



UNIVERSITY OF CALICUT

Abstract

Faculty of Commerce and Management Studies-Master of Philosophy (M.Phil) in Management Programme under CCSS-Regulations, Scheme and Syllabus w.e.f 2013 admission approved-implemented-orders issued.

UNIVERSITY OF CALICUT (G & A - IV - E)

U.O.No. 2920/2013/CU

Dated, Calicut University,P.O, 25.07.2013

- Read:-*1 Item No. 4 (b) of the minutes of the meeting of Board of Studies in Management Studies held on 21.03.2013.
2. Item No. 5 of the minutes of the meeting of the Faculty of Commerce and Management Studies held on 22.03.2013.
3. Orders of the Vice Chancellor in file of even No. on 01.06.2013.

ORDER

As per paper read as first above, the Board of Studies in Management Studies held on 21.03.2013 approved the Regulations, scheme and syllabus of Master of Philosophy (M.Phil) in Management Programme under CCSS with effect from 2013 admission.

Vide paper read as second above, the Faculty of Commerce and Management Studies has approved the resolution of Board of Studies approving the Regulations, scheme and syllabus of Master of Philosophy (M.Phil) in Management Programme under CCSS with effect from 2013 admission.

Considering exigency, the Vice-Chancellor exercising the powers of the Academic Council has approved the minutes of the Board of Studies and the Faculty read as first and second above subject to ratification by the Academic Council.

Sanction is therefore accorded to implement the Regulations, scheme and syllabus of Master of Philosophy (M.Phil) in Management Programme under CCSS with effect from 2013 admission.

Orders are issued accordingly. (Regulations, scheme and syllabus uploaded in the University Website).

Shanawaz T.P
Assistant Registrar

To

The Controller of Examinations/ Dean Faculty of Commerce & Management Studies/Head,DCMS

Copy to: PS to VC/PA to PVC/PA to Registrar/EX Section/EG1 Section/Tabulation Section/DR/AR
M.Com/ MBA/Enquiry/PRO/System Administrator to upload the syllabus in the University
Website/Director CDC/JR CDC/GA I 'F' Section.

Forwarded / By Order



Section Officer

University of Calicut
Regulations of Master of Philosophy (MPhil) in Management
Programme under CCSS with effect from 2013 Admission

1.0 Title of the programme

This DEGREE shall be called MASTER OF PHILOSOPHY (MPhil) in MANAGEMENT.

2.0 Eligibility for admission

Any student who has passed MBA degree of the University of Calicut (including the MBA degree programme of SDE, University of Calicut) or that of any other University or institute or institution recognized by the UGC or AICTE. Programmes of other Universities or institutions shall be in 10+ 2+ 3 pattern (or 10+ 2+ 4) under regular stream. In all the cases, the student should have passed MBA degree examination with not less than 55% marks in aggregate (without approximation, that is, 54.9999 % is not eligible since it is less than 55%), is eligible for admission. However, SC/ST, OBC, and other eligible communities shall be given relaxation as per University rules.

3.0 Admission Procedure

3.1 The admission to the programme shall be made on the basis of the score in the entrance test and the marks obtained by the candidates in the MBA degree in the following proportion:

Entrance test score	out of 50
MBA marks	out of 50
Total	out of 100

The minimum marks required for the test is 50 %.

3.2 A rank list shall be prepared by the Department based on the final rank score computed as above and admission shall be conducted to the MPhil Programme. While preparing the rank list, if there is same index mark for more than one candidate, they will be ranked on the basis of the score of the test. Even after this, there is a tie they will be ranked on the basis of actual marks obtained for Plus Two examination. If tie exists even after with this, the date of birth is to be considered and the elder person is to be given preference in the admission.

4.0 Medium of Instruction and examination

The medium of instruction and examination shall be English.

5.0 Schedule and Hours of Lecture

5.1 Duration of the programme

The programme shall have two semesters. Each semester shall consist of 6 months. Instruction and University examinations in each course in a semester shall be completed within 90 days in a semester. The course work is based on credit system. Three papers each carrying four credits, total 12 credits, shall be the course requirements in the first semester. In the second semester the student should carry out a research project under the supervision of a research guide. The project shall be on the area of specialization, which he/she takes up for the study.

6.0 Attendance

A student shall attend at least a minimum of 75% of the classes of each of the papers of a semester to be eligible for appearing for university examination of that semester. If the student has shortage of attendance in a semester, he or she shall not be allowed to appear for examination of that semester. However, the University may condone shortage up to 10 % of the maximum number of contact hours per semester. If the candidate has shortage more than this limit he/she has to compensate the shortage of attendance of that semester along with the next batch and appear for the university examination of that semester.

7.0 External Examination

7.1 The University shall conduct semester end examinations, carrying 4 credits for full course for each of the courses in the first and second semesters.

7.2 The duration of examination shall be three hours.

7.3 A student shall register for all the courses in a semester to appear for examination in the respective semester for the first time. Part appearance shall not be allowed for first appearance.

8.0 Dissertation

8.1 During the second semester the student shall do a research project under a faculty guide.

8.2 The student shall prepare and submit the dissertation to the university and the dissertation shall be printed and bound (preferably spiral bound) with not less than 150 A4 size pages.

8.3 The student shall prepare at least three copies of the dissertation: one copy for submission to the university, one copy to the guide and one copy for the student.

8.4 The dissertation should be submitted to the department on or before the last working day of the Second Semester.

8.5 If the student fails in submitting the dissertation on or before the above date, an application for late submission along with the necessary fee for late submission as fixed by the University shall be forwarded to the Controller of Examinations along with the project report.

8.6 Dissertations received late shall be forwarded to the Controller of Examinations along with a request for late submission supported by necessary fee for late submission as fixed by the University.

8.8 Dissertation work shall have the following stages

- Proposal presentation
- Field work and data analysis
- Dissertation writing
- Draft dissertation presentation
- Final dissertation submission

8.9 The dissertation is done individually.

8.10 Resubmission of such dissertation shall be done within a month from the date of returning them to the students with necessary instruction for redoing or modification.

8.11 Structure of the Dissertation

Title page

Certificate from the head of the department

Certificate from the faculty guide

Certificate, in original, from the organization (for having done the project work)

Declaration

Acknowledgements

Contents

Chapter I : Introduction (Organization profile, Research problem, objectives of the study, Research methodology etc.)

Chapter II : Review of literature / Theoretical profile

Chapters III and IV: Data Analysis (Can be 3 or more chapters)

Chapter V : Summary, Findings and Recommendations.

Appendix (Questionnaire, specimen copies of forms, other exhibits etc.)

Bibliography (books, journal articles etc. used for the project work).

9.0 Evaluation of Dissertation

9.1 The dissertations submitted at the end of second semester shall be evaluated by one examiner appointed by the controller of examinations.

10.0 Minimum credits for Dissertation and Viva

10.1 The student should get a minimum of 6 credits for dissertation and viva together for a pass.

10.2 If the student fails to get 6 credits for any dissertation and viva together, he or she shall resubmit the dissertation after modifying it on the basis of the recommendations of the examiners. This can be done immediately after publication of results.

11.0 Viva Voce Examination

11.1 At the end of second semester, each student shall attend a viva voce examination.

11.2 The Viva Board shall have at least two members. The University shall appoint the examiners.

11.3 The viva voce will be about the dissertation.

12.0 Scheme of Instruction and Examination

12.1 Semester One

Course Code	Course Title	Internal Marks	External Marks	Total	Credit	Type
MPLM 1C01	Business Research Methods	20	80	100	4	Core
MPLM 1C02	Quantitative Techniques	20	80	100	4	Core
	Specialisation Elective	20	80	100	4	Elective
	Total in a semester	60	240		12	

13.2 Semester Two

Course Code	Course Title	Internal Marks	External Marks	Total	Credit	Type
MPLM 2D01	Dissertation	30	120	150	12	Dissertation
MPLM 2D02	Viva Voce	10	40	50		
	Total in a semester	60	240		12	

(Core=8+Elective=4+Dissertation=12=24 credits)

14.0 Time Limit for Completion and Validity of Registration

The registration for MPhil shall be valid for three academic years including the academic year of registration. A student is expected to complete all the MPhil courses within these three years.

15.0 Failed students

15.1 If a student fails in any course or courses, he or she shall reappear in that course or courses in the regular examinations of the respective semester of any of the successive batches of MPhil students.

15.2 If they fail to pass in any course or courses within the three years, then they shall be required to reregister for the course they did not complete by paying the fees fixed by the university and appear for the university examination.

16.0 Change in curriculum and Chances to students

16.1 If MPhil curriculum change is implemented in any year, the students who registered under the old scheme shall be allowed to appear in those courses in which they failed, subject to a total of three chances and a time limit of three academic years including the academic year of registration for MPhil.

17.0 Discontinuation and Readmission

17.1 If a student wants to discontinue from MPhil programme, he or she can do it provided the student pays the fee as is required by the general regulations of the University. But readmission may be allowed only if the student has completed at least the first semester with a minimum of 75% attendance and has registered for University examinations in the first semester courses, provided the Department agrees to readmit him or her to the next semester of the MPhil programme.

18.0 Pass minimum

18.1 Each student shall secure a minimum of 2 credits for 4 credit courses and 6 credits for 12 credit courses in university examination for each course for a pass in that course.

18.2 The classification of the final results may be as follows:

Letter grade	Grade point range	Performance level
A	3.5 to 4.0	Excellent
B	2.5 to 3.49	Very good
C	2.2 to 2.49	Good
D	2.0 to 2.19	Average
E	0.5 to 1.99	Poor
F	Below 0.5	Very poor

19.0 Specialization

19.1 There shall be two categories of specialization: full specialization (five courses) and dual specialization with three courses from one area and two courses from another area).

19.2 If the student opts for and passes in a minimum of five courses in any elective area, he or she may be issued mark lists showing full specialization as Marketing Management, Financial Management etc.

19.3 If the student chooses three courses in one specialization area and two courses from another specialization area, he or she may be issued mark lists with dual specialization as Marketing Management and Financial Management etc

20.0 Specialization Electives:

20.1 Marketing Management

MPLM 1EM 01 Consumer Behaviour

MPLM 1EM 02 Retail Management

MPLM 1EM 03 Advertisement and Sales Promotion

MPLM 1EM 04 Brand Management

20.2 Financial Management

MPLM 1EF 01 International Finance

MPLM 1EF 02 Corporate Taxation

MPLM 1EF 03 Strategic Financial Management

MPLM 1EF 04 Indian Financial System

20.3 Human Resource Management

MPLM 1EH 01 Industrial Relations and Labour Laws

MPLM 1EH 02 Performance Management

MPLM 1EH 03 Human Resource Planning and Development

MPLM 1EH 04 Management Training and Development

21.0 For all other matters which are not specified in this regulation the common regulation for MPhil Programme will be applicable.

UNIVERSITY OF CALICUT
MASTER OF PHILOSOPHY IN MANAGEMENT
MPLM 1C01 BUSINESS RESEARCH METHODS

60 HOURS

4 credits

Objectives:

- To master the process of doing research in business and other social sciences
- To acquire skills to undertake research projects for the business effectively

Module I

Research— concepts – research methodology – approaches to business and social research – scientific methods – types of research – research designs.

Module II

Formulation and planning of research - selection of problem – setting of objectives - formulation – hypotheses – measurement of variables – research plan – literature review – conducting the research

Module III

Data collection— primary data – methods and techniques of primary data – secondary data – methods and techniques — interviews – surveys – census and sample surveys – Editing, classification and codification of data – using computer packages.

Module IV

Data Analysis – qualitative data analysis – descriptive quantitative data analysis – tests of measurement and quality – using computer packages

Module V

Writing and presenting the report—planning report writing —report format – footnotes and bibliography - presentation – report generation and presentation using computer packages

Books:

1. Mathew David & Carole D. Sutton, Social Research: The Basics, Sage Publications, New Delhi
2. O.R. Krishnaswami, Methodology of Research in Social Sciences, Himalaya Publishing House, Mumbai.
3. Ajai S. Gaur and Sanjaya S. Gaur: Statistical methods for practice and Research, Sage Publishers.
4. Deepak Chawla & Neena Sondhi, Research Methodology, Vikas Publishers, 2011
5. Naval Bajpai, Business Research Methods, Pearson, 2013
6. CR Kothari, Research Methods and Techniques, New Age International, New Delhi

UNIVERSITY OF CALICUT
MASTER OF PHILOSOPHY IN MANAGEMENT
MPLM 1C02 QUANTITATIVE TECHNIQUES

60 Hours

4 credits

Course objectives:

- To master the statistical tools for quantitative analysis
- To master the process of using statistical tools for validating findings and interpreting statistical results.

Module I

Probability: basic concepts; approaches; theorems- addition, multiplication, conditional and Bayes; business applications of probability.

Module II

Probability distributions: random variable; expected value of random variable; Binomial distribution; Poisson distribution, Normal distribution and Exponential distribution.

Module III

Correlation and regression: Simple, partial and multiple correlation; regression analysis; business application of correlation and regression.

Module IV

Statistical inference: Basic concepts; standard error; central limit theorem; Sampling and types of sampling; large sample tests, small sample tests; tests for means; tests for proportions; tests for paired observations; Non-parametric tests- Chi-square test, sign test, Wilcoxon, Krushkal Wallis test, Waid – Wolfowitz test; analysis of variance.

Module V

SPSS for data analysis: data entry in SPSS; Data analysis tools in SPSS; Calculation of Descriptive statistics, Correlation and Regression; Regression model for forecasting with SPSS

Books:

1. Tulsian, P.C. and Vishal Pandey,: Quantitative Techniques, Pearson Education, New Delhi 2004.
2. Aczel: Complete Business Statistics, Tata Mc McGraw Hill, New Delhi.
3. Levine, David M, Timothy C. Krehbiel and Mark L.Berenson: Business Statistics, Pearson Education, New Delhi 2004.
4. Richard L.Levin and David S. Rubin; “Statistics for Management”, Prentice Hall of India, New Delhi.
5. N.D. Vora: “Quantitative Techniques in Management”, Tata McGraw Hill, New Delhi.
6. S.P. Gupta: Statistical Methods, Sultan Chand & Sons, New Delhi.
7. Hooda, R.P.: “Statistics For Business and Economics”, Macmillan, New Delhi.

8. GC Beri, Business Statistics, Tata McGraw Hill Co, New Delhi
9. SPSS Manual

Marketing elective
MASTER OF PHILOSOPHY IN MANAGEMENT
MPLM 1EM01 CONSUMER BEHAVIOUR

60 Hours

4 credits

Course objectives:

1. To understand the basics of consumer decision-making processes, and,
2. To understand the information needs for helping the consumer in decision- making.

Module I

Consumer behaviour – concepts; nature, scope and applications of consumer behaviour; Consumer behaviour and marketing strategy; profiling consumers and their needs; Market segmentation and consumer research; psychographics and life-style; Consumer behaviour audit.

Module II

Consumer involvement and decision-making; Consumer decision-making process; Information search process; Evaluative criteria and decision rules.

Module III

Individual influences on buying behaviour; Consumer as an individual; Theories of personality; personality and market segmentation; consumer perception; consumer needs and motivation. Personal influences and attitude formation. Learning and consumer involvement; Communication and consumer behaviour. Reference group influence in buying decisions; opinion leadership. Family life cycle and decision-making; Social class concept and measurement

Module IV

The buying process: problem recognition and information search behaviour; information processing; alternative evaluation; Purchase process and post purchase behaviour. Models of consumer decision-making- early models, Howard Sheth model. Recent developments in modelling consumer behaviour.

Module V

Culture and Consumer behaviour: Core culture and sub cultures. Role of culture in consumer buying behaviour. Profile of Indian consumers; Behavioural patterns of Indian consumers; Problems faced by Indian consumers; Consumer protection in India; Public policy and consumer behaviour.

Books:

1. Hawkins, Best and Coney: Consumer Behaviour, Tata McGraw Hill, New Delhi 2004.
2. Schiffman, L.G. and Kanuk, L.L.: Consumer Behaviour, Pearson, New Delhi, 2011.
3. Laudon, David L and Bitta Albert J Della: Consumer Behaviour, Tata McGraw Hill, New Delhi 2005.
4. Mowen, John C: Consumer Behaviour, Macmillan, New York 1993.
5. Assael, H: Consumer Behaviour and Marketing Action, South Western, Ohio 1995.

Marketing Elective
MASTER OF PHILOSOPHY IN MANAGEMENT
MPLM 1EM02 RETAIL MANAGEMENT

60 Hours

4 credits

Course objectives:

1. To understand the importance of retail and its strategic dimensions, and
2. To enable them to design and operate retailing facilities

Module I

Retailing: Nature and scope; Retailing scenario in India, Wheel of retailing: Types of retailing – Ownership-based, store based, and non-store based retailing – Vertical marketing system

Module II

Strategic planning in retailing—Retailing environment and customers; Designing retailing information system and research Location and Organisational decisions – Trading area analysis; Site selection; Organisational patterns in retailing.

Module III

Operations Management: Budgeting and resource allocation, Store format and size decisions, Store layout and space allocation; Store security aspects; Credit Management.

Module IV

Product Assortment decisions – merchandise forecasting: Buying and handling merchandise; -inventory management—merchandise pricing: merchandise labeling and packaging.

Module V

Retail promotion; building retail store image; role of atmosphere; Layout planning: Retail promotion mix strategy — retail store sales promotion schemes, retail control; controlling retail operations.

Books:

1. Barry Berman and Joel R Evans: Retail management – A strategic approach:— Pearson education
2. Pradhan: Retail Management, Tata McGraw Hill, New Delhi.
3. Berman, Barry and Joel Evans: Retail Management, Prentice Hall, New Jersey.
4. Levy, Michael and Barton A Weitz: Retail Management, Tata McGraw Hill, New Delhi 2003
5. Cooper, J: Strategy Planning in Logistics and Transportation, Hogan page, London.

6. Cox, Roger and Paul Britain: Retail Management, Prentice Hall, Harlow.
7. Gupta, Ramesh Mittal & Ruchi Nayya, Retailing and E-tailing, International Book House, 2011.

Marketing Elective
MASTER OF PHILOSOPHY IN MANAGEMENT
MPLM 1EM 03 ADVERTISING AND SALES PROMOTION

60 Hours

4 credits

Course objectives:

- To understand the process of marketing communication and,
- To gain an in-depth understanding about sales promotion.

Module I

Marketing communications: Introduction to integrated marketing communications; Advertising, personal selling, sales promotion, publicity and public relations. Need and importance of integrated marketing communications. Legal and regulatory aspects of integrated marketing communications; Advantages and disadvantages of marketing communications to the producer, consumer, advertising agencies and society.

Module II

Consumer behaviour and marketing communications; Communication process; Wilber Schramm's model, Two step Flow of Communication, Theory of cognitive dissonance and clues for advertising strategists.

Module III

Advertising: Meaning; Definitions; importance and scope; Advertising agencies; functions of advertising agencies; Building of advertising programme- Message, headlines, Copy, Logo, illustration, Appeals, Layout; Creativity in advertising; Copy preparation and testing; Campaign planning; Media planning; Budgeting; Evaluation; Timing of advertising; Selection, Compensating and appraisal of advertising agency; Television advertising; News paper advertising; Magazine and periodical advertising; Ethics in advertising; Regulatory framework for advertising.

Module IV

Sales promotion: Importance and scope; Need and objectives of sales promotion; Consumer promotion; channel promotion; Timing of sales promotion; Measurement of impact of sales promotion; sales promotion budgeting.

Module V

Publicity and public relations: Relevance, scope and importance. Methods of publicity. Different types of publics and their role in marketing; Managing publics; Methods of publicity; Publicity materials; Public relations officer- role and functions; Personal selling strategy- importance and role; Scope of personal selling.

Books:

1. Aaker, David A et. al.: Advertising Management, Prentice Hall of India, New Delhi 1985.

2. Belch, Geroge E. and Belch, Michael A: Advertising and Sales Promotion, Tata McGraw Hill, New Delhi 2004.
3. Jones, John Philip: Behind Powerful Brands, Tata McGraw Hill, New Delhi 2000.
4. Hard, Norman: The Practice of Advertising, Butterworth Heinemann, Oxford 1995.
5. Kenneth E Clow & Donald Baack, Integrated Advertising, Promotion and Marketing Communications, Pearson, 2012

Marketing elective
UNIVERSITY OF CALICUT
MASTER OF PHILOSOPHY IN MANAGEMENT
MPLM 1EM 09 BRAND MANAGEMENT

60 Hours

4 credits

Course objectives:

- To understand the strategic significance of brand building, and,
- To understand the formulation and implementation of brand building strategies.

Module I

Concepts of Brand: Importance of branding; types of branding; Brand awareness; Brand essence; Brand personality; Brand identity; Brand associations, brand image and; Brand loyalty; Brand equity; Product vs corporate branding. New band development.

Module II

Branding strategies: Brand name selection; Brand building tools; Brand extension decisions; Related extension and unrelated extension; family vs individual brand names; Multiple branding; Private vs national branding.

Module III

Brand positioning and re-launch: Brand building and communication. Brand repositioning. Indian cases on brand positioning and repositioning.

Module IV

Evaluation of brand equity: Models for evaluation of brand equity.

Module V

Branding for international markets. Protection of brand assets. Brand audit;

Books:

1. Aaker, David A: Managing Brand Equity, Free Press, New York.
2. Sen Gupta, Subrato: Brand Positioning, Tata McGraw Hill, Delhi 2004.
3. Chaturvedi, M: New Product Development, Wheeler Publications, New Delhi.
4. Kapferer, J.N.: Strategic Brand Management, Kogan Page, New Delhi, 2012.
5. Kuller, K.L.: Strategic Brand Management, Prentice Hall, New Delhi.
6. Moorthy, Y.L.R.: Brand Management, Vikas Publication House, New Delhi. 2012
7. Aaker, David A: Building Strong Brands, Free Press, New York 1996.

Finance Elective
MASTER OF PHILOSOPHY IN MANAGEMENT
MPLM 1EF01 INTERNATIONAL FINANCE

60 hours

4 credits

Module I

Balance of payments – Structures – Disequilibrium – Adjustment mechanism – Relation between balance of payments and foreign exchange rates – Theories of exchange rates – macro economic factors affecting exchange rates – effects of exchange rate changes.

Module II

Exchange rate determination – Under bretton woods system – the present system of floating rates – value of Indian rupee – How it was and in determined – the recent trends in exchange rate of the rupee – the issue of convertibility of rupee.

Module III

IMF- its functions- special schemes of landing – conditionalities of IMF loans – IMF's role in providing international liquidity SDR's – International financial markets and instruments

Module IV

Foreign exchange markets in India – the role of RBI – Markets abroad – Foreign exchange operations of banks – Exchange position and fund position – Vostro and Nostro accounts Forward markets – Forward margins – Factors affecting forward rates – Swap operation – arbitrage operations – Option delivery – Early delivery – Cancellation and extension of forward contracts

ModuleV

Exchange rate quotations – Inter bank customs rates for different types of foreign exchange transactions – TT's, MTs, Drafts, Bill of exchange – Meaning of transfers between countries.

Reference:

1. M.L. Thingan : International economics
2. HL Bhatia : International Economics, Vikas
2. S.K. Varghese : Foreign exchange and financing of foreign trade
3. S.S.M. Desai : International economies
4. Avadhani VA : International Finance, Theory & Practice
5. Indian institute of bankers: Finance of foreign trade and foreign exchange
6. Maurice Levi : International finance

Finance Elective
UNIVERSITY OF CALICUT
MASTER OF PHILOSOPHY IN MANAGEMENT
MPLM 1EF02 CORPORATE TAXATION

60 Hours

4 credits

Course objectives:

- To acquaint the students with the corporate taxation laws in the country, and,
- To gain enough knowledge to manage corporate taxes.

Module I

Income Tax Act- basic concepts and definitions; Income; Agricultural income; Assessee; Person; Average rate of tax; Assessment year; Previous year; Residential status; Residence and incidence of tax. Heads of Income.

Module II

Computation of income under the head Profits and Gains from Business or Profession; Chargeability; Deductions expressly allowed; Expenses allowable under certain restrictions; Expenses expressly disallowed; Maintenance of accounts; Compulsory audit of accounts; Computation of profits and gains; Problems on computation of income from business or profession.

Module III

Computation of total income; Set off and carry forward of losses; Deductions from total income applicable to corporate assesses. Assessment of companies: Definition of company; Indian company; Domestic company; Foreign company; Obligation of companies; Computation of taxable income; Determination of tax liability; Problems on computation of tax liability of companies.

Module IV

Tax planning: Tax avoidance; Tax evasion; Tax management; Tax planning with reference to financial management decisions such as Capital structure, inter-corporate dividend and transfers, dividend policy and bonus shares. Tax planning with reference to specific managerial decisions like make or buy decisions, own or lease decisions, repair or replace decisions and shut down or continue decisions.

Module V

Tax planning with respect to managerial remuneration, mergers and acquisitions, foreign collaborations and joint ventures, Implications of avoidance of double taxation agreements.

Books:

1. Ahuja, G.K. and Gupta, Ravi: Systematic Approach to Income Tax, Bharat Law House, Allahabad 1999.

2. Singania, Vinod K.: Direct Taxes :Law and Practice, Taxman, Delhi 1991..
3. Prasad, Bhagavati: Direct Taxes: Law and Practice.
4. Sreenivas, E.A.: Handbook of Corporate Tax Planning, Tata McGraw Hill, New Delhi 1986.

Finance Elective
 MASTER OF BUSINESS ADMINISTRATION
 MPLM 1EF03 STRATEGIC FINANCIAL MANAGEMENT

60 hours

4 credits

Module I

Strategic financial management an overview—Agency theory-Conflict of interest. Business valuation methods – dividend yield method – earnings yield method- earnings ratio method – ROI valuation method. Capital asset pricing model – dividend growth valuation model.

Module II

Valuation of securities: approaches to corporate valuation, valuation of equities including cash flow, dividends and earnings approach- valuation of debt – valuation of convertibles and derivatives. Black- Scholes model -valuation for mergers and acquisitions.

Module III

Corporate restructuring – Broad areas of restructuring – rationale for diversification – techniques for corporate restructuring – expansion techniques - joint ventures, business alliances, foreign franchises, intellectual property rights – Disinvestment techniques – sell off – demerger (spin off) management buy out – liquidation- leveraging buyout- other techniques – going private – share repurchase – buy-in reverse merger.

Module III

Mergers and acquisitions – types of amalgamations- methods of take over – motives and strategies influencing M&A- Motives of cross boarder M&A- Categories of M&A- methods of payment in M&A – steps in merger transactions – tax benefits of merger transactions – reverse mergers – steps in reverse mergers – defensive strategies in hostile takeovers.

Module IV

Corporate restructuring – Broad areas of restructuring – rationale for diversification – techniques for corporate restructuring – expansion techniques – M&A , takeovers , joint ventures, business alliances, foreign franchises, intellectual property rights – Disinvestment techniques – sell off – demerger (spin off) management buy out – liquidation- leveraging buyout- other techniques – going private – share repurchase – buy-in reverse merger.

Module V

Financial reorganization – leverage buy-out- concept of LBOs – stages of LBO operation - sources of value generation through LBO. International sources of finance – GDR, ADR, ADS.

References

1. GP. Jakhotiya, Strategic Financial Management, Vikas

1. Ravi. M. Kishore : Financial management
2. Prasanna Chandra : Financial management
3. I.M.Pandey: Financial management

Finance Elective
MASTER OF PHILOSOPHY IN MANAGEMENT
MPLM 1EF 04FINANCIAL SERVICES

60 Contact hours

4 credits

Module I

Indian financial system – an overview. Money market – call money market – commercial paper market – commercial bill market – certificates of deposits – treasury bill market – gilt edged securities market. Capital market – an overview - capital market instruments - capital market reforms –primary markets – methods of raising funds from primary market- public issue global markets – issue of American depository receipts and global depository receipts – guide lines on their issue – emerging trends.

Module II

Financial services- nature – characteristics – role of financial services in economic development – relevance of the study of financial services – factors influencing the growth and development of financial services industry – types of financial services

Module III

Merchant banking – historical perspective – nature of services provided by Merchant bankers – structure of merchant banking firm – setting up and managing a merchant bank – SEBI regulations on merchant banks – under writing – stock broking – depositories – tax planning services – port folio management services – factoring services and practices – card business – credit cards and debit cards.

Module IV

Credit rating: approaches and process of rating – credit rating agencies – CRISIL and ICRA, CARE ratings for financial instruments – methodology of rating. Leasing: concepts and classification of leasing – present legislative frame work of leasing – lease evaluation (lessor's and lessee's point of view)- tax aspects of leasing. Hire purchase: introduction – concepts and characteristics – legal aspects and tax implications – financial evaluation.

Module V

Stock exchange business and practices – insurance – role of insurance in financial frame work – general insurance – life insurance – marine insurance and others.

References

- 1 L.M. Bhole: Financial Institutions and Market
- 2 I. Friend M Blume, J Crocket: Mutual Funds and other Institutional Investors
- 3 N.J.Yasaswy: Personal Investment and Tax Planning

- 4 Julia Holyoake, William Weipers: Insurance 4th edition
- 5 M.Y.Khan: Financial Services
- 6 Sriam. K: Hand book of leasing, Hire purchase and Factoring.
- 7 Bhatt. R.S : Financial system for economic development
- 8 Pandey I.M: Venture Capital – The Indian Experience
9. Punithavathy Pandian: Financial Services and Markets, Vikas

HRM elective
 UNIVERSITY OF CALICUT
 MASTER OF BUSINESS ADMINISTRATION
 MPLM 1EH 01 INDUSTRIAL RELATIONS AND LABOUR LAWS

60 Hours

4 credits

This subject introduces the trade unions and the industrial relations climate along with the relevant labour legislations that are needed for a human resource manager.

Module I

Trade Union & conflict settlement laws - background objects of registration, withdrawal of registration, amalgamation, dissolution of unions, rights and liabilities of trade unions.

Module II

Regulations of service conditions and disciplinary matters, Industrial Employment Standing Orders Act (1946), including modifications.

Module III

Subsistence allowance-disciplinary proceedings and domestic enquiry, prevention and settlement of industrial conflicts - authorities under the act, general principles of labour adjudication - settlement and award, non employment matters-strike and lockout, lay off and retrenchment, VRS, prohibition against change of service condition, pending proceedings.

Module IV

Social Security Legislations-ESI Act (1948), Payment of Gratuity Act (1972), Employees' Provident Fund Deposit Linked Income Fund (1942), Maternity Benefit Act (1961), Workman's Compensation Act. Economic and Welfare Legislations - Minimum Wages Act (1948), Payment of Wages Act (1936), Payment of Bonus Act (1965), Factories' Act (1948), Shops and Commercial Establishment Act.

Module V

Case Laws

Books

1. Sinha, Industrial Relations, Trade Unions and Labour Legislation, Pearson, 2004
2. Monappa, Industrial Relations, McGraw Hill
3. Mark Bray, Industrial Relations, McGraw Hill

HRM elective
UNIVERSITY OF CALICUT
MASTER OF PHILOSOPHY IN MANAGEMENT
MPLM 1EH 02 PERFORMANCE MANAGEMENT

60 Hours

4 credits

Course objectives:

- To gain an in-depth understanding of organizational and managerial performance, and,
- To gain practical knowledge in setting up team management, target setting and achievement.

Module I

Concepts of organizational performance: Vision and mission: Communicating and living shared view; Competencies and behaviors for effective performance; Establishing the skills, knowledge and attitude required for the organization's future; Recruiting and developing against the agreed competencies; Performance standards and targets; Clarifying, communicating and reviewing organizational goals and targets; Linking group and individual responsibilities to organizational performance.

Module II

Performance management: Meaning and importance of Managerial Performance; Critical success factors analysis for managerial performance; Business System analysis; Management styles and performance; Style of communication; Performance appraisal: Instrument for performance appraisal; Evaluation of managerial performance. Setting performance standards; measurement of performance; Time management;

Module III

Management style: Relationship orientation; Task orientation; Working in teams: Team development; coaching and training; Leadership Skills and Motivation. Setting objectives and targets; Setting smart goals; chasing targets;

Module IV

Indicators of performance for different levels of management; Criteria for evaluating performance of junior level managers, middle level managers and top level managers; Tracking performance; Feedback management for performance improvement.

Module V

Organizational culture and managerial performance: Developing appropriate culture for superior performance; Focusing individual and organizational learning on improved performance; Rewards and performance - Defining appropriate reward systems; Ensuring the link between performance and rewards; Limitations and boundaries of performance related

rewards; Using effective methods of reviewing performance and development; Performance based cultures and structures.

Books:

1. White, Alasdair.: Performance Management
2. Robert Bacal, Performance Management, McGraw Hill
3. Harvard Business Essentials, Performance Management
4. Herman Aguinis, Performance Management

HRM Elective
MASTER OF PHILOSOPHY IN MANAGEMENT
MPLM 1EH 03 HUMAN RESOURCE PLANNING AND DEVELOPMENT

60 Hours

4 credits

Course objectives:

1. To give the students a deep understanding of process of HR planning, and
2. To familiarize them with the methods for HR development.

Module I

Introduction to HR planning—meaning and definition, objectives of HRP, benefits of HRP, problems of HRP, process of HRP, Hr demand forecasting-techniques-HR supply forecasting-skill inventories-management inventories, wastage analysis. Redundancy strategies, retention strategy, retention plan, macro level man power planning and labour market analysis- work flow mapping, recruitment and succession planning. Macro level manpower planning and labor market analysis; Organizational HR Planning; Stock taking; Workforce flow mapping; Age and grade distribution mapping. Recruitment and succession planning.

Module II

Job analysis, meaning and definition, job description and job specifications, steps in job analysis, process of job analysis, method of collecting job data. Why job analysis, job design—career management and career planning- selection process.

Module III

Performance management: Performance planning; Potentials appraisal and career development; Tools for measuring performance.

Module IV

HRD climate; work culture; Quality of work life(QWL) and management of change; TQM and HRD strategies; HRD in strategic organization

Module V

HR Information systems; HR Valuation and accounting; HR Audit; Culture Audit; Career assessment - Models.

Books:

1. Bernardin, John H: Human Resource Management, Tata McGraw Hill, New Delhi 2004.
2. Arthur M, Career Theory Handbook, Prentice Hall Inc, Englewood Cliff, 1991.
3. Belkaoui, A.R. and Belkaoui ,JM, Human Resource Valuation: A Guide to Strategies and Techniques, Quarum Books, Greenwood, 1995.

4. Dale, B, Total Quality and Human Resources: An Executive Guide, Blackwell, Oxford, 1992.
5. Greenhaus, J.H., Career Management, Dryden, New York, 1987.
6. Mabey, C and Salama, G., Strategic Human Resource Management, Blackwell, Oxford, 1995.

HRM Elective
UNIVERSITY OF CALICUT
MASTER OF PHILOSOPHY IN MANAGEMENT
MPLM 1EH 04 MANAGEMENT OF TRAINING AND DEVELOPMENT

60 Hours

4 credits

Objectives: To familiarize the students with the requirements for designing appropriate systems for management of organizational career development, roles identity and with the concepts of the Managerial competency approach and its relevance to career management.

Module I: Training process an overview—training, development and education, structure of training origination—role competencies and positions of training professionals—training as a system, training process models-evolution of training role—strategic training and development process, implications of strategies for training—training environment, models of organizing and training departments.

Module II: Learning and learning styles—David Kolb’s learning style model, VAK model, principles of learning, Blooms taxonomy, andragogy and pedagogy, synergogy for team learning—learning theories, reinforcement theory, social learning theory, goal theory, need theory, expectancy theory, adult learning theory, information processing theory, learning and knowledge management- Robert Gagne’s The nine events of instruction.

Module III: Training needs analysis, organization analysis, person analysis, task analysis. Need assessment techniques, training design and development—Principles, design process, Types of costs in training program, lesson plans- Training implementation, approaches, seating arrangements, selection and training of trainees, training aids, teaching and facilitation skills.

Module IV: Technical training—training for TQM, attitudinal training, training for management of change, training for productivity, training for creativity and problem solving, training for leadership. Training communication, evaluation process .Donald Kirkpatrick’s evaluation model-outcomes used in evaluation training program—Methods of data collection for training evaluation—cost benefit analysis, Future of training and development.

Module V: Management development—objectives of MD—Methods of MD, models of management development. Compulsory case analysis.

References:

1. Lyntop R. Pareek.U: Training for development.

2. Buckley R and Caple: The theory and practice of Training
3. Peppar, Allan D: Managing the training and development function.
4. John Patrick: Training Research and practice.