and Mass communication – Barriers to communication: Mechanical, Physical, Linguistic & Cultural – Skills of Communication: Listening, Speaking, Reading and writing – Methods of developing fluency in oral and written communication – Style, Diction and Vocabulary – Classroom communication and dynamics.

UNIT – III

Communication Technology: Communication Technology: Bases, Trends and Developments – Skills of using Communication Technology – Computer Mediated Teaching Multimedia, E – content – Satellite – based communication: EDUSAT and ETV Channels. Communication through web: Audio and Video applications on the internet, interpersonal communication through the web.

Unit – IV

Pedagogy: Instructional Technology: Definition, Objectives and Types – Difference between Teaching and Instruction – Lecture Technique: Steps, Planning of a Lecture, Delivery of a Lecture – Narration in tune with the nature of different disciplines – Lecture with power point presentation – Versatility of Lecture technique – Demonstration: Characteristics, Principles, Planning Implementation and Evaluation – Teaching – learning Techniques: Team Teaching, Group discussion, Seminar, Workshop, Symposium and Panel Discussion – Modes of teaching: CAI, CMI and WBI

UNIT – V

Teaching Skills: Teaching Skill: Definition, Meaning and Nature: Types of Teaching skills: Skill of Set induction, Skill of Stimulus Variation, Skill of Explaining, Skill of Probing questions, Skill of Black Board Writing and Skill of Closure – Integration of Teaching Skills – Evaluation of Teaching Skills.

TEXT BOOK

Bela Rani Sharma (2007), Curriculum Reforms and Teaching Methods, Sarup and sons, New Delhi

Don Skinner (2005), Teaching Training, Edinburgh University Press Ltd, Edinburgh

Information and Communication Technology in Education: A Curriculum for schools and programme of Teacher development, Jonathan Anderson and Tom Van Weert, UNESCO, 2002

Kumar, KL (2008) Educational Technology, New Age International Publishers, New Delhi

REFERENCES

Mangal, S.K. (2002) Essential of Teaching – Learning and Information Technology Tandon Publications, Ludhiana

Michael, D and William (2000), Integrating Technology into Teaching and Learning: Concepts and Applications, Prentice Hall, New York

Pandey, S.K (2005) Teaching Communication, Commonwealth Publishers, New Delhi

Ram Babu, A and Dandapani, S (2006), Microteaching (vol. 1 &2), Neelkammal Publications, Hyderabad

Singh V.K. and Sudarshan, K.N. (1996) Computer Education, Discovery Publishing Company, New York

Sharma, R.A. (2006) Fundamentals of Educational Technology, Surya Publications, Meerut

Vanaja, M. and Rajasekar, S (2006), Computer Education, Neelkamal Publications, Hyderabad

Question paper pattern

Maximum Marks: 60

Examination Duration: 3 Hrs

Part – A (5x6) – Answer all questions ((Either or type – Two questions from each unit.)

Part – B (3x10) – Answer any three questions (One question from each unit)

SEMESTER – I
(For students admitted from 2015-2016)

COURSE -I
STRATEGIC HUMAN RESOURCE MANAGEMENT

Code	: RR1MBA4 (Guide Paper)	Credit	: 4
Medium of instruction	: English	Hour per week	: 6

UNIT - I

CHANGING ENVIRONMENT AND STRATEGIC RESPONSES: Introduction, Changing Environment, Business Complexities, Portfolio, process and structure related strategic responses.

UNIT - II

STRATEGIC PERSPECTIVE: Significance of HRD, HRD and complexities advantage, Business Strategy and HRD, Business Policy and HRD, Life Cycle of organizations and HRD, Organisational Performance and HRD.

UNIT - III

STRATEGIC HRD SYSTEM PRACTICES: Practices: SHRD fundamentals, SHRD initiatives, working conditions & family welfare, HR Dept / function. Training PA, Job Enrichment, Career planning, communication, empowerment Facilitators: Concerns of Management, Concerns of Trade unions. Concerns of Frontier Officers / Supervisors, concerns of workers, IR Scenario, Trainability, Outsourcing.

UNIT - IV

ALIGNMENT OF HRD SYSTEM AND RESPONSES: Portfolio related strategic responses and Strategic HRD system. Process related strategic responses and Strategic HRD system, and Structure related strategic responses and Strategic HRD system.

UNIT-V

STRATEGIC RESPONSES OF INDIANS MOST VALUABLE COMPANIES: Profiles of study organization, strategic responses of study organizations. Strategic HRD system in study organizations, relationship between practices and facilitator, alignment between responses and Strategic HRD systems, blocks of alignment and their solutions.

TEXT BOOK

Strategic Human Resource Development - Srinivas R Kaudula, PHI, 2001.

REFERENCES

Strategic Human Resource Development - Rothevell & Kazauas, PHI, 1989.

Managing Human Resource - Wagen F Cascio, TMH, 6th ed. 2003.

Strategic Management, Thomson & Strickland, Tata McGraw Hill, 2003.

Question paper pattern

Maximum Marks: 60

Examination Duration: 3 Hrs

Part – A (5x6) – Answer all questions ((Either or type – Two questions from each unit.)

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SEMESTER – I

(For students admitted from 2015-2016)

COURSE -I

ADVANCED MARKETING MANAGEMENT

Code	: RR1MBA4 (Guide Paper)	Credit	: 4
Medium of instruction	: English	Hour per week	: 6

UNIT – I

Marketing Concepts – Approaches to Marketing –Core concepts of marketing - Marketing Process – Functions of Marketing - Marketing Environment– The changing marketing environment – Analyzing needs and trends in Macro Environment and Micro Environment Market Segmentation – Bases for market segmentation of consumer goods, industrial goods and services – Market Targeting and positioning strategies New Product Decision Process – Types of new products – Test Marketing of a new product, Packaging – Purpose, Types and New Trends in packaging

UNIT – II

Marketing Mix – Four P’s – Its significance in the competitive environment – Product and Product Line – Product Mix – Product Life Cycle – Managing the product in Product Life Cycle - Physical Distribution – Importance and role of distribution in marketing – Introduction to the various channels of distribution –Promotion Tools – Sales Promotion, Advertising, Personal Selling, Direct Marketing and Online Marketing as promotion tools Pricing –importance – methods – objectives –factors . Market Evaluation and Controls – Types, processes, obstacles to marketing control – Marketing Audit – Marketing Ethics

UNIT III

Consumer modeling-Economic model-psychoanalytical model – sociological Model- Howard Seth model-Nicosia model-Engel Blackwell model,VALS2 Stadford model - Consumption and post purchase behavior: Consumer satisfaction concept, cognitive dissonance, consumer delight, Consumer Value, Consumer Value Delivery Strategies, Competitive advantage through customer value Information – Customer value determination process - Measuring customer satisfaction.

UNIT IV

Services Market Segmentation – Positioning and Differentiation of Services Issues in Marketing of services – Extended Services Marketing Mix: Going Beyond the 4 Ps. (7 Ps of Services Marketing) - Service Delivery Process – Service Blueprints – Service Mapping – Managing Employees for service orientation - Distribution Strategies for Services – Challenges in Distribution of Services

UNIT V

Marketing Channels – Definition & Importance - Different forms of channels - Functions of Marketing Channels - Unconventional channels - Channels for Consumer goods, Industrial

Goods & Services – Integrated Marketing Channels – Horizontal, Vertical, Multi channel marketing Systems - International Marketing Channels - Supply Chain Management – concept – significance – components – Order processing – Material Handling – Transportation – Warehousing – Inventory Management – Reverse Logistics.

TEXT BOOKS:

1. Philip Kotler and Kevin Lane, Marketing Management, PHI 13th Edition, 2008
2. Paul Baisan et al, Marketing, Oxford University Press, 13th edition, 2008.

REFERENCE BOOKS:

1. Micheal R. Czinkota & Masaaki Kotabe, Marketing Management, Vikas Thomson Learning,
2. 2nd edition, 2001.
3. Douglas, J. Darymple, Marketing Management, John Wiley & Sons, 7th edition, 2008.
4. NAG, Marketing successfully- A Professional Perspective, Macmillan 2008.
5. Boyd Walker, Marketing Management, McGraw Hill, 5th edition, 2006.
6. Dalvymple, Marketing Management, Wiley India Pvt Ltd, 2008.
7. Keith Flether, Marketing Management and Information Technology, Prentice Hall, 1998.

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SEMESTER – I
(For students admitted from 2015-2016)

COURSE -I
ADVANCED FINANCIAL MANAGEMENT

Code	: RR1MBA4 (Guide Paper)	Credit	: 4
Medium of instruction	: English	Hour per week	: 6

UNIT I

Nature, Scope and Environment of Financial Management – Financial and Profit planning – Value and Return – Valuation of Bonds and Shares. Capital budgeting – Complex investment decisions- Risk analysis in capital budgeting – capital budgeting process and practices. Financial and operating Leverage – Capital structure theories – Capital structure planning and policy – Cost of capital.

UNIT II

Working Capital management – Measurement and Financing of working capital requirements – Accounts Receivables Management and Factoring – Inventory Management – Cash Management. - Dividend theories – Dividend Policy and internal financing – Leasing – Venture capital financing – Mergers and acquisitions.

UNIT III

Bond Valuation - Basic Stock Valuation -Accounting for Financial Management -Valuation Issues -Determining the Cost of Capital - Capital Budgeting: Decision Criteria -Capital Budgeting: Cash Flow Analysis - LBOs, Divestitures and Holding Companies

UNIT IV

Capital Structure Decisions: Part I -Capital Structure Decisions: Part II Lease Financing - International Applications -Financial Options International Arbitrage Management - Multinational Capital Budgeting Exchange Rate Risk -Nontraditional Hedging -Managing Transaction Exposure.

UNIT V

The investment decision under uncertainty - The investment decision under capital rationing -- Investment decision under inflation - Investment decision under uncertainty/risk -Nature of risk and uncertainty -Measurement of risk - Techniques of handling risk -Sensitivity analysis - Scenario analysis -Simulation analysis -Decision theory models -Certainty equivalent -Risk adjustment discount rates -Theory of choice/utility curves - Special cases in investment decisions -Projects with unequal live Replacement analysis -Abandonment decisions -- Investment decisions in portfolio context -Portfolio theory and risk reduction -Risk return trade off, mean-

variance analysis -Capital efficient portfolios -Capital asset pricing models and multifactor models -Portfolio performance measurement

TEXT BOOKS

1. M.Y. Khan and P.K.Jain Financial management, Text, Problems and cases Tata McGraw Hill, 5th edition, 2008.
2. I. M. Pandey Financial Management, Vikas Publishing House Pvt. Ltd., 10th edition, 2007.

REFERENCE BOOKS

1. Aswat Damodaran, Corporate Finance Theory and practice, John Wiley & Sons, 3rd edition, 2013.
2. James C. Vanhorne –Fundamentals of Financial Management– PHI Learning, 12th Edition, 2008.
3. Brigham, Ehrhardt, Financial Management Theory and Practice, 13th edition, Cengage Learning, 2010.
4. Prasanna Chandra, Financial Management, 8th edition, Tata McGraw Hill, 2011.
5. Srivatsava, Mishra, Financial Management, Oxford University Press, 2nd edition, 2008.

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SEMESTER – I
(For students admitted from 2015-2016)

COURSE -I
INTERNATIONAL BUSINESS

Code	: RR1MBA4 (Guide Paper)	Credit	: 4
Medium of instruction	: English	Hour per week	: 6

Unit-I

Global Trade and Investments Global Trade Scenario – Direction and Composition – Investment – Pattern and Structure of India’s Foreign Trade – Terms of Trade – Foreign Investment Flows – India’s Balance of Payments Account and Correction Policies – Foreign Debt Situation.

Unit-II

Balance of Payment Account Concept and Significance of Balance of Payments Account – Current and Capital Account Components and Accounting System – Balance of Payment Deficits and Correction Policies.

Unit-III

Instruments of Commercial Policy Tariffs Quotas and Other Measures and Their Effects – Arguments for and against Protection – Trade Policy and Developing Countries.

Unit-IV

Exchange Rate Theories Short Run Demand and Supply Theory, BOP Theory and Growth Theory – Forecasting Exchange Rate – Capital Account Model – Current Account Model –Overshooting.

Unit-V

International Financial Markets and Instruments Currency Markets – International Securities Markets and Instruments – Bond and Notes Market – Equity Market, GDR, ADR, EDR and IDR – Integration of Financial Markets and Approach – Role of Financial Intermediaries – Financial Swaps.

TEXT BOOK

Apte, P.G., 2007. Multinational Financial Management, TMH Publications.
Hazari, R. Bharat, Micro Economic Foundations of International Trade, Croom

REFERENCES

1. Charles W.I. Hill and Arun Kumar Jain, International Business Management, 6th edition, Tata Mc Graw Hill, 2009.
2. John D. Daniels and Lee H. Radebaugh, International Business Management, Pearson Education Asia, New Delhi, 13th editon, 2010.
3. K. Aswathappa, International Business Management, Tata Mc Graw Hill, 2008.

4. Michael R. Czinkota, Ilkka A. Ronkainen and Michael H. Moffet, International Business Management, Thomson, Bangalore, 8th edition, 2009.

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