

**ANDHRA UNIVERSITY  
DEPARTMENT OF COMMERCE  
AND MANAGEMENT STUDIES**



**Program - M.B.A  
(Regular)**  
Regulations and Syllabus  
Effective from 2021-2022 batch

**MBA (MARKETING MANAGEMENT)**  
w.e.f from 2021-2022 Admitted Batch

SEMESTER- I						
Paper Code	Titles	Internal	External	Total	Hrs. / Week	Credits
101	Perspectives of Management	20	80	100	4	4
102	Accounting for Management	20	80	100	4	4
103	Business Environment	20	80	100	4	4
104	Managerial Communication	20	80	100	4	4
105	Managerial Economics	20	80	100	4	4
106	Organizational Behavior	20	80	100	4	4
107	Quantitative Techniques for Management	20	80	100	4	4
SEMESTER-II						
201	Marketing Management	20	80	100	4	4
202	Financial Management	20	80	100	4	4
203	Human Resource Management	20	80	100	4	4
204	Research Methodology for Management	20	80	100	4	4
205	Operations Management	20	80	100	4	4
206	Corporate Legal Framework	20	80	100	4	4
207	E-Business	20	80	100	4	4
SEMESTER - III						
301	International Business	20	80	100	4	4
302	Operations Research	20	80	100	4	4
303	Consumer Behavior and Customer Relationship Management	20	80	100	4	4
304	Services Marketing	20	80	100	4	4
305	Advertising and Brand Management	20	80	100	4	4
306	Sales and Distribution Management	20	80	100	4	4
307	Marketing Research	20	80	100	4	4
308	Intellectual Property Rights					2
309	MOOC-I					2
SEMESTER - IV						
401	Business Policy and Strategic Management	20	80	100	4	4
402	Entrepreneurship and Small Business Management	20	80	100	4	4
403	Product Management	20	80	100	4	4
404	Retail Management	20	80	100	4	4
405	Logistic and Supply Chain Management	20	80	100	4	4
406	Fundamentals of Retail Management	20	80	100	4	4
407	Global Marketing	20	80	100	4	4
408	MOOC-II					2
	Project Report			100		6
	Comprehensive Viva Voce			100		4
	GRAND TOTAL			3000		



**MBA (FINANCIAL MANAGEMENT)**  
**w.e.f from 2021-2022 Admitted Batch**

SEMESTER –I						
Paper Code	Titles	Internal	External	Total	Hrs./ Week	Credits
101	Perspectives of Management	20	80	100	4	4
102	Accounting for Management	20	80	100	4	4
103	Business Environment	20	80	100	4	4
104	Managerial Communication	20	80	100	4	4
105	Managerial Economics	20	80	100	4	4
106	Organizational Behavior	20	80	100	4	4
107	Quantitative Techniques for Management	20	80	100	4	4
SEMESTER –II						
201	Marketing Management	20	80	100	4	4
202	Financial Management	20	80	100	4	4
203	Human Resource Management	20	80	100	4	4
204	Research Methodology for Management	20	80	100	4	4
205	Operations Management	20	80	100	4	4
206	Corporate Legal Framework	20	80	100	4	4
207	E-Business	20	80	100	4	4
SEMESTER –III						
301	International Business	20	80	100	4	4
302	Operations Research	20	80	100	4	4
303	Financial Markets and Services	20	80	100	4	4
304	Securities Analysis and Portfolio Management	20	80	100	4	4
305	Mutual Funds	20	80	100	4	4
306	Financial Derivatives	20	80	100	4	4
307	International Financial Management	20	80	100	4	4
308	Intellectual Property Rights					2
309	MOOC-I					2
SEMESTER –IV						
401	Business Policy and Strategic Management	20	80	100	4	4
402	Entrepreneurship and Small Business Management	20	80	100	4	4
403	Strategic Financial Management	20	80	100	4	4
404	Venture Capital	20	80	100	4	4
405	Monetary Management	20	80	100	4	4
406	Financing Foreign Trade	20	80	100	4	4
407	Securities Operations & Risk Management	20	80	100	4	4
408	MOOC-II					2
	Project Report			100		6
	Comprehensive Viva Voce			100		4
	GRAND TOTAL			3000		

**MBA (HUMAN RESOURCE MANAGEMENT)****w.e.f from 2021-2022 Admitted Batch**

SEMESTER - I						
Paper Code	Titles	Internal	External	Total	Hrs. / Week	Credits
101	Perspectives of Management	20	80	100	4	4
102	Accounting for Management	20	80	100	4	4
103	Business Environment	20	80	100	4	4
104	Managerial Communication	20	80	100	4	4
105	Managerial Economics	20	80	100	4	4
106	Organizational Behavior	20	80	100	4	4
107	Quantitative Techniques for Management	20	80	100	4	4
SEMESTER-II Core Papers						
201	Marketing Management	20	80	100	4	4
202	Financial Management	20	80	100	4	4
203	Human Resource Management	20	80	100	4	4
204	Research Methodology for Management	20	80	100	4	4
205	Operations Management	20	80	100	4	4
206	Corporate Legal Frame Work	20	80	100	4	4
207	E-Business	20	80	100	4	4
SEMESTER - III						
301	International Business	20	80	100	4	4
302	Operations Research	20	80	100	4	4
303	Industrial Relations	20	80	100	4	4
304	Human Resource Development	20	80	100	4	4
305	Strategic Human Resource Management	20	80	100	4	4
306	International Human Resource Management	20	80	100	4	4
307	Group Dynamics &Change Management	20	80	100	4	4
308	Intellectual Property Rights					2
309	MOOC-I					2
SEMESTER - IV						
401	Business Policy and Strategic Management	20	80	100	4	4
402	Entrepreneurship and Small Business Management	20	80	100	4	4
403	Performance & Counseling	20	80	100	4	4
404	Compensation and Welfare Management	20	80	100	4	4
405	Industrial Sociology	20	80	100	4	4
406	Labour Legislations	20	80	100	4	4
407	Human Resource Planning	20	80	100	4	4
408	MOOC-II					2
	Project Report			100		6
	Comprehensive Viva Voce			100		4
	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:**

PO1: Students will be able to Understand and developing the knowledge of Management principles, practices and perspectives in decision making.

PO2: Students would be able to understand the tools and techniques in functional areas such as Production, Marketing, Finance and HRM and Systems with business applications.

PO3: Students will be able 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.

PO4: Foster analytical and critical thinking abilities for data-based decision-making in both Manufacturing and service sectors.

PO5: Students will be able to learn and apply innovative application of Banking and Finance areas of Management in Banking and Stock markets.

### **Programme Specific Outcomes (PSOs):**

POS1: 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.

POS2: 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.

POS3: Students are given training and skills to become as Entrepreneurs for creating jobs and wealth to the nation

## **MBA SEMESTER I**

### **101: PERSPECTIVES OF MANAGEMENT**

#### **Course Objectives:**

- To help the students gain understanding of the functions and responsibilities of managers.
- To provide them tools and techniques to be used in the performance of the managerial job
- To enable them to analyze and understand the environment of the organization.
- To help the students to develop cognizance of the importance of management principles.

#### **Learning outcomes:**

- Demonstrate an appreciation of areas which are fundamental to managing people at workplace.
- Outline the major perspectives on managing in organizations.

Unit I: Management – Evolution of Management Thought -Principles of Management – Functions of Management - Social Responsibility 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 III: Organization – Principles of Organization – Formal and informal Organization – types of Organization Structure – Line and Staff Relations – Delegation – Decentralization –Span of Control.

Unit – IV: Directing- Leadership Theories and Styles –Motivation –Theories: Maslow's Theory and Herzberg's Theory.

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

(Case Study is compulsory in all Units)

#### **Suggested Books:**

1. Louis A Allen, Management & Organisation, McGrawHill, New York
2. A.Pardhasardhy & R.Satya Raju: Management Text and Cases, Prentice Hall of India.
3. AS Lather, M Handa, Cases in Management, Wsdm, Delhi
4. Heinz Wehrich & Harold Koontz, Essentials of Management, Tata-McGraw Hill, ND
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
9. Earnest Dale, Great Organisers, McGraw Hill
10. Peter F Drucker, The Practice of Management, McGraw Hill

## 102: ACCOUNTING FOR MANAGEMENT

### Course Objectives:

- To develop an insight of postulates, principles and techniques of accounting and utilization of financial and accounting information for planning, and decision-making
- To introduce problems of financial accounting such as measuring and reporting issues related to assets and liabilities and preparing the financial statements.
- Develop the application skills to create adjusting journal entries in rectifying errors

### Learning outcomes:

- Identify and interpret accounting information to inform users and make decisions.
- Apply critical thinking skills by identifying and analyzing accounting issues using relevant accounting frameworks.
- Analyze financial and contextual information to make decisions, estimate costs

Unit-I : Accounting for Management –Nature and Scope – Management Process and Accounting – Financial Accounting Vs Cost Accounting Vs Accounting for Management – Role of Accountant in Modern Organization

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)

Unit- III: Elements of Cost–Cost Sheet Preparation – Absorption Vs Marginal Costing –Cost – Volume – Profit Analysis – Cost Behaviour – Breakeven Analysis – Contribution Approach – Profit Planning.

Unit-IV: Cost Concepts for Decision making – Decision Making Process – Decision Situations- Sales Volume Decisions – Pricing and Special Order Pricing – Make / Buy Decisions – Product Decisions- Addition, Deletion and Alteration of Mix – Plant Shutdown Decision.

Unit- V: Budgeting – Types of Budgets – Financial Vs Operation Budgets – Short Term Vs Long Term Budgets – Preparation of Sales Budgets – Purchase Budgets- Expenditure Budgets for Material, Labour and Overheads – Construction of Cash Budget- Flexible Budget – Master Budget – Management Control and Budgeting – Performance Budgeting and Zero Based Budgeting. .

(Case Study is compulsory in all Units)

Suggested Books:

1. I. 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
7. Horngren, C.T., Introduction of Management Accounting,, Prentice Hall of India.
8. Khan and Jain, Management Accounting, Tata Mc Graw Hill , Delhi.
9. Blocher, Chen, Cokins and Lin, Cost Management, A Strategic Emphasis, TMH, ND
- 10 Porwal, LS, Accounting Theory, TMH, New Delhi

## **103: BUSINESS ENVIRONMENT**

### **Course Objectives:**

- To familiarize the students with the business environment conditions prevailing in India and understand its implications to business.
- To enable students to evaluate Indian economy and its environment
- To understand the policies that shaped Indian Economic Growth

### **Learning outcomes:**

- Examine how different factors and trends in the external environment are likely to impact upon business
- To familiarize with students economic policies of India
- To have a critical study of liberalization, privatization and globalization.

Unit-I Business Environment: Components and Significance - Socio Cultural, Economic, Legal. Political, Technological and External Factors Influencing Business Environment, Dimensions of International Business Environment and Challenges

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..

Unit V: Stock Markets, SEBI, its rules and regulations, Stock Exchange, Functions of Stock Exchanges, Primary and Secondary markets, Competition Act 2002 Competitiveness. Foreign Exchange Management Act, Social Responsibilities and Ethics in Business.

(Case Study is compulsory in all Units)

### **Suggested Books:**

1. Francis Cherunilam :Business Environment (Text & Cases), Himalaya Publishing House Bangalore.
2. S.K. Misra & V.K. Puri Economic Environment of Business, Himalaya Publishing House Mumbai.
3. Suresh Bedi Business Environment, Excel, New Delhi.
4. K. Aswathappa - Essentials of Business environment Himalaya Publishing House Bangalore
5. Govt. of India - Latest Economic Survey.
6. latest, Handbook of Industrial policy and Statistics-2009-2010
7. Competition Act
8. Foreign Exchange Management Act.

## **104: MANAGERIAL COMMUNICATION SKILLS**

### **Course Outcomes:**

- 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.
- To provide an overview of Prerequisites to Business Communication
- To equip students with report writing skills and organizing reports.

### **Learning outcomes:**

- Demonstrate the use of basic and advanced business writing skills.
- Produce clear and concise written business documents.
- Develop interpersonal communications skills that are required for social and business interaction.
- Plan and conduct effective meetings.
- Employ proper public speaking techniques

Unit – I : Role of Communication in Business – Objective of Communication – The Process of Human Communication – Media of Communication, Written Communication – Oral Communication – Visual Communication, Audio Visual Communication – Silence - Developing Listening Skills – Improving Non-verbal Communication kills – Understanding Cultural Effects of Communication.

Unit – II: Managing Organization Communication - formal and Informal Communication- Intra and Personal Communication – Models for Inter Personal Communication – Exchange Theory, Johari Window and Transactional Analysis.

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-IV: Business Writing Skills – Significance of Business Correspondence, Essentials of Effective Business Correspondence, Business Letter and Forms, Oral Presentations – Meetings, Telephone Communication – Use of Technology in Business Communication, E-mail Messages.

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 5<sup>th</sup> ed., Prentice Hall of India.
6. Urmila Rai & S.M. Rai, Business Communication, Himalya Publishers,
7. Meenalshi Raman—Business Communication Oxford University Press.
8. Lesikar I Flatley, Basic Business Communication, Tata McGraw Hill.

## 105: MANAGERIAL ECONOMICS

### Course Outcomes

- To enable the students to understand economic concepts and theories and their application in management decision-making.
- The purpose of this course is to apply micro economic concepts and techniques in evaluating business decisions taken by firms.
- Develop an understanding of the applications of managerial economics.

### Learning outcomes:

- Apply supply and demand analysis to economic and business strategy issues;
- Explain how economies of scale, scope and learning determine the boundaries of a firm and market structure
- Identify the main characteristics of different market types, such as perfect competition, monopoly, monopolistic competition and oligopoly.

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.

Unit – V: Economic Optimization: Economic Problems and Optimization Techniques – Unconstrained and Constrained Optimization; Unbounded Maxim – Optimization of Functions of One Variable and Optimization with Multivariate Function;  
(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 Cases, S.Chand & Co
6. Mittal A., . Managerial Economics, Text and Cases, Wisdom, Delhi
7. Mithani, D.M: Managerial Economics, Theory and Applications, Himalaya Publishing.
8. Attmanad; Managerial Economics, Excel publications.
9. G.S.Gupta, Macro Economics: , Theory and Applications, Tata McGraw Hill.
10. Dwivedi, D.N. Macro Economics: Theory and Applications, Tata McGraw Hill



## **106: ORGANIZATIONAL BEHAVIOUR**

### **Course Outcomes:**

- To teach the student about the organizational dynamics
- To deeply understand the role of individual, groups and structure in achieving organizational goals effectively and efficiently.
- To understand the ways to motivate others and be self-motivated
- To familiarize with the concepts of conflict, change, culture

### **Learning outcomes:**

- To discuss the development of the field of organizational behavior and explain the micro and macro approaches
- Analyze and compare different models used to explain individual behavior related to motivation and rewards
- Identify the processes used in developing communication and resolving conflicts
- Explain group dynamics and demonstrate skills required for working in groups (team building)
- Identify the various leadership styles and the role of leaders in a decision making process.

Unit-I: Meaning and scope of OB-Challenges and opportunities – Foundations of Individual behavior, 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: Organizational change, change process resistance to change and Organizational Development

Unit–V: Organizational Culture-Creating an Ethical Organization-Managing Stress-Organizational Effectiveness..

**(Case Studies are Compulsory)**

### **Suggested Books:**

1. Udai Pareek, Organizational Behaviour, Oxford University Press.
2. Karam Pal, Management Process and Organisational Behaviour, IK Int Pub House,ND
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**

### **Course Outcomes:**

- To make the students familiar with the statistical and mathematical techniques and their applications in business decision making.
- To provide basic knowledge of analyzing data using various statistical and mathematical techniques for business decisions
- To orient the students to various hypotheses testing methods as to how and where appropriately they can be applied.

### **Learning outcomes:**

- Demonstrate a professional understanding of the basic mathematical and statistical techniques needed for quantitative analysis
- Apply the concepts of probabilistic distributions in solving problems.
- Recall the knowledge of hypothesis testing for large and small samples.

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 –III: Concept of Probability- Probability Rules – Joint and Marginal Probability – Baye's Theorem- Probability Distributions- Binomial, Poisson, Normal and Exponential Probability Distributions.

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
6. N.D.Kothari, Quantitative Techniques, in Management, Tata McGraw Hill, 2001.
7. S.P.Gupta Statistical Methods for Management
7. Anand Sharma, Quantitative Techniques for Decision Making, Himalaya, Mumbai

## **SECOND SEMESTER**

### **201: MARKETING MANAGEMENT**

#### **Course Outcomes:**

- Develop an understanding of the concepts, issues and strategies in marketing and its management.
- Students will demonstrate analytical skills in identification and resolution of problems pertaining to marketing management.
- Gain insights on developing marketing strategies for business success

#### **Learning Outcomes:**

- Apply the knowledge, concepts, tools necessary to overcome challenges, and issues of marketing in a changing technological landscape.
- Creative Problem Solving: Develop creative solutions to marketing problems.
- To consider the various decision areas within marketing and the tools and methods used by marketing managers for making decisions.
- Identify the scope of marketing covering different functions of a marketing manager.

Unit 1 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.

Unit - III: Development of Marketing Offerings Strategy - New Product Development- Product line and Decisions-Product-mix-Product Differentiation- Product Life Cycle Management - Brand Management - Packaging.

Unit IV: Pricing Strategies and Programs; Setting the Price- Adapting the Price - Initiating Response to Price Changes - Delivering Value: Designing and Managing Value Networks - Channels of Distribution.

Unit - V: Communicating Value: Designing and Managing Marketing Communications - Advertising - Direct Marketing and Personal Selling - Sales Promotion - Events and Public Relations and Public Relations- Competitive Marketing Strategies- Emerging Trends in Marketing: Networking Marketing- Viral Marketing-Ambush/Guerilla Marketing-Green Marketing-Direct Marketing etc.

(Case Study is compulsory in all Units)

#### **Suggested Books**

1. Kotler, Keller, Koshy & Jha, Marketing Management, Pearson, New Delhi
2. William J Stanton, Fundamentals of Marketing, McGraw-Hill, 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.
6. Keith Blois - Oxford Textbook of Marketing Oxford University Press.
7. Zinkota & Kotabe: Marketing Management, Prentice Hall of India.
8. Joel R.Evans & Barry Berman : Marketing, Wiley India, New Delhi

## 202: FINANCIAL MANAGEMENT

### Course Outcomes:

- To equip the students with basic principles of Financial Management and Techniques.
- Provide an in-depth view of the process in financial management of the firm
- Develop knowledge on the allocation, management and funding of financial resources.
- Enhancing student's ability in dealing short-term dealing with day-to-day working capital decision; and also longer-term dealing, which involves major capital investment decisions and raising long-term finance.

### Learning Outcomes:

- Use finance concepts, techniques and models for qualitative and quantitative analysis.
- Communicate financial information and analysis effectively
- Apply financial knowledge/skills as a compass to guide business decisions

Unit 1: Nature, Scope and Objectives of Financial Management, Goals of FM-Profit Maximization Vs Wealth Maximization -Finance Functions - Financial Planning and Forecasting -Role of Financial Manager -Funds Flow Analysis -Cash Flow Analysis.- Ratio Analysis.

Unit-II: Financing Decision: Financial Leverage - EPS-EBIT Analysis -Cost of Capital - Weighted Average Cost Capital - Capital Structure- Factors Affecting Capital Structure- Theories of Capital Structure.

Unit III: Investment Decision: Nature and Significance of Investment Decision- Estimation of Cash Flows - Capital Budgeting Process - Techniques of Investment Appraisal: Pay Back Period; Accounting Rate of Return, Time Value of Money- DCF Techniques -Net Present Value, Profitability Index and Internal Rate of Return.

Unit-IV: Dividend Decision: Meaning and Significance -Theories of Dividend- Determinants of Dividend - Dividend policy - Bonus Shares - Stock Splits.

Unit V: Working Capital Decision: Meaning - Classification and Significance of Working Capital Component of Working Capital - Cash Management Models - Cash Budgeting - Accounts Receivables - Credit Policies - Inventory Management.

(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
4. Brigham and Houston, Fundamentals of Financial Management, Cengage, New Delhi
5. Banerjii, B., Fundamentals of Financial Management, PHI, New Delhi
6. Weston & Brigham, Managerial Finance, The Dryden Press, Illinois
7. James C.Van Horne -- Financial Management & Policy, Prentice Hall of India.
8. Khan & Jain - Financial Management, Tata McGraw Hill.
9. RM Srivasthava: Financial Management and Policy, Himalaya Publication.
10. Robert F Bruner, Case Studies in Finance: Managing for Corporate Value Creation, TMH,New Delhi

## 203: HUMAN RESOURCE MANAGEMENT

### Course Outcomes:

- To equip the students with basic concepts of Human Resource Management and the various functions of HRM including Industrial Relations in the liberalized environment
- To develop the understanding of the concept of human resource management and to understand its relevance in organizations.
- To Enable the students to integrate the understanding of various HR concepts along with the domain concept in order to take correct business decisions

### Learning Outcomes:

- Describe the basic knowledge and skills of the disciplines that comprise the human resources field; including: recruitment and selection, compensation and benefits, employee training and development, workforce planning and talent management, and performance management
- Understand the role of human resources in shaping the future of organizations
- Apply the principles and methods of HRM gained through this course for managing human resources at the workplaces.

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.

Unit -V: Managing Industrial Relations - Trade Unions - Employee Participation Schemes - Collective Bargaining - Marketing Knowledge Workers.

(Case Study is compulsory in all Units)

Suggested Books:

1. Venkata Raman C.S., and Srivastava BK Personnel / Human Resource Management, TMH,ND
2. Cynthia D. Fisher & Lyle F. Schoenfeld; / Human Resource Management, Wiley India, New Delhi.
3. DK Tripathi, Human Resource Management: Text & Cases, Wisdom, Delhi
4. Fisher, Managing Human Resource, Cengage, ND
5. N.K.Singh / Human Resource Management, Excel Publications.
6. Jyothi-/Human Resource Management, Pearso Education, New Delhi.
7. Biswajeet Pattnayak / Human Resource Management, Prentic hell of India New Delhi.
8. P.S Rao, Essentials of Human Resource Managemen & IR, Himaliya,Mumbai
9. Dwivedi & Agarwal, Human Resource Management, Vikas, ND
10. R. Wayne Mondy and Robert M.Noel, Human Resource Management, Pearson

## **204: RESEARCH METHODOLOGY FOR MANAGEMENT**

### **Course Outcomes:**

- To equip the students with the basic understanding of research methodology
- To provide insight into the application of modern analytical tools and techniques for the purpose of management decision making.
- To provide participants with an introduction to research methods and report writing.

### **Learning Outcomes:**

- Demonstrate the ability to choose methods appropriate to research aims and objectives.
- Understand the limitations of particular research methods.
- Develop skills in qualitative and quantitative data analysis and presentation.
- Develop Research Report writing skills

Unit - I: Meaning and Importance of Research - Research Process - Types of Research - Defining Research Problem - Formulation of Hypothesis - Testing of Hypothesis.

Unit II: Research Design -Exploratory Research - Descriptive Research -Causal Research - Sampling and Sampling Design - Sampling Methods - Simple Random Sampling - Stratified Sampling Systematic Sampling - Cluster Sampling - Multistage Sampling, Non- Probability Sampling - Convenience Sampling - Judgement Sampling - Quota Sampling.

Unit - III: Data Collection - Primary and Secondary Data - Designing of Questionnaire - Measurement and Scaling - Nominal Scale - Ordinal Scale - Interval Scale Ratio Scale - Guttman Scale-Likert Scale - Schematic Differential Scale.

Unit - IV: Editing - Coding - Classification of Data - Tables and Graphic Presentation - Preparation and Presentation of Research Report.

Unit V: Non Parametric Tests – Kolmogorov- Smirnov Test-Runs Test for Randomness -Sign Test - Median Test - Multivariate Analysis - Multiple Regression Analysis - Concepts and Application of Discriminate Analysis and Factor Analysis.

### **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
3. C.R. Kothari, Research Methodology, New Age International.
4. Carver & Nash, Data Analysis with SPSS, Cengage, New Delhi
5. Alan Bryman & Emma Bell, Business Research Methods, Oxford University Press.
6. Donald R. Cooper & Pamela S. Schindler, Business Research Methods 8th Edition, Tata McGraw Hill.
7. K.V.S. Sarma, Statistics made sample, do it yourself on PC, Prentice Hall.
8. VP Michael, Research Methodology in Management, Himalaya, Mumbai

## **205: OPERATIONS MANAGEMENT**

### **Course outcomes:**

- To acquaint the students with decision making process and various aspects of Production Management.
- An understanding of the different types of operations process types on which operational capability can be based
- Logically analyse and integrate knowledge to work with and apply operations management models and theories at the introductory level in both manufacturing and service environments.

### **Learning Outcomes:**

- Know how to use different technical instruments for the analysis of operations
- Knowledge and skills required to determine and optimal inventory management policy.
- Knowledge and skills in the application of key operations scheduling methods to various types of processes.
- Learn the application of computers In production and operations management

Unit 1 Introduction: Nature and Scope of Production and Operation Management- Historical Evolution -Types of Manufacturing Systems - Differences Between Manufacturing and Service Operations -Role of Production and Operation Manager.

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

Unit-III: Plant Location: Facility Location and Layout Planning -Types of Layouts - Material Handling Equipment's - Material Handling Principles - Models Used in Lay Out Designs.

Unit- IV: Productivity: Factors, Affecting Productivity - Job Design - Process Flow Charts - Methods Study Work Measurement - Engineering and Behavioural Approaches.

Unit -V: Material Management -Cost Associated with Inventory - Economic Order Quantity - ABC Analysis- Materials Requirement Planning - Just In Time Production- Total Quality Management - Acceptance Sampling -Control Charts – Quality circles-Zero Defects Programmes - ISO 9000 - Application of Computer in Production and Operations.

(Case Study is compulsory in all Units)

### **Suggested Books:**

1. Gaither & Frazier, Operations Management, Cengage, New Delhi
2. Panner Selvem, Production and Operation Management, Prentice Hall of India.
3. Chunnawals, Production & Operation Management Himalaya, Mumbai
4. Kanishka Bedi, Production & Operation Management, University Press.
5. Upendra Kachru: Operation Management, Excel Publications.
6. Adam, E.E& Ebert; R.J. Production and Operation Management, 6th Ed., Prentice Hall
7. Chary, S.N.Production and Operation Management, New Delhi, Tata McGraw Hill
8. K Aswathappa & Sridhar Bhatt, Production & Operations Management, Himalaya, Mumbai

## **206: CORPORATE LEGAL FRAMEWORK**

### **Course outcomes:**

- To assist students in understanding basic laws affecting a Business Enterprise.
- To appreciate the relevance of corporate law to individuals and businesses and the role of law in an economic, political and social context.
- Identify the fundamental legal principles behind contractual agreements.
- Apply basic legal knowledge to business transactions.

### **Learning Outcomes:**

- Develop comprehensive understanding about the existing law in India
- Have basic knowledge about case law studies.
- Demonstrate an understanding of the contract act and partnership act of Business
- To make the students aware regarding consumer rights

UNIT-I: Significance of Business Laws-Indian Contract Act, 1872: Meaning and classification of contracts-Essential elements of a valid contract- performance of a contract-Discharge of a contract-Void agreements- Breach and remedies of a contract.

UNIT-II: The Sale of Goods Act, 1930: Meaning and Essentials of contract of sale- Sale and Agreement to sell-Conditions and Warranties-Transfer of property Performance of a contract of sale-Unpaid seller.

UNIT-III: The Indian Partnership Act, 1932: Meaning and Essentials of partnership-- Registration of partnership-Kinds of partners Rights and Liabilities of Partners -Relations of parties to third parties-Dissolution.

Unit-IV: The Consumer Protection Act, 1986: Meaning of Consumer, Service, Goods, Deficiency, Defect, Unfair Trade Practices-Rights of Consumers-Machinery For Redressal of Grievances-Remedies available to injured consumers

UNIT-V: The Companies Act, 1956: Nature and Registration-Kinds of Companies- Memorandum of Association-Article of Association-Kinds of Shares- Powers and duties of Directors-winding up.

### **SUGGESTED BOOKS:**

1. N.D.Kapoor-Commercial Law-Sultan chand publishers, New Delhi.
2. S N Maheswaru & Suneed Maheswari-Commercial Laws-Mayoor Paper Backs— NOIDA
3. Tulisian P.C.-Business Laws-Tata Mc Graswhill Publishing house - New Delhi
4. Kucchal-Business Law-Vikas Publishing House, New Delhi.
5. Avatar Singh-Mercantile Law--EBC-New Delhi.



## 207: E-BUSINESS

### Course outcomes:

- To provide basic concepts of e-business and equip the student with the skill of integrating business process with electronic technology.
- Analyse E-Business models and understand the nature of E-Businesses that are succeeding in the Virtual Market place
- Know about the different payment systems and ways to management e-payment risk.
- Familiarize with E-Marketing tools to improve Business success.

### Learning Outcomes:

- Understand the basic concepts and technologies used in the field of E-Business
- Understand the risks around Security when doing business online
- Gain insights into the impact of E-commerce on business models and strategy.
- Knowledge about Technology resources available to meet E-commerce business needs

### UNIT -I

Introduction- Traditional Business Vs. E-Business - E-Business, E-Commerce, E- Marketing and M-Commerce -Internet, WWW and Evolution of E-Business - Growth of E-Business in India

### UNIT - II

Infrastructure for E-Business - Internet Protocols, Web-Based Clint/Server, Internet Security, Media Convergence, Multimedia -Architectural Framework for E-Business- WWW as the Architecture

### 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

E-Payment Systems - Classification of Payment Systems - Risk and E-Payment Systems - E- Security- Privacy, Integrity, Authentication, Non Repudiation, Technical Attacks and Non-Technical Attacks

### UNIT -V

E- Advertisement - E-Business Strategies and Implementation - E-Supply Chain Management - Legal Ethical Issues of E-Business

### SUGGESTED READINGS:

Ravi Kalakota & Marcia Robinson, E-Business Road map for success, Pearson Education, Asia.

Ravi Kalkota & Andrew B. Whinston, Frontiers of Electronic Commerce, Addison Wesley.

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/

C.S. Rayudu, E-Commerce and E-Business, Himalaya Publishing House.

Kamalesh Bajaj and Debjani Nag, E-Commerce, Tata McGraw Hill.

N.Bandopadhyaya, E-Commerce Context, Concepts and Consequences, Tata McGraw Hill.

Abhjit Choudhary, E-Business and E-Commerce Infrastructure Technologies supporting

## **Third Semester Course Outcomes**

### **301 International Business**

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

1. Students graduating with an International Business concentration should be able to:
2. Explain business expansion abroad and key issues related to their operations in other countries.
3. Compare and contrast cultures and societies globally using socioeconomic and cultural frameworks.
4. Develop an entry strategy into other markets recognizing the nature of institutions and forces governing the process of globalization.

### **302 Operations Research**

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

1. Analyze any real-life system with limited constraints and depict it in a model form.
2. Convert the problem into a mathematical model.
3. Solve the mathematical model manually as well as using soft resources/software such as solver, TORA etc.
4. Understand variety of problems such as assignment, transportation, travelling salesman etc.
5. Solve the problems mentioned in point 4 using linear programming approach using software.
6. Understand different queuing situations and find the optimal solutions using models for different situations.
7. Simulate different real life probabilistic situations using Monte Carlo simulation technique.

### **303 Consumer Behaviour and Customer Relationship Management**

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

1. Apply the concept of CRM, the benefits delivered by CRM, the contexts in which it is used, the technologies that are deployed and how it can be implemented.
2. Implement how CRM practices and technologies enhance the achievement of marketing, sales and service objectives throughout the customer life-cycle stages of customer acquisition, retention and development whilst simultaneously supporting broader organizational goals.
3. Implement various technological tools for data mining and also successful implementation of CRM in the Organizations
4. design customer relationship management strategies by understanding customers' preferences for the long-term sustainability of the Organizations.

### **304 Services Marketing**

At the end of this course, students would be able to:

1. Understand the Concept of Services and intangible products
2. Discuss the relevance of the services Industry to Industry
3. Examine the characteristics of the services industry and the modus operandi
4. Analyse the role and relevance of Quality in Services 5. Visualise future changes in the services Industry

### **305 Advertising and Brand Management**

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

1. To understand the nature, role, and importance of brand management and advertising in marketing strategy
2. To understand effective design and implementation of advertising strategies
3. To present a general understanding of content, structure, and appeal of advertisements
4. To understand ethical challenges related to responsible management of advertising and brand strategy

### **306 Sales and Distribution Management**

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

1. Recognize and demonstrate the significant responsibilities of sales person as key individual
2. Understand the basic concepts and techniques of selling and their applications to managerial decision makings in the field
3. Describe and formulate strategies to effectively manage company's sales operations
4. Evaluate the role of Sales manager and his/ her responsibilities in recruiting, motivating, managing and leading sales team

### **307 Marketing Research**

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

1. Formulate, organise and conduct a marketing research project;
2. Apply and evaluate different sources of marketing information;
3. Apply and evaluate various data collection techniques;
4. Apply and evaluate various methods of data analysis; and
5. Write a comprehensive market research report

### **THIRD SEMESTER**

#### **301: INTERNATIONAL BUSINESS**

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

**Unit – I:** International Business: Significance, Free Trade Vs. Protection. Emerging Trends, Trade Barriers Trade Strategies.

**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:**

1. Crinkota, Ronkainen and Moffett, International Business, Cengage, New Delhi
2. Andrew Harrison – International Business, Oxford University Press.
3. E. Bhattacharya: International Business, Excel Publications.
4. Francis Cherunilam, International Business: Text and Cases, Prentice Hall of India.
5. Sundaram & Black, International Business Environment – The Text and Cases, Prentice Hall of India.
6. Taggart and Medrmott, The Essence of International Business, Prentice Hall of India.
7. Bhalla, V.K., & S. Sivaramu, International Business Environment and Business, Annual Publications.
8. Daniel John D and Redebough, Lee. H., International Business, Addison Wesley India.

### 302: OPERATIONS RESEARCH

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

Unit – I: Importance and Scope of Operations Research – Linear Programming – Graphic Method – Simplex Method – Big-M Method – Dual L.P. and Its Applications.

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

Unit – III: Dynamic Programming – Applications of D.P. (Capital Budgeting, Production Planning, Solving Linear Programming Problem) – Integer Programming – Branch and Bound Method.

Unit – IV : Game Theory – Two Person Zero sum Games – Pure Strategies – Mixed Strategies – Dominance Principle – Graphic and Algebraic Method – Linear Programming Approach – Simulation – Simulation Inventory and Waiting Lines.

Unit – V: Project Management – PERT and CPM – Crash Time – Crash Cost Trade Off – Resource Leveling and Resource Allocation – Non-Linear Programming Model Formulation – Graphic Method of Solving Simple Problems.

(Case Studies are compulsory in all units)

#### **Suggested Books:**

1. Winston, Operations Research, Cengage, ND
2. Anand Sharma, Operations Research, Himalaya Publishing House,
3. Kalavarthy, S. Operations Research, Vikas Publishers House Pvt Ltd.,
4. Mcleavey & Mojena, Principles of Operations Research for Management, AITBS publishers,
5. V.K.Kapoor, Operation Research Techniques for Management, Sultan Chand & Sons,
6. Richard Bronson & Govindasami Naadimuthu, SCHAUM'S OUTLINE OF THEORY & PROBLEMS OF Operations Research, 2<sup>nd</sup> Ed., Tata Mc Graw-Hill Edition,
7. JK Sharma Operation Research – Theory and Applications, MacMillan



### 303: CONSUMER BEHAVIOUR AND CUSTOMER RELATIONSHIP MANAGEMENT

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

Unit-I : Introduction to the study of Consumer Behaviour – Consumer and Marketing Strategy – Determinants of Consumer Behaviour – Profile of the Indian Consumer.

Unit – II : Perception – Nature – Perception and Marketing Strategy, Motivation – Motivation Theories and Marketing Strategy – Personality.

Unit – III : Attitude Measurement and Change – Self Concept and Life Style Marketing, Influence of Social and Cultural factors on Consumer Behaviour – Family, Reference groups, Cross Cultural Variations in Consumer Behaviour.

Unit – IV : Consumer Decision Process – Problem Recognition – Information Search – Evaluation of alternatives and selection – Post Purchase Behaviour – Organizational buyer Behaviour – Diffusion of Innovation.

Unit – V : Customer Relationship Management : Facets and Elements of CRF – CRM Process – Importance of CRM – Planning and Managing CRM Programme – Concept of Customer Loyalty – Customer Value Assessment – Customer Retention Strategies – CRM in services.

(Case Study is compulsory in all Units)

#### **Suggested Books:**

1. Hawkins, Best, Coney: Consumer Behaviour Building Marketing Strategy, Tata McGraw Hill.
2. Lindquist & Sirgy, Consumer Behaviour, Cengage, New Delhi
3. N Gautam & K Jain, Consumer Behaviour, Wisdom, Delhi
4. Kazmi : Consumer Behaviour, Excel Publishers.
5. H.Peer Mohammed: Customer Relationship Management, Vikas, ND
6. Panwar, J.S. Beyond Consumer Marketing, Sage Response Books, New Delhi.
7. Mukesh Chaturvedi and Abhivan Chaturvedi : Customer Relationship Management An Indian Perspective. Excel Books.
8. Deon – Buyer Behaviour, Oxford University Press.
9. Henry Assael: Consumer Behaviour, Willey India, New Delhi.

### 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 – II: Consumer Behaviour in Services; Market Segmentation and Services Positioning: Service Demand Management Designing and Managing Service Product.

Unit – III: Service quality Management: Service Quality Audit – GAP Model of Service Quality – Total quality Services Marketing – Service Excellence, Pricing of Services – Pricing Strategies Linked to Value Perceptions.

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

Unit – V: External Marketing: Word of Mouth Communication. Interactive Marketing: Management of Moments of Truth - Service Deficiencies - consumer Grievance Recovery Strategies.

(Case Studies are Compulsory)

#### **Suggested Books:**

1. K.Rama Mohana Rao: Services Marketing, Pearson Education, New Delhi.
2. Valeri Zeithmal and Mary Jo Bunter: Services Marketing, Tata McGraw Hill, New Delhi.
3. Apte – Services Marketing, Oxford University Press.
4. Bhattacharya: Services Marketing, Excel Publishers.
5. Christopher Lovelock: Services Marketing, Pearson Education, Delhi.
6. Ravi Shanker: Services Marketing: Indian Perspectives, Excel Publishers.
7. Christian Gronrose: Services Management and Marketing, Maxwell Macmillan.
8. Kenneth E.Clow & David L.Kurtz, Services Marketing, Wiley India, New Delhi.
9. S.L.Gupta, Marketing of Services, Wisdom Publication.

### 305: ADVERTISING AND BRAND MANAGEMENT

**Objective:** to enlighten the students with the Concepts and Practical applications of advertising and brand management.

Unit I: Role of Advertising in Promotional Mix – Introduction to Advertising – Advertising and Communication – Integrated Marketing (IMC) – Challenges and Opportunities in Advertising – Economic, Social and Ethical Aspects of Advertising.

Unit II : Audience Analysis in Advertising – Media Planning – Media Mix Decisions – Developing Media Strategy – Creative Strategy and Copy Writing – Different Types of Appeals – Layout Design.

Unit III: Advertising Budgets – Methods of Formulating Advertising Budgets – Evaluating of Advertising Effectiveness – Advertising Agencies.

Unit IV: Direct Response Advertising – Home Shopping – Direct Mail – Catalogs – Telemarketing – Internet Advertising – International Advertising – Impact of Culture – Customs – Law and Regulations.

Unit V: Brand Management: Brand Building and Positioning – Measuring Brand Performance – Designing Brand Marketing Programmes – Evaluating Brand Performance – Branding in Retail Business – Role of Own Label – Emerging trends in 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
3. John. S. Wright Wills. L.Winter, Jr. and Sherliyer K.Leigler, Advertising – Tata McGraw Hill.
4. Manendra Mohan – Advertising Management Concepts and Cases – Tata McGraw Hill.
5. Percy & Elliot – Strategic Advertising Management, Oxford University Press.
6. AK.S.A.Chunnawala and K.C.Sethia – Foundations of Advertising Theory and Practice – Himalaya
7. George E.Belch and Michael A.Belch – Advertising and Promotion and Integrated Marketing Communication Perspective – Tata McGraw Hill.
8. Chunnawala, S.A., Compendium of Brand Management, Himalaya Publications House, 2004.
9. Mathur, U.G. Brand Management – Text and Cases, Macmillan India Ltd. 2006.



### 306: SALES AND DISTRIBUTION MANAGEMENT

**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 II : Analysis of Market Potential – Sales Potential – Sales Volume – Forecasting Sales – Different Techniques of Forecasting Sales – Sales Budgets – time and Territory Management – Sales Quotas.

Unit III : Recruitment – Selection and Training of Salesmen – Salesmen's Compensation Plans – Evaluation of Salesmen's Performance – Sales Control Research.

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:

1. Pingali Venugopal, Sales and Distribution Management: An Indian Perspective, Response Books, New Delhi.
2. Aftab Alam Sales and Distribution Management, Wisdom Publication
3. Richard R.Stire, Edward W.Candiff and Norman, A.P.Gavani, Sales Management Decisions, Policies and Cases – Prentice Hall.
4. Arun Mittal, Advertising & Sales Promotion, Wisdom, Delhi
5. Eugene. M.Johnson, David L.Kurty and Enirhard. E.Scheuing – Sales Management, Concepts, Practices and Cases by McGraw Hill International.
6. S.L.Gupta, Sales and Distribution Management: Text and Cases, Excel Publishers.
7. Berg Rosenbloom – Marketing Channels – a Management View – by the Dryden Press, Hinsdale, Illinois.
8. Aune T.Coughlan, Stern E.Ansary – Marketing Channels, Prentice Hall of India.
9. Panda – Sales & Distribution Management, Oxford University Press.
10. Matin Khan: Sales and Distribution Management, Excel Publishers.

### **307: MARKETING RESEARCH**

Unit I: Marketing Research Dynamics – Introduction, Meaning of Research, Research Characteristics, Various Types of Research – Marketing Research and its Management, Nature and Scope of Marketing Research, Marketing Research in the 21<sup>st</sup> Century (Indian Scenario), Marketing Research: Value and Cost of Information.

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 III: Applications of Marketing Research I: Introduction, Consumer Market Research, Business-to-Business Market Research, Product Research, Pricing Research, Motivational Research, Distribution Research.

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:**

1. S.L. Gupta, Marketing Research, Excel Books, New Delhi, 2007.
2. Nigel Bradley, Marketing Research: Tools and Techniques, Oxford Press, United Kingdom, 2010.
3. G.C. Beri, Marketing Research, Tata McGraw Hill Education, 5e.
4. Naresh K. Malhotra, Marketing Research: An Applied Orientation, Prentice Hall, 1996.
5. Robert J. Kaden, Leading Edge Marketing Research: 21<sup>st</sup> Century Tools and Practices, Sage Publications, New Delhi, 2012.
6. David A. Aaker, Marketing Research, Wiley-India, 2007.
7. Parasuraman, Marketing Research, Cengage Learning, USA, 2007.

## **Fourth Semester Course Outcomes**

### **401 Business Policy and Strategic Management**

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

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

### **402 Entrepreneurship and Small Business Management**

At the end of the course the students will 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 Product Management**

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

1. Experience a live development of a product within the context of a product development process
2. Learn common methods used in product management
3. Gain experience needed to work as product managers in real life environments

### **404 B2B Marketing**

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

1. Describe the applications, challenges and the dynamic environment of B2B marketing, including the unique nature of organizational buying behaviour.
2. Design strategies and structures to effectively serve the B2B market.
3. Apply a systematic approach to problem solving and decision making in business marketing organizations through the use of case studies.

4. Develop a business marketing plan for a real local company that mainly targets business customers.

#### **405 Logistic and Supply Chain Management**

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

1. Understand the fundamentals of elements and functions of supply chain, role of drivers and demand forecasting.
2. To apply various techniques of inventory management and their practical situations.
3. Analyze how supply chain decisions related to facility location can be applied to various industries and designing the supply chain.
5. How various warehousing management system and transportation can be practiced in various industries?
5. How logistics and supply chain strategies can create value generation and utilise IT applications
6. How supply chain performance can be measured using various models?

#### **407Global Marketing**

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

1. Identify the key factors related to creating a global marketplace.
2. Describe how new telecommunication technologies are changing the ways companies manage their global marketing activities.
3. Research and identify profitable foreign markets.
4. Discuss the impact of different cultural values and belief systems on marketing products.
5. Discuss the key elements of ethical global marketing.
6. Develop a global marketing plan.
7. Demonstrate a clear understanding of major marketing concepts in writing and orally using proper business communications techniques.
8. Demonstrate the ability to use on-line resources to research and prepare written and oral assignments.



## 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

Unit-I: Overview of Strategic Management of Strategic Management – Business Policy and Strategic Management - Strategic Management Model – Business Ethics and Strategic Management.

Unit-II: Business Vision, Mission, Objectives – Characteristics of Mission Statement Types of Strategies – Integration strategies – Intensive strategies – Diversification strategies- Diversification strategies- Michael Porter Generic Strategies

Unit-III: Strategic formulation: Environmental Analysis – External and industry analysis – Internal analysis –Strategic analysis and choice – Input stage –Matching stage – decision stage – Cultural aspects of strategy choice.

Unit-IV: Strategic Implementation: The nature of strategic implementation resource allocation – Strategy and structure – Creating – Supportive culture – Implementing strategies in functional areas.

Unit – V: Strategy Evaluation: The nature of strategy evaluation –Review and Control – Characteristics of effective evaluation systems – Criteria for strategy control –Mechanism for strategic control.

(Case Study is compulsory in all Units)

#### **Suggested Books**

1. Hill & Jones, An Integrated Approach to Strategic Management, Cengage, ND
2. Glueck, William F. Strategic Management and Business Policy, New York McGraw Hill.
3. Sukul Lamesh, Business Policy and Strategic Management, Vikas, ND
4. Hugh McMillan- Strategic Management, Oxford University Press.
5. Budhiraja, S.B. and Athereya, MB.Cases in Strategic Management, Tata McGraw-Hill,ND
6. Hax A.C and Majluf, N.S. Strategic Management, Englewood Cliffs, New Jersey , Prentice Hall of India.
7. Mathur U.C. Strategic Management, Macmillan.
8. Gupta, Strategic Management, Prentice Hall of India.
9. PS Rao, Business Policy & Strategic Management, Himalaya, Mumbai

## 402: ENTREPRENEURSHIP & SMALL BUSINESS MANAGEMENT

**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 a new enterprise 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 – III: Training: Designing Appropriate Training Programme to Inculcate Entrepreneurial Spirit, Training for New and Existing Entrepreneurs, Feedback and Performance of Trainees.

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 21<sup>st</sup> Century, TMH, ND
5. Tabarrok – Entrepreneurial Economics, Oxford University Press.
6. C.V. Bakshi, Entrepreneurship Development, Excel Publications.
7. Jain, Hand Book of Entrepreneurs, Oxford University Press.
8. Vasant Desai, Small Business in Entrepreneurship, Himalaya Publishing House.

## **403: PRODUCT MANAGEMENT**

**Unit I: Basic concept of Product – Product planning – Defining Market strategies for leaders, challengers, followers, Product Life Cycle and market evaluation – product differentiation and deletions. Product Portfolio Analysis.**

**Unit II: New Product Development: Categories of New Product – New Product Development – New Product Launch – product modification – pricing decision – customer and competitor analysis – product forecasting and financial analysis.**

**Unit III: Concept of Branding: Traits of Successful Brands – Brand Positioning – Anatomy of Brand – Leveraging Brands, Brand equity, Brand extension and Brand Building. Model for Global Brand Building.**

**Unit IV: Marketing Organisation: Market Testing – Launch Management – Marketing Metrics – Public policy Issues – Product liability – Environmental needs – Sales methods – Brand Repositioning – Channel Management – Customer Relationship Management.**

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

**(Case Studies are Compulsory)**

### **References:**

1. K. S. Chandrasekar: Product Management – Text, Applications and Cases, Himalaya Publishing House, New Delhi.
2. Donald R. Lehmann, Russell S. Winer: Product Mamanagement, Tata McGraw Hill, New Delhi.
3. S. A. Chunawalla: Product Management, Himalaya Publishing House, New Delhi.
4. Merle Crawford, Antohony Di Benedetto, New Product Management, Tata McGraw Hill, New Delhi.
5. Ramanuj Majumdar: “Product Management in India”, PHI Learning.

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#### **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:**

1. Michael lacy, Barton A Weitz and Ajay Pandit, Retail management, Tata Mc Graw Hill Education Pvt. Ltd. New Delhi.
2. KVC Madaan, Fundamental of retailing, Tata Mc Graw Hill Education Pvt. Ltd. New Delhi.
3. Swapna Pradhan, Retail management, Tata Mc Graw Hill Education Pvt. Ltd. New Delhi.
4. David Gilbert, Retail Marketing Management, Pearson Education, New Delhi.
5. Chetan banaj, Rajnish Tuli and N.V. Srivaslava, Retail Management, Oxford University Press.
6. Gibson G Vedamani, Retail Management, Jaico Publishing House, New Delhi.



## **405: LOGISTICS 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.

**Unit II: Measuring logistics costs and performance:** The concept of Total Cost Analysis – Principles of logistics costing – Logistics and the bottom-line – Impact of Logistics on shareholder value – customer profitability analysis – direct product profitability – cost drivers and activity – based costing.

**Unit III: Logistics and Supply Chain Relationships:** Benchmarking the logistics process and SCM operations – Mapping the supply chain processes – Supplier and distributor benchmarking – setting benchmarking priorities – Identifying logistics performance indicators – Channel structure – Economics of distribution – Channel structure – Economics of distribution – Channel relationships – Logistics service alliances.

**Unit IV: Sourcing, Transporting and Pricing Products:** sourcing decisions and transportation in supply chain – Infrastructure suppliers of transport services – transportation economics and pricing – documentation – pricing and revenue management Lack of coordination and Bullwhip Effect – Impact of lack of coordination – CRM – Internal supply Chain Management.

**Unit V: Managing global Logistic:** Logistics in a global economy – views of global logistics – global operating levels – Interlinked global economy – global strategy – global purchasing – global logistics – Channels in Global logistics – Global alliances.

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

**(Case Studies are Compulsory)**

### **References:**

1. Donald J Bowersox and David J. Class "Logistical Management" The Integrated Supply Chain Process, TMH, 2011.
2. Edward J Bradi, John J Coyle: "A Logistics Approach to Supply Chain Management, Cengage Learning, New Delhi, 2012.
3. D. K. Agrawal: "Distribution and Logistics Management", MacMillan Publishers, 2011.
4. Sunil Chopra and Peter Meindl: "Supply Chain Management, Strategy, Planning and Operation", Pearson Education, New Delhi, 2013.
5. Rahul V Altekari: Supply Chain Management, PHI, Learning Lt.

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## 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:

1. Michael lacy, Barton A Weitz and Ajay Pandit, Retail management, Tata Mc Graw Hill Education Pvt. Ltd. New Delhi.
2. KVC Madaan, Fundamental of retailing, Tata Mc Graw Hill Education Pvt. Ltd. New Delhi.
3. Swapna Pradhan, Retail management, Tata Mc Graw Hill Education Pvt. Ltd. New Delhi.
4. David Gilbert, Retail Marketing Management, Pearson Education, New Delhi.
5. Chetan banaj, Rajnish Tuli and N.V. Srivaslava, Retail Management, Oxford University Press.
6. Gibson G Vedamani, Retail Management, Jaico Publishing House, New Delhi.

## 407: GLOBAL MARKETING

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

Unit – I : Globalization: Scope and Objectives – Major Decisions in Global Business - Environmental Factors Effecting global Business; Economic Environment – Cultural Environment – Political Environment – Legal Environment – Regional Integration and Global Trade Protectionism.

Unit – II: Perspective of Global Markets: Global Marketing Research and Information – Information Requirements of Global Markets – Organization for Global Market Research – Global Marketing Information System - Segmenting the Global Market – Segmentation Basis and Process – Global Markets and Criteria for Grouping Countries.

Unit – III: Global Marketing Decisions: Product Policy and Planning – Global Pricing Strategies – Global Channels of Distribution.

Unit – IV: Global Advertising – Multinational Sales Management and Foreign Sales Promotion – Export Procedure & Documentation – Special Economic Zones.

Unit – V: Planning and Control of Global Marketing Operations: Organization and Control in global Marketing – Marketing Planning and Strategy for Global Business.

(Case Studies are Compulsory)

### Suggested Books:

1. Wareen J.Keegan : Global Marketing Management
2. Keifer Lee, Steve Carter, Global Marketing Management, Oxford University Press.
3. Gillispe, International Marketing, Cengage, ND
4. Jean-Pierre Jennet & H. David Hennessey, Global Marketing Strategies, Wiley India, Delhi.
5. Vasudeva: International Marketing, Excel Publications.
6. Dana-Nicoleta Lascu, International Marketing, Wiley India, New Delhi.
7. Varshney R.L. & Bhattacharya : International Marketing Management
8. Subhash C.Jain : International Marketing Management
9. Saravanaul. P : International Marketing.



### 303: FINANCIAL MARKETS AND SERVICES

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

UNIT – I : Structure of Financial System – role of Financial System in Economic Development – Financial Markets and Financial Instruments – Capital Markets – Money Markets – Primary Market Operations – Role of SEBI – Secondary Market Operations – Regulation – Functions of Stock Exchanges – Listing – Formalities – Financial Services Sector Problems and Reforms.

UNIT – II : Financial Services: Concept, Nature and Scope of Financial Services – Regulatory Frame Work of Financial Services – Growth of Financial Services in India – Merchant Banking – Meaning-Types – Responsibilities of Merchant Bankers – Role of Merchant Bankers in Issue Management – Regulation of Merchant Banking in India.

UNIT – III : Venture Capital – Growth of Venture Capital in India – Financing Pattern under Venture Capital – Legal Aspects and Guidelines for Venture Capital, Leasing – types of Leases – Evaluation of Leasing Option Vs. Borrowing.

UNIT – IV : Credit Rating – Meaning, Functions – Debt Rating System of CRISIL, ICRA and CARE. Factoring, Forfeiting and Bill Discounting – Types of Factoring Arrangements – Factoring in the Indian Context;

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.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
5. Edminister R.D., Financial Institution, Markets and Management:6.
7. Punithavathy Pandian, Financial Markets and Services, Vikas, New Delhi
8. Vasanth Desai, Financial Markets & Financial Services, Himalaya, Mumbai
9. Meir Khan – Financial Institutions and Markets, Oxford Press.
10. 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

Unit-I: Concept of Investment, Investment Vs Speculation, and Security Investment Vs Non-security Forms of Investment-Investment Environment in India. Investment Process - Sources of Investment Information, Security Markets – Primary and Secondary – Types of securities in Indian Capital Market, Market Indices. Calculation of SENSEX and NIFTY

Unit-II: Return and Risk – Meaning and Measurement of Security Returns. Meaning and Types of Security Risks: Systematic Vs Non-systematic Risk. Measurement of Total Risk - Intrinsic Value Approach to Valuation of Bonds - Preference Shares and Equity Shares.

Unit-III: Fundamental Analysis – Economy, Industry and Company Analysis, Technical Analysis – Concept and Tools and Techniques Analysis – Technical Analysis Vs Fundamental Analysis - Efficient Market Hypothesis; Concept and Forms of Market Efficiency.

Unit-IV: Elements of Portfolio Management, Portfolio Models – Markowitz Model, Efficient Frontier and Selection of Optimal Portfolio. Sharpe Single Index Model and Capital Asset Pricing Model, Arbitrage Pricing Theory.

Unit-V: Performance Evaluation of Portfolios; Sharpe Model – Jensen's Model for PF Evaluation, Evaluation of Mutual Fund.

(Case Studies are Compulsory)

#### Suggested Books:

1. Fisher DE and Jordon RJ, Security Analysis and Portfolio Management, PHI, New Delhi
2. Ambika Prasad Dash, Security Analysis and Portfolio Management, IK Int Pub House, New Delhi
3. Hirt and Block, Fundamentals of Investment Management, TataMcGrawHill, New Delhi
4. Reilly Frank K, Investment Analysis and Portfolio Management, Cengage, New Delhi
5. Bodie, Kane, Marcus and Mohanty, Investments, TataMcGraw Hill, New Delhi
6. Peter Lynch, One Up on Wall Street, Simon & Schuster Paperbacks, New York
7. Sharpe W, Alexander, GJ., & Bailey JV., Investments, TMH, New Delhi
8. Avadhani, VA, SAPM, Himalaya Publishers.
9. Bhalla, VK Investment Management, S.Chand., New Delhi
10. Preeti Singh, Investment Management, Himalaya Publishers.
11. Timothy Vick, How to Pick Stocks like Warren Buffett, TMH, New Delhi



### 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 II: Elements of Portfolio Management, Portfolio Models-Markowitz Model-Efficient Frontier and Selection of Optimal Portfolio-Sharpe Single Index Model and Capital Asset Pricing Model, Arbitrage Pricing Theory.

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.

Unit V: Evaluation of Performance of Mutual Funds: Fund performance, Measuring return, measuring risk, risk-adjusted return, comparing fund performance with a reference, various standardized performance systems, Limitations of performance measurement and evaluation.

(Case studies are compulsory)

#### **Suggested Books:**

1. Prasanna Chandra, Investment Analysis and Portfolio Management, Tata McGraw Hill Publishing Company Ltd., New Delhi.
2. Donald E. Fischer & Ronald J. Jordan, Security Analysis and Portfolio Management, Pearson Education, New Delhi
3. Bhalla VK, Investment Management, S.Chand Publishers, New Delhi
4. Francis, Investments-Analysis & Management, Tata McGraw Hill Publishing Company Ltd., New Delhi
5. Fredman, Albert J and Wiles, Russ , How Mutual Funds Work, Prentice Hall of India Pvt. Ltd., New Delhi
6. Tripathy Nalini Prava , Mutual Funds in India-Emerging Issues, Excel Books, New Delhi
7. Gupta, Amitabh, Mutual Funds in India: A Study of Investment Management, Anmol Publications, Pvt. Limited, New Delhi

### 306: FINANCIAL DERIVATIVES

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

Unit – I : Introduction to Financial Derivatives – Meaning and Need – Growth of Financial Derivatives in India – Derivative Markets – Participants – Functions – Types of Derivatives – Forwards – Futures – Options – Swaps – The Regulatory Framework of Derivatives Trading in India.

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 Binominal 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. (Case Studies are Compulsory)

#### Suggested Books:

1. Rene M Stulz, Risk Management and Derivatives, Cengage, New Delhi
2. David Thomas. W & Dubofsky Miller. Jr., Derivatives Valuation and Risk Management, Oxford University, Indian Edition.
3. N.D.Vohra & B.R.Baghi, Futures and Options, Tata McGraw-Hill Publishing Company Ltd.
4. Red Head: Financial Derivatives: An Introduction to Futures, Forward, Options” Prentice Hall of India.
5. David A. Dubofsky, Thomas W.Miller, Jr.: Derivatives: Valuation and Risk Management, Oxford University Press.
6. Sunil K.Parameswaran, “Futures Markets: Theory and Practice” Tata-McGraw-Hill Publishing Company Ltd.
7. D.C.Parwari, Financial Futures and Options, Jaico Publishing House
8. T.V.Somanathan, Derivatives, Tata McGraw-Hill Publishing Company Ltd.
9. NSE manual of Indian Futures & Options & [www.Sebi.com](http://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 II : Foreign Exchange Risk: Transaction Exposure; Accounting Exposure and Operating Exposure – Management of Exposures – Internal Techniques, Management of Risk in Foreign Exchange Markets: Forex Derivatives – Swaps, futures and Options and Forward Contracts (Cases).

Unit III : Features of Different International Markets: Euro Loans, CPs, Floating Rate Instruments, Loan Syndication, Euro Deposits, International Bonds, Euro Bonds and Process of Issue of GDRs and ADRs.

Unit IV : Foreign Investment Decisions : Corporate Strategy and Foreign Direct Investment; Multinational Capital Budgeting; International Acquisition and Valuation, Adjusting for Risk in Foreign Investment.

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

(Case Studies are Compulsory)

#### **Suggested Books:**

1. Buckley Adrin, Multinational Finance, 3<sup>rd</sup> Edition, Engle Wood Cliffs, Prentice Hall of India.
2. S.P.Srinivasan, B.Janakiram, International Financial Management, Wiley India, New Delhi.
3. Clark, International Financial Management, Cengage, ND
4. V.Sharan, International Financial Management, 3<sup>rd</sup> Edition, Prentice Hall of India.
5. A.K.Seth, International Financial Management, Galgothia Publishing Company.
6. P.G.Apte, International Financial Management, Tata McGrw Hill, 3<sup>rd</sup> Edition.
7. Bhalla, V.K., International Financial Management, 2<sup>nd</sup> Edition, New Delhi, Anmol, 2001.
8. V.A.Avadhani, International Financial Management, Himalaya Publishing House.
9. Bhalla, V.K., Managing International Investment and Finance, New Delhi, Anmol, 1997.



### 403: STRATEGIC FINANCIAL MANAGEMENT

**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.

Unit-I: Financial Goals and Strategy – Shareholder Value Creation (SCV): Market Value Added (MVA) – Market-to-Book Value (M/BV) – Economic Value Added (EVA) – Managerial Implications of Shareholder Value Creation.

Unit-II: Financial Strategy for Capital Structure: Leverage Effect and Shareholders' Risk – Capital Structure Planning and Policy – Financial Options and Value of the Firm – Dividend Policy and Value of the Firm.

Unit-III: Investment Strategy – Techniques of Investment Appraisal Under Risk and Uncertainty – Risk Adjusted Net Present Value – Risk Adjusted Internal Rate of Return – Capital Rationing – Decision Tree Approach for Investment Decisions – Evaluation of Lease Vs Borrowing Decision.

Unit-IV: Merger Strategy – Theories of Mergers – Horizontal and Conglomerate Mergers – Merger Procedure – Valuation of Firm – Financial Impact of Merger – Merge and Dilution Effect on Earnings Per Share – Merger and Dilution Effect on Business Control.

Unit-V: Takeover Strategy – Types of Takeovers – Negotiated and Hostile Bids – Takeover Procedure – Takeover Defenses – Takeover Regulations of SEBI – Distress Restructuring Strategy – Sell offs – Spin Offs – Leveraged Buyouts.

(Case Studies are Compulsory)

#### Suggested Books:

1. Van Horn, JC, Financial Management and Policy, Prentice Hall, New Delhi
2. PG Godbole, Mergers, Acquisitions and Corporate Restructuring, Vikas, New Delhi
3. Weaver, Strategic Corporate Finance, Cengage, ND
4. Weston JF, Chung KS & Heag SE., Mergers, Restructuring & Corporate Control, Prentice Hall.
5. GP Jakarthyia, Strategic Financial Management, Vikas, New Delhi
6. Coopers & Lybrand, Strategic Financial: Risk Management, Universities Press (India) Ltd.
7. Robicheck, A, and Myers, S., Optimal Financing Decisions, Prentice Hall Inc.
8. James T. Gleason, RiskL The New Management Imperative in Finance, A Jaico Book.

## **404: VENTURE CAPITAL**

Unit I: The Structure of Venture Capital: The Capital flow from institutional investors to Entrepreneurs, Venture Capital reputation. Keys to fund raising success. Corporate Venture Capital: From Venturing to Partnering, Venture (Capital) investments in public equity, Philanthropic Venture Capital from a Global Perspective.

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 III: Venture Capital Valuation and Financial Contracting: Valuing Common and Preferred Shares in Venture Capital Financing, Required Rates of Return and Financial Contracting for Entrepreneurial Ventures, Venture capital laws in India.

Unit IV: Venture Capital Value added 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:**

1. Douglas Cumming, The Oxford Handbook of Venture Capital, Oxford University Press, USA, 2011.
2. Paul Alan Gompers, Joshua Lerner, The Venture Capital Cycle, MIT Press London, 2004.
3. Robert Finkel, David Greising, The Masters of Private Equity and Venture Capital, McGraw Hill Professional, 2010.
4. Richard Gottlieb, The Directory of Venture Capital & Private Equity Firms, Domestic & International Grey House Pub., 2010.
5. Douglas J. Cumming, Sofia A. Johan, Venture Capital and Private Equity Contracting: An International Perspective, Academic Press, 2014.
6. Stephen Bloomfield, Venture Capital Funding: A Practical Guide to Raising Finance, Kogan Page Publishers, UK, 2008.

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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 Tools to regulate Money Supply.

Unit III: The impact of Open Market Operations and 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:

1. Vaish, MC, Monetary Theory, Vikas Publications, Mumbai.

#### Reference Books:

1. Decok, MH, Central Banking, UBS Publishers.
2. Hawtrey, The Art of Central Banking, Augustus M Kelley Publishers, New York.
3. RBI, History and Evolution of Central Banking in India, Mumbai.
4. Indian Institute of Banking & Finance, Central Banking, McMillan Publishers, Mumbai.
5. Vasanth Desai, Financial Markets & Services, Himalaya Publishing House, Mumbai.
6. Khan, M.Y., Indian Financial System, Tata McGraw Hill Publishing Company Ltd., New Delhi.



## 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:

1. Chaudhuri B.K & Agarwal O.P. A Text Book of Foreign Trade and Foreign Exchange, Himalaya Publishing House, Mumbai.

Books and Reference:

1. Jeevanandam, C. Foreign Exchange-Practice, Concepts and Control, Sultan Chand & Sons, New Delhi.

2. Jhingan M.L., Money, Banking & International Trade, Konark Publications, New Delhi.

3. Francis Cherunilam, International Trade and Export Management, Himalaya Publishing House, Mumbai.

4. Prabhakar, J.V. & Rangandhachary, A.V. International Business (International Trade & Finance), Kalyani Publishers, Ludhiana.

## 407: SECURITY OPERATIONS & RISK MANAGEMENT

Unit I: Introduction to Risk Management: Concept, nature and scope of risk, Possible risk events and risk indicators. Risk Management Process: prerequisites and fundamentals misconceptions of risk. Types of risk: Product market risk and capital market risk. An integrated approach to corporate risk management and methods. Comprehensive view of Risk in Financial Institutions. Risk reporting process-internal and external.

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:

1. Vijayakumar P. Naidu BVR, Venkateswarlu. Ch., Himalaya Publication, New Delhi.
2. Dun and Bradstreet: "Financial Risk Management", TMH, Delhi, 2011.
3. Paul Hopkins, Kogan Page: "Fundamentals of Risk Management", Institute of Risk Management, 2010.
4. Jayanth Rama Varma: "Derivatives and Risk Management", TMH, 2012.
5. Rajiv Srivastava: "Derivatives Valuation and Risk Management", Oxford University Press, 2012.
6. Jean-Philippe Bouchaud and Mark Potters: "Theory of Financial Risk and Derivative Pricing", Cambridge Press.
7. John C, Hull & Sankarshan Basu, "Options, Futures and Other Derivatives", Pearson Education.
8. Taxmann: "Theory and Practice of Treasury and Risk Management in Banks", Indian Institute of Banking and Finance, March, 2006.
9. Vivek, P.N. Asthana: "Financial Risk Management", Himalaya Publishing House, 2012.



### 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 – III: Promotion of Harmonious Relations – Machinery for Prevention and Settlement of Industrial Disputes – Conciliation – Arbitration and Adjudication – Code of Discipline.

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:**

1. Venkat Ratnam, C.S. – Industrial Relations, Oxford University Press.
2. SC Srivathava, Industrial Relations and Labour Laws, Vikas, ND.
3. M.Arora: Industrial Relations, Excel Publications.
4. P.R.N.Sinha, Indu Bala Sinha and Seema Priyadarshini Shekar, "Industrial Relations, Trade Unions and Labour Legislation", Pearson Education, New Delhi.
5. Ramaswamy E.A. – The Strategic Management of Industrial Relations, Oxford University Press.
6. Cowling and James, The Essence of Personnel Management and Industrial Relations, Prentice Hall of India.
7. Ratna Sen, "Industrial Relations in India", Macmillan India Ltd. New Delhi.
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.

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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:**

1. Venkat Ratnam, C.S. – Industrial Relations, Oxford University Press.
2. SC Srivathava, Industrial Relations and Labour Laws, Vikas, ND.
3. M.Arora: Industrial Relations, Excel Publications.
4. P.R.N.Sinha, Indu Bala Sinha and Seema Priyadarshini Shekar, "Industrial Relations, Trade Unions and Labour Legislation", Pearson Education, New Delhi.
5. Ramaswamy E.A. – The Strategic Management of Industrial Relations, Oxford University Press.
6. Cowling and James, The Essence of Personnel Management and Industrial Relations, Prentice Hall of India.
7. Ratna Sen, "Industrial Relations in India", Macmillan India Ltd. New Delhi.
8. Michael Armstrong, Employee Reward, Universities Press (India) Ltd.

### 304: HUMAN RESOURCE DEVELOPMENT

**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 – I** Basics of Human Resource Planning : Macro Level Scenario of Human Resource Planning -Concepts and Process of Human Resource Planning - Methods and Techniques of Demand Forecasting - Methods and Techniques of Supply Forecasting - Micro Level Planning.

**UNIT – II** HRD Strategies, Human Resource - Development :- An Overview - Human Resource Development : Strategies - Training and Development - Methods - Evaluation of training programmes.

**UNIT – III** HRD and the Supervisor: Line Managers and HRD - Task Analysis - Motivational Aspects of HRD - Developmental Supervision - Counselling and Monitoring.

**UNIT – IV** Comparative HRD Experiences : HRD Overview in Government and Public System - HRD for Health and Family Welfare - HRD In other-sectors (Defence, Police, Voluntary Organization and Panchayati Raj Institutions) - HRD in Service Industry - Comparative HRD – International Experience.

**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. Udai Pareek, Human Resource Development;
4. S. Ravishankar & R.K. Mishra (Ed). : Management of Human Resources in Public Enterprises;
5. Haribson F, Educational Planning and Human Resources Development, International Institute for Education, UNESCO, Paris;
6. Bell DJ, Planning Corporate' Manpower, Longman;
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-I : The Human Resource Environment – Technology and Organization Structure – Management of Diversity – HR Outsourcing – Global Competition – Global Sourcing of Labour.

Unit – II : Strategic Perspective of HRM – HR for Competitive Advantage – Business Strategy and HR Strategy – HR and Business Policy Linkages – Organizational Performance.

Unit – III : Strategic Responses of Organizations – Strategic Role of HR Planning – Selection of Employees – Career Paths for Technical Professionals – Strategically Oriented Performance Measurement Systems.

Unit – IV: Compensation Systems –Strategic Requirements – High Performance Practices Rewarding Individual and Team Contribution and Organization Performance.

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:**

1. Anuradha Sharma, Strategic Human Resource Management: An Indian perspective, Sage Response Books.
2. Nadler – competing by Design, Oxford University Press.
3. Mello, Strategic HR Management, Cengage, ND
4. Ramaswamy – Managing Human Resources – A Contemporary, Oxford University Press.
5. Charles R.Greer, “Strategic Human Resource Management”, Pearson Education, New Delhi.
6. Srinivas R.Kandula, “Strategic Human Resource Development”, Prentice Hall of India, New Delhi.
7. Freed R.David, Strategic Management, Prentice Hall of India.
8. Kandula Srinivas, Strategic Human Resource Development, Prentice Hall of India.
9. Agarwal – Strategic Human Resource Management, Oxford Press.
10. Prasad – Strategic Human Resource Management. MacMillan.

### 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 – III: Expatriate Training – Developing Global Managers – Negotiations.

Unit – IV: Compensation Management: International Compensation – Objectives, Components – Approaches of Compensation in Global Assignments – Culture and Compensation.

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:

1. Anne-Wil Harzing & Joris Van Ruyssseveldt (eds.), International Human Resource Management – Sage Publications, New Delhi.
2. Dowling, International HR Management, Cengage, ND
3. SPS Bedi, & M.Kishore, Global HRM, Widom, Delhi
4. Peter J.Dowling: International Human Resource Management, Excel Publications.
5. Tayeb – International HRM, Oxford University Press
6. C.S.Venkata Ratnam, Globalisation and Labour Management Relations, Sage, New Delhi.
7. PS Rao, International HRM, Himalaya, Mumbai
8. Lawrence Kleiman, Human Resource Management, Wiley India, New Delhi.

## **307: GROUP DYNAMICS & CHANGE MANAGEMENT**

Unit I: Group level behavioral – 1 (The group): Introduction, Concept of Groups, States of Group Formation and Group Process, Work Group Behavior, Factors that Affect Group Behavior, Implications of Group Process for Organizations.

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 III: Group level behavior – 3 (Leadership): Introduction, Overview of Leadership, Role of Leadership in Contemporary Business. Theories of Leadership, Contingency Theories of Leadership, New Leadership Theories.

Unit IV: Basics of Change Management: Meaning, nature and Types of Change – change programmes – change levers – change as transformation – change as turnaround – value based change.

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.
2. Gerald A. Cole, Organizational Behaviour: Theory and Practice, Cengage.
3. Cummings: "Theory of Organisation Development and Change", Cengage Learning, New Delhi, 2013.
4. Robert A Paton: Change Management, Sage Publications, New Delhi, 2011.
5. Nilanjan Sengupta: Managing Changing Organisations, PHI Learning, New Delhi, 2009.
6. Adrian Thornhill: Managing Change, Pearson Education, New Delhi, 2012.
7. Radha R Sharma: Change Management, TMH, New Delhi, 2102.

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### 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:**

1. TV Rao, Performance Management and Appraisal Systems, Sage Response Books.
2. G.K.Suri: Performance Measurement and Management, Excel Publications.
3. Michael Armstrong, Employee Reward, Universities Press (India) Ltd.
4. Cynthis D. Fisher, Lyle F. Schoenfeldt and James B.Shaw, "Human Resource Management", Biztantra, New Delhi.
5. D.K.Srivastava: Strategies for Performance Management, Excel Publications.
6. R.K. Sahu: Performance Management System, Excel Publications.
7. Chadha-Performance Management, MacMillan.
8. Kanishka Bedi – Quality Management, Oxord.

#### 404: COMPENSATION AND WELFARE MANAGEMENT

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

Unit – I : Employee Compensation – Factors Influencing Compensation Plan and Policies – Principles of Wage and Salary Administration – Wage as a Motivator – Methods of Wage Fixation – Factors Influencing Wage and Salary Determination.

Unit – II: Job Evaluation – Methods – Performance and Reward Systems – Methods of Wage Payment – Incentive Plans – Wage Differentials – Minimum Wages Act, 1948.

Unit – III : Employee Welfare – Concept, Scope and Significance – Welfare Policy and Five Year Plans – Role of Employee Welfare Agencies – State, Employers, Trade Unions and Voluntary Agencies.

Unit – IV: Employee Welfare Programmes – Statutory and Non-Statutory – Intra Moral, Extra Moral – Social Security – Social Assistance and Social Insurance.

Unit – V: Labour Welfare Administration – Plant Level, State and Central Levels – Labour Welfare Officer – Role, Status and Functions.

(Case Studies are Compulsory)

#### **Suggested Books:**

1. Barry Gerhart and Sara L. Rynes, Compensation, Sage Response Books.
2. Thomson, R and Mabey, C. Developing Human Resources, Oxford, Butterworth Heinemann.
3. Hendorson, Richard I. Compensation Management: Rewording Performance, Englewood Cliffs, Prentice Hall of India.
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:

1. Gisbert Pascal, Fundamentals of Industrial sociology, Tata McGraw Hill Publishing Co., New Delhi.

Reference Books:

1. Schneider Engno V., Industrial Sociology, McGraw Hill Publishing Co., New Delhi.

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

3. Sinha G.P. and P.R.N. Sinha, Industrial Relations and Labour Legislations, New Delhi, Oxford and IBH Publishing Co.



## 406: LABOUR LEGISLATIONS

Unit I: Welfare Legislation: Factories Act 1948, Mines Act 1952, Plantation Labour Act 1951, Contract Labour (Regulation and Abolition) Act 1970 and A.P. Shops and Establishments Act.

Unit II: Industrial Relations Legislation: Industrial Disputes Act 1947; Industrial Employment (standing orders) Act 1946 and Trade Unions Act 1926.

Unit III: Wage and Social Security Legislation: Payment of wages Act 1936 – Minimum wages Act 1948 – Payment of Bonus Act 1966 – Payment of Gratuity Act 1972 – Workmen's Compensation Act 1923- Employees State Insurance Act 1948 – Maternity Benefit Act 1961 and Employees Provident Fund and Miscellaneous Provisions Act 1952.

Unit IV: Labour Welfare: Concept, scope and philosophy, principles of labour welfare, Indian constitution on labour, Agencies of Labour welfare and their role. Impact of ILO on labour welfare in India. Labour problems – Indebtedness, Absenteeism, Alcoholism, Personal and Family Counseling.

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:

1. Govt. of India (Ministry of Labour, 1969). Report of the Commission on Labour Welfare, New Delhi, Author.
2. Govt. of India (Ministry of Labour, 1983), Report on Royal Commission on Labour in India, New Delhi: Author.
3. Malik, P.L. "Industrial Law", Eastern Book Company, Lucknow, 1977.
4. Moorthy, M.V., "Principles of Labour Welfare", Oxford University Press, New Delhi.
5. Pant. S.C. "Indian Labour Problems", Chaitanya Pub. House, Allahabad.

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## **407: HUMAN RESOURCE PLANNING**

Unit I: Human Resource Planning: Introduction, defining HRP, Activities required for HRP / Manpower planning, objectives of HRP, Manpower demand forecasting, analysis of performance, analysis of productivity, Macro and Micro Human Resource Planning. Labour Economics. Different methods of wastage analysis, Manpower planning models.

Unit II: Human Resource Planning Process, Introduction, HRP process outline, Time Scale of HRP Forecasts. Difficulties in Manpower Forecasts using Quantitative Tools, use of Qualitative models for better managerial judgement, Analysis of Manpower Supply.

Unit III: Strategic Human Resource Planning, definition and concepts, benefits of Strategic Manpower Planning, Strategies, Methods and Tools for Strategic Manpower Planning, Gap analysis, Strategic Manpower Planning System.

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 up gradation and Employment in India.

Unit V: Human Resource Information Systems, Introduction, definition and concepts, objectives of HRIS, HRIS – strategies for development, HRIS modules HRIS for HRP, and other technology enablers.

(Case Studies are Compulsory)

### **References:**

1. D. K. Bhattacharyya, Human Resource Planning, Excel Books, 2009.
2. Josiane Fahed – Sreih, Human Resource Planning for the 21<sup>st</sup> Century, intechopen, 2018.
3. M. Sudhir Reddy, Human Resource Planning, Discovery Publishing House, New Delhi, 2005.
4. J. Bramham, Human Resource Planning, Universities Press, Hyderabad, 2000.
5. Select Knowledge, Helen Sims, Select Knowledge Limited, 2005.
6. K. Aswathappa, Human Resource Management, TMH, New Delhi 2005.
7. P. Subba Rao, Human Resource Management (Text and Cases), Himalaya Publishing House, 2010.



### 303: MODERN BANKING (E-BANKING & CORPORATE BANKING)

Unit I: Introduction to Banking: Introduction to Indian Financial System – Meaning of a Bank and Customer – Bank and customer Relationship – Role of commercial banks in Economic Development – Evolution of Banking in India – origin, nationalization, reforms and Financial Inclusion in India – Financial statements of banks with special focus on Indian banks – Financial statement analysis of banks: CAMEL Approach, Key Performance indicators – Sources of Bank Funds.

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.

Unit V: Banking Innovations – Core Banking Solution – Retail Banking – Products & Services: Nature, Scope, Future and Strategies – Plastic Money – National Electronic Funds Transfer – ATM – Mobile Phone Banking – Net Banking – Banc-Assurance. Changing role of Banks as Financial Intermediaries. Customer service quality in Indian Banking Industry.

(Case Studies are Compulsory)

#### References:

1. D. Muraleedharan, Modern Banking, Theory and Practice, Phi Learning Pvt. Ltd., Copyright, New Delhi, 2014.
2. Shelagh Hefferan, Modern Banking, John Wiley & Sons, London, 2005.
3. Dr. Firdos T. Shroff, Modern Banking Technology, Northern Book Centre, New Delhi, 2007.
4. D. Muraleedharan, Modern Banking, Teheory and Practice, Prentice Hall of India Pvt. Ltd., 2009.
5. K. C. Sharma, Modern Banking in India, Deep and Deep Publications, New Delhi, 2007.
6. Peter S. Rose & Sylvia, C. Hudgins: "Bank Management & Financial Services", Tata McGraw Hill New Delhi, 2010.
7. Vasant Desai, "Banks & Institutional Management", Himalya Publishing House, 2010.

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### 304: CENTRAL BANKING

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

Unit IV: RBI and Supervision of Indian Financial System: Constituents of Indian Financial Markets and their Regulation-Evolution of Bank Regulation and supervision.

Unit V: RBI and Financial Stability: Financial Development Vs. Financial Stability, Risks to Financial Stability, Liquidity Management,Risk Management in Banks, The Basle Norms, Prudential Norms, Effect of liberalisation and Globalisation on Financial Stability.

(Case studies are compulsory).

#### **Suggested Books:**

1. Khan, M.Y. Indian Financial System, Tata McGraw Hill Publishing Company Ltd., New Delhi
2. Decock, MH, Central Banking, UBS Publisher Distributors Pvt. Ltd., New Delhi
3. Hawtrey, The Art of Central Banking, Augustus M Kelley Publishers, New York
4. Vasudevan A., Central Banking for Emerging Market Economies, Academic Foundation, New Delhi
5. Charles Albert Goodhart, Evolution of Central Banks: a natural development?,London School of Economics & Political Science, London
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 – I : Structure of Financial System – role of Financial System in Economic Development – Financial Markets and Financial Instruments – Capital Markets – Money Markets – Primary Market Operations – Role of SEBI – Secondary Market Operations – Regulation – Functions of Stock Exchanges – Listing – Formalities – Financial Services Sector Problems and Reforms.

UNIT – II : Financial Services: Concept, Nature and Scope of Financial Services – Regulatory Frame Work of Financial Services – Growth of Financial Services in India – Merchant Banking – Meaning-Types – Responsibilities of Merchant Bankers – Role of Merchant Bankers in Issue Management – Regulation of Merchant Banking in India.

UNIT – III : Venture Capital – Growth of Venture Capital in India – Financing Pattern under Venture Capital – Legal Aspects and Guidelines for Venture Capital, Leasing – types of Leases – Evaluation of Leasing Option Vs. Borrowing.

UNIT – IV : Credit Rating – Meaning, Functions – Debt Rating System of CRISIL, ICRA and CARE. Factoring, Forfeiting and Bill Discounting – Types of Factoring Arrangements – Factoring in the Indian Context;

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.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
5. Edminister R.D., Financial Institution, Markets and Management:6.
7. Punithavathy Pandian, Financial Markets and Services, Vikas, New Delhi
8. Vasanth Desai, Financial Markets & Financial Services, Himalaya, Mumbai
9. Meir Khan – Financial Institutions and Markets, Oxford Press.
10. 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 II: Elements of Portfolio Management, Portfolio Models-Markowitz Model-Efficient Frontier and Selection of Optimal Portfolio-Sharpe Single Index model and Capital Asset Pricing Model, Arbitrage Pricing Theory.

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.

Unit V: Evaluation of Performance of Mutual Funds: Fund performance, Measuring return, measuring risk, risk-adjusted return, comparing fund performance with a reference, various standardized performance systems, Limitations of performance measurement and evaluation.

(Case studies are compulsory)

#### Suggested Books:

1. Prasanna Chandra, Investment Analysis and Portfolio Management, Tata McGraw Hill Publishing Company Ltd., New Delhi.
2. Donald E. Fischer & Ronald J. Jordan, Security Analysis and Portfolio Management, Pearson Educations, New Delhi
3. Bhalla VK, Investment Management, S.Chand Publishers, New Delhi
4. Francis, Investments-Analysis & Management, Tata McGraw Hill Publishing Company Ltd., New Delhi
5. Fredman, Albert J and Wiles, Russ , How Mutual Funds Work, Prentice Hall of India Pvt. Ltd., New Delhi
6. Tripathy Nalini Prava , Mutual Funds in India-Emerging Issues, Excel Books, New Delhi
7. Gupta, Amitabh, Mutual Funds in India: A Study of Investment Management, Anmol Publications, Pvt. Limited, 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-1: 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:**

1. Agarwal, O.P., Fundamentals of Retail Banking, Himalaya Publishing House, Mumbai.
2. Jha, SM, Banking Marketing, Himalaya Publishing House, Mumbai
3. Khan, MY, Indian Financial System, ;Tata McGraw Hill Publishing Company Ltd., New Delhi
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
6. Guruswamy, S., Banking in the New Millennium, 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 Commission-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, V.A., 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
4. Bagchi, Treasury Risk Management, Jaico Publishing House, Mumbai
5. Bragg, Treasury Management-The Practitioners Guide, John Willey & Sons, New Delhi
6. Vasanth Desai, Financial Markets & Services, Himalaya Publishing House, Mumbai
7. Khan, M.Y., Indian Financial System, Tata McGraw Hill Publishing Company Ltd., New Delhi
8. Vaish, M.C., 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 I: International Banking: Global trends and developments in International banking-International Financial Centres, Offshore Banking Units, SEZs-International Financial Institutions: IMF;, IBRD, BIS, IFC, ADB-Legal and Regulatory aspects of international banking.

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
2. Chaudhuri BK & Agarwal OP, Foreign Trade & Foreign Exchange, Himalaya Publishing House, Mumbai
3. Apte PG, International Financial Management, Tata McGraw Hill Publishing Company Ltd., New Delhi
4. Rajwade AV, Foreign Exchange, International Finance & Risk Management, Academy of Business Studies, New Delhi
5. Indian Institute of Banking and Finance, International Banking, Mumbai

#### **404: RISK MANAGEMENT IN BANKS**

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, RBI 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, RBI 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



## 405: FINANCIAL DERIVATIVES

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

Unit – I : Introduction to Financial Derivatives – Meaning and Need – Growth of Financial Derivatives in India – Derivative Markets – Participants – Functions – Types of Derivatives – Forwards – Futures – Options – Swaps – The Regulatory Framework of Derivatives Trading in India.

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 Binominal 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. (Case Studies are Compulsory)

### Suggested Books:

10. Rene M Stulz, Risk Management and Derivatives, Cengage, New Delhi
11. David Thomas. W & Dubofsky Miller. Jr., Derivatives Valuation and Risk Management, Oxford University, Indian Edition.
12. N.D.Vohra & B.R.Baghi, Futures and Options, Tata McGraw-Hill Publishing Company Ltd.
13. Red Head: Financial Derivatives: An Introduction to Futures, Forward, Options” Prentice Hall of India.
14. David A. Dubofsky, Thomas W.Miller, Jr.: Derivatives: Valuation and Risk Management, Oxford University Press.
15. Sunil K.Parameswaran, “Futures Markets: Theory and Practice” Tata-McGraw-Hill Publishing Company Ltd.
16. D.C.Parwari, Financial Futures and Options, Jaico Publishing House
17. T.V.Somanathan, Derivatives, Tata McGraw-Hill Publishing Company Ltd.
18. NSE manual of Indian Futures & Options & [www.Sebi.com](http://www.Sebi.com)

## 406: SECURITY OPERATIONS & RISK MANAGEMENT

**Unit I: Introduction to Risk Management:** Concept, nature and scope of risk, Possible risk events and risk indicators. Risk Management Process: prerequisites and fundamentals misconceptions of risk. Types of risk: Product market risk and capital market risk. An integrated approach to corporate risk management and methods. Comprehensive view of Risk in Financial Institutions. Risk reporting process-internal and external.

**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:

1. Vijayakumar P. Naidu BVR, Venkateswarlu. Ch., Himalaya Publication, New Delhi.
2. Dun and Bradstreet: "Financial Risk Management", TMH, Delhi, 2011.
3. Paul Hopkins, Kogan Page: "Fundamentals of Risk Management", Institute of Risk Management, 2010.
4. Jayanth Rama Varma: "Derivatives and Risk Management", TMH, 2012.
5. Rajiv Srivastava: "Derivatives Valuation and Risk Management", Oxford University Press, 2012.
6. Jean-Philippe Bouchaud and Mark Potters: "Theory of Financial Risk and Derivative Pricing", Cambridge Press.
7. John C, Hull & Sankarshan Basu, "Options, Futures and Other Derivatives", Pearson Education.
8. Taxmann: "Theory and Practice of Treasury and Risk Management in Banks", Indian Institute of Banking and Finance, March, 2006.
9. Vivek, P.N. Asthana: "Financial Risk Management", Himalaya Publishing House, 2012.



## 407: INSURANCE PRODUCTS & MANAGEMENT

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
2. George E Rejda, Principles of Risk Management & Insurance, Pearson Education, New Delhi
3. Balachandran S., General Insurance, Insurance Institute of India, Mumbai
4. Arthur C., William Jr., Michael Smith, Peter Young, Risk Management and Insurance, Tata McGraw Hill Publishing Company, New Delhi
5. Tripathy Nalini Prava & Prabir Pal, Insurance Theory & Practice, Prentice Hall of India Pvt. Ltd., New Delhi
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:

1. Michael lacy, Barton A Weitz and Ajay Pandit, Retail management, Tata Mc Graw Hill Education Pvt. Ltd. New Delhi.
2. KVC Madaan, Fundamental of retailing, Tata Mc Graw Hill Education Pvt. Ltd. New Delhi.
3. Swapna Pradhan, Retail management, Tata Mc Graw Hill Education Pvt. Ltd. New Delhi.
4. David Gilbert, Retail Marketing Management, Pearson Education, New Delhi.
5. Chetan banaj, Rajnish Tuli and N.V. Srivaslava, Retail Management, Oxford University Press.
6. Gibson G Vedamani, Retail Management, Jaico Publishing House, New Delhi.



### 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, kollet 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:**

1. Leon G Schiffman, Leslie Lazar Kanuk and S. Ramesh Kumar: **Consumer Behaviour**, Pearson, New Delhi
2. Hawkins, Best and Coney: **Consumer Behaviour ; Building Marketing Strategy**, Tata McGraw Hill, New Delhi.
3. Michael R. Solomon: **Consumer Behaviour**, Prentice Hall of India, New Delhi
4. Jill Dyche: **The CRM hand Book**, Pearson, New Delhi

### 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:**

1. K.Rama Mohana Rao: Services Marketing, Pearson, 2 Ed. New Delhi.
2. Valeri Zeithmal, Mary Jo Binter, Dwayne D Gremler and Ajay Pandit: Services Marketing, Tata McGraw Hill, New Delhi.
3. Christopher Lovelock, Jochen Wirtz and Jayanta Chatterjee: Services Marketing: People, Technology, Strategy, Pearson, New Delhi.
4. Christian Gronroos: Services Management and Marketing, Maxwell Macmillan.
5. Harsh V. Verma, Services Marketing, Pearson, New Delhi.

## 304: STORE OPERATIONS

**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 feed back. Furniture and fittings; 'A' boards, queuing system, counters, data strips displays, etc. Customer convenience and experience management.

### **Reference Books:**

1. Sriram, B Iyer: Retail store operations, Tata Mc Graw Hill Education Pvt. Ltd, New Delhi.
2. Vishal Agarwal, Store Operations, Biztantra, Talash.com.
3. Sriram Iyer, Retail store Operations, Book Shop of India.
4. Gibson G Vedamani, Retail Management, Jaico Publishing House, New Delhi.



## 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:

1. Churchill, Gilbert A; Ford, Neil A and Walker, Orville C; *Sales Force Management*; 6<sup>th</sup>ed; McGraw Hill; 2001.
2. Johnston, Mark & Marshall, Greg, *Sales Force Management*, 10<sup>th</sup> edition, McGraw-Hill-Irwin, 2011
3. Mark W. Johnston (Author), Greg W. Marshall, *Sales Force Management: Leadership, Innovation, Technology*, 11<sup>th</sup>ed, Routledge, 2006.
4. Reddy, D.M., & Chandra, S. (December, 2011). Human Resource Management Practices in Organized Retailing: A Study of Select Retailers. *International Journal of Multidisciplinary Research*, 1(8), 523-534.



### 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.

<b>UNIT 1</b>	<b>Perspectives on Retailing</b> World of Retailing, Retail management, introduction, meaning, characteristics, emergence of organizations of retailing-Types of Retailers -Multichannel Retailing -Customer Buying Behavior
<b>UNIT 2</b>	<b>Retailing strategy and planning</b> Retail Market Strategy -Financial Strategy -Site & Locations –Human Resource Management, Information Systems and supply chain management & Logistics
<b>UNIT 3</b>	<b>Branding perspectives</b> What is brand- Branding challenges and opportunities, the brand equity concept, strategic brand management process.
<b>UNIT 4</b>	<b>Branding Strategies</b> 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
<b>UNIT 5</b>	<b>Brand Planning</b> 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.

**Reference:**

1. Strategic brand management- Kevin Keller- Pearson Education
2. RETAILING MANAGEMENT by Levy and Weitz. Tata McGraw-Hill
3. Brand management The Indian Context – Y L R Moorthi –Vikas Publication
4. Product Management by Donald R Lehmann and Russel S Winner, Irwin/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 - III** Financial Merchandise Management - The cost and retail methods of accounting, Financial inventory control.

**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:**

1. Swapna Pradhan, Retail Merchandising, Tata Mc Graw Hill Education Pvt. Ltd. New Delhi.
2. Berry Bennis and Joel Evans. Retail Management, TATA McGraw- Hill Publishing Company, New Delhi
3. Michael Lacy, Barton A. Weitz and Ajay Pandit, Retail management, Tata Mc Graw Hill Education Pvt. Ltd. New Delhi.
4. David Gilbert, Retail Management, Pearson Education.

## **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 -1** 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.

**Unit-V** Designing SC Network - Distribution network-Performance management and control. Benchmarking, Gap Analysis and Balance Score Card for Supply chain management.

#### **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
4. Mentzer, John T., Fundamentals of SCM-Twelve Drivers of Competitive Advantage, Sage
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:

1. Swati Bhalla and Anuraag S., Visual merchandising, Tata Mc Graw Hill Education pvt. Ltd, New Delhi.
2. Martin M Pegler, Visual merchandising and Display, Fashion Books. Amazon.com
3. Tony Morgan, Visual Merchandising,: Window and In-store Displays for Retail, Laurence king Publishers
4. Hearst Books, Visual Merchandising, St. Publications.



### 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-I** Introduction: The concepts of E-Commerce, E-Business and E-Marketing, Evolution of E-Commerce, E-Commerce Vs Traditional Commerce, Net work infrastructure for E-Commerce, Internet, Extranet. Prospects in India.
- Unit-II** E-Commerce applications: Consumer Applications, Organisation Applications, Procurement - Online Marketing and Advertisement, Online Interactive Retailing, E-Commerce - Business Models: B2B, B2C, C2C, B2 Government, Government to Government, E-Business, Storefronts, Infomediary.
- Unit-III** E-Marketing: Information based marketing, E-Marketing Mix - Cost, Connectivity, Convenience, Customer, interface, Speed of delivery. Internet as an advertising media. Web retailing, Characteristics of web users, Role of the web, store- based retailer, Process of website development. E-Retailing/reverse Marketing.
- Unit-IV** E-Security: E Security Issues - Hacking, Spoofing and viruses: Network Security and Transaction Security, Cryptology, Digital Signatures, Security protocols for web commerce, Cyber laws - IT Act, 2000.
- 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

1. Jeffrey F. Rayport & Bernard J. Jaworski: *Introduction to E-Commerce*, Tata Mc-Graw Hill.
2. Kalakota & Winston- *Frontier of E-commerce*, Pearson Education.
3. David Whitely: *E-commerce - strategy technologies and applications*, Tata Mc-Graw Hill.
4. Kamallesh K. Bajaj & Debjani Nag: *E-commerce - The cutting edge of business*, Tata Mc-Graw Hill.
5. Efrain Turban, Jae Lee Kavid King and H. Michael Chung: *E-commerce - A Managerial Perspective*, Pearson Publication.

## 404: MARKETING RESEARCH

Unit I: Marketing Research Dynamics – Introduction, Meaning of Research, Research Characteristics, Various Types of Research – Marketing Research and its Management, Nature and Scope of Marketing Research, Marketing Research in the 21<sup>st</sup> Century (Indian Scenario), Marketing Research: Value and Cost of Information.

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 III: Applications of Marketing Research I: Introduction, Consumer Market Research, Business-to-Business Market Research, Product Research, Pricing Research, Motivational Research, Distribution Research.

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:

1. S.L. Gupta, Marketing Research, Excel Books, New Delhi, 2007.
2. Nigel Bradley, Marketing Research: Tools and Techniques, Oxford Press, United Kingdom, 2010.
3. G.C. Beri, Marketing Research, Tata McGraw Hill Education, 5e.
4. Naresh K. Malhotra, Marketing Research: An Applied Orientation, Prentice Hall, 1996.
5. Robert J. Kaden, Leading Edge Marketing Research: 21<sup>st</sup> Century Tools and Practices, Sage Publications, New Delhi, 2012.
6. David A. Aaker, Marketing Research, Wiley-India, 2007.
7. Parasuraman, Marketing Research, Cengage Learning, USA, 2007.

## **405: INTERNATIONAL RETAILING & BENCHMARK RETAILERS**

**Objective:** To develop an understanding of the Benchmark practices and strategies in retail management internationally

### **Unit -1 International Retailing: An over view**

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. Hand out to be prepared from various websites of companies for unit



## 406: MULTI BRAND RETAILING

**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-I** Introduction to Retailing: Definition Nature and scope - evolution of retailing - types of retail-trends in retailing industry- Benefits of retailing- Retailing environment in India.

**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 :

1. Berman B. & Evans J.R, (2007), "Retail Management-Astrategic approach", Prentice Hall of India Private Limited, New Delhi, Tenth edition.
2. Sheikh A. & Fatima K,(2008), "Retail Management",Himalaya Publishing House, First edition New Delhi.
3. Suja Nair "Retail Management", Himalaya Publishing House
4. SwapnaPradhan, "Retailing Management Text& Cases", Tata McGraw Hills.
5. Agarwal, P. and Tyagi, E. (2011). Foreign Direct Investment in Indian Retail Sector-An analysis. Retrieved from <http://www.legalindia.in/foreign-direct-investment-in-indian-retail-sector-%E2%80%93-an-analysis> . [Last accessed on 28-07-2012]
6. Dutta, M.K. and Sarma, G.K. (2008). Foreign Direct Investment in India since 1991: Trends, Challenges and Prospects. IIT Guwahati.



## 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- I M C- 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:

1. M. Ashraf Rizvi and Ramneek Kapoor, Communication for Retail Professionals, Tata Mc Graw Hill Education pvt. Ltd, New Delhi.
2. William Wills, John brunet and Sandra Mariarty : Advertising Principles and practice, 5<sup>th</sup> edition, Pearson , New Delhi.
3. S.A. Chunnawala, Advertising Sales and Promotion Management, Himalaya Publishers, Mumbai.
4. Kazim SHH., & Satish K.Batra, Advertising and Sales Promotion, Excel Books