

DEPARTMENT OF COMMERCE
M.PHIL COMMERCE
M.PHIL PROGRAMME
SYLLABUS

Effective from the Academic Year 2016-2017



Loyola College (Autonomous)

Chennai- 600 034

DEPARTMENT OF COMMERCE**M.Phil. Restructured Syllabus****(Effective from 2007-08)****SEMESTER - I**

Course code	Course Title	Hrs/Week	Credits	Evaluation Marks
CO 1117 MC	Business Research Methods	6	6	100
CO 1118 MC	Advanced Business Strategy	6	6	100
CO 1151 (1) ES	Entrepreneurship and Small Business Management	(any one) 6	(any one) 6	100
CO 1152 (2) ES	Financial Management	6	6	100
CO 1153 (3) ES	International Business	6	6	100
CO 1154 (4)	Human Resource Management	6	6	100
CO 1155 (5)	Marketing Management	6	6	100

SEMESTER - II

CO 1216 MC	Dissertation & Viva Voce	-	18	75+25
Total		-	36	400

CO 1117 BUSINESS RESEARCH METHODS

Paper - I

Semester : I

Credits : 6

Category : Major Core (MC)

Hrs / Week : 6 hrs

Objectives

1. To motivate the students to undertake research projects and to make them to understand the methodology for undertaking research projects particularly in commerce.
2. To make the students aware of the different kinds of research design while planning their research work.
3. To educate students regarding the different methods of data collection.
4. To expose the students to updated methods of data analysis including statistical and computer packages suitable for financial and behavioral research.

Unit 1

Research Method – Meaning and purpose – Essential kinds of Research – Exploratory, Descriptive / Survey, Experimentation, Case Study, Qualitative and Analytical Research Business Research Design – Steps in Business Research – General Overview – Formulation and selection of research problem / Hypothesis / Question, Review of Previous literature and Research, Delimitation of Scope of study, Setting up of objectives, Definition of concepts, Construction of data collection tools, Preparation of analysis plan, Budget, Fieldwork.

Unit 2

Hypothesis – Meaning – Sources – Evaluating the scientific soundness of hypothesis. Data Collection – Secondary data – Its Importance, evaluation and its Sources. Primary data collection methods- questionnaire, observation, interviewing – Method of construction, types, Merits and limitations. Attitude measurement scales. Basic concepts of the scientific

method. Variables, concepts, constructs, measurement, validity, reliability, action research ethnography.

Unit 3

Processing of Data : checking – editing – coding- transcription and tabulation; Statistical Analysis: Descriptive diagrammatic- measures of central tendency and dispersion; Theoretical Distribution – Z, t, F, chi-square, and Poisson; Parametric Tests: correlation – Anova – MVA- regression-factor analysis-cluster; Non-Parametric Tests: chi-square-kruskal wallis –mann whitney- wilcoxon-kendalls tau and spearman's rho; SQC; Forecasting and Time series analysis.

Unit 4

Computer software application using SPSS for Basic and Advanced Statistical Analysis – Application of Statistics in Finance, Marketing and Personal functions of business.

Unit 5

Report Writing – Process, types, style, conventions, steps in drafting reports.

References :

- 1) Donald. R. Cooper, Pamela. S. Schindler, Business Research Methods : 9th edition – TATA Mc Graw Hill Publishing Ltd.
- 2) Mark Saunders, Philip Lewis, Adrian Thornhill Research Methods for business students 3rd edition – Pearson Education.
- 3) K.N.Krishnaswamy, Appa Iyer Sivakumar, M.Mathirajan. Management Research Methodology Person Education - 2006
- 4) Sekaran Research methods for business : ASkill Building Approach – Wiley Publishers, 2006.
- 5) A. Black and Dean. J. Champion. Methods and Issues in Social Research John Wiley and sons

- 6) Fred. N.Kerlinger Foundations of Behavioral Research 2nd edition- Surjeeth Publications.
- 7) William. J.Goode and Paul. K.Hatt Methods in Social Research McGraw hill book co international.
- 8) Martyn Denscombe The good research guide VIVA books pvt Ltd, 2006
- 9) Daniel. G.Riodran and Stevenl. E. Pauley Biztantra Technical Report Writing today India, 2006
- 10) Anderson, Sweeney and Williams, Statistics for Business and Economics, Thompson Learning.
- 11) SPSS for the Social Sciences.

CO 1118 ADVANCED BUSINESS STRATEGY

Paper - II

Semester : I

Credits : 6

Category : Major Core (MC)

Hrs / Week : 8 hrs

Objectives :

1. To understand the strategic and business management processes and evaluate the impact of global, environment and ethical factors on this process.
2. To assess organizational competencies needed for effective attainment of strategic goals and objectives.
3. To formulate, implement, and evaluate strategies at corporate and business levels.

Unit 1

Environment, Organisational Culture, and Global Dimension of Management – External / Internal Environment and Competitive Advantage; Customer Driven Organisations; Quality Driven Organisations; Organisation Culture; Multicultural Organisations and Diversity – International Management and Globalisation : International Business Challenges;

Multinational Corporations; Culture and Global Diversity: Management across culture.

Unit 2

Strategic alternatives:

Understanding strategic literature (Hamel, Drucker, Porter, Mintzberg, C.P. Prahalad); Applying generic (cost leadership, differentiation, focus etc) and grand (growth, stability, turnaround and portfolio) strategy frameworks to modern management.

Unit 3

Functional Strategies ; Marketing – Finance – HR – Marketing (marketing mix strategies- building strong brands- building, delivering and communicating value); Financial (ratio-analysis-capital structuring – portfolio etc); Human resources and organizational development (human processes – group process- influencing others- organizational processes);

Unit 4

Functional Strategies: Operations – Logistics- Informations Systems Operations (strategy and change-product design and process selection); Logistics and Supply Chain (design-planning and control-delivery-inventory-transport-systems); Information Systems (MIS-forecasting)

Unit 5

Ethical behaviour and social responsibility:

What is ethical behavior? ; Ethics in workplace; maintaining high ethical standards; corporate social responsibility; organizations and society; managerial and corporate ethico-morality: The Indian Response

References :

1. Azar kazmi, Business Policy and Strategic Management, Tata McGraw Hill, ND-2003
2. Chakraburthy S.K, Ethics in Management- Vedantic Perspectives, Oxford university Press-1995

3. Gosh.P.K. Strategic planning and management, Sultan Chand and sons-2001
4. Gupta S.P., Statistical Methods, Sultan Chand
5. Jerald Greenberg and Robert A. Baron, Behaviour in organizations- understanding and managing the human side of work, prentice hall international-ed.7,2000
6. John. R.Schmerhorn, Jr. Management, Wiley India (P) Ltd., -ed.8, 2005
7. Kotler Philp, Keller Kevin Lane, Koshy Abraham and Jha Mithileswar, Marketing Management- A south asian perspective, Pearson Education Inc. -2006
8. Richard B.Chase, F.Robert Jacobs and Nicholas J.Asquilano, Operations management for competitive advantage, Tata McGraw Hill Publishing company Ltd.-ed. 10, 2004
9. Subba Rao P, Business policy and Strategic Management, Himalaya Pub House-2003

**CO 1151 ENTREPRENEURSHIP
AND SMALL BUSINESS MANAGEMENT**

Paper - III

Semester : I Credits : 6
 Category : Elective Subject (ES) Hrs / Week : 6 hrs

Objectives :

1. To give the students a complete over all-orientation about entrepreneurship, its implication, problems and strategies to overcome problems.
2. To identify opportunities for business in addition to enable him / her to execute his / her dissertation scientifically.

Unit – 1

Entrepreneur and entrepreneurship - The concept, entrepreneurial

competencies and traits, functions of an entrepreneur, types, roles of entrepreneurship in India, entrepreneurial motivation.

Unit – 2

Small business – An introductory framework concept, definition characteristics, scope, types, rationale, objectives; role of small business in Indian economy – problems.

Establishing a small enterprise – Startup process, project identification-selection of product, project formulation, assessment of project feasibility, market survey, risk analysis, preparation of project report, selection of site, legal consideration, basic startup problems, issues in small business marketing.

Unit – 3

Small entrepreneur in international business – Special characteristics of international trade, exploring export potential, institutional assistance of exports.

Unit – 4

Growth strategies for small business – Need for growth, types of growth strategies. Sickness in small scale industries, causes and remedial measures, institutional assistance to small scale industries.

Unit – 5

Women entrepreneurship – Concept, functions, role, growth, problems and special development programmes. Rural entrepreneurship-Meaning need, problem and programme, Training and development of entrepreneurs- Concept, need, phases of entrepreneurial development programme, target groups, special agencies and schemes.

References :

- Dr. C. B. Gupta and S. S. Kanika Sultan Chand-Entrepreneurship and small business management
 Dr. Gupta and Dr. N.S. Srinivasan - Entrepreneurial Development

CO 1152 FINANCIAL MANAGEMENT

Paper - III

Semester : I

Credit : 6

Category : Elective Subject (ES)

Hrs / Week : 6 hrs

Objectives :

1. To familiarize the students with various functions of finance management.
2. To identify the sources of raising funds and profitable investment avenues.
3. To enable the students to take working capital decisions

Unit 1

Financial Management : Meaning, nature and scope of finance; Financial goal – Profit vs. wealth maximization; Finance functions- investments, financing and dividend decisions

Unit 2

Capital Budgeting; Nature of investment decisions; Investment evaluation criteria – net present value, internal rate of return, profitability index, payback period, accounting rate of return; NPV and IRR comparison; capital rationing; Risk analysis in capital budgeting. Cost of capital : Meaning and significance of cost of capital; calculation of cost of debt, preference capital, equity capital equity capital and retained earnings; combined cost of capital (weighted); cost of equity and CAPM.

Unit 3

Operating and financial leverage : Measurement of leverages; Effects of operating and financial leverage of profit analyzing alternate financial plans ; combined financial and operating leverage. Capital structure Theories: Traditional and M.M.Hypothesis – without taxes and with taxes; Determining capital structure in practice.

Multinational Corporations; Culture and Global Diversity; Management across culture.

Unit 2

Strategic alternatives:

Understanding strategic literature (Hamel, Drucker, Porter, Mintzberg, C.P. Prahalad). Applying generic (cost leadership, differentiation, focus etc) and grand (growth, stability, turnaround and portfolio) strategy frameworks to modern management.

Unit 3

Functional Strategies , Marketing – Finance – HR – Marketing (marketing mix strategies- building strong brands- building, delivering and communicating value); Financial (ratio-analysis-capital structuring – portfolio etc); Human resources and organizational development (human processes – group process- influencing others- organizational processes);

Unit 4

Functional Strategies: Operations – Logistics- Informations Systems Operations (strategy and change-product design and process selection); Logistics and Supply Chain (design-planning and control-delivery-inventory-transport-systems); Information Systems (MIS-forecasting)

Unit 5

Ethical behaviour and social responsibility:

What is ethical behavior? ; Ethics in workplace; maintaining high ethical standards; corporate social responsibility; organizations and society; managerial and corporate ethico-morality: The Indian Response

References :

1. Azar kazmi, Business Policy and Strategic Management, Tata McGrawHill, ND-2003
2. Chakraborty S.K, Ethics in Management- Vedantic Perspectives, Oxford university Press-1995

Unit 4

Dividend policies; Issues in dividend decisions, Walter's model, Gordon's model – M.M. Hypothesis, Dividend and uncertainty, relevance of dividend; Dividend policy in practice; Forms of dividends; stability in dividend policy; corporate dividend behaviour.

Unit 5

Management of working capital: Meaning, significance and types of working capital; calculating operating cycle period and estimation of working capital requirement; Financing of working capital and norms of bank finance; sources of capital; Factoring services; various committee reports on bank finance; Dimensions of working capital management.

References:

1. Brealy, Richard A and Steward C. Myres : Corporate Finance, McGraw Hill, Int. Ed., Newyork, 2005.
2. Chandra, Prasanna: Financial Management, Tata McGraw Hill, Delhi, 2006.
3. Hampton, John: Financial Decision Making, Prentice Hall, Delhi, 2004.
4. Bhattacharya, Hrishikas: Working Capital Management: Strategies and techniques, Prentice Hall, New Delhi, 2003.
5. Pandey, I.M: Financial Management, Vikas Publishing houses, Delhi, 2005
6. S.N.Maheshwari: Financial Management: Principles and Practice, Delhi, 2006.
7. Ravi Kishore, Financial Management, Taxmann Publication, 2006.

CO 1153 INTERNATIONAL BUSINESS

Paper - III

Semester : I

Credits : 6

Category : Elective Subject (ES)

Hrs / Week : 6 hrs

Objectives :

1. To enable the students to understand impact of different environmental influences on International Business.
2. To educate the trend of LPG
3. To impact the student the necessity of cross – cultural working environment.

Unit 1

International Business – International Business Nature, importance and scope: Framework for analyzing international business environment- Geographical, economic, technological, socio-cultural, political and legal environment.

Unit 2

International Economic Institutions - WTO, UNCTAD, IMF, WORLD BANK, Regional trade Blocs : NAFTA, EU, SAARC, ASEAN, CACM.

Unit 3

Growth and development of MNC's – Role and significance of MNCs. Foreign Investments types and theories of foreign investment, Host and Home countries- FDI flows – Foreign Exchange-Risk Management.

Unit 4

Comparative management-Management styles and practices in US, Europe, Japan, China and India, Management strategies of Multinationals- Mergers and acquisitions (M&A), Joint ventures.

References:

Aswathppa: International Business, Tata- McGraw Hill, New Delhi- 2004
Nagandhi, Anant R: International Management, Prentice-Hall, New Delhi, 2005

Barlett and Ghoshal: Transnational Management: Text and Cases, Tata-McGraw Hill, New Delhi, 2004.

Manab Adhikary: Global Business Management, Macmillan Business Books, India, 2005

Reports : World Development Reports, IMF report, World Bank report, UNCTAD reports

Journals : Academy of Management journal, Journal of Academy of International Business, Economist, Economic Times

CO 1154 HUMAN RESOURCE MANAGEMENT

Semester : I

Credits : 6

Category : Elective Subject (ES)

Hrs / Week : 6 hrs

Objectives :

1. To highlight the recent trends in HRM in India and to point out its contribution to effective Human Resource Management.
2. To analyze the concept and philosophy of HRD and nurturing a HRD climate conducive to growth and competencies.
3. To expose the students to performance and reward management to enhance human resources effectiveness.
4. To trace the efforts taken by HR managers to develop, grow, motivate and reward teams in an organizational context.

Unit 1

Concept of HRM- changing trends in HRM- roles of a HR manager- dimensions of a great place to work- strategic business partner- employer branding-Philosophy of HRD-HRD culture and environment- organizational effectiveness.

Unit 2

Training and development – steps in training – training cycle- classroom training- case study- role play- conference training- brainstorming- mentoring and coaching- emotional intelligence-competency management- assessment centres- capability/ competency maturity models.

Unit 3

Performance appraisal and reward management concept-traditional and non traditional methods of performance appraisal- BOS-BARS-360 Degree Performance appraisal – Performance counseling – financial and non financial rewards – Incentive payments.

Unit 4

Team Building and career management – teams and groups – facilitating the team process- handling conflicts in teams- designing team building- strategies-career planning and growth- developmental facilitator- strategies.

Unit 5

Quality of work life and HR information systems – dimension of quality of work life-job enrichment-empowerment- telecom muting- participation-HR information systems-survey feedback.

References:

- K.Aswathappa, Human resource and personnel management. Tata McGraw Hill, 2006
- Subba Rao and VSP Rao, Personnel/ Human resources management, Konark Publishers, 1997
- R.S.Dwivedi, Managing Human resources, Galgotia Publishing Company, 2002
- Gary Dessler, Human Resource Management, Pearson Prentice Hall, 2007
- Fred Luthans, Organisational Behaviour, McGraw Hill, 2005
- Stephen P.Robbins, Organisational Behaviour, Prentice, Hall, 1994

Arnold and Feldman, Organisational Behaviour, McGraw Hill, 1986

Robbins and Decenzo, Personnel/ Human resources management, Prentice Hall, 1984

Darrel Ray and Howard Bronstein, Teaming Up, Mc Graw Hill, 1995

H Kaushal, Human Resource Development, MacMillan, 2004.

CO 1155 MARKETING MANAGEMENT

Paper - III

Semester : I

Credits : 6

Category : Elective Subject (ES)

Hrs / Week : 6 hrs

Objectives :

1. To give a complete and modern orientation to the student taking up any dissertation in marketing.

Unit 1

Marketing for the twenty first century-The new economy, marketing tasks, Marketing concepts and tools, Company orientation towards the market place, how business and marketing are changing – Adapting Marketing to the new economy – major drives of the new economy, how business practices are changing, How Marketing practices are changing; E-Business- How marketing practices are changing- Setting up websites – How marketing practices are changing- Customer Relationship Management.

Unit 2

Gathering information and measuring market demand- The components of a modern marketing information system, Marketing research system- Marketing support system, Scanning the Marketing environment – Analysing Consumer markets and buyer behavior- Analysing business markets and business buying.

Unit 3

Dealing with the competition- competitive forces, Identifying competitors, Analysing competitors, Designing the competitive intelligence system, Designing competitive strategies. Identifying market segments and selecting target markets- Market targeting. Positioning and differentiating the market offering through the product life cycle- Developing new market offering.

Unit 4

Designing global market offering- Competing on a global basis- deciding whether to go abroad, deciding which markets to enter, deciding how to enter the market, deciding on the marketing programme, deciding on the marketing organisation. Setting the product and branding strategy-Designing and managing services- Developing price and programmes – Designing and managing value networks and marketing channels.

Unit 5

Managing retailing, wholesaling and market logistics – Managing integrated marketing communications- Managing the integrated marketing communication process. Managing advertising, sales promotion, public relation and direct marketing – Managing sales force – Managing the total marketing effort- Trends in company organization, marketing organization, marketing implementation, evaluation and control.

References:

1. Phillip Kotler, Marketing management 11th edition, Prentice Hall India Ltd, 2006
2. William, D. Parreault, E. Jerome MC Carthy, Marketing –A global – managerial approach, Tata McGraw Hill, India Ltd, 2006.
3. Michael Etzel, Bruw Walker, William Staution, Ajay Pandit, Marketing, Tata Mc Graw Hill, 2006.
4. William Zikmund Michael d' Amico, Effective Marketing, West Publishing Co., 2005.

