ANDHRA UNIVERSITY
DEPARTMENT OF COMMERCE
AND MANAGEMENT STUDIES

Program - M.B.A
(Regular, B.F.S, R.M)
Regulations and Syllabus
Effective from 2021-2022 batch
### MBA (MARKETING MANAGEMENT)

w.e.f from 2021-2022 Admitted Batch

Annexure-i

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| Comprehensive Viva Voce | MOOCs | 100 | 2 |

| Project Report             | MOOCs | 100 | 2 |

| GRAND TOTAL                | MOOCs | 3000 | 6 |
### MBA (FINANCIAL MANAGEMENT)

**w.e.f from 2021-2022 Admitted Batch**

**Annexure-ii**

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**Project Report**

100

**Comprehensive Viva Voce**

100

**GRAND TOTAL**

3000
### MBA (HUMAN RESOURCE MANAGEMENT)

w.e.f from 2021-2022 Admitted Batch

Annexure - iii

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**GRAND TOTAL**

3000
OBE (OUTCOME BASED EDUCATION):

To impart qualitative and value based management & commerce education to the student’s in terms of knowledge, skills and attitudes of social services to enable them to have all-round development.

Students are able to design the deserved careers and obtain better placements and compete with the premier institutions offering similar courses.

1. POs (Programme Outcomes) - MBA:

   1. Students will be able to understand and develop the knowledge of Management principles, practices and perspectives in decision making.
   2. Students will be able to understand the tools and techniques in functional areas such as Production, Marketing, Finance and HRM and Systems with business applications.
   3. Students will be able to understand the application of methods and practices of functional areas such as Marketing, Finance, HRM and Production to solve problems in Business, Trade and Service Industry.
   4. Foster analytical and critical thinking abilities for data-based decision-making in both Manufacturing and service sectors.
   5. Students will be able to learn and apply innovative application of Banking and Finance areas of Management in Banking and Stock markets.
   6. Students will be able to manage and operate the retail business-in Banking, manufacturing and trade and also exposed to logistics management to minimize the cost and time.
   7. Students are exposed to areas of recent changes and challenges of business in Business, trade and Industry both in Manufacturing and Service sector in the dynamic business environment.
   8. Students are given training and skills to become as Entrepreneurs for creating jobs and wealth to the nation.
303 Financial Markets and Services

After completion of this course, the student will be able to

1. Understand the role and function of the financial system in reference to the macro economy.
2. Demonstrate an awareness of the current structure and regulation of the Indian financial services sector.
3. Evaluate and create strategies to promote financial products and services.

304 Security Analysis and Portfolio Management

At the end of this course students should be able to:

1. To provide a theoretical and practical background in the field of investments.
2. Designing and managing the bond as well as equity portfolios in the real word.
3. Valuing equity and debt instruments.
4. Measuring the portfolio performances.

305 Mutual Funds

At the end of the course the students will be able to:

1. Concept of mutual funds
2. Structure and constituents of mutual funds
3. Various types of mutual fund products
4. Management of bond fund portfolio
5. Management of equity fund portfolio
6. Accounting and valuation of mutual funds
7. Prospectus of mutual fund
8. Annual Report of mutual fund
9. Evaluation of performance of mutual funds
10. Regulations of mutual fund Industry
11. Trends in mutual fund Industry

306 Financial Derivatives

At the end of this course students should be able to:

1. Demonstrate knowledge of all aspects of derivative market theory and the roles they play in the financial markets
2. Identify how derivative instruments can be used to change or hedge risk and evaluate risks and pay-offs associated with trading such instruments and their implications
3. Understand the basic risk management and trading strategies using futures and options
4. Critically evaluate the techniques used to value options and the factors that determine valuation

307 International Financial Management

At the end of this course students should be able to:

1. To recognize the difference in the operations in the international and domestic financial markets.
2. To explain the various ways the exchange rate evolved over the years in the International markets.
3. To analyze and prepare the Balance of Payments account for a country.
4. To recognize the operations in the currency market and solve the exchange rate determination in spot and forward markets.
5. To examine the Parity relationship in exchange rate determination.
6. To explain the exchange rate fluctuations in the market and recognize opportunity of managing exchange risk using the forward markets.

401 Business Policy and Strategic Management

At the end of this course students should be able to:

1. Critically analyse the internal and external environments in which businesses operate and assess their significance for strategic planning.
2. Apply understanding for the theories, concepts and tools that support strategic management in organizations.
3. Build understanding of the nature and dynamics of strategy formulation and implementation processes at corporate and business level.
4. Enhanced ability to identify strategic issues and design appropriate courses of action.

402 Entrepreneurship and Small Business Management

At the end of this course students should be able to:

1. Develop an understanding of entrepreneurship and small business and appreciate their role in an economy, particularly in the FSM economy.
2. Develop and demonstrate competence in basic business and marketing planning.
3. Demonstrate competence in identifying opportunities and challenges that entrepreneurs and small business owners/managers face - both in FSM and in general - in trying to achieve their business objectives.

403 Strategic Financial Management

At the end of this course students should be able to:
1. Learners will recognize the current market scenario and upgrade the skills and knowledge of long-term sustainability.

2. Learners will absorb changing scenario in Banking Sector and provide guidance towards choosing banking as a career option and also study made on financial management in banking sector.

3. Learners will realize the contemporary issues related to financial management.

4. Learners will comprehend nuances of working capital financing in banking sector.

**404 Venture Capital**

At the end of this course students should be able to:

1. Identify, critically evaluate and synthesise substantive theories, operating practices, financing structures and financial models, both quantitative and qualitative, which are used in the private equity and venture capital industry.

2. Use social skills to communicate in written and oral modes, interact and discuss effectively within a professional setting based on group assignments and active participation.

3. Apply and develop financial models to critically evaluate private equity and venture capital investment decisions and develop hands-on financial analysis skills used in private equity and venture capital, investment banking and related industries.

**405 Monetary Management**

At the end of this course students should be able to:

1. RBI’s role in Money supply measures and monetary management.

2. Various Instruments of monetary policy.


**406 Financing Foreign Trade**

At the end of this course students should be able to:

1. Defines the foreign trade operations

2. Recognizes the import transactions

3. Recognizes the export transactions

4. Recognizes the sources of funds necessary for foreign trade transactions

5. Knows the ways of secure arrival of funds to the country for export transactions.

6. Knows the methods of exports financing

7. Recognizes international financial institutions

8. Knows the functions of international financial institutions
407 Security Operations & Risk Management

After completion of this course, the student will be able to

1. Discuss the concept of security governance and understand the job of overseeing data security
2. Describe the role of policy and procedure documents in information security
3. Understand the key principles and terminology of information security governance and risk management
4. Discuss different management practices for overseeing an effective information security function
5. Identify common information security risks and threats
6. Describe the process for conducting a risk assessment
7. Understand the data classification process and properly classify data according to security needs
8. Explain the process for providing information security training and education
Program - M.B.A
(Regular, B.F.S, R.M)
Regulations and Syllabus
Effective from 2021-2022 batch
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# MBA (HUMAN RESOURCE MANAGEMENT)

w.e.f from 2021-2022 Admitted

**Batch**

Annexure - iii

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**GRAND TOTAL**

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## MBA (BANKING AND FINANCIAL SERVICES)

w.e.f from 2021-2022 Admitted Batch

Annexure-iv

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w.e.f from 2021-2022 Admitted Batch

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**SEMESTER – IV.**

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| Project Report | 100 | 6 |
| Comprehensive Viva Voce | 100 | 4 |

**GRAND TOTAL**

| Credits | 3000 |
FIRST SEMESTER

101: PERSPECTIVES OF MANAGEMENT

Objective: to familiarize the students with the theory and practice of management.


Unit II: Planning – Nature, Purpose and Importance of Planning-Types of Plans-Steps in Planning-Planning Premises and Forecasting – process of Decision Making-Decision Tree Analysis.


Unit- V: Control-Importance, Steps, Processes, Techniques-PERT/CPM-Total Quality Management.

(Case Study is compulsory in all Units)

Suggested Books:

3. AS Lather, M Handa, Cases in Management, Wsdom, Delhi
5. JS Chandan, Management: Theory & Practice, Vikas, New Delhi
6. RW Griffin, Management: Principles and Applications, Cengage,New Delhi
7. Prem Vrat, KK Ahuja & PK Jain, Management Cases, Vikas, New Delhi
8. Laura P Hartman, A Chatterjee, Perspectives in Business Ethics, TMH, ND
102: ACCOUNTING FOR MANAGEMENT

Objective: to develop an insight of postulates, principles and techniques of accounting and utilization of financial and accounting information for planning, and decision-making


Unit – II: Financial Accounting System – Generally Accepted Accounting Principles and Accounting Standards Governing Financial Statements – Contents of Profit and Loss Account – Balance Sheet (Theory only)


(Case Study is compulsory in all Units)

Suggested Books:

1. M. Pandey : Management Accounting Vikas Publishing House, ND
2. Needles, Financial Accounting, Cengage, New Delhi
3. Jawaharlal, Accounting for Management, Himalaya, Mumbai
4. Hilton, Ramesh & Jayadev, Managerial Accounting, TMH, New Delhi
5. B.Banerjee, Financial Policy & Management Accounting, PHI, New Delhi
6. P Periasamy, A Text Book of Cost & Management Accounting, Himalaya, Mumbai
10. Porwal, LS, Accounting Theory, TMH, New Delhi
103: BUSINESS ENVIRONMENT

Objective: to familiarize the students with the business environment conditions prevailing in India and international and understand its implications to business.


Unit-II: Structure of Indian Economy; Economic systems- Economic planning with special reference to last three plans, public, private joint and cooperative sectors Multinational Corporations, Impact of Multinational Corporations in Indian Economy.

Unit-III Industrial policies of the Govt., Policy resolutions of 1956 and 1991 and subsequent changes, Monetary and Fiscal policies, Export and Import policies with reference to latest policies.

Unit – IV: Public Sector and Small Industry in India, Past, Present and Future of Public Sector. Performance, Problems, Privatisation, disinvestment, SEZs – their role, Role of SSIs, Procedure for establishing SSIs, Role of DICs, Problems of SSIs, Sickness in SSIs.


(Case Study is compulsory in all Units)

Suggested Books:

5. Govt. of India – Latest Economic Survey.
6. latest, Handbook of Industrial policy and Statistics – 2009-2010
7. Competition Act
104: MANAGERIAL COMMUNICATION

Objective: To equip the students with the necessary techniques and skills of communication to inform others, inspire them enlist their activity and willing cooperation in the performance of their jobs.


Unit-III: Managing Motivation to Influence Interpersonal Communication – Inter-Personal Perception – Role of Emotion in Inter Personal Communication- Communication Styles – Barriers of Communication – Gateways to Effective Interpersonal Communication


Unit-V: Report Writing – Meaning and Significance; Structure of Reports; Negative, Persuasive and Special Reporting; Informal Report – Proposals; Formal Reports; Organization of Press Report.

(Case Study is compulsory in all Units)

Suggested Books:

1. K Bhardwaj, Professional Communication, IK Int Pub House, New Delhi
2. Krizan, Merrier, Logan and Williams, Effective Business Communications, Cengage, New Delhi
3. HC Gupta, SG Telang, Business Communication, Wisdom, Delhi
4. Penrose, Business Communication for Managers, Cengage, New Delhi
5. McGrath, Basic Managerial Skills for All 5th ed., Prentice Hall of India.
105: MANAGERIAL ECONOMICS

Objective: to enable the students to understand economic concepts and theories and their application in management decision-making.

Unit I- Introduction: Nature and Scope of Managerial Economics; Objectives of the Firm-Traditional Theory, Sales and Revenue Maximizing Theories, Managerial Theories and Behavioral Theories; Profit Maximization. Vs. Wealth Maximization.

Unit II- Demand Analysis : Demand-Meaning, Determinations Of Demand, Demand Function; Law of Demand; Elasticity of Demand -Price, Income, Cross and Promotional or Advertising Elasticity of demand, Managerial Uses of Elasticity of Demand; Demand Forecasting. Demand Forecasting Methods for Existing and New Products, Criteria for Good Forecasting Method.

Unit III- Production Analysis: Production Function –Law of Variable Proportions, Isoquant and Isocost Curves, Least Cost Combination, and Returns to Scale; Economies of Large Scale; Cobb-Douglas Production Function and Constant Elasticity of Substitution - Production Function; Cost concepts and Cost Oriented Pricing Methods.

Unit-IV Market Analysis: Price and Output Determination under Perfect Competition; Profit-Meaning and Profit Theories-Profit Planning-Measurement.


(Case Study is compulsory in all Units)

Suggested Books:

1. Dean, Joel: Managerial Economics, PHI., New Delhi
2. DN Dwivedi, Managerial Economics, Vikas, New Delhi
3. Trivedi M.L: Managerial Economics, Theory and Applications, TMH, ND
4. Mark Hirschey, Managerial Economics: An Integrative Approach, Cengage, New Delhi
5. Mehta, P.L.: Managerial Economics, Text and Csaes, S.Chand & Co
6. Mittal A., Managerial Economics, Text and Csaes, Wisdom, Delhi
8. Atlmanad; Managerial Economics, Excel publications.
106: ORGANISATIONAL BEHAVIOUR

(The objective of this course is to teach the student about the organizational theories, dynamics, conflict, change, culture etc)

Unit-I: Meaning and scope of OB-Challenges and opportunities – Foundations of Individual behaviour, values, attitude, job satisfaction, personality, perception and emotions.

Unit – II: Motivation-Theories, Group dynamics – Leaderships styles..

Unit –III: Organizational conflict-causes and consequences-conflict and Negotiation.

Unit-IV: Organisational change, change process resistance to change and Organisational Development

Unit – V: Organisational Culture-Creating an Ethical Organisation-Managing Stress-Organisational Effectiveness..

(Case Studies are Compulsory)

Suggested Books:

1. Uday Pareek, Organizational Behaviour, Oxford University Press.
3. Moorhead & Griffin, Introduction to Organizational Behaviour, Cengage, New Delhi
4. Arun Kumar and Meenakshi, Organisational Behaviour, Vikas, ND
5. Fred Luthans, Organisational Behaviour, McGraw Hill, New Delhi
6. RK.Suri, Organizational Behaviour, Wisdom Publication
7. Aswathappa K, Organisational Behaviour, Himalaya, Mumbai
8. Neeraj Kumar, Organisational Behaviour, Prentice Hall
107: QUANTITATIVE TECHNIQUES FOR MANAGEMENT

Objective: to make the students familiar with the statistical and mathematical techniques and their applications in business decision making.

Unit-I: Functions, Linear, Quadratic, Logarithmic and Exponential Functions- Permutations and Combinations - Matrices - Solving System of Equations with Matrix Methods – Differentiation and Integration of Simple Functions and their Applications.

Unit – II: Measures of Central Tendency – Measures of Dispersion –Simple Correlation and Regression Analysis – Concept and Applications of Multiple Regressions.


Unit-IV: Sampling and Sampling Distributions – Estimation – Point and Interval Estimates of Averages and proportions of small and Large Samples –Concepts of Testing Hypothesis –One Sample Test for Testing Mean and Proportion of Large and Small Samples.

Unit – V: Tests Two Samples –Tests of Difference between Mean and Proportions of Small and Large Samples – Chi-square Test of Independence and Goodness of Fitness- Analysis of Variance.

Suggested Books:

1. K.V.Sivayya and K.Satya Rao Business Mathematics
2. Anderson, Quantitative Methods for Business, Cengage, ND
3. Nagar, Das – Basic Statistics, Oxford University press
4. CR Kothari, Quantative Techniques, Vikas, ND
5. Shenoy, Sarma and Srivatsava, Quantitative Techniques for Management, New Age,ND
7. S.P.Gupta Statistical Methods for Management
8. Anand Sharma, Quantitative Techniques for Decision Making, Himalaya, Mumbai
SECOND SEMESTER

201: MARKETING MANAGEMENT

Objective: to develop an understanding of the concepts, issues and strategies in marketing and its management.

Unit – I Importance and Scope of Marketing: Concepts of Marketing; Marketing Management Tasks; Marketing Environment; Marketing and Customer Value - Industrial Marketing, Services Marketing, Global Marketing.

Unit –II: Marketing Information System and Marketing Research; Consumer Behaviour and Buying Decision Process – Organization Buyer Behaviour – Market Segmentation and Targeting.


(Case Study is compulsory in all Units)

Suggested Books

1. Kotler,Keller,Koshy & Jha, Marketing Management, Pearson, New Delhi
3. Arun Kumar and Meenakshi, Marketing Management, Vikas, New Delhi
4. Pride and Ferrell, Marketing Management: Planning,Implementation & Control, Cengage, ND
5. Rajan Sexena, Marketing Management: Text cases in Indian Context.
202: FINANCIAL MANAGEMENT

Objective: to equip the students with basic principles of Financial Management and Techniques.


(Case Study is compulsory in all Units)

Suggested Books:

1. Brealey, Myers, Allen and Mohanty, Principles of Fin Management, TataMcGrawhill,ND
2. Pandey IM - Financial Management, Vikas, New Delhi
3. JC Varshney, Financial Management, Wisdom, Delhi
203: HUMAN RESOURCE MANAGEMENT

Objective: to equip the students with basic concepts of Human Resource Management and the various functions of HRM including Industrial Relations in the liberalized environment

Unit-I: Introduction: Definition and Functions of HRM; Principles of HRM; Changing Environment of HRM; Challenges; Ethical Aspects of HRM.

Unit –II: HR Planning; Concepts; Factors Influencing ; HR planning ; HR Planning Process; Job Analysis ; Recruitment and Selection; Tests and Interview Techniques.

Unit –III: Training and Development – Need, Process, Methods and Techniques, Evaluation, Management Development; Evaluating Employee Performance; Career Development and Counselling.

Unit – IV: Compensation – Concepts and Principles; Influencing Factors; Current Trends in Compensation – Methods of Payment – Incentives and Rewards.


(Case Study is compulsory in all Units)

Suggested Books:

3. DK Tripathi, Human Resource Management: Text & Cases, Wisdom, Delhi
Objective: To equip the students with the basic understanding of research methodology and to provide insight into the application of modern analytical tools and techniques for the purpose of management decision making.


Suggested Books:

1. Mark Saunders, Philip Lewis, Adrian Thornbill, Research Methods for Business Students, Pearson,ND
2. Churchill, Iacobucci & Israel, Marketing Research: A South Asian Perspective, Cengage, New Delhi
4. Carver & Nash, Data Analysis with SPSS, Cengage, New Delhi
5. Alan Bryman & Emma Bell, Business Research Methods, Oxford University Press.
8. V P Michael, Research Methodology in Management, Himalaya, Mumbai
205: OPERATIONS MANAGEMENT

Objective: to acquaint the students with decision making process and various aspects of Production Management.


Unit II: Production Planning and Control: Stages in PPC—Gantt—PPC in Mass, Batch, and Job Order Manufacturing—Aggregate Planning—Maintenance Management—Industrial Safety.


(Case Study is compulsory in all Units)

Suggested Books:

2. Panneer Selvam, Production and Operation Management, Prentice Hall of India.
3. Chunnawals, Production & Operation Management Himalaya, Mumbai
8. K Aswathappa & Sridhar Bhatt, Production & Operations Management, Himalaya, Mumbai
206: CORPORATE LEGAL FRAMEWORK

(Objective: The course is designed to assist students in understanding basic laws affecting a Business Enterprise.)


SUGGESTED BOOKS:

ELECTIVE PAPERS: 3 E-BUSINESSES

OBJECTIVE:
Objective of this course is to provide basic concepts of e-business and equip the student with the skill of integrating business process with electronic technology.

UNIT -I

UNIT - II

UNIT - III
E-Business Models based on Relationship of Transaction Parties and based on Relationship of Transaction Types – E-Business for Service Industry – Travel and Tourism, Employment Placement, Real Estate, Stocks Trading, Publishing - Mobile Commerce through different Apps

UNIT - IV

UNIT - V

SUGGESTED READINGS:
P.T.Joseph, S.J. E-Commerce: An Indian Perspective, Prentice Hall of India
Kenneth C. Laudon, Carol Guercio Traver, E-Commerce: Business, Technology, Society, Pearson Education
Efraim Turban, Jae Lee, David King and H. Michael Chung, Electronic Commerce, Pearson Education
C.S.V. Murthy, e-commerce : concepts, models and strategies, Himalaya Publishing/
Kamalesh Bajaj and Debjani Nag, E-Commerce, Tata McGraw Hill.
Abhijit Choudhary, E-Business and E-Commerce Infrastructure Technologies supporting
THIRD SEMESTER

301: INTERNATIONAL BUSINESS

Objective: The objective of this course is to acquaint the students to emerging global trends to business environment.


Unit – II: Balance of Payments: Concept, Disequilibrium in BOP, Structural Cyclical and Monetary Disequilibrium, Methods of Correction; 1990 BOP Crisis.

Unit – III: Foreign Exchange Markets: Foreign Exchange Market Mechanism; Exchange Rate Determination, Convertibility of Rupee and its Implications.

Unit – IV: Globalisation: Role of Multinational Corporations – Impact on India – Role of GDRs, FIIs – Export Promotion Zones – Special Economic Zones.

Unit – V: International Liquidity: Problems of Liquidity; Role of IMF and IBRD in Managing International Liquidity Problems.

Suggested Books:

302: OPERATIONS RESEARCH

Objective: to make the students familiar with principles and techniques of Operations Research and their applications in decision-making.


Unit – II: Transportation Problem – Assignment Problem – queuing Theory – M/M/I and M/M/C Models.


(Case Studies are compulsory in all units)

Suggested Books:

1. Winston, Operations Research, Cengage, ND
2. Anand Sharma, Operations Research, Himalaya Publishing House,
4. Mcleavey & Mojena, Principles of Operations Research for Management, AITBS publishers,
5. V.K.Kapoor, Operation Research Techniques for Management, Sultan Chand & Sons,
303: CONSUMER BEHAVIOUR AND CUSTOMER RELATIONSHIP MANAGEMENT

Objective: to enlighten the students with the Concepts and Practical applications of Consumer Behaviour and CRM


(Case Study is compulsory in all Units)

Suggested Books:

2. Lindquist & Sirgy, Consumer Behaviour, Cengage, New Delhi
3. N Gautam & K Jain, Consumer Behaviour, Wisdom, Delhi
5. H. Peer Mohammed: Customer Relationship Management, Vikas, ND
304: SERVICES MARKETING

Objective: to enlighten the students with the Concepts and Practical applications of Services Marketing.

Unit – I: Introduction to Services Marketing: Importance and characteristics of Services: Growth of Services Sector; Services in the Indian Economy; Services Strategy.


Unit – IV: Service Distribution – Managing Physical Evidence – Internal Marketing.


(Case Studies are Compulsory)

Suggested Books:

3. Apte – Services Marketing, Oxford University Press.
Objective: to enlighten the students with the Concepts and Practical applications of advertising and brand management.


(Case Studies are Compulsory)

Suggested Books:

1. William Wills, John Burnett and Sandra Mriarty – Advertising Principles and Practice – Pearson,ND
2. YLR Murthy, Brand Management: Indian Cases . Vikas, ND
OBJECTIVE: to enlighten the students with the Concepts and Practical applications of Sales and Distribution Management.

Unit I: Modern Trends in Sales Management – Inter Departmental Relations – Organization of Sales Department – Different Types of Sales Organizations.


Unit IV: Marketing Channels – Structure and Functions – Channel Design – Selecting Channel Members – Motivating Channel Members.

Unit V: Channel Conflicts – Reasons – Managing Channel Conflicts Evaluating Channel Member Performance – Supply Chain Management – Managing Logistics.

(Case Studies are Compulsory)

Suggested Books:

2. Aftab Alam Sales and Distribution Management, Wisdom Publication
4. Arun Mittal, Advertising & Sales Promotion, Wisdom, Delhi

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307: MARKETING RESEARCH


Unit II: Data Analysis: Introduction, Statistics in Data Analysis, Measures of Central Tendency, Measures of Dispersion, Bivariate Analysis, Multivariate Analysis.

Unit III: Data Analysis II: Introduction, Descriptive Statistics, Univariate Analysis, Bivariate Analysis, Correlation analysis, analysis of variance and analysis of covariance, Multivariate Analysis, Conjoint analysis.


Unit IV: Applications of Marketing Research II: Introduction, Advertising Research, Media research, Sales Analysis and Forecasting, Data Mining.

Unit V: Recent Trends in Marketing Research: Introduction, Marketing Information System and Research, Online Marketing Research, Recent Trends in Marketing Research, Research in Lifestyle Retail, Marketing Research and Social Marketing, Rural Marketing Research, Trends in Services Marketing Research, Brand Equity Research, International Marketing and Branding Research.

References:

FOURTH SEMESTER

401: BUSINESS POLICY AND STRATEGIC MANAGEMENT

Objective: to enlighten the students with the Concepts and Practical applications of Business Policy and the Process of the Strategic Management


(Case Study is compulsory in all Units)

Suggested Books

3. Sukul Lamesh, Business Policy and Strategic Management, Vikas, ND
9. PS Rao, Business Policy & Strategic Management, Himalaya, Mumbai
Objective: The objective of this course is to expose the students to the subject of entrepreneurship and small business management, so as to prepare them to establish and effectively manage the same.

Unit – I: Entrepreneurship: Importance, Characteristics and Qualities of Entrepreneurship; Entrepreneurial; Role of Entrepreneurship, Ethics and Social Responsibilities.

Unit – II: Role of Government; Role of IDBI, NIESBUD, SISI, DIC Financial Institutions Commercial Banks, Entrepreneurial Development Institutes, Universities and other Educational Institutions Offering Entrepreneurial Development Programme.


Unit – IV: Women Entrepreneurship – Role & Importance, Profile Women Entrepreneur, Problems of Women Entrepreneurs, Women Entrepreneurship Development in India.

Unit – V: Creativity and Entrepreneurship Sources and Methods of Ideas Planning and Development of Programmes E-Business Ventures; New Venture Management.

(Case Studies are Compulsory)

Suggested Books:

1. NVR Naidu and T. Krishna Rao, Management and Entrepreneurship, IK Int Pub House, New Delhi
2. S Anil Kumar, Small Business and Entrepreneurship, IK Int Pub House, New Delhi
3. Balraj Singh, Entrepreneurship Development, Wisdom, Delhi
4. Timmons and Spinelli, New Venture Creation: Entrepreneurship for 21st Century, TMH, ND
5. Tabarrok – Entrepreneurial Economics, Oxford University Press.
403: PRODUCT MANAGEMENT


Unit V: Packaging: Introduction – Advantages and Importance of Packaging – Packaging design – Consumer protection Product Piracy, Worthy Products – Personal Ethics and Residual Issues – Packaging trends in India. Relevant cases have to be discussed in each unit and in examination case.

(Case Studies are Compulsory)

References:

5. Ramanuj Majumdar: “Product Management in India”, PHI Learning.

***
406: FUNDAMENTALS OF RETAIL MANAGEMENT

The objective of this course is to familiarize the students with retail management concepts and operations.

Unit I: Basic concept of retailing – retail development – types of retailers – multi channel retailing – organized retailing in India – services retailing.

Unit II: Retail strategy: market strategy – retail format and target market – building sustainable competitive advantage – growth strategies – strategic retail planning process.

Unit III: Retail location – types, location opportunities – selection of location and site: financial strategy – strategic profit model – setting and measuring performance objectives.

Unit IV: Store layout and design, store operations and inventory management, merchandise planning, buying merchandise – developing assortment plan.

Unit V: Retail pricing strategy, category management, customer services – retail branding, international retailing.

(Case Studies are Compulsory)

Reference books:

5. Chetan banaj, Rajnish Tuli and N.V. Srivaslava, Retail Management, Oxford University Press.
405: LOGISTI AND SUPPLY CHAIN MANAGEMENT

Unit I: Logistics and Competitive strategy: Competitive advantage – Gaining Competitive advantage through logistics – Integrated supply chains – Competitive performance – Models in Logistics Management – Logistics to Supply Chain Management – Focus areas in Supply Chain Management – Customer service and retention – Basic service capability Value added services.


Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

(Case Studies are Compulsory)

References:

5. Rahul V Altekar: Supply Chain Management, PHI, Learning Lt.

***
406: FUNDAMENTALS OF RETAIL MANAGEMENT

The objective of this course is to familiarize the students with retail management concepts and operations.

Unit I Basic concept of retailing – retail development – types of retailers – multi channel retailing – organized retailing in India – services retailing.

Unit II Retail strategy: market strategy – retail format and target market – building sustainable competitive advantage – growth strategies – strategic retail planning process.

Unit III Retail location – types, location opportunities – selection of location and site: financial strategy – strategic profit model – setting and measuring performance objectives.

Unit IV Store layout and design, store operations and inventory management- merchandise planning, buying merchandise – developing assortment plan.

Unit V Retail pricing strategy, category management, customer services – retail branding- international retailing.

Reference books:

5. Chetan banaj, Rajnish Tuli and N.V. Srivaslava, Retail Management, Oxford University Press.
407: GLOBAL MARKETING

Objective: to enlighten the students with the Concepts and Strategies of Global Marketing.


(Case Studies are Compulsory)

Suggested Books:

1. Wareen J.Keegan : Global Marketing Management
3. Gillispe, International Marketing, Cengage, ND
303: FINANCIAL MARKETS AND SERVICES

Objective: to enlighten the students with the Concepts and Practical dynamics of Financial Markets and Financial Services


(Case Studies are Compulsory)

Suggested Books:

1. Bhole & Mahakud, Financial Institutions and Market, TMH, New Delhi
2. V.A.Avadhani, Marketing of Financial Services, Himalayas Publishers, Mumbai
3. DK Murthy, and Venugopal, Indian Financial System, IK Int Pub House
4. Anthony Saunders and MM Cornett, Fin Markets & Institutions, TMH, ND
6. Punithavathy Pandian, Financial Markets and Services, Vikas, New Delhi
9. Madura, Financial Markets & Institutions, Cengage, ND
304: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Objective: to enlighten the students with the Concepts and Practical applications of Security Analysis and Portfolio Management


(Case Studies are Compulsory)

Suggested Books:

1. Fisher DE and Jordon RJ, Security Analysis and Portfolio Management, PHI, New Delhi
5. Bodie,Kane,Marcus and Mohanty, Investments, TataMcGraw Hill, New Delhi
7. Sharpppe W, Alexander,GJ., & Baily JV., Investments, TMH, New Delhi
9. Bhalla, VK Investment Management, S.Chand., New Delhi
11. Timothy Vick, How to Pick Stocks like Warren Buffett, TMH, New Delhi

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**305: MUTUAL FUNDS**

Objective: To enable the students acquainting with theoretical and practical aspects of portfolio management and salient features and performance evaluation of mutual funds in India.

Unit I: Introduction-Portfolio management-Portfolio analysis-Portfolio diversification-Portfolio Risk and Return-Meaning and Measurement of Security Returns; Security Risks-Systematic and non-Systematic ; Measurement of total risk.


Unit III: Classification of Managed Portfolios-Advantages of Managed Portfolios- Performance Evaluation of Portfolios, Sharpe Model-Jensen’s Model for Portfolio evaluation.

Unit IV: Mutual Fund Products and Features: Equity Funds-Definition, features of Equity Fund, Index Fund, Large Cap Funds, Mid Cap Funds, Sectoral Funds, Types of Equity Schemes, Arbitrage funds, Multicap funds, Quant funds, P/E Ratio fund, International Equities Fund, Growth Schemes;Debt Funds: Features, Debt Instrument Schemes(Fixed Maturity Plans, Capital Protect Funds, Gilt Funds, Balanced Funds, Child Benefit Plans, etc.


(Case studies are compulsory)

**Suggested Books:**

6. Tripathy Nalini Prava , Mutual Funds in India-Emerging Issues, Excel Books, New Delhi
306: FINANCIAL DERIVATIVES

Objective: to enlighten the students with the Concepts and Practical applications of derivatives in the Security markets


Unit – III : Options Market – Meaning & Need – Options Vs futures – Types of Options Contracts – Call Options – Put Options – Trading Strategies Involving Options – Basic Option Positions – Margins – Options on stock Indices – Option Markets in India on NSE and BSE.


Unit – V: Swaps – Meaning – Overview – The Structure of Swaps – Interest Rate Swaps – Currency Swaps – Commodity Swaps – Swap Variant – Swap Dealer Role – Equity Swaps – Economic Functions of Swap Transactions – FRAs and Swaps. (Case Studies are Compulsory)

Suggested Books:

1. Rene M Stulz, Risk Management and Derivatives, Cengage, New Delhi
4. Red Head: Financial Derivatives: An Introduction to Futures, Forward, Options” Prentice Hall of India.
7. D.C.Parwari, Financial Futures and Options, Jaico Publishing House
9. NSE manual of Indian Futures & Options & www.Sebi.com
**307: INTERNATIONAL FINANCIAL MANAGEMENT**

**Objective:** to enlighten the students with the Concepts and Practical applications of International Financial Management.

Unit I: International Monetary and Financial System: Evolution; Breton Woods Conference and Other Exchange Rate Regimes; European Monetary System, South East Asia Crisis and Current Trends.


Unit V: International Accounting and Reporting: Foreign Currency Transactions, Multinational Transfer Pricing and Performance Measurement; Consolidated Financial Reporting.

(Case Studies are Compulsory)

**Suggested Books:**

Objective: to enlighten the students with the Concepts and Practical applications of Strategic Financial Management, with particular reference to the financial strategy and value of the enterprise.


(Case Studies are Compulsory)

Suggested Books:

2. PG Godbole, Mergers, Acquisitions and Corporate Restructuring, Vikas, New Delhi
3. Weaver, Strategic Corporate Finance, Cengage, ND
5. GP Jakarthiya, Strategic Financial Management, Vikas, New Delhi
404: VENTURE CAPITAL


Unit II: Venture Capital Screening, Staging and Syndication: Introduction, Capital structure determinants in growth firms assessing venture funding, Venture capital staging-domestic vs foreign VC-LED investments.


Unit IV: Venture Capital Value assed and Performance: from ideas to products-financing innovation and getting access to innovation, the impact of Venture Capital on Innovation, Determinants of sales revenue in private venture. Value added by angel investor through post investment involvement.

Unit V: Regional perspective on venture capital: Spread scope and scale in venture capital globalization. A clustered globalization model, the Development of Venture capital: Macroeconomic, political and legal determinants.

References:


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405: MONETARY MANAGEMENT

Objective: To provide insights into the theoretical and practical issues relating to monetary policy in India.

Unit I: Concept of Central Bank – Functions with reference to Reserve Bank of India.

Unit II: Monetary Policy: Objectives – A macro economic view-Central Bank Tooks to regulate Money Supply.

Unit III: The impact of Open Market Operations an other tools of Monetary Policy-the Monetary Ratios-Other factors that impact Monetary Base and Bank reserves.

Unit IV: Credit Policy: Objectives, Theory and Practice, Instruments.

Unit V: Fiscal Policy-Importance of Budgets, Union Budget, State Budget, Finances of Union and State Government, Finance Commission – Striking balance between inflation and growth through monetary and fiscal policies.

Suggested Books:

Text Book:


Reference Books:


3. RBI, History and Evolution of Central Banking in India, Mumbai.


406: FINANCING FOREIGN TRADE

Objective: To make the students aware of different concepts and techniques involved in financing foreign trade in India.

Unit I: Foreign Trade-Meaning-Need for Foreign Trade-Balance of Trade-Methods of Foreign Trade-Instruments of Foreign Trade.

Unit II: Exchange controls-Meaning, need for exchange controls-Methods of exchange control measures in India.

Unit III: Import Finance (Documentary credit) – Finance Exports (pre and post shipment)

Unit IV: Project Exports – Meaning and importance – Methods of finance project exports

Unit V: Role of commercial banks and Exim Bank of India in financing India’s foreign trade.

Suggested Books:

Text Book:


Books and Reference:


407: SECURITY OPERATIONS & RISK MANAGEMENT


Unit II: Measurement and Management of Risk: Value of risk (VaR): The concept, computation, stresses testing, back testing. Cash flow at risk (CaR): VaR and CaR to make investment decisions. Managing risk when risk is measured by VaR or CaR.

Unit III: Techniques and Tools of Risk Management: The concept and importance of Derivatives and types of Derivatives. The role of Derivative securities to manage risk and to exploit opportunities to enhance returns. Players in the stock / derivative market: Individuals, speculators, hedgers, arbitrageurs and other participants in Derivatives Market. Forward contracts: Definition, features and pay-off profile of Forward contract, Valuation of forward contracts.

Unit IV: Techniques and Tools of Risk Management: SWAPS; Definition, types of swaps. Interest rate swaps, Currency swaps. Mechanics of Interest rate Swaps to lower borrowing costs, hedge against risk of rising and falling interest rates. Valuation of interest rate Swaps. Pricing of Interest rate swaps at origination and valuing of Interest rate swaps after origination.

Unit V: Techniques and Tools of Risk Management: Options; Definition of an option. Types of options: call option, put option, American option and European option. Options in the money, at the money and out of the money. Option premium, intrinsic value and time value of options; pricing of call and put options at expiration and before expiration. Options on stock indices and currencies. The Binominal option pricing model (BOPM): assumptions – single and two period models.

(Case Studies are Compulsory)

References:

303: INDUSTRIAL RELATIONS

Objective: to enlighten the students with the Concepts and Practical applications of Industrial Relations.

Unit – I: Industrial Relations: Scope and Significance – Causes and Consequences of Industrial Disputes – Recent Trends in Industrial Relations

Unit—II : Trade Unions: Trade Union Structure and Movement in India – Changing Role in the Context of Liberalisation


Unit-IV: Grievances and Discipline: Grievances Redressal Machinery – Discipline in Industry _ Measures for dealing with Indiscipline.

Unit – V: Collective Bargaining (CB) – CB Practices in India – Participative Management Forms and Levels – Schemes of Workers’ Participation in Management in India.

(Case Studies are Compulsory)

Suggested Books:

2. SC Srivathava, Industrial Relations and Labour Laws, Vikas, ND.
8. Michael Armstrong, Employee Reward, Universities Press (India) Ltd.
303: INDUSTRIAL RELATIONS

Objective: to enlighten the students with the Concepts and Practical applications of Industrial Relations.

Unit – I: Industrial Relations: Scope and Significance – Causes and Consequences of Industrial Disputes – Recent Trends in Industrial Relations

Unit—II : Trade Unions: Trade Union Structure and Movement in India – Changing Role in the Context of Liberalisation


Unit-IV: Grievances and Discipline: Grievances Redressal Machinery – Discipline in Industry _ Measures for dealing with Indiscipline.

Unit – V: Collective Bargaining (CB) – CB Practices in India – Participative Management Forms and Levels – Schemes of Workers’ Participation in Management in India.

(Case Studies are Compulsory)

Suggested Books:

2. SC Srivathava, Industrial Relations and Labour Laws, Vikas, ND.
8. Michael Armstrong, Employee Reward, Universities Press (India) Ltd.
OBJECTIVE: The objective of the course is to familiarize the students with Human Resource Planning, HRD strategies, HRD experiences and main issues in HRD.


UNIT – V Main Issues in HRD: HRD Culture and Climate - HRD for Workers - HRD/OD Approach to IR - Organizing for HRD - Emerging Trends and Perspectives.

SUGGESTED READINGS:

1. Arun Monappa; Personnel Management;
2. Rudrabasava Raj M.N. : Dynamic Personnel Administration Management of Human Resources;
3. Udaipareek, Human Resource Development;
6. Bell DJ, Planning Corporate' Manpower, Longman;
7. 7, Walker James W. Human Resource Planning, MGH.
305: STRATEGIC HUMAN RESOURCE MANAGEMENT

Objective: to enlighten the students with the Concepts and systems of Strategic Human Resource Management.


Unit – V: Strategic Approach to Industrial Relations – Social Dialogue, Negotiation Skills, Dealing with Unions for Working towards Harmonious Relations.

(Case Studies are Compulsory)

Suggested Books:

3. Mello, Strategic HR Management, Cengage, ND
306: INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Objective: to enlighten the students with the Concepts and strategies of International Human Resource Management.

Unit – I: Introduction to International HRM – Concept, HRM at International Perspective – Distinction between Domestic and International HRM – HR Challenges at International Level.

Unit – II: Cross Cultural Theories – International Recruitment and Selection Process, Culture and Values.


Unit – V: Industrial Relations at Global Level: IR Scenario in Global Organizations – Trade Unions at International Level – Unions and International Industrial Relations.

(Case Studies are Compulsory)

Suggested Books:

2. Dowling, International HR Management, Cengage, ND
3. SPS Bedi, & M.Kishore, Global HRM, Widom, Delhi
5. Tayeb – International HRM, Oxford University Press
7. PS Rao, International HRM, Himalaya, Mumbai
307: GROUP DYNAMICS & CHANGE MANAGEMENT


Unit II: Group level behavioral -2 (The team): Introduction, Definition and Overview of a Team, Seventeen Characteristics of an Effective Team, Designing a Team – Team Wheel, Key Issues in Team Building, The Seven Step of Intact Team Building, Cross Functional Teams.


Unit V: Mapping change: The role of diagramming in system investigation – A review of basic flow diagramming techniques – systems relationships – systems diagramming and mapping, influence charges, multiple cause diagrams – a multidisciplinary approach – Systems approach to change: systems autonomy and behavior – the intervention strategy model – total project management model (TPMM)> Learning organization: The relevance of a learning organization – strategies to build a learning organization.

(Case Studies are Compulsory)

References:

1. Donelson R. Forsyth, Group Dynamics, Cengage, ND.

***
403: PERFORMANCE AND COUNSELLING

Objective: to enlighten the students with the Concepts and strategies of Performance Management and Counselling

Unit – I: Introduction: Definition and Dimensions of Performance Management; Clarity of Roles and Functions; Performance Targets;

Unit – II: Performance Analysis; Objectives, Factors Influencing Performance Analysis; Methods of Appraisal Systems.

Unit – III: Performance Review Counselling (PRC); Objectives; Process; Conditions for Effective PRC.

Unit – IV: HRM and Performance Management – Need Identification for Training and Development; Rewards and Recognition; Team Performance.

Unit – V: Performance Management Practices; 360-Degree Appraisal; Assessment Centre; Potential Appraisal.

(Case Studies are Compulsory)

Suggested Books:

3. Michael Armstrong, Employee Reward, Universities Press (India) Ltd.
404: COMPENSATION AND WELFARE MANAGEMENT

Objective: to enlighten the students with the Concepts and Strategies of Compensation and Welfare Management.


(Case Studies are Compulsory)

Suggested Books:

4. Michael Aqrmstrong, Employee Reward, Universities Press (India) Ltd.
405: INDUSTRIAL SOCIOLOGY

Objective: To provide the students insights into conceptual framework of industrial sociology and the relevant contemporary issues.

Unit I: Nature and Scope of Industrial Sociology-Development of Industrial Sociology.

Unit II: Early Industrialism – Types of Productive Systems – The Manorial or Feudal system – The guild system – The domestic or putting – out system – and the factory system – Characteristics of the factory system – causes and Consequences of industrialization.

Unit III: Industrialization in India – Industrial Policy Resolutions & Statements.

Unit IV: Contemporary Issues: Grievances and Grievance handling Procedure, Industrial Disputes: strikes & lockouts.

Unit V: Industrial Relations Machinery Bi-partite & Tri-partite Agreement, Labour courts & Industrial Tribunals, Code of Discipline, Standing orders.

Suggested Books:

Text Book:


Reference Books:


2. Mamoria C.B. and Mamoria S. Dynamics of Industrial Relations in India.

406: LABOUR LEGISLATIONS


Unit V: Labour welfare programmes: Statutory and non-statutory, extra mural and intra mural, Central Board of Workers’ Education; workers’ Cooperatives; Welfare Centers, Welfare Officers’ Role, Status and Functions. Role of social work in industry. Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

(Case Studies are Compulsory)

Reference:

2. Govt. of India (Ministry of Labour, 1983), Report on Royal Commission on Labour in India, New Delhi: Author.

***
407: HUMAN RESOURCE PLANNING


Unit IV: Productivity, Technology and HRP, introduction, history, defining productivity, improving productivity, Total Factor Productivity, productivity measurements – Ratio Problem, HRP and compensations. Gantt Task System, Corporate Sickness and Productivity. Technology upgradation and Employment in India.


(Case Studies are Compulsory)

References:


Unit II: Bank Funds: Features of Bank Credit – types of lending – assessment of credit worthiness of prospective borrower – management of credit process – different types of loans and their features. Loan Pricing: The basic model, pricing fixed & floating rate loans, cost-benefit loan pricing, Customer Profitability Analysis.

Unit III: Non-Performing Assets: - gross and net concept of NPAs, causes, implications & recovery of NPAs.

Unit IV: Innovations in Banking System: Regulation of Bank Capital: The need to regulate Bank Capital – Concept of Economic Model – Concept of Regulatory Capital, Basel Accords I, II and III.


(Case Studies are Compulsory)

References:


***
Objective: To familiarise the students with the functions and performance of Central banks in general and Central banks in USA, UK, European Union and India in particular.

Unit I: Evolution and Functions of Central Banking-Development of Central Banks in Developed and Developing countries.Functions of a Central Bank-Regulatory and Developmental functions

Unit II: Central Banking in USA, UK and, European Union-Organisational evolution, Constitution and Governance-Role, functions and performance-Recent Developments

Unit III: Reserve Bank of India:Organisational evolution, constitution and governance, major organizational and functional developments over time-RBI Act, Banking Regulation Act, Foreign Exchange Management Act, Banking Ombudsman Scheme, Financial Sector Reforms-Recent Developments


(Case studies are compulsory)

Suggested Books:

2. Decock, MH, Central Banking, UBS Publisher Distributors Pvt. Ltd., New Delhi
6. Indian Institute of Banking & Finance, Central Banking, Mumbai
7. RBI, History and Evolution of Central Banking in India, Mumbai
305: FINANCIAL MARKETS AND SERVICES

Objective: to enlighten the students with the Concepts and Practical dynamics of Financial Markets and Financial Services


UNIT – V : Mutual Funds – Concept and Objectives, Functions and Portfolio Classification, Organization and Management, Guidelines for Mutual Funds, Working of Public and Private Mutual Funds in India. Debt Securitization – Concept and Application – De-mat Services-need and Operations-role of NSDL and CSDL.

(Case Studies are Compulsory)

Suggested Books:

1. Bhole & Mahakud, Financial Institutions and Market, TMH, New Delhi
2. V.A.Avadhanl, Marketing of Financial Services, Himalayas Publishers, Mumbai
3. DK Murthy, and Venugopal, Indian Financial System, IK Int Pub House
4. Anthony Saunders and MM Cornett, Fin Markets & Institutions, TMH, ND
6. Punithavathy Pandian, Financial Markets and Services, Vikas, New Delhi
9. Madura, Financial Markets & Institutions, Cengage, ND
306: MUTUAL FUNDS

Objective: To enable the students acquainting with theoretical and practical aspects of portfolio management and salient features and performance evaluation of mutual funds in India.

Unit I: Introduction-Portfolio management-Portfolio analysis-Portfolio diversification-Portfolio Risk and Return-Meaning and Measurement of Security Returns; Security Risks-Systematic and non-Systematic ; Measurement of total risk.


Unit III: Classification of Managed Portfolios-Advantages of Managed Portfolios- Performance Evaluation of Portfolios, Sharpe Model-Jensen’s Model for Portfolio evaluation.

Unit IV: Mutual Fund Products and Features: Equity Funds-Definition, features of Equity Fund, Index Fund, Large Cap Funds, Mid Cap Funds, Sectoral Funds, Types of Equity Schemes, Arbitrage funds, Multicap funds, Quant funds, P/E Ratio fund, International Equities Fund, Growth Schemes;Debt Funds: Features, Debt Instrument Schemes(Fixed Maturity Plans, Capital Protect Funds, Gilt Funds, Balanced Funds, Child Benefit Plans, etc.


(Case studies are compulsory)

Suggested Books:

6. Tripathy Nalini Prava, Mutual Funds in India-Emerging Issues, Excel Books, New Delhi
307: RETAIL BANKING

Objective: To enable the students familiarizing with operational aspects of retail banking products and developing suitable strategies to broaden the retail client base.

Unit-I: Concept of Retail Banking-Distinction between Retail and Corporate wholesale Banking; Retail Products Overview: Customer requirements, products development process. Liabilities and Assets Products, Approval process for retail loans, credit scoring.

Unit-II Important Retail asset' products: Home loans, Auto/vehicle loans, Personal loans. Educational loans -Study of these products in terms of Eligibility, Purpose, Amounts , Margin. Security, Disbursement, Moratorium, Prepayment issues, Repayments/Collection; Credit/Debit Cards- Eligibility, Purpose, Amounts, Margin, Security, Process of using the cards, Billing Cycle, Credit Points; Other products/Remittances/Funds Transfer

Unit-III: Retail Strategies: Tie-up with institutions for retail loans; Delivery Channels-Branch. Extension counters, ATMs, POS, Internet Banking, M-Banking; Selling process in retail products; Customer Relationship Management-Role and impact of customer relationship management. stages in CRM process; Technology for retail banking

Unit-IV: Trends in Retailing-New products like insurance, Demat services, online/phone banking, property services, investment advisory/wealth management, Reverse Mortgage-Growth of e-banking, Cross selling opportunities

Unit-V: Recovery of Retail Loans-Defaults, Rescheduling, recovery process-SARAFAESI Act. ORT Act, use of Lok Adalat forum, Recovery Agents-RBI guidelines

(Case Studies are compulsory)

Suggested Readings:

2. Jha, SM, Banking Marketing, Himalaya Publishing House, Mumbai
4. Uppal; RK,& Bishnupriya N, Modern Banking in India, New Century Publications, New Delhi
5. Uppal, RK, Banking Services and IT, New Century Publications, New Delhi
7. Indian Institute of Banking & Finance, Retail Banking, Mumbai
402: MONETARY & TREASURY MANAGEMENT

Objective: To make students conversant with operational dimensions of monetary and treasury management practices in India.

Unit I: Monetary Policy: Objectives-A macro economic view-Central Bank Tools to regulate Money Supply-The Impact of Open Market Operations on other Tools of Monetary Policy-the Monetary Ratios-Other Factors that impact Monetary Base and Bank Reserves

Unit II: Credit Policy: Objectives, Theory and Practice, Instruments; Fiscal Policy: Importance of Budgets, Union Budget, State Budget, Finances of Union and State Governments, Finance Com mission-Striking balance between inflation and growth through monetary and fiscal policies.

Unit-III: Treasury Management: Objectives of Treasury, Structure and organization, Functions of a Treasurer, Responsibility of a Treasurer

Unit IV: Treasury operations: Treasury Instruments- Liquidity Management-CRR/CCIL/RTGS-Objectives, sources and deployment, internal control, Netting- Cost centre/Profit centre, integrated treasury, Planning & control, Risk analysis

Unit V: Treasury and investment policy-Role of IT in treasury management-Regulation and compliance-Internal & External Audit

(Case Studies are compulsory)

Suggested Books:

1. Avadhani, VA., Treasury Management in India, Himalaya Publishing House, Mumbai
2. The Indian Institute of Bankers, Treasury, Investment and Risk Management, Mumbai
3. Indian Institute of Banking & Finance, Treasury Management, Mumbai
8. Vaish, MC, Monetary Theory, Vikas Publications, Mumbai
403: INTERNATIONAL BANKING & FOREX MANAGEMENT

Objective: To enable the students familiarising with functions and performance of international financial institutions and operational mechanism of foreign exchange market in India.


Unit II: International Finance: Fundamental principles of lending to MNCs; International Credit Policy Agencies and Global Capital Markets; Methods of raising equity and debt resources through ECBS, ADRs/GDRs, ECCBS and other types of Bonds, etc in international markets.

Unit III: Project and Infrastructure Finance-Investments both in India and abroad, joint ventures abroad by Indian Corporates, investment opportunities abroad for resident Indians; Financing of mergers and acquisitions.

Unit IV: Framework of Foreign Exchange: Sources and Uses of Foreign Exchange-Balance of Payments; Foreign Exchange Market Mechanism-Different types of exchange rates, exchange rate determination, convertibility of Indian Rupee; Role of Banks in Forex markets-Functions of a Forex Dept, maintenance of foreign currency accounts.

V: Forex Business: Foreign Exchange Management Act (FEMA) and its philosophy; Role of RBI and FEDAI in regulating foreign exchange business of banks/other authorised dealers-NRI customers and various banking and investment products available to them under FEMA.

(Case Studies are compulsory)

Suggested Books:

1. Jeevanandam C., Foreign Exchange, Practice, Concepts & Control, Sultan Chand & Sons, New Delhi
5. Indian Institute of Banking and Finance, International Banking, Mumbai
Objective: To enlighten the students with the concept of risk management in banks in general and techniques in measurement and control of credit risk, operational risk and market risk in particular.

Unit I: Risk definition; Types of Risks-Credit risk, operational risk, and market risk; Asset Liability Management (ALM)-Concept, organization and techniques.

Unit II: Credit Risk Management: Introduction-Capital adequacy norms under Basel I & II, RBJ guidelines on Risk management-Standardized and Advanced approaches for Credit Risk; Credit rating/credit scoring and rating system design, Credit Bureaus, Stress test and sensitivity analysis, Internal Capital Adequacy Assessment process.

Unit III: Operational Risk: Introduction. Likely forms of operational risk and causes for significant increase in operational risk, Basel Norms, RBJ guidelines, Sound Principles of Operational Risk Management (SPOR)-SPOR identification, measurement, control of operational risk-Capital allocation for operational risk, methodology, qualifying criteria for banks for the adoption of the methods.

Unit IV: Market risk: Introduction- Types of Market risks-Liquidity risk, interest rate risk, foreign exchange risk, price risk (equity), commodity risk-Prescriptions and treatment of market risk under Basel norms

Unit V: Risk measurement & control in Banks-Calculation of risk, risk exposure analysis; Risk management- Capital adequacy norms, prudential norms, exposure norms, concept of Mid office, forwards, futures, options, strategies and arbitrage opportunities, regulatory prescriptions of risk management

(Case studies are compulsory)

Suggested Books:
1. Uppal RK, Rimpi Kaur, Banking Sector Reforms in India, New Century Publications, New Delhi
2. Agarwal OP, Banking and Insurance, Himalaya Publishing House, Mumbai
3. Vijayaragavan Iyengar, Introduction to Banking, Excel Books, New Delhi
4. The Indian Institute of Bankers, Modern Banking, Mumbai
5. Indian Institute of Banking and Finance, Risk Management, Mumbai
OBJECTIVE: to enlighten the students with the Concepts and Practical applications of derivatives in the Security markets


Unit – II : Features of Futures - Differences Between Forwards and Futures - Financial Futures - Trading - Currency Future - Interest Rate Futures - Pricing of Future Contracts - Value At Risk (VAR) - Hedging Strategies - Hedging with Stock Index Futures - Types of Members and Margining System in India - Futures Trading on BSE & NSE.

Unit – III : Options Market - Meaning & Need - Options Vs futures - Types of Options Contracts - Call Options - Put Options - Trading Strategies Involving Options - Basic Option Positions - Margins - Options on stock Indices - Option Markets in India on NSE and BSE.

Unit – IV : Option Pricing - Intrinsic Value and Time Value - Pricing at Expiration - Factors Affecting Options pricing - Put-Call Parity Pricing Relationship - Pricing Models - Introduction to Binomial Option Pricing Model - Black Scholes Option Pricing Model.

Unit – V: Swaps - Meaning - Overview - The Structure of Swaps - Interest Rate Swaps - Currency Swaps - Commodity Swaps - Swap Variant - Swap Dealer Role - Equity Swaps - Economic Functions of Swap Transactions - FRAs and Swaps.

Suggested Books:

16. D.C.Parwari, Financial Futures and Options, Jaico Publishing House
18. NSE manual of Indian Futures & Options & www.Sebi.com
406: SECURITY OPERATIONS & RISK MANAGEMENT


Unit II: Measurement and Management of Risk: Value of risk (VaR): The concept, computation, stresses testing, back testing. Cash flow at risk (CaR): VaR and CaR to make investment decisions. Managing risk when risk is measured by VaR or CaR.

Unit III: Techniques and Tools of Risk Management: The concept and importance of Derivatives and types of Derivatives. The role of Derivative securities to manage risk and to exploit opportunities to enhance returns. Players in the stock / derivative market: Individuals, speculators, hedgers, arbitrageurs and other participants in Derivatives Market. Forward contracts: Definition, features and pay-off profile of Forward contract, Valuation of forward contracts.

Unit IV: Techniques and Tools of Risk Management: SWAPS; Definition, types of swaps. Interest rate swaps, Currency swaps. Mechanics of Interest rate Swaps to lower borrowing costs, hedge against risk of rising and failing interest rates. Valuation of interest rate Swaps. Pricing of Interest rate swaps at origination and valuing of Interest rate swaps after origination.

Unit V: Techniques and Tools of Risk Management: Options; Definition of an option. Types of options: call option, put option, American option and European option. Options in the money, at the money and out of the money. Option premium, intrinsic value and time value of options; pricing of call and put options at expiration and before expiration. Options on stock indices and currencies. The Binominal option pricing model (BOPM): assumptions – single and two period models.

(Case Studies are Compulsory)

References:

Objective: To present the students with products of general and life insurance in terms of features, principles and practices in India.

Unit I: Principles and Practice of Insurance-Introduction to Risk and Insurance, Types of Insurance-General and Life, Basic principles of General and Life Insurance, Insurance contracts-Regulations on investments, insurance funds with respect to shareholders funds and policy holders funds-costing and pricing of insurance products.

Unit II: General insurance products, underwriting concepts, standard conditions and warranties with respect to Fire, Marine, Motor, Engineering and Miscellaneous products;
Unit III: Life insurance products, premium plans, social security schemes, pension policies, group insurance schemes and financial gerontology of superannuating policies-Principles of Actuarial valuation

Unit IV: Risk Management and Reinsurance: Economics of insurance; Managerial aspects of risk management; Reinsurance-legal principles and methods of reinsurance

Unit V: Business Strategic Planning and Information Technology: Management of insurance companies, challenges of globalisation and business process reengineering; Application of IT in insurance business, system controls, data warehousing, application of ERP for insurance companies, Customer relation management and supply chain management; Business Strategies in product formulation, information marketing & advisory, distribution, reinsurance and servicing.

(Case studies are compulsory

Suggested Books:

1. Agarwal, OP, Banking & Insurance, Himalaya Publishing House, Mumbai
3. Balachandran S., General Insurance, Insurance Institute of India, Mumbai
6. Balachandran S., Life Insurance, Insurance Institute of India, Mumbai
THIRD SEMESTER

301: FUNDAMENTALS OF RETAIL MANAGEMENT

The objective of this course is to familiarize the students with retail management concepts and operations.

Unit I  Basic concept of retailing – retail development – types of retailers – multi channel retailing – organized retailing in India – services retailing.

Unit II. Retail strategy: market strategy – retail format and target market – building sustainable competitive advantage – growth strategies – strategic retail planning process.

Unit III Retail location – types, location opportunities – selection of location and site: financial strategy – strategic profit model – setting and measuring performance objectives.

Unit IV Store lay out and design, store operations and inventory management-merchandise planning, buying merchandise – developing assortment plan.

Unit V Retail pricing strategy, category management, customer services – retail branding- international retailing.

Reference books:

5. Chetan banaj, Rajnish Tuli and N.V. Srivastava, Retail Management, Oxford University Press.
302: RETAIL SHOPPERS BEHAVIOUR & CRM

**Objective:** To enlighten the students with the Concepts and Practical applications of Consumer Behaviour and CRM

Unit I: Importance of the study of consumer behavior; Determinants of Consumer Behaviour; Consumer and marketing strategy; The new age consumer.

Unit II: Consumer motivation; Perception; Learning; Attitude formation and change; Attitude measurement techniques.

Unit III: Personality and self concept; Social influences (family, reference group); Cultural influences; Different of innovations.

Unit IV: Consumer decision making process; Models of consumer decision making (Howard-Seth, Angel, kollot and Blackwell, Nicosia models); Organizational consumer behavior; Post purchase behavior.

Unit V: CRM concept and applications; CRM frame work (CRM goals, organizational system, interaction process); E-CRM;

(Case Study is compulsory in all Units)

**Suggested Books:**

303: SERVICES MARKETING

Objective: To enlighten the students with the Concepts and Practical applications of Services Marketing.

Unit I: Importance of services marketing; Service characteristics and Marketing challenges; Reasons for growth of services sector; Services sector in the Indian economy.

Unit II: Consumer behaviors in services (Zone of tolerance, service perceptions and expectations); Services strategy (Service triangle (Case Study is compulsory in all Units), Service marketing mix); Market segmentation; Services demand and capacity management.

Unit III: Services product management (Basic service package, CVH, service flower, New service development, service life cycle); Services branding and positioning; physical evidence; Pricing of services.

Unit IV: Service Distribution strategies; Internal marketing; External marketing; Interactive marketing (Service encounter, Management of moments of truth, Interaction process design and efficiency).

Unit V: Service quality management (Gap model, SERVQUAL); Total quality services marketing; Services failures and recovery strategies

(Case Studies are Compulsory)

Suggested Books:


Objective: To develop an understanding of the issues, practices and strategies in store operations

Unit I Introduction to store operations- pre-store opening; merchandise sourcing and filling, support of human and other resources, ACE, loss prevention-distribution centre-store opening and closing.

Unit II Retail Arithmetic: stock value, sales value, growth, sales and productivity calculation, bill value, basket value, line fill, case fill, stock turn, stock valuation and verification, accounts receivable, day to day cash management, budgeting, dump and shrink calculation and control, gift voucher management.

Unit III Stock management: stock check, negative stock, stock quality, returns and defective goods, gap check, product line management. Receiving stock-prioritizing-planogramming-End cap display.

Unit IV Store Audit; store appearance, presentation, customer services, stock, storage, cleanliness. HR in operations; recruitment; on bounding, training, grievance handling, loss prevention and shrinkage control.

Unit V Customer Service- customer loyalty programs- customer feedback. Furniture and fittings; ‘A’ boards, queuing system, counters, data strips displays, etc. Customer convenience and experience management.

Reference Books:

3. Sriram Iyer, Retail store Operations, Book Shop of India.
305: SALES FORCE MANAGEMENT

Objectives:

- To consider the special human resource environment of retailing
- To describe the principles and practices involved with the human resource management process in retailing
- To gain a solid understanding of professional B2B sales including its planning and staffing, structure, and evaluation
- To understand how to manage and motivate a professional B2B sales force from the perspectives of a sales manager (authority) and a marketing manager (influence)

Unit I: Role of human factor in retail business: Introduction, Different personnel functions of a sales manager, Quantitative and qualitative requirements of sales force planning – Structure of Sales force, Strategic role of sales force.

Unit II: Recruitment and selection of sales force: Job analysis and determination of selection criteria, recruitment sources, Personal characteristics and sales aptitude: criteria for selecting sales personnel, selection procedure; testing sales ability.

Unit III: Sales force training and development: objectives, techniques for new recruits and experienced sales personnel, sales training methods; Areas of sales training: Company Specific Knowledge, product knowledge, Industry and Market trend Knowledge, and Customer education evaluation.

Unit IV: Salesperson compensation and incentives: characteristics of sales compensation plans; compensation and incentives; straight salary, commission and combination plans; sales contests and rewards; expense accounts.

Unit V: Salesperson performance: Behavior, Role; Motivating the Sales Team; Motivation Programs; Performance measures-objective and subjective; Analysis of sales, Costs and Profitability, Evaluation of sales force performance.

Suggested Readings:

### 306: RETAIL BRAND MANAGEMENT

**Objective:** To make the student aware about the brand power in retail marketing and to understand the strategies required to enhance the power of brand.

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<thead>
<tr>
<th>UNIT 1</th>
<th>Perspectives on Retailing</th>
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<tbody>
<tr>
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<td>World of Retailing, Retail management, introduction, meaning, characteristics, emergence of organizations of retailing - Types of Retailers - Multichannel Retailing - Customer Buying Behavior</td>
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<th>UNIT 2</th>
<th>Retailing strategy and planning</th>
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<th>UNIT 3</th>
<th>Branding perspectives</th>
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<td>What is brand - Branding challenges and opportunities, the brand equity concept, strategic brand management process</td>
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<th>UNIT 4</th>
<th>Branding Strategies</th>
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<tr>
<td></td>
<td>Identifying and establishing brand positioning and values, customer based brand equity, steps of brand building, brand building implications, brand positioning and values, positioning guidelines, defining and establishing brand values</td>
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<th>UNIT 5</th>
<th>Brand Planning</th>
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<td></td>
<td>Planning and implementing brand marketing programs, choosing brand elements to build brand equity, options and tactics for brand elements, designing marketing programs to build brand equity, product strategy, pricing strategy, channel strategy, integrating marketing communications, to build brand equity, leveraging secondary brand knowledge to build brand equity</td>
</tr>
</tbody>
</table>

**Reference:**

1. Strategic brand management- Kevin Keller- Pearson Education
2. RETAILING MANAGEMENT by Levy and Weitz. Tata McGraw-Hill
5. Retail Management, Barry Berman- PHI, 9/E
6. Retail Marketing Management, David Gilbert- Pearson Education 1/e
7. RETAILBIZ, Magazine
307: MERCHANDISE MANAGEMENT

Objective: To develop an understanding of the concepts, issues and strategies in Merchandise management

Unit-I Merchandising philosophy - Introduction: Developing Merchandising plans - Setting objectives, Buying organization formats and processes, Devising merchandising plans. Category management, Merchandise software.

Unit-II Buying systems - Merchandise budget plans, Branding strategies, International sourcing decisions.


Unit - IV Merchandise Pricing - Pricing strategies, Approaches for setting prices, Price adjustments.

Unit - V Merchandise inventory management - Store layout, Design, and Visual merchandising space planning, Merchandise presentation techniques.

Reference books:


FOURTH SEMESTER

401: SUPPLY CHAIN MANAGEMENT

Objective: The objective of this course is to introduce basic concepts and process of Supply Chain Management with a focused approach to Retailing Management.

Unit -I Introduction to Supply Chain - Concept - Need and Evolution. Approaches, phases and processes of supply chain drivers and obstacles. SC strategies -strategic fit and scope.

Unit-II Planning Demand and Supply in SCM - Demand forecasting, aggregate planning, managing predictable variability. Customer Service and Integration of Technology in SCM(IT & E business)

Unit-III Inventory planning and managing inventory in SCM - Factors affecting inventory approaches and methods to manage inventory

Unit- IV Sourcing and Logistics - Purchasing & Sourcing Decisions in Supply Chain Management - Transportation, Logistics, Warehousing, Containerisation and packaging.


Suggested Books:

1. Sunil Chopra and Peter M, SCM-Strategy, Planning & Operation, PHI
2. Rahul VAttekar, SCM-Concepts & Cases, PHI
3. Mohanty RP, & Deshmukh SG, Essentials of SCM, Jaico
5. Agarwal DK, Logistics & SCM, Mac Millan, India
402: VISUAL MERCHANDISING

Objective: To develop an understanding of the concepts, issues and strategies in visual merchandising

Unit-I Evolution, significance and basics of visual merchandising; retail store site and design, image mix- display elements.

Unit-II. Store exterior and interiors- AIDCS. Design and colour blocking, signage and understanding materials.

Unit-III Visual merchandising and planning-Store planning and fixtures, Circulation plan, planograms.

Unit-IV Merchandise presentation: window displays; hands on visual merchandising- visual merchandise tool kit- quality and process in visual merchandising.

Unit-V Experiential retailing-The Role of Visual merchandiser- visual merchandising in India.

Reference books:


3. Tony Morgan, Visual Merchandising.: Window and In-store Displays for Retail, Laurence king Publishers

403: E-RETAILING

Objective: Objective of this course is to introduce basic E-Commerce concepts and its applications in retailing process and explain techniques of E-Commerce.


Unit-V Electronic Payment Systems: Introduction to payment systems, On-line payment systems-Prepaid E - payment systems, Post - paid E-payment systems, E-Cash or Digital Cash, E-Cheques, Credit cards. Smart cards, Debit cards.

Suggested Books

2. Kalakota & Winston- Frontier of E-commerce, Pearson Education.
404: MARKETING RESEARCH


Unit II: Data Analysis: Introduction, Statistics in Data Analysis, Measures of Central Tendency, Measures of Dispersion, Bivariate Analysis, Multivariate Analysis.

Unit III: Data Analysis II: Introduction, Descriptive Statistics, Univariate Analysis, Bivariate Analysis, Correlation analysis, analysis of variance and analysis of covariance, Multivariate Analysis, Conjoint analysis.


Unit IV: Applications of Marketing Research II: Introduction, Advertising Research, Media research, Sales Analysis and Forecasting, Data Mining.

Unit V: Recent Trends in Marketing Research: Introduction, Marketing Information System and Research, Online Marketing Research, Recent Trends in Marketing Research, Research in Lifestyle Retail, Marketing Research and Social Marketing, Rural Marketing Research, Trends in Services Marketing Research, Brand Equity Research, International Marketing and Branding Research.

(Case Studies are Compulsory)

References:

405: INTERNATIONAL RETAILING & BENCHMARK RETAILERS

Objective: To develop an understanding of the benchmark practices and strategies in retail management internationally.

Unit - I  International Retailing: An overview
1. Introduction to International Retailing
2. Type of Retailers
3. Multi Channel Retailing
4. Global Customer Buying Behavior

Unit - II  International Retailing Strategy - An Over View
1. Retail Market Strategy
2. Finance Strategy
3. Location Strategy
4. HR Strategy

Unit - III  Retailing Practices - USA (Case Studies)
1. Wal-Mart
2. Kroger
3. Albertsons
4. JC Penny

Unit - IV  Retailing Practices - EU (Case Studies)
1. J. Sainsbury (UK)
2. Carrefour (France)
3. Metro (Germany)
4. Ahold (Netherlands)

Unit - V  Retailing Practices - ASIA (Case Studies)
1. Ito - Yokada (Japan)
2. Lianhua (China)
3. Big Bazar (India)
4. Reliance (India)

References:

1. Levy & Weitz, Retail Management, Tata McGraw Hill, New Delhi, 2005 (Unit 1 & 2)

2. Handout to be prepared from various websites of companies for unit
OBJECTIVE: The main objective of this course is to bring out the difference between Multi-brand and single brand retailing and make the students understand the strategies required for successful operation of Multi-brand Retailing.


Unit-II Concept- Definition and Importance of Single Brand Retail - Concept and Definition of Multi Brand Retail – History of FDI in Single Brand retail in India-History of FDI in Multi Brand Retail in India-The pros and cons of allowing FDI in Single Brand retail in India-The pros and cons of allowing FDI in Multi Brand Retail in India-Government of India Policy on FDI in Single Brand Retail and FDI in Multiband retail.

Unit-III Retail marketing and promotion: Nature and scope of relationship marketing- Market strategies, retail research - Understanding the retail customer: Retail market - population analysis, demographic analysis- consumer Behaviour. Retail promotion Mix: - Retail promotion programme- Retail advertising media promotional budget. Customer services: importance of customer services - services quality gaps- service recovery.

Unit-IV Information system in retailing: Acquiring and using information strategies- technology in retail- information sources- retail information system- latest computer applications in Retail business.

Unit-V Retailing in India: Evolution and trends in organized retailing- Indian organized retail market- FDI in Indian organized retail sector- retail scenario in India- future trends of retail in India. Ethical and legal issues in Retailing-Dealing with ethical issues, social responsibility, environmental orientation, waste reduction at retail stores.

References:

407: RETAIL COMMUNICATIONS

Objective: To develop an understanding of the need, importance and strategies in retail communications

Unit I Importance of retail communication- Communications for customers – communications for retail professionals. The communications model – elements of marketing communications - IMC- communication budget.

Unit II Customer communications – advertising, personal selling, sales promotion, publicity and public relations, events and experience, direct marketing – media planning, message development- communication program planning, execution and evaluation.

Unit II Advertising: Creative strategy and copy writing – Copy writing pyramid – Different types of appeals – copy layout. Direct response advertising – Catalogs, direct mail Telemarketing, Internet advertising – International advertising – Media planning – Media mix decisions – Developing media strategy- popular media vehicles used in Retail sector –Law and Regulations.

Unit IV Sales promotion: The scope and role of sales promotion - Consumer-Oriented sales promotion Techniques -Coordinating sales promotion with other tools of market promotion. Major Decisions in Sales Promotion - Establishing objectives -Selecting consumer - Promotion Tools - Developing the program -Pre-testing the program - Implementing & Controlling the program -Evaluating Results

Unit V. Communication to retail professionals – communication forms, communication challenges for retail sales persons. Communication in customer interactions – effective listening, team communication, non verbal communication in sales.

Reference books:

4. Kazim SHH., & Satish K.Batra, Advertising and Sales Promotion, Excel Books