

# PONDICHERRY UNIVERSITY

DEPARTMENT OF COMMERCE

[School of Management]

## **M.PHIL (Commerce) (CBCS System) Degree Programme**

COM	611	H	RESEARCH METHODOLOGY
COM	617	S	ADVANCED FUNCTIONAL MANAGEMENT
COM	621	S	PERSONNEL MANAGEMENT
COM	622	S	FINANCIAL MANAGEMENT
COM	623	S	MARKETING MANAGEMENT
COM	625	S	CORPORATION FINANCE

**COMM 617 ADVANCED FUNCTIONAL MANAGEMENT**  
**Soft core**

**All Faculty**  
**6 Credits**

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- 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.
- Unit VI** 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.

**Books Recommended:**

1. Dale, Earnest, 'Management Theory & Practice', McGraw Hill, NY.
2. Bearley & Mayers, 'Principles of Corporation Finance', McGraw Hill, NY.
3. Lawrence, A Ralt, Robert & Hurdick & Fred E Schuster, 'Human Resource Management: A Behavioural Systems Approach', Richard D Irwin, Homewood, Illinois.
4. Philip Kotler, 'Marketing Management, Analysis, Planning & Control', Prentice Hall, NY.
5. Jaqich, Lawrence R and William F Gloeck, 'Strategic Management & Business Policy', McGraw Hill, Singapore.
6. Aswathppa K., Human Resources Management, Himalaya, Bombay
7. Tripathi ND., Personnel Management and Industrial Relations, S Chand

**PONDICHERY UNIVERSITY**  
**DEPARTMENT OF COMMERCE**  
**M.PHIL (Commerce) (CBCS System) Degree Programme 2002**

**COMM 611 RESEARCH METHODOLOGY**  
**Hard core – 6 Credits**

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Unit I: Research Methodology and Design: Approaches – Selection of Problem – Techniques involved in defining a problem – Concept of Research Design – Basic Principles – Sample Survey – Sampling Designs.

Unit II: Techniques of survey and collection of data – Objectives and Hypothesis – Scaling techniques - design of questionnaire and schedules – collection of data – interview technique – experimental and case study – Pilot study – processing of data – Tabulation.

Unit III: Formulation of Hypothesis – Null and Alternative Hypothesis – Analysis of data – Statistical measures – Bivariate analysis – Sampling – Level of significance – Testing of Hypothesis – Difference in Means – Proportions – Variance – Testing correlation and regression coefficients.

Unit IV: Parametric and Non parametric tests – ANOVA – Interact ional effects – Multivariate Analysis of variance (MANOVA) – Analysis of covariance (MANCOVA) – Non-parametric Tests – Chi-square test – Test of goodness of fit – Kolmogrov – Smirnov Test- Krushal – wallis test of one way AOV – Mann Whitney U test- Sign test- kendall's coeffeceints of concordance – Turkey's HSD tests – Duncan's Multi-range test – Friedman two analysis.

Unit V: Multi-variate Analysis and Time Series – Tests on interdependencies Factor Analysis – Principal components – Canonical Correlations- Discriminate Analysis- Cluster Analysis – Conjoint Analysis – Time Series – ARIMA – Box-Jenkinson's models – Forecasting Methods.

Un it VI: Research Reports and Review: Research Reporty – types – indexing- Review of Research works in the area of Finance, Marketing, Personnel Management – Methodology adopted – Techniques employed.

**Books:**

- 1) C.R Kothari 'Research Methodology: Methods and Techniques' Wiley Eastern Ltd., New Delhi, 1987

- 2) Gideon Sjoberg & Roger Nett; ' A methodology for a social Research, Rowat Publication, New Delhi 1982
- 3) Roa KV, Research Methodology; Himalaya, Bombay, 1991.
- 4) D.Amarchand (Ed), Research Methods in commerce', Emerald, Madras 1987
- 5) Anderson. T.W, ' Introduction to Multivariate statistical analysis ', Wiley estern, New York, 1958
- 6) Hajek, Jaroslav, A course in Non- Parametric Statistics, Holden – day, San Francisco, 1984
- 7) Daniel, Wagne W, ' Biostatistics', Wiley & Sais, Taranto, 1987.
- 8) Afifi AA and Virginia Clark 'computer aided Multivariate Analysis, Life time Learning Publication co., California, 1990

**M.PHIL (Commerce) (CBCS System) WITH EFFECT FROM 1993- 94**  
**COMM 621 PERSONNEL MANAGEMENT 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 – Professionalisation – Future of Personnel Management in India.

Planning and Organizing the Personnel Function Planning 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.

### **Books**

1. Dr. P. C. Tripathi - Personnel Management – Sultan Chand & Sons, New Delhi-2.
2. Joseph M. Puth – Personnel – The Management of Securing and maintaining the Work/Over S. Chand & Co.Ltd., New Delhi-55.
3. Wayne F Cascio – Managing Human Resources: Productivity, Quality of work life, Profits Mc Graw Hill Book Company, New York.
4. Lawrence A Rlatt, Robert G Hurdick and Fred E. Schuster – Human Resources Management – A behavioural Systems Approach – Richard D. Irwin, Home Wood Illinois 60430.

## **M.PHIL (Commerce) (CBCS System) WITH EFFECT FROM 1993- 94 COMM 622 FINANCIAL MANAGEMENT 6 Credits**

### **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 – Dest capacity – Interaction between Investment and Financing Decisions.

### **UNIT III**

Valuation of Corporate Debt – Classical theory of interest – Bond rating – Valuation of options – Warrents 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.

**Books:-**

1. Richard Brearley & Stewart Myers – Principles of Corporate Finance – Mc Graw Hill Int Book Co. – 1984.
2. J. Fred Western – Engine F. Brigham – Essentials of Managerial Finance – Dryden Press – 1979.
3. M. C. Jensens (ed) – Studies on the theories of capital market – Frederic a Pracgor Inc – New York 1972.
4. E Brigham and R. E. Johnson – Issues in Managerial Finance – Dryden Press – 1976.

**M.PHIL (Commerce) (CBCS System) WITH EFFECT FROM 1993- 94****COMM 623 MARKETING MANAGMENT 6 Credits**

1. 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.
2. 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
3. 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.
4. 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.
5. Promotional Decisions: Promotional decision – Communication process – promotional mix, Advertisement – Sales – Promotion and Public relations – Managing the Sales force

**Recommended Books:-**

1. Philip Kotler – Marketing Management analysis Planning and Control (Prentice Hall)
2. Condiff Still and Govoni – Fundamentals of Modern Marketing (Prentice Hall)
3. Mandell and Rosenbverg – Marketing (Prentice Hall )
4. J. C Gandhi – Marketing – A Managerial Introduction Tata Mc Graw Hill.
5. D. Amarchand, B. Varadharajan – Introduction to Marketing (Vikas)

**M.PHIL (Commerce) (CBCS System) WITH EFFECT FROM 1993- 94**  
**COMM 625 CORPORATION FINANCE      6 credits**

**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 warrents 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

**Books:-**

1. H. B Mayo – Finance an Introduction – Dryden Press
2. S. C Dachall – Corporation Finance – Chaitany Publication
3. J. C. Vanhorne – Financial Management and Policy – Eastern Economy edition – Eight edn. 1985
4. Scall Haley – Introduction to Financial Management – Mc Graw Hill Book Company 2<sup>nd</sup> Edn. 1986.
5. Larence J. Gitman – Principles of Managerial Finance – Haper International Edn. 1985.
6. E. F. Brigham – Fundamentals of Financial Management – Dryden Press 1980.
7. R. M. Srivastava – Essentials of Business Finance – Himalaya Publishing House. 1986.



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