

ANNAMALAI UNIVERSITY
M.Com. (Cooperative Management)
DEGREE COURSE
UNDER CBCS
(With effect from 2020-2021)
The Course of Study and the Scheme of Examination

| Sl. No. | Study components | | Ins Hrs/ Week | Credit | Title of the paper | Maximum Mark | | |
|---|-------------------------|--------------|---------------|-----------|---|--------------|------------|------------|
| | Course Title | | | | | CIA | Uni. Exam | Total |
| SEMESTER I | | | | | | | | |
| 1. | Core | Paper 1 | 6 | 4 | Cooperation Theory & Development | 25 | 75 | 100 |
| 2. | Core | Paper 2 | 6 | 4 | Management of cooperative Enterprises | 25 | 75 | 100 |
| 3. | Core | Paper 3 | 6 | 4 | Managerial Economics | 25 | 75 | 100 |
| 4. | Core | Paper 4 | 5 | 4 | Organizational behavior | 25 | 75 | 100 |
| Internal Elective for Same major students | | | | | | | | |
| 5. | Core Elective | Paper-1 | 4 | 3 | Rural development | 25 | 75 | 100 |
| External Elective for other major students (Inter/multi disciplinary papers) | | | | | | | | |
| 6. | Open Elective | Paper-1 | 3 | 3 | Introduction to Tourism | 25 | 75 | 100 |
| | | | 30 | 22 | | 175 | 525 | 700 |
| SEMESTER II | | | | | | | | |
| 7. | Core | Paper 5 | 6 | 4 | Cooperative Accounts and Audit | 25 | 75 | 100 |
| 8. | Core | Paper 6 | 6 | 4 | Financial management | 25 | 75 | 100 |
| 9. | Core | Paper 7 | 5 | 2 | Human Resource Management | 25 | 75 | 100 |
| 10. | Core | Practical II | 3 | 2 | Research Methods & Statistics | 25 | 75 | 100 |
| Internal Elective for Same major students | | | | | | | | |
| 11. | Core Elective | Paper-2 | 5 | 3 | (to choose one out of 3) Investment Management | 25 | 75 | 100 |
| External Elective for other major students (Inter/multi-disciplinary papers) | | | | | | | | |
| 12. | Open Elective | Paper-2 | 3 | 3 | (to choose one out of 3) Elements of Business Law | 25 | 75 | 100 |
| 13. | *Field Study | | - | 2 | | 100 | - | 100 |
| 14. | Compulsory Paper | | 2 | 2 | Human Rights | 25 | 75 | 100 |
| | | | 30 | 22 | | | | 800 |

| Sl. No. | Study components | | Ins Hrs/ Week | Credit | Title of the paper | Maximum Mark | | |
|---|------------------|----------|---------------|-----------|-----------------------------------|-----------------------------|-----------|-------------|
| | Course Title | | | | | CIA | Uni. Exam | Total |
| SEMESTER III | | | | | | | | |
| 15. | Core | Paper 8 | 6 | 5 | Legal Frame work for Cooperatives | 25 | 75 | 100 |
| 16. | Core | Paper 9 | 6 | 4 | Dynamics of Cooperation | 25 | 75 | 100 |
| 17. | Core | Paper 10 | 6 | 4 | Marketing Management | 25 | 75 | 100 |
| 18. | Core | Paper 11 | 4 | 3 | Practical Training & Internship | 25 | 75 | 100 |
| Internal Elective for Same major students | | | | | | | | |
| 19. | Core Elective | Paper -3 | 4 | 3 | Services Marketing | 25 | 75 | 100 |
| External Elective for other major students (Inter/multi-disciplinary papers) | | | | | | | | |
| 20. | Open Elective | Paper -3 | 4 | 3 | Project Management | 25 | 75 | 100 |
| 21. | **MOOC Course | | - | - | | | | 100 |
| | | | 30 | 22 | | | | 800 |
| SEMESTER IV | | | | | | CIA | Uni. Exam | Total |
| 22. | Core | Paper 12 | 6 | 5 | Cost and Management Accounting | 25 | 75 | 100 |
| 23. | Core | Paper 13 | 6 | 5 | Management Information System | 25 | 75 | 100 |
| 24. | Core | Paper 14 | 5 | 3 | Strategic management | 25 | 75 | 100 |
| 25. | Core | Project | 5 | 5 | Project with Viva-voce | 100 (75 Project +25Viva) | | 100 |
| Internal Elective for Same major students | | | | | | | | |
| 26. | Core Elective | Paper-4 | 5 | 3 | Retail Management | 25 | 75 | 100 |
| External Elective for other major students (Inter/multi disciplinary papers) | | | | | | | | |
| 27. | Open Elective | Paper-4 | 3 | 3 | Export Marketing | 25 | 75 | 100 |
| | | | 30 | 24 | | 150 | 450 | 700 |
| | | | | 90 | | | | 3000 |

* Field Study

There will be field study which is compulsory in the first semester of all PG courses with 2 credits. This field study should be related to the subject concerned with social impact. Field and Topic should be registered by the students in the first semester of their study along with the name of a mentor before the end of the month of August. The report with problem identification and proposed solution should be written in not less than 25 pages in a standard format and it should be submitted at the end of second semester. The period for undergoing the field study is 30 hours beyond the instructional hours of the respective programme. Students shall consult their mentors within campus and experts outside the campus for selecting the field and topic of the field study. The following members may be nominated for confirming the topic and evaluating the field study report.

- (i). Head of the respective department
- (ii). Mentor
- (iii). One faculty from other department

**Mooc Courses

Inclusion of the Massive Open Online Courses (MOOCs) with zero credits available on SWAYAM, NPTEL and other such portals approved by the University Authorities.

CORE COURSE - I
COOPERATION THEORY AND DEVELOPMENT

OBJECTIVES:

- To facilitate the students to understand the values and Principles of Cooperation
- To facilitate the students to gain knowledge on the various cooperative development models
- To enable the students to understand the Government Policies towards cooperatives and development of cooperatives during pre and post independence era.

UNIT I

Concept of Cooperation: Cooperative Thought Process - Pre-Rochdale Thinkers: Robert Owen, Charles Fourier - Post-Rochdale Thinkers: Raiffeisen, Dr. Warbasse, Fauquet, Charles Guide - Jawaharlal Nehru and Mahatma Gandhiji's views on Cooperation - Statement of Cooperative Identity, 1995.

UNIT II

Cooperative Development Models: Voluntary Vs Imported Compulsory Cooperation - Limited Vs. Unlimited Liability - Federal Vs. UNITary Structure - Univalent Vs Polyvalent Cooperatives - Conventional Vs. Integrated Model - New Generation Cooperatives - Merits and demerits of various models

UNIT III

Cooperative Development in Abroad: Working profile of Consumers Cooperatives in Sweden and U.K - Cooperative Banking in Germany & Italy - Milk Producers Cooperatives in Denmark - Cooperative Farming Societies in Israel - Reasons for their success in their performance and contribution to their national economy.

UNIT VI

Cooperative Development in India - Pre-Independence Period: Cooperative Credit Societies Act-1904 - Cooperative Societies Act 1912- Recommendations of various Committees and Commissions for development of cooperatives: Sir Edward Maclagan Committee 1914 - Royal Commission on Agriculture 1928 - Cooperative Planning Committee 1945.

UNIT V

Cooperative Development in India - Post - Independence Period: Recommendations of various Committees and Commissions for development of cooperatives: All India Rural Credit Survey Committee 1954 - All India Rural Credit Review Committee 1969 - CRAFTICARD 1981 - Report of Task Force on Cooperative Credit (STCCS) 2004 - Report of the High Powered Committee on Cooperatives 2009 - Constitution Amendment 2011 - Problems and Challenges faced by Cooperative Sector in India.

REFERENCES :

1. Dubhashi, P.R (1970), Principles and Philosophy of Cooperation, VAMNICOM, Pune.
2. Government of India (2009), Report of the High Powered Committee on Cooperatives.
3. Hajela T.N (2000), Principles, Problems and Practices of Cooperation, Konark Publishers, New Delhi.
4. Ian Mac Pherson (1995), Cooperative Principles for the 21st Century, ICA, Geneva.
5. Krishnasamy O.R and Kulandaiswamy, V (2000), Cooperation: Concept and Theory, Arudra Academy, Coimbatore.
6. Krishnasamy O.R. (1985), Fundamentals of Cooperation, S.Chand & Co., New Delhi.
7. Mathur B.S. (2000), Cooperation in India, Sahithya Bhavan Publishers, Agra.
8. Paul Lambert (1969), Studies in Social Philosophy of Cooperation, Cooperative Union Ltd., Manchester.
9. Plunkett Foundation (1996), The World of Cooperative Enterprises.

CORE COURSE - II
MANAGEMENT OF COOPERATIVE ENTERPRISES

OBJECTIVES :

- To familiarize the students with the concepts of Management of Cooperative Enterprises.
- To enable the students to understand the governance structure of cooperative enterprises.
- To enable the students to understand the basic issues faced by the cooperatives.

UNIT I

Cooperatives as an Economic Enterprise: Characteristics- Cooperatives as social Enterprises – Cooperatives as Tiny and Village enterprises - Group and CommUNITY, Socio –Cultural factors influencing Cooperative behaviour-Cooperation as a Social Movement.

UNIT II

Cooperative Management: Concept – Goals – Governance Structure – Board and Executive Relationship - Participative Democratic Control – Comparison of Managements of Profit Businesses and Cooperative (non profit) Businesses.

UNIT III

Administrative System for Cooperatives: At Central, State levels – Registrars of Cooperative societies – Functional Registrars- Their powers and duties – Administrative set up under the control of RCS.

UNIT IV

Issues in Cooperative Management: Professional Management, De-Officialisation – State Partnership- Operational Efficiency – Key Result Areas – Strategies for sustainable Development of Cooperatives in India.

UNIT V

Cooperative Governance and Empowerment-97th Constitutional Amendment-2011-New Generation Cooperatives – SWOT Analysis

References

1. I.C.A (1977), Readings in Cooperative Management, New Delhi.
2. Kamat G.S. (1987) New Dimensions of Cooperative Management, Himalaya Publishing House, New Delhi,
3. Krishnaswamy, O.R (1976), Cooperative Democracy in Action, Somaiya Publishing House, Mumbai.
4. Kulandaisamy, V (2000), Cooperative Management, Arurdhra Academy, Coimbatore.
5. Nakkiran S (2013), Cooperative Management, Deep and Deep Publications, New Delhi.
6. Sha A.K (1984), Professional Management for Cooperative, Vikas Publishing House, New Delhi.
7. Sinha S.K. & R. Sahaya (1981), Management of Cooperative Enterprises, NCCT, New Delhi.

CORE COURSE -III MANAGERIAL ECONOMICS

OBJECTIVE :

To make the students to realize the usefulness of economic tools, principles & laws in making business decisions.

(Theory only)

UNIT I

Managerial Economics – Meaning, Nature, Scope and Applications – Relationship with other disciplines – Role of Managerial Economist – Demand Analysis – Demand Determinants - forecasting.

UNIT II

Production Function – Managerial use of production function – Supply analysis - Law of Supply – managerial uses of supply curve. Cost Concepts, classification & determinants – Cost Output relationship – Economies of scale - Cost Control and Cost Reduction.

UNIT III

Price and Output decisions under different marketing structures - Perfect competition, Monopoly, Oligopoly & Monopolistic Competition – Price discrimination – Pricing OBJECTIVES, policies, Strategies and methods - Price differentials – Price forecasting.

UNIT IV

Profit – Nature & Concept – Profit Planning, policies and Forecasting- measurement of profit Interest – Rent.

UNIT V

Business Cycle and business policies – Economic forecasting for business – Input output analysis – National income - accounting and measurement.

REFERENCES :

1. Joel Dean, Managerial Economics – Prentice Hall, New York.
2. Mehta P.L. – Managerial Economics – Sultan Chand and Sons, New Delhi.
3. Varshney and Maheswari - Managerial Economics - Sultan Chand and Sons, New Delhi.
4. Gupta G.S. – Managerial Economics – Tata McGraw Hill, New Delhi.
5. Mithani D.M. – Managerial Economics – Himalaya Publishing House, Mumbai.
6. Dwivedi D.N. - Managerial Economics - Vikas Publishing House P. Ltd, New Delhi.
7. Cauvery, SudhaNayak and Others - Managerial Economics - S. Chand and Sons, New Delhi.
8. H. Craig Petersen, W. Cris Lewis, Managerial Economics, 4th Edition, Pearson Education.

**CORE COURSE IV
ORGANISATIONAL BEHAVIOUR**

OBJECTIVE :

To make the students understand the basics of individual behaviour and group behaviour of people at work and enable them to gain knowledge relating to overall development of the organisation

(Theory only)

UNIT I

Organisational Behaviour – Meaning – Characteristics – Disciplines contributing to OB – Relationship with other Social Sciences – Approaches to OB – Hawthorne Experiments.

UNIT II

Perception: Process – Factors influencing perception - Distortion in Perception – Learning: Theories of Learning – Attitudes: Factors influencing Attitude.

UNIT III

Personality: Theories of Personality – Determinants – Types - Emotional Intelligence – Features - Group Dynamics: Formal and Informal Groups – Group Cohesiveness – Stress Management: Causes and Effects of Stress – Coping strategies for stress.

UNIT IV

Leadership: Theories and styles – Motivation – Theories of Motivation – Communication – Conflict Management: Role Conflict – Goal Conflict and inter personal conflict

UNIT V

Organisation change – Process – causes of resistance to change and Overcoming resistance to change – Organisation Development – OD Process and Techniques – Organisation Culture – Factors influencing organisation culture – Organisational Effectiveness – Process and factors influencing organizational effectiveness.

REFERENCES

1. L.M. Prasad, Organisational Behaviour – Sultan Chand & Sons, Delhi.
2. K. Aswathappa, Essentials of Organisational Behaviour, McGraw Hill, Delhi.
3. Fred Luthans, Organisation Behaviour, McGraw Hill, Delhi
4. Hell Riegel, Slocum and Woodman, Organisation Behaviour, South Western, Thomson Learning, 9th Edition,
5. R.S. Dwivdi, Human Relations and Organizational Behaviour, Mc Millan India Ltd., 5th Edition.
6. Stephen P. Robbins, Organizational Behaviour, 9th Edition, Pearson Education, New Delhi,
7. P.Subba Rao, Essentials of Human Resource Management and Industrial Relations, Himalaya Publishing House.
8. C.S. VenkataRatnam and B.K.Srivastava, “Personnel Management and Human Resources, TMH.
9. P.C. Tripathi, Personnel Management and Industrial Relations ,Sultan Chand & Sons.
10. B.S.Bhatia and G.S.Batra Human Resource Management -- Deep & Deep Publications.

ELECTIVE- I

(A) : RURAL DEVELOPMENT

OBJECTIVE :

- To understand the Concept of Rural Development Administration and various Rural Development Programmes.

UNIT I

Rural Development: Concepts – Definition – OBJECTIVES and Scope-Components – Features of Rural Economy – Approaches to Rural Development in India–Programmes of Rural Development during Five year plans.

UNIT II

Theories of Development: Gandhian Approach to Development – Obstacles to Growth and Development - Millennium Development Goals - Prof. Amarthiasen's Approaches to Development

UNIT III

Resources Centered Issues: Land Reforms–Cropping patterns –Recent Trends in Agricultural and Economic Development, Population: concepts - Causes of Poverty-Development Scheme-IRDP–DW CRA- Water Shed Programme- NREGS

UNIT IV

Infrastructure Centered: Health, Education, Sanitation, Drinking water, Rural Connectivity, Samathuvapuram– Common Property Resources (CPR) - Joint Forest Management(JFM) Ground Level Water Management- PURA Model.

UNIT V

Rural Development Administration: Evolution of Panchayat Raj system- New Panchayat Raj System – OBJECTIVES – Functions – Three Tier Panchayat Raj System in India- NGO's in Rural Development – Women Empowerment–Peoples Participation in Rural Development - E-Governance

REFERENCES :

1. Vekata Reddy, K. (2000) Rural Development in India- Himalaya Publication House, New Delhi.
2. Maheswari, S.(1985), Rural Development in India- A public Policy Approach, Sage Publication , New Delhi.
3. Lalitha. N(2009) 'Rural Development in India, Sterling, New Delhi.
4. Katar Singh(2010), Rural development: Principles, Policies and Management, Sage Publication, New Delhi.
5. Vasant Desai(2011), Rural development In India, Himalaya Publishing House, New Delhi.

ELECTIVE -I

(B) : RURAL SOCIAL INSTITUTIONS

OBJECTIVES:

- To enable the students to conceptualize the structure and functioning of Indian Society.
- To sensitize the students to the diverse dimensions and interconnectedness of Indian Society.
- To enable the students to develop insight into the various facets of nation building in India society.

UNIT-I

Indian society: Conceptualization- Groups and communities-Unity in diversity, cultural diversity: regional, linguistic, religious and tribal, religious pluralism-religious reform movements.

UNIT-II

Caste in India-Varna and Jati-characteristic of caste system-PCRA SC/ST Atrocities Prevention Act, Theoretical perspectives: Indological G.S.Ghurye, structural functionalism- M.N.Srinivas, S.C.Dube - Marxian perspective- A.R.Desai; Subaltern perspective-B.R.Ambedkar.

UNIT-III

Rural Economy and Religion: Agriculture and Allied Activities - khadi, cottage and village industries- land reforms- Beliefs and practices-village temple festival-change in religious life- Islam, Christianity, Buddhism factors in continuity and change.

UNIT-IV

Marriage and Family-marriage among Hindus, Muslims, Christian changing trends-family - significance, structure characteristics of joint family-changing trends

UNIT-V

Political Organization and leadership: Structure of village administration: tradition and modern-PRIs-changing trends in leadership-aspect at loggerheads.

REFERENCES :

1. Andre Beteille, Caste, (2002) Class and Power, Oxford University Press.
2. Dhanagare, D.N.(1993): Themes and Perspectives in Indian Sociology, JaipurRawat.
3. Dube, S.C.: (1967) The Indian Village, London: Routledge.
4. Hutton,J.H: (1983) Caste in India.Bombay: Oxford University press.
5. Kapadia,K.M, (1966) Marriage and Family In India. Bombay, Oxford University Press, Mencher.Joan, (1978) P.Agriculture and Social Structure in TamilNadu. NewDelhi.
6. Singh, Y. (1973) Modernisation of Indian Tradition, Delhi, Thomson Press.
7. Srinivas,M.N. (1962) Caste in India and other Eassys.Bombay: Asia publishing House,
8. Oommen, T.K. and P.N.Mukherjee, ed.(1986) Indian Sociology: Reflections and Introspections, Popular Prakashan, Bombay.

**CORE COURSE V
COOPERATIVE ACCOUNTS AND AUDIT**

OBJECTIVE:

- To gain knowledge about Accounting and auditing system in Co-operative Societies.

UNIT I

Cooperative Account Keeping: Evolution-differences between Double Entry book keeping and cooperative account keeping: Cooperative account keeping Vs Single entry system-day book-Ledgers-Statement of receipts and payments-Balance sheet- Final account-distribution of net profit.

UNIT II

Audit: Commercial & Co-operative Audit-Origin-Definition-OBJECTIVES-Advantages- Nature and Scope of Audit - Differences between Commercial and Cooperative Audit- Rights, Duties and Responsibilities of Commercial Auditor Vs Cooperative Auditor- Audit Programme - Vouching of Cash and Trade Transitions- Routine Checking- Importance of Routine Checking.

UNIT III

Verification and valuation of Assets and Liabilities: meaning of verification-mode of valuation of various assets and liabilities- Depreciation-Definition - OBJECTIVES- Methods- Auditors duty. Reserve: Meaning-Definition-Variou Reserves- Audit of Final Accounts: Profits and Loss Account-Balance Sheet-Relationship between them.

UNIT IV

Audit Programme for Selected Co-operatives: Co-operative Credit Institutions (PACS, DCCB and Non-Credit Co-operatives (Marketing Cooperatives, Consumers Co-operatives, Dairy Co-operatives and Industrial Co-operatives) - Audit Classifications- Preparation of Final Audit Memorandum and its Enclosures- Schedule of Audit defects.

UNIT V

Embezzlement and Fraud: Various Methods- Methods of their detection- safeguard in internal checking and internal audit- Recent Trends in Audit-International Standard of Audit (ISA)

REFERENCES:

1. Government of Tamilndu (2012) - Dept. of Cooperation, Cooperative Audit Manual.
2. Cooperative Audit, Krishnaswami O.R,
3. Tandon (2004) Principles & Practice of Auditing, S. Chand &Company
4. Dinker Pagare (2013) Principles & Practice of Auditing, S.Chand & Co.
5. Ravinder & Sharma (2011) Auditing, Principles & Pratices

**CORE COURSE VI
FINANCIAL MANAGEMENT**

OBJECTIVE :

- To enable the students understand concepts and application of financial management tools.

(Theory & Problem)

UNIT I

Financial Management : Meaning, nature and scope of finance; Financial goal – Profit Vs Wealth Maximisation; Finance functions – investment, financing and dividend decisions.

UNIT II

Fundamental valuation concepts :- Time value of money – Compound value, Present value; Risk and Return – concept, Risk in portfolio context, Relationship between Risk and Return.

Valuation of Securities – Valuation concept –Valuation of Bond – Valuation of PREFERENCEshares, Equity valuation – Dividend valuation approach, Earnings capitalisation approach and Ratio approach.

UNIT III

Cost of capital : Meaning and Significance of cost of capital; calculation of cost of debt, pREFERENCEcapital, equity capital and retained earnings; combined cost of capital (weighted).

Financial Leverage : Meaning, Measurement of leverages; Effect of Operating and Financial Leverage on Profit; Analysing alternate financial plans; combined financial and operating leverages.

UNIT IV

Planning the Capital Structure – Factors influencing capital structure; EBIT-EPS Analysis, Return on Investment Analysis, Cash flow analysis, capital structure policies – Theories. Dividend policy -Factors determining dividend pay-out, Forms of dividend; stability in dividend policy; corporate dividend behaviour

UNIT V

Management of working capital:- Meaning, Significance and Types of working capital; calculating operating cycle period and estimation of working capital requirements; sources of working capital; Management of cash, receivables and inventory.

(Note: Theory: 45 Marks; Problems: 30 Marks)

REFERENCES

1. I.M.Pandey. Financial Management,Vikas Publishing House Pvt ltd, New Delhi.
2. Prasanna Chandra,Financial Management, Theory and Practice, Tata McGraw-Hill Publishing Company Ltd, New Delhi.
3. M.Y.Khan&P.K.Jain,Financial Management, Text and Problems. Tata McGraw-Hill Publishing Company Ltd, New Delhi.
4. P.V. Kulkarni & B.G. Sathyaprasad,Financial Management –Himalaya Pulishing House, Mumbai.
5. S.N.Maheswari, “Financial Management principles and practice,”Sultan Chand & Sons, New Delhi.
6. James C. Van Horne & John M. Wachowicz, Jr.Fundamentals of Financial Management- PHI Learning Private Limited, New Delhi.
7. Agarwal & Mishra, “Financial Management “Ramesh Book Depot, Jaipur.
8. Srinivasan, Financial Management, Vijay Nicole, Chennai

**CORE COURSE VII
HUMAN RESOURCE MANAGEMENT**

OBJECTIVE:

- **To impart knowledge on the concepts and principles of HRM followed in different types of organization. (Theory only)**

UNIT I

Human Resource Management- Meaning – Nature and Scope, OBJECTIVES - Functions Distinction between HRM and Personnel Management. Personnel Policies: Procedure and Programmes. Organization of HRM Department– Needs - Recent Trends in HRM Practices – Personnel Audit- Human Resource Information System- need and benefits.

UNIT II

Man Power Planning – Characteristics: Need, Process - Job Analysis- Job Description- Job Specification - Job Design- Job Evaluation Methods – Merits and Demerits - Job Enrichment- Job Enlargement –Re-Engineering - Recruitment – Sources - Selection- Selection Procedure, - Interviews – Placement - Induction

UNIT III

Training –Meaning, Need - Selection of Trainees- Methods of Training – Evaluation of Training - Management Development Programmes- Methods - Promotion – Types, Merits- Demotions; Carrier Planning - Transfers,

UNIT IV

Performance Appraisal – Purpose- Factors Affecting Performance Appraisal – Criteria for Performance Appraisal – Performance Appraisal Techniques – Limitation of Appraisal Methods. Quality of Work Life – Issues in Quality of Work Life- Measuring QWL – Workers Participation in Management.

UNIT V

Grievance – Meaning, Causes of Grievance- Grievance Redressal Procedure – Collective Bargaining – Meaning – levels – methods – pre - requisites – Benefits.

REFERENCES :

1. Pravin Durai, Human Resource Management, 2nd Edition, Pearson Education, New Delhi
2. Dr.Ashwathappa, Human Resource Management ,McGraw Hill Education (India) Pvt. Limited, New Delhi.
3. Edwin Phillip, Personnel Management - Tata McGraw Hill, Delhi.
4. L.M. Prasad ,Human Resources Management, Jain Book Agency, New Delhi.
5. DaleYoder& Paul D. Staudohar, Personnel Management, Prentice Hall.
6. S.S. Khanka, Human Resource Management ,S.Chand& Sons, New Delhi.
7. Gary Dessler, "Human Resource Management", Seventh edition, Prentice-Hall of India P.Ltd., Pearson.
8. H.John Bernardin&JoyeeE.A.Russel, Human Resource Management - An experiential approach, 4th Edition, McGraw-Hill International Edition., 2007
9. David A. DeCenzo& Stephen P.Robbins, Personnel/Human Resource Management, Third edition, PHI/Pearson.
- 10.VSP Roa, Human Resource Management : Text and cases, First edition, Excel Books, NewDelhi.

CORE COURSE VIII RESEARCH METHODS AND STATISTICS

OBJECTIVES :

Upon completion of the course, the students will be able to:

- identify and formulate a problem for research.
- prepare suitable research design to study a research problem to be formulated
- choose appropriate methods of sampling, tools and techniques of data collection
- process the data collected in the field and to analyse by using appropriate statistical methods
- prepare research report in a professional manner.

UNIT I

Introduction: Research – definition - OBJECTIVES-types. Research Process- Identifying and prioritizing problems - theoretical framework – review of literature, variables -its types- Hypothesis – formulation and types.

UNIT II

Research design: Explorative, Experimental, descriptive, Case study and survey methods - Content Analysis - Intervention and Interdisciplinary Studies - Mixed methods.

UNIT III

Data collection: Sampling and non-sampling techniques - Data collection methods – interview, schedule, Questionnaire, and observation. Online research methods, psychological tests, projective techniques. Validity and reliability of scales - Research Report - Components and format of research report - Reference materials, quotations, bibliography, footnotes, glossary and appendix, dissemination of findings.

UNIT IV

Descriptive Analysis: Measures of central tendency, dispersion, skewness and kurtosis – Correlation of Analysis, Association of attributes, Multiple regression and correlation analysis, concepts of Factor analysis - Statistical software and its uses.

UNIT V

Inferential Analysis: Basic concepts and Hypothesis testing and Estimation; Steps in hypothesis testing. Tests for Large and small samples – Z test, t-test and F-test, Chi-square test, Mann-Whitney test, and ANOVA

REFERENCES :

1. Gupta S.P.& M.P.Gupta, (2006) Business Statistics, New Delhi:Sultan Chand & Sons,
2. Shajahan Dr. S. (2006) Research Methods for Management (Text and Cases), New Delh: Jaico Publishing House,.
3. Hooda R.P., (2003) Statistics for Business and Economics, New Delhi Macmillan Ltd.,.
4. Vijayalakshmi G. & Sivapragasam C, (2009). Research Methods: Tips and Techniques, Chennai : MJP Publishers,
5. Krishnaswamy O.R, (2002), Methodology of Research in Social Sciences, Himalaya Publishing House, Bombay,
6. Kothari C.R, (2001). Research Methodology, Wishva Prakashan, New Delhi
7. Donald R Cooper and Ramela S. Schindler, (2000), Business Research Methods, Tata McGraw Hill Publishing Company Limited, New Delhi,
8. Uma Sekaran, (2000), Research Methods for Business, John Wiley and Sons Inc., New York,.

ELECTIVE -II
(A) : INVESTMENT MANAGEMENT

OBJECTIVE :

To enable the students understand the investment avenues and evaluation.

UNIT I

Nature and scope of Investment Management Investment objectives – Investment Process – Investment Media Security and Non-security forms of Investment gilt edged securities – Sources of Investment information.

UNIT II

New Issues Market – Methods of Issuing – Parties involved in the new issue market – Secondary market – Stock Exchanges – NSE and BSE – Trading mechanism – online trading – SEBI and Investors production.

UNIT III

Security Analysis – Approaches to Security Analysis – Fundamental Analysis – Technical Analysis – Dow Theory – Random Walk Theory - Efficient Market Hypothesis.

UNIT IV

Portfolio Analysis – Traditional and Modern approach – Rationale of Diversification of Investments – Markovitz theory – Sharpe Index Model - Capital Asset Pricing Model.

UNIT V

Investment companies in India – Types Mutual Fund Operations in India – UTI – SEBI and RBI Guidelines for Mutual Funds.

Note: Theory only

BOOKS FOR REFERENCE :

1. Punithavathy Pandian : Security Analysis and Portfolio Management, (Vikas Publishing House)
2. Dr S Gurusamy –Security Analysis & Portfolio Management –Vijay Nicole Imprints Pvt Ltd, Chennai.
3. Gupta L.C. : Return of Equities – The Indian Experience, (New Delhi OXFORD).
4. Bhalla V.K. : Investment Management and Portfolio Management & (S.Chand & Co. Delhi).
5. Fisher & Jordon : Security Analysis and Portfolio Management.
6. Preeti Singh : Security Analysis, Himalaya Publishing House
7. Avadhani V.A. : Investment and Securities Markets in India.
8. SEBI, 1992.Guidelines
9. Jack dark Francis (1990).Investment : Analysis and Management, McGraw Hill
10. Gara.K.L : Stock Exchanges in India.
11. Yasasway : Equity Investment Strategy.

ELECTIVE –II

(B) : QUANTITATIVE TECHNIQUES

OBJECTIVE :

- **To acquaint the students with the Statistical tools and techniques for managerial decisions.**

(Theory & Problems)

UNIT I

Meaning of Quantitative Techniques – Role of Quantitative Techniques – Advantages and Limitations of Quantitative Techniques – Correlation Analysis – Simple – Partial and Multiple –Regression Analysis – Time Series .

UNIT II

Probability – Problems applying Additional and Multiplication Theorem – Mathematical Expectations – Theoretical Distributions – Binomial – Poisson – Normal Distribution.

UNIT III

Significance Tests in Small Samples (t test) – Testing the significance of the mean of a random sample – Testing difference between means of two samples (Independent and Dependent Samples) – Chi-square test- Analysis of Variance (One way and two way classification).

UNIT IV

Linear Programming – Graphical Method – Simplex Method – Transportation Problems – Initial Basic Feasible Solution - Modi Method – Assignment Problems.

UNIT V

Interpolation and Extrapolation – Methods of Interpolation – Binomial Expansion method – Newton’s Method – Lagrange’s Method – Parabolic Curve Method – Extrapolation – Vital Statistics – Life Tables.

Note: 50 marks problem; 25 marks Theory

REFERENCES

1. S.P. Gupta, Statistical Methods - Sultan Chand & Sons, New Delhi – 600 002.
2. S. Gurusamy, Operations Research, Vijay Nicole Imprints Pvt. Ltd, Chennai.
3. D. Joseph Anbarasu, Business Statistics –Vijay Nicole Imprints Pvt. Ltd., Chennai.
4. C.R.Kothari, Quantitative Techniques –Vikas Publishing House, New Delhi.
5. Levin, Richard I. and David S Rubin: Statistics for Management, Prentice Hall, Delhi.
6. Hooda, R.P: Statistics for Business and Economics, Macmilla 3rd edition, New Delhi.
7. Hein, L.W: Quantitative Approach to Managerial Decisions, Prentice Hall, Delhi

CORE COURSE-IX
LEGAL FRAME WORK FOR COOPERATIVES

OBJECTIVE:

- To enable the students to understand the Cooperative Legal Framework and other related Laws with particular reference to Tamilnadu

UNIT-I

Cooperative Legislation: Need for Legal Frame Work for Cooperatives- History of Cooperative Legislation in India- Cooperative Credit Societies Act of 1904- Cooperative Societies Act of 1912 -Model Cooperative Societies Bill 1957 – Model Cooperative Societies ACT 1991-Features of Self Reliant Cooperatives Societies Act 1995 –Multiunit Cooperative Societies Act 2002 –Features.

UNIT-II

The Tamil Nadu Cooperative Societies Act 1983 and Rules 1988: Provisions Relating to Registration, Amendment of Bye Laws, Division-Amalgamation, Qualifications and Disqualification of Members- Management of Cooperatives - Duties and Privileges of Registered Societies -Properties and Funds of a Registered Societies- Net Profit Distribution.

UNIT-III

The Regulatory Provisions Relating to Cooperatives – Audit , Inquiry, Inspection, Surcharge-Supersession of the Board-Winding up of Cooperatives- Settlement of Disputes – State Aid to Registered Cooperatives.

UNIT-IV

The Provisions Relating to Employees of Cooperatives: Common Cadre-Recruitment Bureau-Selection, Placement- Rewarding – Offences and Penalties to Employees – Provisions relating to Appeal -Revision- Review- Cooperative Tribunals.

UNIT-V

Other Laws –Indian Contract Act of 1872 - Essential of Valid Contract - Breach of Contract and its Remedies. Sale of Goods Act 1930- Sale-Agreement to Sell, Transfer of Properties Act 1882- Features, Indian limitation Act 1963 - Meaning– Computation of Period of Limitations, Consumer Protection Act 1986- Definition- Features, Right to Information Act 2005- Features.

REFERENCES :

1. Vidwans M.D., Cooperative Law In India, Sahithya Bhavan Publishers, New Delhi, 1956
2. Government of Tamilnadu, Tamilnadu Cooperative Societies Act of 1983
3. Government of Tamilnadu, Tamilnadu Cooperative Societies Rules of 1988
4. Weerman P.E., The Effect of Cooperatives Law on the Autonomy of Cooperatives In South East Asia, New Delhi, ICA, 1989.
5. Weerman P.E., A Model Cooperatives Societies Law With The Authors Commentary, New Delhi, ICA, 1994
6. Government of India, Multi UNIT Cooperative Societies Act 2002.
7. Government of India, Report of the Committee on "Cooperative Law" 1987.
8. Government of India, Report of the Committee on "Model Cooperative Act" 1991 Planning Commission, 1991.
9. Government of India, Indian Limitation Act 1963.
10. Government of India, Consumer Protection Act 1986.
11. Government of India, Right to Information Act-2005 .
12. Aswathappa. K& Ramachandra., Principles Of Business Law, Himalaya Publishing House, New Delhi, 1997.
13. Shukla M.C., Manual of Mercantile Laws , Chand & Co, New Delhi, 1983.
14. Kapoor N.D. and Rajni Abbi, General Laws and Procedures, Sultan Chand & Sons Revised Edition, 2010.
15. Government of India, Report the Committee on Cooperative Law on Democratisation and Professionalisation of Management in Cooperatives, 1985.
16. Goel B.B. "Cooperative Legislation Trends and Dimensions, Deep and Deep Publications Pvt. Ltd. New Delhi (2006)

CORE COURSE X
DYNAMICS OF CO -OPERATION

OBJECTIVES:

- To enable the students to understand the Indian economic resources and the role of cooperatives in Primary, secondary and tertiary sectors
- To enable the students to understand the issues confronted by cooperatives in promotion of Indian Economy.

UNIT I

Indian Economic Resources: Its resource bases- resources optimization for balanced economic growth; integration of primary, secondary and tertiary sectors-the role of cooperatives, and other business enterprises.

UNIT II

Cooperatives in the Primary sector: Constitution, Structure and working Performance of Cooperative Agricultural credit structure, cooperative Farming and allied Cooperatives -Problems and prospects(with reference to Tamil Nadu).

UNIT III

Cooperatives in the Secondary Sector: Constitution, structure and working Performance of milk, sugar, tea and handloom weaving cooperatives - their problems and prospects (with reference to Tamil Nadu).

UNIT IV

Cooperatives in the Tertiary Sector: Constitution, structure and working Performance of banking, marketing and Consumer Cooperatives -their problems and prospects. (with reference to Tamil Nadu)

UNIT V

Issues on Cooperative Development: Cooperative principles Vs practices, State partnership, leadership in Cooperatives, peoples participation, producer & company as alternative model (with reference to Tamil Nadu).

REFERENCES:

1. Dubhashi, P.R (1970), Principles and Philosophy of Cooperation, VAMNICOM, Pune.
2. Government of India (2009), Report of the High Powered Committee on Cooperatives.
3. Hajela T.N (2000), Principles, Problems and Practices of Cooperation, Konark Publishers, New Delhi.
4. Ian Mac Pherson (1995), Cooperative Principles for the 21st Century, ICA, Geneva.
5. Krishnasamy O.R and Kulandaiswamy, V (2000), Cooperation: Concept and Theory, Arudra Academy, Coimbatore.
6. Krishnasamy O.R. (1985), Fundamentals of Cooperation, S.Chand & Co., New Delhi.
7. Mathur B.S. (2000), Cooperation in India, Sahithya Bhavan Publishers, Agra.
8. Paul Lambert (1969), Studies in Social Philosophy of Cooperation, Cooperative Union Ltd., Manchester.
9. Plunkett Foundation (1996), The World of Cooperative Enterprises.
10. Puri, S.S. (1979), Ends and Means of Cooperation, NCUI, New Delhi.
11. Mrutyunjay Sarnagi et. al (2004) Six volumes, "Each for All-All for Each" - A Study of the Impact of Cooperative Movement in Tamil Nadu.

CORE COURSE XI
MARKETING MANAGEMENT

OBJECTIVE:

To enable the student to understand the concepts of modern marketing and various strategies employed in marketing management.

UNIT I

Marketing Definition- Importance- Concepts of Marketing Task- Conventional & Situational Marketing -, Approaches to Marketing, Remarketing, De-Marketing, Synchro-Marketing Concepts- Traditional and Modern Concepts - Marketing Mix - Modern Marketing Functions - Features of Industrial, Consumer and Services Marketing.

UNIT II

Product : Meaning-Classification of Goods- Product Planning and Development- Product Life Cycle - New Product Development- Product Positioning – Diversification – Product Related Strategies – Branding - Brand Image Building- Brand Extension - Brand Celebrity.

UNIT III

Market Segmentation : Bases and Benefits - Consumer Behavior-Factors Influencing Consumer Behavior, Post Purchase Behavior - Marketing Research - Steps In Marketing Research - Sales Forecasting : Techniques and Criteria.

UNIT IV

Pricing : Meaning and OBJECTIVES - Pricing Policies Strategies- Pricing Methods - Promotion Mix : Purpose of Promotion- Promotion Strategy – Sales Promotion - Levels, Advertising : Kinds of Advertising - Advertising Copy- Advertising Budget - Advertising Agency. Sales Management : Salesmanship – Qualities - Effective Selling - Sales Process

UNIT V

Distribution : Selection of Channels of Distribution - Wholesalers and Retailers – Functions and Importance In Distribution Net Work, Warehousing –Types - Decisions. Management of Physical Distribution.Ethics in marketing.

REFERENCES

1. R.S.N.Pillai&Bagavathi, (2010), Modern Marketing, S.Chand& Co., New Delhi.
2. RajanNair.N.,SanjithR.Nair, (1999),Marketing, Sultan Chand & Sons, New Delhi.
3. Kotler Philip, 15th edition, (2015) Marketing Management, Prentice Hall of India (Pvt) Ltd., New Delhi.
4. Monga & ShaliniAnand, (2000), Marketing Management, Deep & Deep Publications, New Delhi
5. J. Jayasankar , 2nd edition,(2013), Marketing, Margham Publications, Chennai.
6. Dr. L. Natarajan (2013), Marketing, Margham Publications, Chennai.
7. Grewal , 14th edition (2015), Marketing, Tata McGraw Hill management, New Delhi.

CORE COURSE XII PRACTICAL TRAINING AND INTERNSHIP

OBJECTIVES :

- To impart practical knowledge on the management and working of various types of agricultural and non-agricultural co-operative institutions
- To develop Managerial leadership and initiative to adopt management practices relevant to Cooperatives.

THE FIRST PHASE (PRACTICAL TRAINING)

The First Phase of Training will be visits to and observation study of various types of District, Apex and National level cooperative institutions as furnished below. The Training should be given under the Guidance and Supervision of the staff in charge who should accompany the students. The students should maintain a systematic record for Practical Training. The following Institutions may be considered to provide practical managerial knowledge to students.

DISTRICT LEVEL:

- District Central Co-operative Bank
- District Consumer Cooperative Whole Sale Stores
- District Cooperative Milk Producers Union
- District Cooperative Union
- Circle DRCS Office or JRCS Office
- Urban Cooperative Bank
- Agro-processing units: Cooperative Sugar Factory

APEX LEVEL

- Tamil Nadu State Apex Co-operative Bank,
- Tamil Nadu State Co-operative Agricultural and Rural Development Bank
- Tamil Nadu State Coop. Housing Federation.
- Tamil Nadu State Co-operative Union.
- Tamil Nadu State Co-operative Marketing Federation. (TANFED)
- Tamil Nadu Handloom Weavers Co-operative Society. (Cooptex)
- Tamil Nadu State Urban Cooperative Bank Federation.
- Tamil Nadu State Cooperative Sugar Federation.
- NCDC, NAFED, IFFCO, KRIBHCO – Regional office,
- Tamil Nadu Industrial Cooperative Bank.(TATICO Bank) ,
- Any other State level federations

NATIONAL LEVEL

Visiting inter State Cooperative Organisations, Offices / Branches of various National Level Co-operative Institutions functioning at the State Headquarters.

EVALUATION (FIRST PHASE - 25 MARKS)

Evaluation of Practical Training for 25 marks will be done by the Coordinator/ Staff incharge of the course, on the basis of training records maintained by the students.

SECOND PHASE (INTERNSHIP)

The students are to be assigned with the internship training for a period of two weeks- For this purpose students may be divided into batches. The staff in-charge may check their work by making surprise visits. Any two of the following types of Co-operative institutions may be selected for internship.

1. District Cooperative Union / Central Co-operative Bank / Urban Cooperative Bank / PACS.
2. District Consumers Whole Sale Stores / Supermarket
3. Hand loom / Spinning Mill / Sugar Mills / Tea Factories, INDCOSERVE, SAGOSERVE and other Agro-Processing Co-operatives and Sericulture Cooperatives
4. LAMPS, FSS and Marketing Cooperative Societies
5. Apex Level Co-operative Institutions of Various Types: TNSCB, SARDB, TANFED, AAVIN, COOPTEX, TAICO Bank, Housing Federation.
6. District Cooperative Milk Producers Union Ltd.

EVALUATION (PHASE-II -75 MARKS)

Evaluation of the Phase- II Practical Training (Internship) will be done by the External Examiner and Coordinator/ Staff in-charge of the programme jointly for 75 marks on the basis of internship report submitted by the students and viva voce.

The report is to be evaluated for 50 marks and viva voce for 25 marks

ELECTIVE –III
(A) SERVICES MARKETING

OBJECTIVE :

- To enable students to gain knowledge on marketing of various services.

UNIT I

Services Marketing : Definition – importance – characteristics of services – Growth of Services Marketing – Types of services – Comparative analysis between services and products.

UNIT II

Concept of services marketing : Societal concept – Buyer behaviour concept – Factors influencing buyer behaviour – Decision making process. Delivering quality Service - TQM in services marketing - Quality standards - process and technological requirements to implement quality standards in services marketing.

UNIT III

Services Marketing Mix : Product Strategy – Product Life Cycle concept – Product Strategies during the Product Life Cycle – Product Planning and development – Development of new products – Diversification and elimination.

UNIT IV

Bank Marketing – Insurance Marketing – Transport Marketing.

UNIT V

Tourism and Hotel Marketing - Education Marketing – Communication Services Marketing – Health services.

REFERENCES :

1. S.M.Jha, Services Marketing, Himalaya Publishing House, Mumbai.
2. M.Y.Khan, Services Marketing, Tata McGraw Hill, New Delhi.
3. C.B.Memoria&R.K.Suri,Marketing Management, Kitab Mahal,
4. Kotler -Marketing Management , Sultan Chand & Sons, New Delhi.
5. Cowell.- Marketing of Services, Heinemann Publishers, London.
6. Christopher Lovelock, JochenWirtz&Jayanta Chatterjee – Service Marketing People, Technology, Strategy. Pearson Education.

CORE COURSE XIII
COST AND MANAGEMENT ACCOUNTING

OBJECTIVE :

- To make the students understand the techniques and tools of Cost & Management Accounting for decision making.

UNIT I

Cost Accounting : Meaning – OBJECTIVES – Nature and Scope – Methods – Techniques of Costing – Classification and Coding of Costs – Inventory Control – Stock levels – Inventory Systems – Methods of pricing material issues.

UNIT II

Labour Costs : Direct and Indirect – Importance – Labour Remuneration method. Overheads – Importance – allocation and apportionment of overheads – Overhead cost control – Absorption costing – Activity Based Costing.

UNIT III

Contract Costing : Meaning – Features – Fully Completed Contract – Incomplete Contract – Cost Plus Contracts - Process Costing – Procedure Involved in Process Costing – Inter Process Profit – Joint Products and By Products.

UNIT IV

Management Accounting : Meaning – Nature and Scope – Functions – Tools & Techniques. Distinction between Cost and Management Accounting – Relationship between Cost and Management Accounting. Ratio Analysis – Meaning – Advantages – Limitations – Classification of Ratios.

UNIT V

Budgetary Control : Classification of Budgets - Marginal Costing – Break Even Analysis – Cost Volume Profit Analysis - Standard Costing and Variance Analysis.

(Theory : 25 Marks Problem:50 Marks)

Text and Reference Books :(Latest revised edition only)

1. R.K.Sharma & Shashi K.Gupta, “Management Accounting”, Kalyani Publisher, New Delhi.
2. S.N.Maheswari, “ Management Accounting”, Vikas Publications, New Delhi.
3. T.S. Reddy & Y. Hari Prasad Reddy, “Management Accounting”, Margham Publication, Chennai.
4. S.P.Jain& K.L. Narang, “Cost and Management Accounting”, Kalyani Publishers, New Delhi.
5. M.N.Arora, “Cost and Management Accounting”, 8th Edition, Vikas Publishing House (p) Ltd, Chennai.
6. Hilton, Mahar and selto, “Cost Management”, 2nd Edition, Tata McGraw-Hill Publishing Company Ltd, New Delhi.
7. B.M. Lall Nigam and I.C. Jain, “ Cost Accounting”, Prentice Hall of India (P) Ltd, New Delhi.

**CORE COURSE XIV
MANAGEMENT INFORMATION SYSTEM**

OBJECTIVE :

To enable the students to trace the growing importance of information system, vital role in decision making and applications of computers in the system, development process & approaches.

UNIT I

Information System – Establishing the framework - Business model – information system architecture – Evolution of information systems.

UNIT II

Modern information system – System development Life Cycle – Structured methodologies – Designing computer based method - procedures control and designing structured programs.

UNIT III

Functional areas - Finance, Marketing, Production, Personnel – Levels, Concepts of DSS, EIS, ES – Comparison - concepts and knowledge representation – managing international information system.

UNIT IV

Testing security – Coding Techniques – Detection of Error – Validation – Cost benefit analysis – Assessing the value and risk of information systems.

UNIT V

Software engineering qualities – Design, production, service, software specification, software metrics, software quality assurance – Systems methodology - OBJECTIVES – Time and Logic, Knowledge and Human dimension – Software life cycle models – Verification and validation.

REFERENCES :

1. Management Information Systems, Management Perspectives, D P Goyal, Second Edition, Macmillan, New York.
2. Management Information Systems, Dr. S.P. Rajagopalan, Margham Publications, Chennai.
3. Gordon B.Davis, Management Information System: Conceptual Foundations, McGraw Hill, U.S.A.

ELECTIVE -IV
(A) : STRATEGIC MANAGEMENT

OBJECTIVE :

To enable the students to understand the processer involved in the formulation of business strategies including implementation and control of strategies towards effectiveness

UNIT I

Strategic Management : Definition – Scope – Benefits – Risks – Approaches – Models – Strategic change – Strategic Leadership and Decision making.

UNIT II

Situation Analysis : SWOT Analysis - Environmental Scanning and Industry analysis – Forecasting – Internal Scanning - Mission – objectives – Stakeholder Theory – Cyert and March's Behavioural Theory – Objectives of Non-Profit Organizations – Social Responsibility and Business Ethics.

UNIT III

Strategy Formulation : Business Strategy – Corporate Strategy – Divertional Strategy –Portfolio Analysis – BCG Growth /Share matrix – Strategic choice – Development of policies – Strategic Alliances.

UNIT IV

Strategy Implementation : Organization for action – Staffing – **Strategic Leadership** – MBO –Total Quality Management – Functional Strategies – Growth Strategies – Diversification, Acquisition and Joint Venture – Recovery – Recession and Diverstment Strategies – Management Buyout.

UNIT V

Strategic Control and Evaluation : Establishing Strategic control – premise control – Implementation control – Strategic Surveillance – Special Alert Control – Evaluation Techniques – Managing change – Strategic issues in Managing Technology and Innovation – Strategic Effectiveness.

REFERENCES :

1. Strategic Management – Strategy Formulation and Implementation – John A.Pearce II, Richard B.Robinson Jr.(A.I.T.B.S. Publishers - J-5,6, Krishnan Nagar, Delhi – 110 051).
2. Strategic Management – Awareness and change – John L.Thompson (Cheapman & Hall 32 Second Main Road CIT East, Chennai – 35).
3. Strategic Management-J.David Hunger and Thomas L.Wheelen (Addision – Wesley Longman) (Available at Higginbotham’s Ltd., Chennai).
4. Strategic Management – Gregory G.Dess and Alex Miller.
5. Strategic Management – An Integrated Approach – W.L.Charles and John Gareth,
6. Strategic Management – Concepts and Application – C.Certo and J.Paul Peter.
7. Strategic Management – John H.Barnett and William D. (Available at Atlantic Publishers and Distributors, 4215/1, Ansari Road, Darya Ganj, New Delhi – 110 002).
8. International & Strategic Management – R.N.Srivastava.
9. Strategic Planning for Corporate Success – V.S.Ramaswamy and S.Nanakumari.

Open Elective 3 : PROJECT MANAGEMENT

OBJECTIVE :

To enable the students to identify and formulate projects and acquire knowledge about tools and techniques in project planning, implementation and control.

UNIT I

Concepts of Project Management; Project – Meaning – Nature – Types of project and project life cycle – Project management – Nature and scope of project management – Project management as a profession – Role of project manager.

UNIT II

Project Identification and Formation: Project environment – Identification of investment opportunities – Projects screening – Preferability study – Project selection – Project formulation – Stages in project formulation – Project report preparation – Planning Commission's guidelines for project formulation.

UNIT III

Project Appraisal: Objectives, essentials of a project methodology – Market appraisal – Technical appraisal – Financial appraisal – Socio – economic appraisal – Management appraisal.

UNIT IV

Project Planning and Scheduling : Objectives – Process or Planning Components or good planning – Project designing and project scheduling and time estimation – Scheduling to match availability of man power and release of funds – Cost and time trade cost.

UNIT V

Project Execution and Administration – Project contracting: Contract pricing, types – Project organisation: Forms of organisation – Project direction – Project communication – Project co ordination – Factors influencing effective project management – project time monitoring and cost monitoring – Project over runs. Project Control : Control techniques – PERT, CPM - Proper review – Project audit.

References

1. For UNIT II and IV Total project Management The Indian context by PK. Joy – Mac millan India Ltd.,
2. For UNIT I and V Project Management – by R. Panneerselvam and P. Senthil kumar PHI learning India PVT Ltd.,
3. Bhavesh .M Patel, Project Management, Vikas Publishing Hous PVT Ltd.,
4. S. Choudhury, Project Management, Tata Mcgraw Hill Co.
5. Project Management India Edition By CIDO I Clements, Cengage learning.
6. CCI Pfor D.F. Gray and Erik .w Carson, Project Management, Tata Mcgraw Hill Co.
7. Project Management – Management extra series – ANE books
8. P. Gopalakrishnan & VE. Ramamoorthy, Text book of project management, Macmillan India Ltd.,
9. Prasanna Chandra, Projects, Planning, analysis, selection financing, Implementation and Review, Tata Mcgraw Hill Co.

(A)

ELECTIVE -V
: TOTAL QUALITY MANAGEMENT

OBJECTIVE :

To enable the students to gain knowledge on various tools and techniques of quality control and management.

UNIT I

Introduction to Quality Control : Quality and Cost Considerations - Statistics and its Applications in Quality Control

UNIT II

Sampling Inspection in Engineering Manufacture - Statistical Quality Control by the Use of Control Charts- Methods of Inspection and Quality Appraisal - Reliability Engineering – Value Engineering and Value Analysis

UNIT III

Theory of Sampling Inspection : Standard Tolerancing - ABC Analysis - Defect Diagnosis and Prevention

UNIT IV

Quality Improvement: Recent Technique for Quality Improvement - Zero Defect – Quality Motivation Techniques - Quality Management System and Total Quality Control

UNIT V

Selection of ISO Model and Implementation of ISO 9000 - Human Resource Development and Quality Circles - Environmental Management System and Total Quality Control

REFERENCES :

1. Dahlgaard Jens J., Kristensen K., Kanji Gopal K, “Fundamentals Of Total Quality Management”, Bross Chapman & Hall, London
2. George, Stephen and Weimerskirch, Arnold, “Total Quality Management - Strategies and Techniques Proven”, Mohit Publications
3. Hakes, Chris (editor), “Total Quality Management: The Key to Business Success”, NY: Chapman and Hall
4. Fox, Roy, “Making Quality Happen. Six Steps to Total Quality Management”, McGraw-Hill
5. Srinivasa Gupta and Valarmathy, Vijay Nicole Imprints Pvt Ltd., Chennai
6. Jain, “Quality Control And Total Quality Management”, Tata McGraw Hill
7. Lal H, “Total Quality Management: A Practical Approach”, New Age International Private Ltd
8. Rao, Ashok, “Total Quality Management: A Cross Functional Perspective”, Wiley & Sons

(B)

**Open ELECTIVE – 4
EXPORT MARKETING**

OBJECTIVE :

To enable the students to understand the functioning and processes involved in export marketing including the export policies and the development agencies functioning in India

UNIT I

Introduction to Export Marketing : Meaning – OBJECTIVES – scope – Need for and importance of export trade – Distinction between internal trade and international trade – Problems faced by exporters.

UNIT II

Features and Functions of export marketing – Sources of market information – Product planning – Quality control – Export pricing – Export marketing channels – Strategy formulation.

UNIT III

Steps involved in export – Confirmation of order – Production of goods – Shipment – Negotiation – Documents used for export – Commercial documents – Regulatory documents – ISO Certificate.

UNIT IV

Export Policy and Promotion: EXIM Policy – Regulation of export trade - Organisations for promoting export – incentives and assistance – Export Houses – Trading Houses.

UNIT V

Institutions engaged in financing export – ECGC – EXIM Bank – Organisations promoting export – Commodity Board – EPC – STC – MMTC.

REFERENCES :

2. Balagopal, T.A.S., Export Marketing, Himalaya Publishing House.
3. Rathor, B.S., and Rathor, J.S., Export Marketing, HPH.
4. Francis Cherunilam, International Trade and Export Management .

Elective –V

(B)

: RETAIL MANAGEMENT

OBJECTIVE:

To gain an in-depth knowledge about Retail Management and strategies employed.

(Theory only)

UNIT I

Retailing : Definition –Concept - Characteristics –Traditional and non-Traditional retailing – Applications of information technology in retail management - E –Retailing.

UNIT II

Global trend in retailing : Indian retail industry –Drivers to the growth of retail –Macro and micro environmental influences –Creativity in retailing -Emerging trends and challenges - FDI in retailing - Rural retailing.

UNIT III

Retail formats : types –Choice of location –Store layout and designs – Positioning of retail shops –Retail store image –Retail service quality Management -Retail Administration: Store Management, HRM, Information systems.

UNIT IV

Merchandise management : Service retailing Vs. Product retailing –Retail branding - Pricing for retail –Promotion –Supply chain and logistics - handling returns –Retail marketing strategies -Retail Communications - Mall Management

UNIT V

Shopping process : Influences of shoppers' attitude, perception, personality and life style in retail shopping behaviour –Handling complaints –Delivering value to retail shoppers - CRM in retailing –Retail research

REFERENCES :

1. Barry Berman, Joel.R.Evans, "Retail Management –A Strategic Approach," Prentice Hall, New York.
2. 2.James R. Ogden, Denise J. Ogden, "Integrated Retail Management," Biztantra Publisher, New Delhi.
3. SwapanaPradhan , " Retailing Management, Text & Cases," Tata McGraw Hill Publications, New Delhi.
4. 4."Retail Management - A Strategic Approach ",Barry Berman andJoel.R.Evans, Prentice Hall of India.
5. Integrated Retail Management" - James R. Ogden and Denise J. Ogden – Biztantra Publisher, New Delhi.

PROJECT

PROJECT (DISSERTATION AND VIVA-VOCE)

OBJECTIVES :

To facilitate the students to understand the cooperative enterprises systematically and present the research report as per the acceptable format.

The project topics are to be finalised to the students at the end of the second semester with a time schedule to carryout various stages of work. During the semester vocation, the data Collection may be commenced. The theme selected by each student for the Dissertation should be related to various problems and issues pertaining Co-operatives. Each candidate should submit two copies of dissertation as per guidelines to the Controller of Examination and one copy to the department concerned. The project will be evaluated for 100 marks (ie. 80 marks for Dissertation work and 20 marks for Viva-Voce) by Internal (Supervisor) and External Examiners. The average of the Marks of the Internal Examiners (Supervisors) and External Examiners shall be considered as the final marks to be awarded for project. The passing minimum for Dissertation is 40 marks and viva voce examination is 10 marks.
