

MBA RETAIL MANAGEMENT

E) INSTRUCTIONAL DESIGN

Course Code	Title	CIA Max.	ESE Max.	TOT Max.	C
I Semester					
35311	Management – Principles and Practices	25	75	100	4
35312	Organizational Behaviour	25	75	100	4
35313	Managerial Economics	25	75	100	4
35314	Quantitative Techniques	25	75	100	4
35315	Financial and Management Accounting	25	75	100	4
Total		125	375	500	20
II Semester					
35321	Research Methods	25	75	100	4
35322	Business Environment	25	75	100	4
35323	Business Laws	25	75	100	4
35324	Management Information System	25	75	100	4
35325	Human Resource Management	25	75	100	4
Total		125	375	500	20
III Semester					
35331	Marketing Management	25	75	100	4
35332	Financial Management	25	75	100	4
35333	Principles of Retail Management	25	75	100	4
35334	Shopper Behaviour and Relations Management	25	75	100	4
35335	Retail Sales Management and Selling Skills	25	75	100	4
Total		125	375	500	20
IV Semester					
35341	Retail Logistics and Supply Chain	25	75	100	4
35342	Store and Mall Management	25	75	100	4
35343	Retail Trends	25	75	100	4
35344	Retail Technology Management	25	75	100	4
35345	Growth Management	25	75	100	4
Total		125	375	500	20
Grand Total				2000	80

35311 - MANAGEMENT PRINCIPLES AND PRACTICES

Objectives:

- To introduce the basic concepts of Management functions and principles
- To learn the scientific decision making and modern trend in the management process
- To understand the contemporary practices and issues in management

BLOCK I: BASIC CONCEPTS OF MANAGEMENT

- UNIT 1 Management: Definition – Nature, Scope and Functions – Evolution of Management – Management thought in modern trend – Patterns of the management analysis – Management Vs. Administration - Management and Society: The external Environment, Social Responsibility and Ethics.
- UNIT 2 Management Science and Theories : Contributions of FW Taylor, Henri Fayol, Elton Mayo, Roethlisberger, H.A.Simon and P.F Drucker - Universality of Management - Relevance of management to different types of organization.
- UNIT 3 Planning: Nature and Purpose – Principles and planning premises – Components of planning as Vision, Mission, Objectives, Managing By Objective (MBO) Strategies, Types and Policies -Planning and Decision Making: Planning process.
- UNIT 4 Decision making: Meanings and Types – Decision-making Process under Conditions of Certainty and Uncertainty – Rational Decision Making Strategies, Procedures, Methods, Rules, Projects and Budgets.

BLOCK II: RECRUITMENT AND SELECTION

- UNIT 5 Organizing: Nature, Importance, Principles, purpose and Scope - Organizing functions of management – Classifications of organization – Principles and theories of organization – Effective Organizing – Organizational Culture and Global Organizing.
- UNIT 6 Organizational Structure – Departmentalization – Span of control – Line and staff functions – Formal and Informal Groups in Organizations - Authority and responsibility - Centralization and decentralization – Delegation of authority – Committees – Informal organization.
- UNIT 7 Staffing: General Principles of Staffing- Importance, techniques, Staff authority and Empowerment in the organization – Selection and Recruitment - Orientation - Career Development - Career stages – Training – Performance Appraisal.
- UNIT 8 Creativity and Innovation – Motivation - Meaning – Importance – Human factors of Motivation – Motivation Theories: Maslow, Herzberg, Mc Gregor (X&Y), Ouchi (Z) ,Vroom, Porter-Lawler, McClelland and Adam – Physiological and psychological aspects of motivation .

BLOCK III: FUNCTIONS OF MANAGEMENT

- UNIT 9 Directing: Meaning, Purpose, and Scope in the organization – Leadership: Meaning, Leadership styles, Leadership theories: Trait, Contingency, Situation, Path-Goal, Tactical, Transactional, Transformational and Grid. Leaders: Type, Nature, Significance and Functions, Barriers, Politics and Ethics. Leader Vs. Manager.
- UNIT 10 Communications: Meaning – Types – Process – Communication in the decision making – Global Leading - Effective communication in the levels of management. – Uses of Communication to Planning, Organizing, coordinating and controlling.
- UNIT 11 Co-ordination: Concept; Meaning, Characteristics, Importance in the organization, Co-ordination process and principles - Techniques of Effective co-ordination in the organization - Understanding and managing the group process.

BLOCK IV: BUSINESS ETHICS WITH NEW PERSPECTIVES IN MANAGEMENT

- UNIT 12 Business ethics: Relevance of values in Management; Holistic approach for managers indecision-making; Ethical Management: Role of organizational culture in ethics – Ethics Committee in the organization.
- UNIT 13 Controlling: Objectives and Process of control Devices of control – Integrated control – Special control techniques- Contemporary - Perspectives in Device of Controls
- UNIT 14 New Perspectives in Management - Strategic alliances – Core competence – Business process reengineering – Total quality management – Six Sigma- Benchmarking- Balanced Score-card.

REFERENCES

73. Stoner, et-al, Management, Prentice Hall, 1989.
74. Koontz and O'Donnell, Management: A Systems Approach, McGraw Hill, 1990
75. **Weihrich and Koontz**, Management: A Global Perspective, McGraw Hill, 1988
76. Peter F. Drucker, Management, 2008.
77. Gene Burton and Manab Thakur, Management Today: Principles and Practice, Tata McGraw Hill.
78. Ricky W. Griffin, Management, South-Western College Publications, 2010
79. Stephen P. Robbins and Mary Coulter, Management, 9th Edition, 2006.
80. Kaplan and Norton, The Strategy-Focused Organization: How Balanced Scorecard Companies Thrive in the New Business Environment, HBP, 2000.

35312 - ORGANISATIONAL BEHAVIOUR

Objectives:

- To understand the personality traits and influence on the organization.
- To imbibe the necessary conceptual understanding of behaviour related people
- To learn the modern trends, theories and changes in organizational Behaviour.

BLOCK I: BASICS OF ORGANISATIONAL BEHAVIOUR

- UNIT 1 Organizational Behaviour: History – Meaning Elements – Evolution, Challenges and opportunities – Trends – disciplines – Approaches – Models – Management functions relevance to organizational Behaviour – Global Emergence of OB as a discipline.
- UNIT 2 Personality – Determinants, Structure, Behaviour, Assessment, Individual Behaviour: Personality & Attitudes- Development of personality – Nature and dimensions of attitude – Trait Theory – Organizational fit – Organizational Commitment
- UNIT 3 Emotions – Emotional Intelligence – Implications of Emotional Intelligence on Managers – EI as Managerial tool – EI performance in the organization – Attitudes: Definitions – Meaning – Attitude relationship with behaviour – Types – Consistency
- UNIT 4 Individual Behaviour and process of the organization: Learning, Emotions, Attitudes, Perception, Motivation, Ability, Job satisfaction, Personality, Stress and its Management – Problem solving and Decision making – Interpersonal Communication - Relevance to organizational behaviour.

BLOCK II: ORGANISATIONAL SOURCES AND MANAGEMENT

- UNIT 5 Group Behaviour: Group Dynamics - Theories of Group Formation - Formal and Informal Groups in organization and their interaction - Group norms – Group cohesiveness – Team: Importance and Objectives - Formation of teams – Team Work- Group dynamics – Issues - Their relevance to organizational behaviour.
- UNIT 6 Organizational Power: Organizational Power: Definition, Nature, Characteristics - Types of powers - Sources of Power - Effective use of power – Limitations of Power – Power centre in Organization.
- UNIT 7 Organizational Politics: Definition – Political behaviour in organization - Factors creating political behaviour – Personality and Political Behaviour - Techniques of managing politics in organization – Impact of organizational politics.
- UNIT 8 Organizational Conflict Management: Stress Management: Meaning – Types – Sources and strategies resolve conflict – Consequences – Organizational conflict: Constructive and Destructive conflicts - Conflict Process - Strategies for encouraging constructive conflict - Strategies for resolving destructive conflict.

BLOCK III: ORGANISATIONAL CLIMATE AND CULTURE

- UNIT 9 Organizational Dynamics: Organizational Dynamics – Organizational Efficiency, Effectiveness and Excellence: Meaning and Approaches – Factors affecting the organizational Climate.
- UNIT 10 Organizational Culture: Meaning, significance – Theories – Organizational Climate – Creation, Maintenance and Change of Organizational Culture – Impact of organizational culture on strategies – Issues in Organizational Culture.
- UNIT 11 Inter personal Communication: Essentials, Networks, Communication technologies – Non-Verbal communications Barriers – Strategies to overcome the barriers. Behavioral Communication in organization - Uses to Business

BLOCK IV: CHALLENGES AND ORGANISATIONAL DEVELOPMENT

- UNIT 12 Organizational Change: Meaning, Nature and Causes of organizational change Organizational Change –Importance – Stability Vs Change – Proactive Vs. Reaction change – the change process – Resistance to change – Managing change.
- UNIT 13 Organizational Behaviour responses to Global and Cultural diversity, challenges at international level, Homogeneity and heterogeneity of National cultures, Differences between countries.
- UNIT 14 Organizational Development: Meaning, Nature and scope – Features of OD – OD Interventions- Role of OD – Problems and Process of OD – process OD and Process of Intervention - Challenges to OD- Learning Organizations - Organizational effectiveness Developing Gender sensitive workplace

REFERENCES

64. Fred Luthans, Organizational Behaviour, McGraw-Hill/Irwin, 2006.
65. Stephen P. Robbins, Organizational Behaviour, Prentice Hall; 2010
66. Keith Davis, Organizational Behavior: Human Behavior at Work, McGraw Hill, 2010
67. Griffin and Moorhead, Organizational Behavior: Managing People and Organizations, 2006.
68. Judith R. Gordon, Organizational Behavior: A Diagnostic, Prentice Hall, 2001.
69. K. Aswathappa, Organizational Behaviour, Himalaya Publishing, Mumbai, 2010
70. Judith R. Gordon, A Diagnostic Approach to Organizational Behaviour, Allyn & Bacon, 1993.

35313 - MANAGERIAL ECONOMICS

Objectives:

- To understand the economic principles and its applications in business
- To develop economics based analytic skills for business
- To make the learners to strong in economical approach

BLOCK I: BASICS OF MANGERIAL ECONOMICS

- UNIT 1 Economics: Introduction – Meaning, nature and scope of Managerial Economics – General Foundations of managerial Economics – Economic Approach – Working of Economic system - Circular flow activities - Economics & Business Decisions - Relationship between Economic theory and Managerial Economics.
- UNIT 2 Business Decisions: Role of managerial Economics in Decision making – Decision making under Risk and Uncertainty - Concepts of Opportunity cost, - Production possibility curve – Incremental Concepts - Cardinal and Ordinal approaches to consumer Behaviour Time Value of Money –
- UNIT 3 Consumer Behaviour: Marginalism – Equilibrium and Equi-marginalism and their role in business decision making. – Equi-Marginal principles – Utility analysis – Total and Marginal Utility – Law of diminishing marginal utility – Marshallian approach and Indifference curve analysis.
- UNIT 4 Demand analysis: Meaning, Functions - Determinants of demand-Law of Demand – Demand Estimation and Forecasting - Applications of demand in analysis - Elasticity of Demand: Types, Measures and Role in Business Decisions.

BLOCK II: DEMAND AND SUPPLY MANGEMENT

- UNIT 5 Supply Analysis: Determinants of supply- Elasticity of Supply- Measures and Significance - Derivations of market demand – Demand Estimation and Forecasting- Demand and Supply equilibrium – Giffen Paradox
- UNIT 6 Production Functions: Managerial uses of production function - Cobb-Douglas and other production functions - Isoquants – Short run and long run production function – Theory of production – Empirical estimations of production functions.
- UNIT 7 Forms of Markets: Meaning and Characteristics - Market Equilibrium: Practical Importance, Market Equilibrium and Changes in Market Equilibrium. Pricing Functions: Market Structures - Pricing and output decisions under different competitive conditions: Monopoly Monopolistic completion and Oligopoly
- UNIT 8 Strategic Behaviour of the firms and Game Theory - Nash Equilibrium: Implications – Prisoner's Dilemma: Types of strategy – Price and Non price competition – Relation to the firm behaviour.

BLOCK III: COST AND BREAK FROM POINTS

- UNIT 9 Cost and Return: Cost function and cost output relationship – Economics and Diseconomies of scale - Cost control and cost reduction- Cost Behaviour and Business Decision- Relevant costs for decision-making- Traditional and Modern theory of Cost.
- UNIT 10 New Product Penetrative Decision and Skimming the cream Pricing- Government control over pricing - Concept of Profit- Types and Theories of Profit by Knight (Uncertainty), Schumpeter (Innovation), Clark (Dynamic) and Hawley (Risk) - Profit maximization – Cost volume profit analysis – Risk and Return Relationship.
- UNIT 11 Profit and Investment Analysis: Meaning – Measurement of profit – Theories of Pricing- Profit planning and forecasting- Profit and Wealth maximization – Cost volume profit analysis – Investment analysis and Evaluation: IRR, NPV and APV techniques.

BLOCK IV: MACRO ECONOMICS AND REGULATIONS

- UNIT 12 Macro-economic Factors: Nature, Importance ; Economic Growth and Development - Business cycle – Phases and Business Decision- Inflation - Factors causing Inflation and Deflation - Control measures – Balance of payment Trend and its implications in managerial decision.
- UNIT 13 National Income: Introduction Meaning – Theories – Methods of Measurement - Sectoral and Population distributions – Per capita Income: Definition – Calculations – Uses – Limitations – GDP – GNP - Recent developments in Indian Economy.
- UNIT 14 Economic Regulations of Business: Introduction – Antitrust theory and Regulations – The structure – Conduct – Performance paradigm – Concentration: Overview – Measuring concentration – Regulation of Externalities.

REFERENCES

102. Dominick Salvatore, Managerial Economics in a Global Economy, Oxford University Press, 2011.
103. Ivan Png and Dale Lehman, Managerial Economics, Wiley-Blackwell, 2007.
104. Truett Lila J., Truett, Dale B. and Truett J. Lila (2006), Managerial Economics: Analysis Problems, Cases, 8th Edition, John Wiley & Sons.
105. Atmanand (2008), Managerial Economics, 2nd Edition, Excel Books.

106. Christopher R Thomas & S Charles Maurice (2008), Managerial Economics, 9th edition, McGraw Hill Co.
107. Petersen, H. C., Cris, L W and Jain, S.K. (2008), Managerial Economics, 1st edition Pearson
108. Gupta G S, Managerial Economics, Tata McGraw-Hill.
109. Varshney and Maheswari, Managerial Economics, Sultan Chand and Sons.
110. Mehta P L, Managerial Economics, Sultan Chand and Sons.
111. Joel Dean, Managerial Economics, Prentice-Hal

35314 - QUANTITATIVE TECHNIQUES

Objectives:

- To help develop analytical skills based on problem solving approach
- To learn quadrature problems solving of business issues.
- To acquire the knowledge in statistics and their use in business decision making.

BLOCK I: BASICS OF QUANTITATIVE TECHNIQUES

- UNIT 1 Basic Quantitative Concepts: Place of quantitative analysis in the practice of management – Problem definition: Models and their development. Variables notion of Mathematical models – concept of trade off – Notion of constants – concept of Interest.
- UNIT 2 Basic Concept of differentiation – integration – Optimization concepts – use of differentiation for optimization of business problem Optimization Statistics: Meaning and Applications of Statistics in business decision making and research - Collection, Tabulation and presentation of data - Measures of central tendency: Mean, Median and Mode. Measures of dispersion
- UNIT 3 Variables and function: Linear and Non-linear –Graphical representation of functions and their applications in cost and revenue behavior. Slope and its relevance –Use of functional relationships to understand elasticity of demands, Relationship between costs and level of activity, Decisions on Minimizing Costs and Maximizing output/profits.
- UNIT 4 Linear Programming: Introduction to the linear programming – Concepts of optimization- Formulation of different types of linear programming –Standard form of LP problems - Importance and practical implementation in Industry

BLOCK II: LINEAR PROGRAMMING PROBLEMS

- UNIT 5 Simple regression and Correlation analysis: Introduction, Correlation, Correlation analysis, linear regression analysis and Co-efficient. Duality and sensitivity analysis for decision-making- Solving LP using graphical and simplex method (only simple problems) – Interpreting the solution for decision-making
- UNIT 6 Special Algorithms of LPP: Transportation Algorithm - Balanced and Unbalanced Problem Formulation and solving methods: North West Corner, Vogel's Approximation-MODI method- Assignment and Travelling Executive Algorithms
- UNIT 7 Theory of Probability: Introduction to the Concept – Development of probability – Areas and Utilisation of probability theories in the Business – Sample space – terminology – Types of probability.
- UNIT 8 Theoretical Probability Distributions: Introduction - Concept of events – Probability of events – Joint, conditional and marginal probabilities Probability

distributions: Binomial, Poisson and Normal – Features and Applications – Use of Normal Tables.

BLOCK III: OPERATIONAL RESEARCH AND SIMULATION TECHNIQUES

UNIT 9 Operational research for Decision Making: Historical background and Developments – Definition – Phases in the use of Operations research – Models – Characteristics of quantitative methods - Benefits and Limitations of Quantitative methods.

UNIT 10 Sequencing /Scheduling Methods : Concepts – terminology – Notations – Assumption for scheduling models – Job sequencing priorities – Processing the job and Mass production system.

UNIT 11 Simulation Techniques: Introduction to simulation as an aid to decision-making- Advantages and Disadvantages of Simulation – Applications of simulations models – Types: Inventory, Cash, and Project – Random Numbers.

BLOCK IV: QUERY AND DECISION TREE ANALYSIS

UNIT 12 Queuing Theory: Introduction – Definition – Queue priorities Product launching problems using Monte Carlo simulation- Queuing Theory: M/M/1 queuing model and applications.

UNIT 13 Decision Analysis: Concepts – Definition – Decision Tables Pay-off and Loss tables – Expected value of pay-off – Expected value of Perfect Formation – decision making process

UNIT 14 Decision Tree Analysis: Decision making environments – Concept of Posterior probabilities Decision Tree approach to choose optimal course of action Criteria for decision – Mini-max, Maxi-max, Minimizing Maximal Regret and their applications.

REFERENCES

101. David R. Anderson, et al, An Introduction to Management Science: Quantitative Approaches to Decision Making, Cengage Learning, 2008.
102. Lucey, Quantitative Techniques Cengage Learning Business Press, 2002
103. Sharma, Operations Research: Theory and Applications.
104. Richard I Levin, & C. Atkinson Kirkpatrick, Quantitative Approaches to Management, McGraw-Hill.
105. K. Gupta and D.S. Hira, Operations Research.
106. Srivastava, Shenoy and Sharma, Quantitative Techniques for Managerial Decision-making, New Age International, 2006.
107. N.D. Vohra, Quantitative Techniques in Management, Tata McGraw-Hill Education.
108. V.K. Kapoor, Operations Research.
109. Dharani Venkatakrishnan, Operations Research: Principles and Problems.
110. Hamdy A. Taha, Operations Research: An Introduction, Prentice Hall, 2002.

35315- FINANCIAL AND MANAGEMENT ACCOUNTING

Objectives:

- To enable the students to learn basic accounting principles, concepts.
- To practice Financial and Management accounting applications
- To make the learners familiarize in managerial decision making.

BLOCK I: BASICS OF FINANCIAL AND MANAGEMENT ACCOUNTING

- UNIT 1 Accounting: Definition – Accounting for historical function and managerial function - Types of Accounting- Management, Management and Cost accounting – Scope for Accounting-Managerial Uses of Management accounting and Financial Accounting.
- UNIT 2 Accounting Concepts and Conventions – Accounting standards - Financial Accounting Definitions – Principles – Accounting standards - Double entry system of accounting: Accounting books – Preparation of journal and ledger, subsidiary books.
- UNIT 3 Preparation of Trial Balance – Errors and rectification – Classifications of capital and Revenue – Fixed Assets and Depreciation accounting – Preparation of Manufacturing accounting- Preparation of Final Accounts - Accounting from incomplete records – Statements of affairs methods
- UNIT 4 Conversion methods – Preparation of Trading, Profit & Loss Account and Balance Sheet from incomplete records – Depreciation methods - Straight line method, Written down value method, Sinking fund method.

BLOCK II: FINANCIAL RATIO ANALYSIS

- UNIT 5 Financial Statement Analysis - Objectives - Reorganizing the Financial Statement information -Techniques of Financial Statement Analysis: Comparative Statements, Common – Size statement, Trend Percentage -
- UNIT 6 Management Statement Analysis: Management statements – Nature of management statements – Limitations of management statements – Analysis of interpretation -Types of analysis- Tools of analysis: Trend analysis, Common size statements and Comparative statements;
- UNIT 7 Accounting Ratios: Construction of balance sheet using ratios (problems) – Financial ratios – Types: Profitability ratios – Turnover ratios – Liquidity ratios – Proprietary ratios – Market earnings ratios- Uses and limitations of ratios - Dupont analysis.

- UNIT 8 Fund Flow Analysis: Need and meaning – Preparation of schedule of changes in working capital and the fund flow statement – Workings for Computation of various sources and uses - Preparation of Fund Flow Statement

BLOCK III: CASH FLOW ANALYSIS

- UNIT 9 Cash flow Analysis: Meaning and importance Managerial uses of cash flow statement – Differences between fund flow and cash flow analysis - Uses and limitation of fund flow statement- Preparation of cash flow statement
- UNIT 10 Cost Accounting: Cost Accounting - Meaning - Distinction between Financial Accounting and Cost Accounting - Cost Terminology: Cost, Cost Centre, Cost Unit - Elements of Cost - Cost Sheet – Problems - Overhead Cost Allocations: Over and under Absorption. Job and Contract Costing,
- UNIT 11 Operating Costing: Material Cost Accounting, Perpetual Inventory Control, Inventory Valuation, EOQ, ABC Analysis, Setting of Reorder Level, Maximum Level, Minimum Level, Labour Cost Accounting, Remuneration and Incentive Schemes- Reconciliation of Financial and Cost Accounting

BLOCK IV: COSTING AND CAPITAL BUDGETING

- UNIT 12 Marginal Costing: Definition – Difference between marginal costing and absorption costing – Break- even point Analysis - Contribution, p/v Ratio, margin of safety - Decision making under marginal costing system-key factor analysis, make or buy decisions, export decision, sales mix decision-Problems
- UNIT 13 Budgeting and Budgetary Control: Concept and Need for Budgeting- Classification of budgets – Preparation of Sales, Production, Material, Purchase and Cash Budgets –Budgetary control system – Mechanism – Master budget.
- UNIT 14 Capital Budgeting System: Importance – Methods of capital expenditure appraisal – Payback period method – ARR method – DCF methods – NPV and IRR methods – Their rationale – Capital rationing.

REFERENCES

90. Arulanandam & K.S. Raman, Advanced Accounting, Himalaya Publishing House.
91. Gupta & Radhasamy, Advanced Accounting, Sultan Chand & Sons.
92. Shukla & T.S. Grewal, Advanced Accounting, S.Chand & Company.
93. Jain & Narang, Advanced Cost Accounting, Kalyani. Publications.
94. Ravi M. Kishore, Cost Management, Taxman Publications

95. S.N. Maheswari, Management Accounting & Management Accounting, Vikas Publishers.
96. Manmohan & Goyal, Principles of Management Accounting, Shakithabhavan Publication.
97. N. K. Prasad, Advanced Cost Accounting, Book Syndicate Pvt. Ltd., Calcutta.
98. Andrew A Haried, Advanced Accounting, Atlantic Publishers.
99. Hoyle, Advanced Accounting, McGraw Hill.

35321 - RESEARCH METHODS

Objectives:

- To Understand the basic principles of research and design
- To practice the research process, tools and techniques
- To facilitate managerial decision making

BLOCK I: FUNDAMENTALS OF RESEARCH

- UNIT 1 Research Bases: Definition and applications of business research; Types of research –descriptive, exploratory, correlational, explanatory, quantitative, qualitative; Steps in the research process; establishing operational definitions
- UNIT 2 Research scope - Recent advancements in research. Distinction between Pure & Applied, Historical & Futuristic, Analytical & Synthetic, Descriptive & Prescriptive, Survey & Experimental and Case & Generic Researches
- UNIT 3 Planning of Research: Research problem – Identification, selection and formulation of research problem – Review of literature in the field of business - Identifying objectives of the research.
- UNIT 4 Economic management: Use in identifying Research Gaps and Techniques – Hypothesis – Meaning – Sources and Types of Hypothesis – Hypothesis Formulation for testing – Research design – Factors affecting research design – Evaluation of research design

BLOCK II: SAMPLING AND ITS TYPES

- UNIT 5 Variables construction for Hypothesis: Identifying variables - Constructing hypotheses – functions, characteristics, types of hypotheses - Significance of research in social sciences – Induction and deduction.
- UNIT 6 Sampling Design: Census method and sampling method for investigation – Principle of sampling – Essentials of a good sampling – sampling frame; Methods of sampling: Probability, non-probability, mixed sampling designs;
- UNIT 7 Construction of sampling for Finite and Infinite populations – Sample size determination– Calculations - Factors affecting the size of the sample – Biased sample – Sampling and non-sampling errors.
- UNIT 8 Sources and Collection of Data: Sources of data – Primary and secondary data – Modes of data collection – Observation: Types and Techniques –Interview: Types and conduct – Preparation for an interview – Effective interview techniques – Limitations of interview

BLOCK III: TOOLS OF DATA COLLECTION

- UNIT 9 Schedule: Meaning and kinds – Essentials of a good schedule – Procedure for the formulation of a schedule – Questionnaire: Meaning and types – Format of a good questionnaire– Schedules Vs. Questionnaires
- UNIT 10 Scaling techniques: Meaning, Importance, Types of measurement scales – Nominal, Ordinal, Interval, Ratio; Methods of their construction of Questionnaires or Schedules – Pre-testing of Data Collection Tools- Validity and Reliability – Methods.
- UNIT 11 Processing and Analysis of Data: Meaning – Importance – Process of data analysis – Editing – Coding – Tabulation – Diagrams – Univariate, Bivariate and Multi-variant analysis

BLOCK IV: HYPOTHESIS AND REPORT WRITING

- UNIT 12 Test of Significance: Fundamentals on Test Procedure- Testing for significance of Mean/Proportion and difference between Means/Proportions- F Test for Means and Chi-square test Contingency Table - Parametric Test: T test, F Test and Z test
- UNIT 13 Non-parametric Test: Concept and Types: Mann Whitney Test- Test, Kruskal Wallis, sign test. Multivariate analysis-factor, cluster, MDS, Discriminant analysis - The process of interpretation of Test Results– Guidelines for making valid interpretation
- UNIT 14 Report Writing : Role and types of reports – Contents of research report – Steps involved in drafting reports – Principles of good report writing – Grammatical Quality – Language flow- Data Support- Diagrammatic Elucidation- References and Annotations – Clarity and Brevity of expressions- Features of a good Report- Criteria for evaluating research reports/ research findings.

REFERENCES

1. John W Best & James V. Kahn Research in Education, Allyn and Bacon, 2009
2. Anderson et-al, Thesis and Assignment Writing, Wiley, New Delhi, 1989.
3. William Josiah Goode and Paul K. Hatt, Methods of Social Research, McGraw Hill, 1981.
4. Wilkinson and Bhandarkar, Methods and Techniques of Social Research, 2003, HPH.
5. Earl R. BabbieRobert, ThePractice of Social Research, Cengage Learning, 2010.
6. B. Burns & A. Burns, Business Research Methods and Statistics Using SPSS, Sage Publications, 2008.
7. Krishnaswami and Ranganatham, Research Methodology in social Sciences, HPH, Mumbai
8. Bryman & Bell: Business Research Methods, OUP.
9. Pauline V Young, Scientific Social Surveys and Research, Prentice-Hall, (Digitalized) 2007.
10. C.R.Kothari, Research Methodology: Methods and Techniques, 2009

35322 - BUSINESS ENVIRONMENT

Objectives:

- To understand the concepts and constituents of Business environment
- To know the environmental issues in the business context
- To analyze the changes in the global environmental relating to business

BLOCK I: BASICS OF BUSINESS ENVIRONMENT

- UNIT 1 Business Environment: Introduction: Concepts – Significance - Dynamic factors of environment – Importance of scanning the environment – Macro and Micro Environment – Micro and Macro Economics to the business – Constituents of Business environment
- UNIT 2 Fundamental issues captured in PESTLE– Political, Economic, Socio-cultural, Technological, Legal and Ecological environment- Opportunities and Threats as environmental issues to address by Businesses.
- UNIT 3 Political Environment: Government and Business – Political Systems, Political Stability and Political Maturity as conditions of business growth - Role of Government in Business: Entrepreneurial, Catalytic, Competitive, Supportive, Regulative and Control functions
- UNIT 4 Government and Economic planning: Industrial policies and promotion schemes – Government policy and SSI – Interface between Government and public sector - Guidelines to the Industries – Industrial Development strategies; salient features, Role of public and private sectors, Comparative cost dynamics.

BLOCK II: ECONOMIC AND INTERNAL ENVIRONMENT

- UNIT 5 Economic Environment: Phase of Economic Development and its impact- GDP Trend and distribution and Business Opportunities – capacity utilisation – Regional disparities and evaluation - Global Trade and investment environment.
- UNIT 6 Financial System and Business capital: Monetary and Fiscal policies - Financial Market structure – Money and Capital markets – Stock Exchanges and Its regulations – Industrial Finance - Types, Risk - Cost-Role of Banks; Industrial Financial Institutions - Role of Management Institutions
- UNIT 7 Role of Central Bank- Fiscal System: Government Budget and Taxation Measures- Fiscal Deficits and Inflation- FDI and collaboration –Foreign Capital tapping by businesses- Export-Import policy – Foreign Exchange and Business Development.
- UNIT 8 Labour Environment: Labour Legislation – Labour and social securities – Industrial Relations – Trade Unions – Workers participation in management – Exit Policy – Quality Circles.

BLOCK III: SOCIAL AND TECHNOLOGICAL ENVIRONMENT

- UNIT 9 Social and Technological Environment: Societal Structure and Features- Entrepreneurial Society and its implications for business – Social and cultural factors and their implications for business- Technology Development Phase in the Economy as conditioner of Business Opportunities
- UNIT 10 Technology Environment: Technology Policy- Technology Trade and transfer- Technology Trends in India- Role of Information Technology – Clean Technology. – Time lag in technology – Appropriate technology and Technology adoption- Impact of technology on globalization.
- UNIT 11 Legal and Ecological Environment: Legal Environment as the all-enveloping factor from inception, location, incorporation, conduct, expansion and closure of businesses – IDRA and Industrial licensing – Public, Private, Joint and Cooperative Sectors.

BLOCK IV: NEW ECONOMIC POLICY AND LEGAL ENVIRONMENT

- UNIT 12 Legal Aspects of Entering Primary and Secondary Capital Markets- Law on Patents- Law on Consumer Protection- Law on Environmental Protection- Need for Clean energy and Reduction of Carbon footprint.
- UNIT 13 New Economic Policy Environment in India: Liberalization, Privatization and Globalization (LPG): Efficiency Drive through Competition- Facets of Liberalization and impact on business growth
- UNIT 14 Aspects of Privatization and impact on business development– Globalization and Enhanced Opportunities and Threats – Extended competition in Input and Output Markets Role of WTO, IMF and World Bank in global economic development.

REFERENCES

71. Brooks, Weatherston, Wilkinson, International Business Environment, Pearson, 2010.
72. Steiner & Steiner, Business, Government and Society: A Managerial Perspective, McGraw-Hill, 2008.
73. Mohinder Kumar Sharma, Business Environment in India, South Asia Books.
74. Adhikary M, Economic Environment of Business, Sultan Chand & Sons.
75. Amarchand D, Government and Business, TMH.
76. Francis Cherunilam, Business Environment and Development, Himalaya Publishing House, 2008.
77. Maheswari & Gupta, Government, Business and Society.

35323 - BUSINESS LAWS

Objectives:

- To understand the legal structure and provision for running a business
- To learn various acts, enactments and amendments of mercantile law
- To know the various aspects of Business law for legal process.

BLOCK I: BASICS OF BUSINESS LAW

- UNIT 1 Indian Contract Act 1872: Contract – Meaning – Essential elements – Nature and formation of contract: Nature, elements, Classifications of Contracts on the basis of Validity, Formation and Performance– offer and acceptance
- UNIT 2 Offer and Acceptance: Introduction – Proposal – acceptance – Communications of offer, Acceptance and Revocations – Offer and acceptance by Post.
- UNIT 3 Consideration: Definitions, Types of consideration – essentials of Consideration – Privity of Contracts: Exceptions – Capacity: Consent – Legality of object – Quasi contract Discharge of contract - Remedies for breach of contract – Quasi contracts.
- UNIT 4 Special Contracts: Contract of Indemnity and Guarantee – Bailment and Pledge – Law of Agency-Definition – Rights of Surety -Discharge of Surety – Bailment and Pledge: Introduction, Classifications, Duties and Rights of Bailer and Bailee – termination of Bailment -

BLOCK II: PARTNERSHIP AND COMPANY ACT

- UNIT 5 Formation of contract under Sale of Goods Act, 1930: Contract of sale - Conditions and Warranties - Transfer of property - Performance of the contract: Essentials of valid tender performance, Performance reciprocal promise- Rights of an unpaid seller.
- UNIT 6 Laws on Carriage of Goods: Duties, Rights and Liabilities of Common Carriers under: (i) The Carriers Act, 1865. (ii) The Railways Act, 1989, (iii) The Carriage of Goods by Sea Act, 1925, (iv) The Carriage by Air Act, 1972 and (v) The Carriage By Road Act, 2007
- UNIT 7 Negotiable Instruments Act, 1881: Negotiable Instruments: Features – Types- Parties – Material alteration – Parties to negotiable instruments – Presentations of negotiable instrument.
- UNIT 8 Insurance: Definition and sources of Law – Judicial set up in India — Insurance as a contract -History of Insurance Legislation in India - Legal principles - Fundamental Principles of Life Insurance Fire Insurance and Marine Insurance.

BLOCK III: IPR AND IT

- UNIT 9 Indian Partnership Act, 1932: Meaning and test of partnership – registration of firms Life Insurance Corporation Act 1956 – General Insurance Business Nationalization Act 1973.
- UNIT 10 Partners Relations: Introduction – Eligibility to be a partner – Registration of change in partner – Limited Liabilities of partnership - Dissolution of firms - Characteristics – Kinds – Incorporation of Companies – Memorandum of Association – Articles of Association
- UNIT 11 Companies Act 1956: Nature and kinds of companies – Prospectus – Disclosure Needs - Management and Administration – Director – Appointment, Powers and Duties

BLOCK IV: MSME

- UNIT 12 Formation of a Company : Introduction – process - Minutes and Resolutions – E-Filing of documents under Ministry of Corporate Affairs (MCA) 21- Management of companies –Meetings- Types- Requirements -AGM and EGM – Board Meeting
- UNIT 13 Law of Information Technology: Introduction – Rationale behind IT act 2000 – Information technology Act 2000: Scheme of the IT Act 2000: Digital signature: attribution; Acknowledgement and dispatch of Electronics Record – Regulation certifying authorities.
- UNIT 14 Protection of minority interest: Introduction - Methods of Winding-up - The Right to Information Act, 2005 Right to know, Salient features of the Act, obligation of public Authority, Designation of Public Information officer, Request for obtaining information,

REFERENCES

61. M.S.Pandit and ShobhaPandit, Business Law, Himalaya Publishing House, Mumbai, 2010.
62. Pathak, Legal Aspects of Business, TMH, 2009.
63. N.D. Kapoor, Mercantile Law, Sultan Chand & Sons, New Delhi.
64. M.C. Shukla, Mercantile Law, S. Chand & Co., New Delhi.
65. Relevant Bare Acts.
66. Balachandran and Thothadri, business Law, TMH, 2010

35324 - MANAGEMENT INFORMATION SYSTEM

Objectives:

- To learn the principles of Management Information System for organizations
- To understand the uses , function of application MIS in organization
- To analyze the scope of MIS for business organizations

BLOCK I: BASICS OF MANAGEMENT INFORMATION SYSTEM

- UNIT 1 Foundations of Information System: Information system: Meaning, Role – System concepts – Organization as a system – Components of Information system – Various activities of IS and Types of IS
- UNIT 2 Information System: Concepts of Information System and Management information systems design and development-Implementation testing and conversion- Evolution and element of MIS
- UNIT 3 MIS : Definition – Characteristics and basic requirements of MIS – Structure of MIS- Approaches to MIS development- Computerized MIS- Pre-requisites of an effective MIS- Limitations of MIS.
- UNIT 4 MIS and Decision support System (DSS): MIS Vs. data processing – MIS and decision support system – MIS and information resource management – DSS and AI – Overview of AI - DSS models and software.

BLOCK II: COMMUNICATION USAGE OF MIS

- UNIT 5 MIS and Operations Research- Executive information and Decision support systems – Artificial intelligence and expert system – Merits and De Merits – Pitfalls in MIS.
- UNIT 6 MIS in Indian organizations – Recent developments in information technology - Installation of Management Information & Control System in Indian organization
- UNIT 7 Computers and Communication: Information technology and Global integration –On-line information services – Electronic bulletin board systems – The internet, electronic mail, interactive video
- UNIT 8 Communication Channels: Advantages disadvantages – Communication networks – Local area networks – Wide area networks – Video conferencing- Relevance to MIS- Usage in Business process.

BLOCK III: MIS FUNCTIONS AND FEATURES

- UNIT 9 Functional Information systems: MIS for Research Production - MIS for Marketing - MIS for Personnel - MIS for Finance - MIS for Inventory- MIS for Logistics- MIS for Product Development- MIS for Market Development.
- UNIT 10 Client/ Server Computing: Communication servers – Digital networks – Electronic data interchange and its applications - Enterprise resource planning systems (ERP Systems) – Inter-organizational information systems – Value added networks – Networking.
- UNIT 11 Electronic Commerce and Internet: E-Commerce bases – E-Commerce and Internet – M-Commerce- Electronic Data Inter-change (EDI) - Applications of internet and website management - Types of Social Media - uses of social media in business organization

BLOCK IV: COMPUTER SYSTEMS AND ETHICAL CHALLENGES OF MIS

- UNIT 12 Computer System and Resources: Computers systems: Types and Types of computer system processing - Secondary storage media and devices – Input and output devices – Hardware standards – Other acquisition issues.
- UNIT 13 Managing Information Technology: Managing Information Resources and technologies – IS architecture and management - Centralized, Decentralized and Distributed - EDI, Supply chain management & Global Information technology Management.
- UNIT 14 Security and Ethical Challenges: IS controls - facility control and procedural control - Risks to online operations - Denial of service, spoofing - Ethics for IS professional - Societal challenges of Information technology

REFERENCES

91. James O'Brien & George Marakas, Management Information Systems, McGraw Hill, 2011.
92. Kenneth Laudon & Jane Laudon, Essentials of MIS, Prentice Hall, 2010.
93. Lisa Miller, MIS Cases: Decision Making with Application Software, Prentice Hall, 2008.
94. David M. Kroenke, Experiencing MIS, Prentice Hall, 2011.
95. Kenneth C. Laudon, MIS: Managing the Digital Firm, Prentice Hall, 2005.
96. Sadogopan S, Management Information Systems, 2001PHI.
97. Murdie and Ross, Management Information Systems, Prentice Hall.
98. Henri C. Lucas, Information Systems Concepts for Management, McGraw Hill, 1994.
99. Stephen Haag, Management Information Systems, 2008.

35325 - HUMAN RESOURCE MANAGEMENT

Objective:

- To understand the concepts and methods and techniques of Human Resource Management
- To know the Human resource management theories and real time practices
- To identify the contemporary issues in human resource management

BLOCK I: BASICS OF HUMAN RESOURCE MANAGEMENT

- UNIT 1: Introduction to Human Resource Management: Concept, Definition, Objectives, Nature and Scope of HRM - Functions of HRM – Evolution of human resource management - Role and structure of Human Resource Function in organizations- Challenges in Human Resource Management
- UNIT 2 Human Resource Management Approaches: Phases of human resource Management- The importance of the human factor – Competitive challenges of HRM – HRM Models – Roles and responsibilities of HR department.
- UNIT 3 Human Resource Planning: Personnel Policy - Characteristics - Role of human resource manager – Human resource policies – Need, Scope and Process – Job analysis – Job description – Job specification- Succession Planning.
- UNIT 4 Recruitment and Selection Process: Employment planning and forecasting Sources of recruitment- internal Vs. External; Domestic Vs. Global sources- Selection process Building employee commitment : Promotion from within - Sources, Developing and Using application forms – IT and recruiting on the internet.

BLOCK II: RECRUITMENT & SELECTION

- UNIT 5 Employee Testing & selection : Selection process, basic testing concepts, types of test, work samples & simulation, selection techniques, interview, common interviewing mistakes, Designing & conducting the effective interview, small business applications, computer aided interview.
- UNIT 6 Training and Development: Orientation & Training: Orienting the employees, the training process, need analysis, Training techniques, special purpose training, Training via the internet. - Need Assessment - Training methods for Operatives and Supervisors
- UNIT 7 Executive Development: Need and Programs - Computer applications in human resource management – Human resource accounting and audit. On-the - job and off-the-job Development techniques using HR to build a responsive organization

- UNIT 8 Employee Compensation : Wages and Salary Administration – Bonus – Incentives – Fringe Benefits –Flexi systems - and Employee Benefits, Health and Social Security Measures,

BLOCK III: EMPLOYEES APPRAISALS

- UNIT 9 Employee Retention: Need and Problems of Employees – various retention methods– Implication of job change. The control process – Importance – Methods – Employment retention strategies for production and services industry
- UNIT 10 Appraising and Improving Performance: Performance Appraisal Programs, Processes and Methods, Job Evaluation, Managing Compensation, Incentives Performance appraisal: Methods - Problem and solutions - MBO approach - The appraisal interviews - Performance appraisal in practice.
- UNIT 11 Managing careers: Career planning and development - Managing promotions and transfers - Sweat Equity- Job evaluation systems – Promotion – Demotions – Transfers- Labour Attrition: Causes and Consequences

BLOCK IV: APPRAISAL AND TRAIL UNION

- UNIT 12 Employee Welfare, Separation: Welfare and safety – Accident prevention – Employee Grievances and their Redressal – Industrial Relations - Statutory benefits - non-statutory (voluntary) benefits – Insurance benefits - retirement benefits and other welfare measures to build employee commitment
- UNIT 13 Industrial relations and collective bargaining: Trade unions – Collective bargaining - future of trade unionism - Discipline administration - grievances handling - managing dismissals and workers Participation in Management- Separation: Need and Methods.
- UNIT 14 Human Resource Information System- Personnel Records/ Reports- e-Record on Employees – Personnel research and personnel audit – Objectives – Scope and importance.

REFERENCES

99. Mathis and Jackson, Human Resource Management, South-Western College, 2004.
100. Nkomo, Fottler and McAfee, Human Resource Management, South-Western College, 2007.
101. R. Wayne Mondy, Human Resource Management, Prentice Hall, 2011.
102. Venkataraman & Srivastava, Personnel Management & Human Resources
103. Arun Monappa, Industrial Relations
104. Yodder & Standohar, Personnel Management & Industrial Relations
105. Edwin B. Flippo, Personnel Management, McGraw-Hill, 1984
106. Pigors and Myers, Personnel Administration
107. R.S. Dwivedi, Manpower Management
108. Lynton & Pareek, Training and Development, Vistaar Publications, 1990.

35331 - MARKETING MANAGEMENT

Objectives:

- To help the learners understand markets, consumers and marketing principles.
- To understand the buyer behaviour and influencing factors
- To learn marketing plan, pricing, promotion and distribution in global context

BLOCK I: BASICS OF MARKETING MANAGEMENT

- UNIT 1 Introduction to Marketing: Meaning and Scope of Marketing; Marketing Philosophies; Marketing Management Process-an overview; Modern Marketing Concept: Social marketing concept – Approaches to the study of marketing.
- UNIT 2 Marketing segmentation: Meaning – Bases for segmentation, benefits – Systems approach - Four Ps of Product and Seven Ps Service marketing mix and Extensions- Targeting and Positioning - meaning and importance.
- UNIT 3 Marketing Environment: Internal and External and Demographic factors – Adopting marketing to new liberalized and globalized economy – Digitalization – Customization and E business settings.
- UNIT 4 Consumer Behaviour : Meaning and importance – Consumer buying process – Determinants and Theories of consumer behaviour – Psychological, sociological determinants – Theories and their relevance to marketing-

BLOCK II: MARKETING RESEARCH AND PROCESS

- UNIT 5 Marketing Research: Procedure. Meaning – Objectives – Process- Demand Forecasting- Marketing Information System – Strategic marketing plan and organization – Changing marketing practices.
- UNIT 6 Product Mix Management: Product planning and development – Meaning and process – Test marketing – Product failures – Product line management: Practices – Implications and Strategies for current market condition.
- UNIT 7 Product life cycles: Meaning and Stages – Strategies – Managing PLC- Product-Market Integration: Strategies – Product positioning – Diversification – Product line simplification – Planned obsolescence – Branding Policies and Strategies – Packing.
- UNIT 8 Price Mix Management: Pricing and pricing policies – Objectives – Procedures – Bases for and Methods of price fixing. Cases for Free Pricing, Administered and Regulated pricing – Pricing and product life cycle

BLOCK III: DISTRIBUTION MIX

- UNIT 9 Physical Distribution Mix: Types of physical Distribution - Importance of Physical Distribution- Distribution channel policy – Logistics Decisions – Methods – Strategic alliance for Logistic cost reduction.
- UNIT 10 Marketing Channel system: Marketing channel decisions: Choice considerations– Managing Conflict and Cooperation in channels – Middlemen functions- Modern Trends in Retailing- Malls and Online.
- UNIT 11 Promotional Mix: Personal selling Vs. impersonal selling – Personal selling – Process – Steps in selling – Management of sales force – Recruitment and selection – Training – Compensation plans – Evaluation of performance

BLOCK IV: ADVERTISING AND COMPETITOR ANALYSIS

- UNIT 12 Integrated marketing communication Process: Advertising and sales promotion – Online Sales promotional activities – Public relationships – Direct marketing: Meaning, Nature, Growth and Channels.
- UNIT 13 Advertising: Importance – Objectives – Media planning and selection – Factors influencing selection – Advertisement copy – Layout – Evaluation of advertising – Advertising budget – Sales promotion – Methods and practices.
- UNIT 14 Competitor analyses: Identifying and analyzing the competitors – Types of Competitors – Competitive strategies framing for leaders, challengers, followers and nichers. Customer relationship marketing: Customer data base, Data ware housing and data mining

REFERENCES

100. Etzel, Walker and Stanton, Fundamentals of Marketing, McGraw Hill, 2004
101. Philip Kotler & Gary Armstrong, Principles of Marketing, Prentice Hall, 2010.
102. Jerome Mccarthy, Basic Marketing, Richard D. Irwin.
103. Cundiff, Still & Govani, Fundamentals of Modern Marketing, Prentice Hall.
104. Memoria & Joshi, Fundamental of Marketing.
105. Paul Peter and James Donnelly Jr, Marketing Management, McGraw-Hill, 2010.
106. William O. Bearden, Marketing: Principles & Perspectives, McGraw-Hill, 2006.
107. William Arens, et al, Contemporary Advertising, McGraw-Hill, 2008.
108. Perreault and McGarthy - Basic Marketing - Tata McGraw Hill, 2002\
109. Michael J Etzel, Bruce J Walker, William J Stanton and Ajay Pandit, Marketing concepts and cases - TMH 13th Edition, New Delhi, 2007.

35332 - FINANCIAL MANAGEMENT

Objectives:

- To help the students to know the basic concepts of financial management
- To understand capital structure, dividend policy and working capital management.
- To learn the various concepts of financial management along with applications

BLOCK I: BASICS OF FINANCIAL MANAGEMENT

- UNIT 1 Introduction: Financial management: objectives - Concept, nature, evaluation and significance – Finance Functions: Managerial and operative – Role of Financial management in the organization – Indian Financial system.
- UNIT 2 Financial System: Legal and Regulatory frame work – Financial Functions: Meaning and scope – Finance and Tax Management Nexus- Tax Avoidance and Tax evasion- Tax incentive and business decisions.
- UNIT 3 Investment Function: Meaning and scope - Time value of Money concepts and applications –Risk return relationship - Dividend function – Risk return trade off – Management planning- Global management environment
- UNIT 4 Long-term Capital Resources: Equity and debt sources – Equity share, preference shares – types of preference share - debentures – types - sources of long-term capital.

BLOCK II: CAPITAL STRUCTURE

- UNIT 5 Capital Issues: Meaning, Nature, Purpose – Roles and Guidelines of SEBI in capital issues- Bridge finance, loan syndication, Book building – Borrowings from the term lending institutions and International capital market- Tax considerations in financing decision areas.
- UNIT 6 Cost of Capital : Concept of cost of capital- Cost of debt, equity, preference share capital, retaining earning - Weighted average cost: EBIT –EPS Analysis- Tax, Capital structure and Value nexus - Computation of overall cost of capital – Tax and cost of capital.
- UNIT 7 Capital structure: Determinates - Concept and Types- Optimum capital structure – Theories of capital structure – Net income and net operative income approach – M.M. Approach – Traditional theory – Their assumptions – Significance and limitations – Management leverage operating leverage – Combined leverage.

- UNIT 8 Capital budgeting: Meaning, Nature and Types of Capital Investment- Methods of appraisal under certainty conditions: PBP, ARR, IRR and NPV techniques - Basic and International capital budgeting.

BLOCK III: SOURCES OF FINANCE

- UNIT 9 Uncertainty and Risk models: Simulation Analysis- Sensitivity analysis- Decision tree analysis- Certainty equivalent and risk-adjusted return measures- Tax considerations in Investment Decisions Cost of capital and Investment Decisions.
- UNIT 10 Working Capital Management: Definitions and Objectives - Concept and types – Determinants – Financing approaches – Conservative approaches - Sources of working capital finance Factors affecting working capital requirements- Working capital financing by commercial banks – Types of assistance
- UNIT 11 Inventories and receivables Management under conditions of certainty and uncertainty – Operating cycle – Planning of funds through the management of assets – Various techniques used.

BLOCK IV: WORKING CAPITAL AND DIVIDEND POLICY

- UNIT 12 Cash and liquidity management: Credit Management and evaluation alternative credit variables Methods and Functions- Tax considerations in Remittances and Purchases.
- UNIT 13 Dividend Theories: Valuation under Gordon and Walter theories – Dividend irrelevance under M.M. Theory – Assumptions – Limitations - Implications and contributions of theories in financial decision making process.
- UNIT 14 Dividend Policy: Types – Share valuation practices – Factors affecting dividend decision – Tax considerations in dividend decision when tax is levied at the hands of companies and recipients.

REFERENCES

91. Brigham and Ehrhardt, Financial Management: Theory & Practice, Thomson ONE, 2010
92. Brigham and Houston, Fundamentals of Financial Management, Thomson ONE, 2009.
93. Van Horne: Fundamentals of Financial Management, Prentice Hall, 2008
94. Jeff Madura, International Financial Management, South-Western College Pub., 2010
95. Prasanna Chandra, Financial Management, McGraw Hill, 2008.
96. Khan and Jain, Financial Management, Tata McGrawHill, 2009
97. Pandey I M, Financial Management, Vikas Publishers, 2009
98. Sheeba Kapil (2010), Financial Management, Pearson Education.
99. B J Camsey, Engene F. Brigham, "Introduction to Financial Management", The Gryden Press

35333 - PRINCIPLES OF RETAIL MANAGEMENT

Objective:

- To understand the concept of retail management
- to gain knowledge on retail market segmentation and marketing mix

BLOCK I: BASICS OF PRINCIPLES OF RETAIL MANAGEMENT

- UNIT 1 Retail Management Concept and Trend: Definition and Meaning- Characteristics–Functions- Role of retailing- Trends in Retailing- Types of Retailing
- UNIT 2 Forms of Retailing based on ownership– Non-Store Retailing- On-line sales- Service and Product Retailing-Retail theories–Wheel of Retailing.
- UNIT3 Retail Market Segmentation and Marketing Mix: Retail Market segmentation- Need- Criteria- Dimensions of segmentation- Customer Clusters and Customer profiles
- UNIT 4 Retail Market Mix: Elements of Mix- Designing the Mix to meet the Segment needs.

BLOCK II: PRODUCT AND PROMOTION EDLP

- UNIT 5 Merchandising and Facilities: Merchandise Planning- Identifying Customer Needs and Wants- Presenting the Merchandise –Visual Merchandising– Category Management
- UNIT 6 Product Movement and Stocking Plans- Retail Facilities: Cold Storage- Display- Demo- Warehouse-Customer Convenience.
- UNIT 7 Pricing, Promotion and Channel of Distribution: Retail Pricing: Pricing Factors- Pricing Methods- Retail pricing strategies
- UNIT 8 Promotion Pricing – Competitive Pricing- Clearance Pricing- Pre-emptive Pricing- Value Pricing and Every Day Low Pricing (EDLP) Pricing strategy-

BLOCK III: LAYOUT RETAIL LOCATION

- UNIT 9 Retail promotion strategies: Retail Advertisement, Marketing and Promotion (AMP)- In-store promotion- External promotion-

- UNIT 10 Retailing Channels: Criteria for selection of suppliers-Channel choice- Intensive, Selective and Home Delivery models-
- UNIT11 Managing Layout and Personnel: Retail Location: Factors and Presence- Visibility Management- Layout plan- Open Access- Billing and Security- Timing models

BLOCK IV: RETAIL INDUSTRY

- UNIT 12 24 hours Timing: Pros and cons- Careers in Retailing–Recruitment, Selection and Training- Role of IT in Retailing: Barcodes and REID-Retail Management Information System.
- UNIT 13 Retailing Industry: Entrepreneurial and Risk-Return features of Retailing- Space for every shade and size- Retail Life cycle - Emergence of MNCs in Retailing-
- UNIT 14 New Retail formats: Malls, Category Killers, Membership/Warehouse clubs, Ethnic and Home & Design Centres- Multi Channel Retailing - Foreign direct Investment in Retail Industry.

REFERENCES

1. Swapna Pradhan, Retail Management-A Strategic Approach, 2008,TMH.
2. David Gilbert, Retail Marketing Management, 2000, Pearson Education Limited.
3. James Ogden & Denise Ogden, Integrated Retail Management, 2007, Biztantra.
4. Barry Berman, Joel R. Evans, Retail Management, 2009, Pearson College Div
5. Michael Levy and Barton Weitz,Retailing Management , 2008, McGraw Hill-Irwin.
6. Rosemary Varley, Retail Product Management:Buying and Merchandising, Routledge, 2001.
7. George Belch and Michael Belch, Advertising and Promotion: An Integrated Marketing Communications Perspective, McGraw-Hill, 2011.

35334 - SHOPPER BEHAVIOUR AND RELATIONS MANAGEMENT

Objective:

- To understand the concept of shopper behaviour
- To gain knowledge on factors influencing shopping behaviour

BLOCK I: BASICS OF SHOPPER BEHAVIOUR

- UNIT 1 Introduction to Shopper Behavior: Concept, Meaning and Scope of Shopper Behavior-Importance of studying Shopper behaviour- Application of Shopper behavior
- UNIT 2 principles to strategic marketing- Market segmentation and Shopper behaviour- Model of Shopper Decision Making.
- UNIT 3 Shopper Decision Process: Problem Recognition –Problem Solving Process- Information Search-Alternative Evaluation and Selection
- UNIT 4 Outlet Selection and Purchase: Considerations- Store Loyalty Factors- Post Purchase Behavior-Customer Satisfaction – Ensuring Repeat visit and Recommendation to others.

BLOCK II: SOCIAL CLASS AND ECONOMIC STANDING

- UNIT 5 Internal Determinants of Shopper Behaviour: Values,Motivation, Personality,Life-style, Life Phase,
- UNIT 6 Perception and Learning based factors influencing shopping behaviour- Change in shopping behaviour: Issues and Management.
- UNIT 7 External Determinants of ShopperBehavior: Opportunities and compulsions of environment setting shopping behaviour- Influence of Culture and Subculture,
- UNIT 8 Social Class and Economic Standing on Shopper Behaviour- Reference Groups, Family Influences and

BLOCK III: CRM & ITS ISSUES

- UNIT 9 Cross Cultural factors on Shopper Behaviour- Dynamics of these External determinants- International Perspective.
- UNIT 10 Customer Relationship Management (CRM):Concept and Components of CRM- Goals of CRM-Using Customer touch points –

UNIT 11 Decisions on Responsibility for CRM: Marketing/Sales/Customer Services/
Product Support-Channel Or other partners

BLOCK IV: TRADE – BODY RELATIONS

UNIT 12 CRM Planning – Developing Strategy – Customer Life Time Value and
Customer Equity.

UNIT 13 Stakeholder Relationship Management (SRM): Supplier Relations- Channel
Relations- Competition Relations- Employee Relations-

UNIT 14 Trade-body Relations- Environmental Management-Strategy for SRM for
sustained development.

REFERENCES

1. Claus Ebster and Marion Garaus, Consumer Behavior: Store Design and Visual Merchandising: Creating Store Space That Encourages Buying, 2011, Business Expert Press.
2. Huddleston and Minahan, Consumer Behavior: Women and Shopping, 2011, Business Expert.
3. Stella Minahan, Sean Sands, and Carla Ferraro, The Inscrutable Shopper: Consumer Resistance in Retail, 2011, Business Expert Press.
4. Leon Schiffman & Leslie Kanuk, Consumer Behavior, 2010, Prentice Hall.
5. Michman and Mazze, The Affluent Consumer: Marketing and Selling the Lifestyle, Praeger, 2006.
6. Phil Lempert, Being a Shopper: Understanding the Buyer's Choice, Wiley, 2002.
7. Marieke K. de Mooij, Consumer Behavior and Culture: The Consequences for Global Marketing and Advertising, 2004, Sage Publications.
8. Ann Satterwaite, Going Shopping: Consumer Choices and Community Consequences YUP, 2001.
9. Herb Sorensen, Inside the Mind of the Shopper: The Science of Retailing, 2009, Wharton School.
10. DMS Retail, Retail Customer Service Fundamentals.
11. Michael R. Solomon, Consumer Behavior: Buying, Having and Being.

35335 - RETAIL SALES MANAGEMENT AND SELLING SKILLS

Objective:

- To understand the sales management
- To gain knowledge on quality and skills of a sales person

BLOCK I: BASICS OF RETAIL SALES MANAGEMENT AND SELLING SKILLS

UNIT1	Introduction to Sales Management: Meaning and Scope- Functions- Decisions Areas- Features of Different Types of Sales: Consumer Market and Industrial Market sales-
UNIT 2	Regular, Promotional, New Product, Seasonal and Clearance Sales – Direct Selling – Indirect Selling – Vending Selling & E-Selling - Counter Sales – Franchise Selling – Catalogue Sales.
UNIT3	Qualities and Skills of a Sales Person: Personal Qualities: Courtesy – Patience– Perseverance- Listening – Expression- Hard-work- Achievement motivation- Self confidence–
UNIT 4	Grooming for Personal Quality Perfection – Professional Skills: Product Knowledge– Organizational Knowledge - Knowledge of Competitor offerings- Dialogue Process- Situational Decision Making skills – Discerning Power- Responsibilities.

BLOCK II: RECRUITMENT AND SELECTION

UNIT5	Sale Process and Relationship Building: Process of selling- Prospecting – Qualified Prospecting- Pre-approach preparation–Approach and Initiation – Presentation & Demonstration
UNIT 6	Handling Objections, Doubts, Misunderstanding and Complaints - Closing Sales – Follow-up action
UNIT 7	Relationship building: Strategies and services- Service calls- Up-selling opportunities- Cross-selling – Recommendations and References- Posting an opinion in the Web-pages.
UNIT8	Recruitment and compensation: Recruitment and selection of sales force- Induction- of Assignment and Rotation- Training of sales force- Training in Selling strategies

BLOCK III: E & OE, VAT AND CONVERSIONS

- UNIT 9 Compensation plans: Time and Performance based schemes- Factors influencing compensation level- Unique Compensation for Unique Talents.
- UNIT10 Sales Documentation and Value Handling: Billing – Credit Billing– Credit/Debit Card Billing– Managing Returns, Refund and Replacements
- UNIT 11 E&OE– VAT –Traveling Cheques – Tele-Transfer – International Currencies and Exchange rate conversions

BLOCK IV: LEAD GENERATIONS, SALES AND SALES

- UNIT 12 Cash handling Techniques- Safety and security of valuables- Prevention of shoplifting, thefts and pilferages.
- UNIT 13 Sales Planning and Operations: Sales Strategy: Design, Planning, Execution- [Sales Incentive Plan](#) - [Sales process engineering](#)- Sales Communication
- UNIT 14 Lead Generation- Sales Programs- Measurement of Results: Sales Reporting Analytics & Sales Data-[Sales Quota](#).

REFERENCES

1. [Charles Futrell](#), Fundamentals of Selling, McGraw Hill-Irwin, 2008.
2. Chetan Bajaj, RajnishTuli, Nidhi V Srivastava,Retail Management, Oxford, 2006.
3. [Richard R Still](#), [Cundiff W Edward](#), [Govoni A P Norman](#), Sales Management: Decision Strategy and Cases, Pearson, 2008.
4. DhotreMeenal, Channel Management and Retail Marketing, HPH, Mumbai, 2005.
5. [George Whalin](#) and [Terri Pilot](#), Retail Success, Willoughby Press, 2001.
6. [Willard N. Ander](#) and [Neil Z. Stern](#), Winning At Retail: Developing a Sustained Model for Retail Success, Wiley, 2004.
7. Walter A. Friedman, [Birth of a Salesman: The Transformation of Selling in America](#),HarvardUniv. Press2004.
8. [S.C. Bhatia](#), [Retail Management](#),Atlantic Publishers, 2008.
9. Peter Fleming, A Guide to Retail Management,Jain book Depot, 2006

35341 - RETAIL LOGISTICS AND SUPPLY CHAIN

Objective:

- To understand the concept of logistics and supply chain
- To know about logistics and procurement , logistics and marketing

BLOCK I: BASICS OF RETAIL LOGISTICS & SUPPLY CHAIN

- UNIT 1 Concept and Scope: Concepts of Logistics and supply chain-Importance of Logistics in these days global Sourcing, Production and consumption- Dimension of Logistics: Macro and Micro aspects-
- UNIT 2 Supply chain contours: Backward and forward linkages- Supply chain efficiency- Logistics as a competitive edge driver- Peculiarities and diversity of needs of Logistics for Retailing.
- UNIT 3 Logistics and Procurement: Logistics as a Support function of Procurement and Vendor Facilitation - Logistics as interface function of Demand Forecasting, Global procurement
- UNIT 4 Tracking inward shipments and Storage Planning- Logistics as an enabler of Just-in-Time (JIT), Kanban (A scheduling system for lean inventory), Vendor Managed Inventory (VMI) for Vendors and the firm.

BLOCK II: EXIM PROCEDURE POLICY

- UNIT 5 Logistics and Marketing: Logistics as a Support function of Order Fulfillment, Assembling & Labeling from Multi-storage points and Delivery- Logistics as an interface of Market forecasting,
- UNIT 6 Stock level management, invoice or sales documentation, picking products, consolidation, transport-packaging, packing, marking,
- UNIT 7 preparing outbound documentation and shipping out by loading into containers- customer facilitation tracking out-bound shipments.
- UNIT 8 EXIM Logistics: Importance of Global Logistics- Export Logistics: Special Aspects of EX-IM logistics- Picking, Packing, Vessel Booking [Less-than Container Load(LCL) / Full Container Load (FCL)],

BLOCK III: LOGISTICS SERVICE PROVIDERS

- UNIT 9 Customs, Documentation, Shipment, Delivery to distribution centers, distributors and lastly the retail outlets-
- UNIT 10 Import Logistics: Documents Collection- Valuing- Bonded Warehousing- Customs Formalities- Clearing- Distribution to Units- Security & Insurance- Multimodal Transport- UN International convention on MT of Goods- Terminal Networks: Types and Roles.
- UNIT 11 Logistics Service Providers: 3PL/4PL Services- Differences between 3PL & 4PL- Common Services for 3PL/4PL: Invoice management, call centers, warehouse/distribution facilities - Carrier management- 4PL Specialties:

BLOCK IV: GSI SYSTEM OF WORLD

- UNIT 12 Implementation Center: Business process analysis/scoping, Development of all activities into an open systems framework- Product/Skill Centers: Supply chain engineering –4PL Value Added services: Knowledge Transfer, Business Development and Functional Support.
- UNIT 13 Special Logistics: Inter-modal and Multimodal Logistics- Logistics for Trade Fairs and Events - Consolidation and Groupage- Logistics of Time Perishable and Logistics of Quality Perishables
- UNIT 14 GS1 System of world-wide supply-chain standards system- E-Logistics – Warehouse Logistics- Reverse Logistics.

REFERENCES

1. Sahay B.S, Supply Chain Management for Global Competitiveness, Macmillan India Ltd., New Delhi.
2. Reguram G, Rangaraj N, Logistics and Supply Chain Management Cases and Concepts, Macmillan India Ltd., New Delhi..
3. Coyle, Bradi&Longby, The Management of Business Logistics, West Publishing Co. Martin Christopher, Logistics and Supply Chain Management
4. Dawson, Larke and Mukoyama, Strategic Issues in International Retailing, Routledge, 2007

5. Paul R. Murphy Jr. and Donald Wood, Contemporary Logistics
6. Harvard Business Review, Managing Supply Chains
7. Alan E. Branch, Global Supply Chain Management and International Logistics
8. Simchi-Levi, Kaminsky & Simchi-Levi, Managing the Supply Chain: The Definitive Guide.
9. Ray, Supply Chain Management For Retailing, TMH, 2010.
10. James B. Ayers, Retail Supply Chain Management, Auerbach Publications, 2007

35342 - STORE AND MALL MANAGEMENT

Objective:

- To understand the location layout ambivalence of a store and mall
- To gain knowledge on inventory management

BLOCK I: BASICS OF STORE AND MALL MANAGEMENT

- UNIT 1 Location, Layout and Ambience: Store/Mall Location Choices and considerations- Prime Vs Up-coming Vs Remote Locations - Internal Layout Designs: Straight floor plan- Diagonal floor plan, Angular floor plan, Geometric floor plan and Mixed floor plan
- UNIT 2 store fixtures: Types and suitability- Relevance of Managing Exterior and Interior Ambience- Visual Merchandising
- UNIT 3 Merchandise Display: Racks and Shelves: Importance- Types: [Supermarket Racks](#) - [Fruit & Vegetable Racks](#)- [Electronic Racks](#)- [Showcase Racks](#)- [Pharmacy Racks](#)- [Book Racks](#)- [Textile Racks](#)- [Shoe Racks](#)- [Cantilever Racks](#)- [Mezzanine floor](#)- [Freshness and Exquisiteness](#).
- UNIT 4 Inventory Management: Wide Merchandise Assortment – Quality and Price Ranges- Procurement Efficiency-

BLOCK II: OPERATIONAL EFFICIENCY

- UNIT 5 Techniques of Inventory management to ensure economy- Keeping track of 'Fast', 'Slow' and 'No' (FSN) Moving items- Novelty and First to Shelf principle.
- UNIT 6 Stores and Malls: Introduction to Stores and Malls- Development of Malls and Multiplexes- Store space Leasing in Malls- Tenant Mix- Branding of Stores and Malls
- UNIT 7 Mall Maintenance Management- Store/Mall Anchor- Food Court- Entertainment Multiplex- Round-the-clock operation- Stores Vs Malls.
- UNIT 8 Operational Efficiency: Business Plans: Mark-up and Mark-down- Gross Margin Return On Inventory Investment (GMROI) – Break-even level- Marketing Strategy- Promotional Calendars-

BLOCK III: CUSTOMER SATISFACTION

- UNIT 9 Differentiation- Leadership- Competitive edge- Winning new and Retaining existing customer base-Retailing Research- Employee Training, Empowering, Scheduling, Motivation and Meetings.
- UNIT 10 Managing Customer Service and Satisfaction: Facilities for Parking, Multiple payment options, Kids-keeping, Quick counter service, etc–
- UNIT 11 Customer satisfaction: Importance, Determinants and Level- Strategic Advantage through Customer Service and Customer Satisfaction (CS&CS):

BLOCK IV: TIPS FOR RETAIL STORES SUCCESS

- UNIT 12 CS &CS strategies -Gap Model of Improving Customer Service and Customer Satisfaction- Expectation and fulfilment.
- UNIT 13 HR Management: Types of Job positions in Retails Stores/Malls: Retail Store Manager, Retail Sales Associate,Merchandiser, Cashier and Brand Manager – JobDescription, Job Requirements, Duties and Responsibilities,
- UNIT 14 Career Opportunities and Tips for success of Retail Store Manager, Retail Sales Associate,Merchandiser, Cashier and Brand Manager.

REFERENCES

1. Af Susan K. Mitchell, The Largest Indoor Parks and Malls, Gareth Stevens, 2007.
2. [CarlesBroto](#),New Shopping Malls, Links, 2007
3. [Books Llc](#), Shopping Malls, General Books LLC, 2010
4. [Jan Wehrheim](#), Shopping malls, VS Verlag, 2007
5. [Barry Maitland](#), Shopping malls: planning and design, 2007.
6. Coleman Peter, Shopping Environmentism, Elsevier Science, 2007
7. DMS Retail, [Winning at Store Management](#).
8. K S Menon, Stores Management, [Macmillan Publishing](#)
9. [Robert E Mitchell](#), The Store Manager, Vantage Press, 2007
10. PacoUnderhill, [The Call of the Mall: A Walking Tour Through the Crossroads of our Shopping Culture](#), 2004.

35343 RETAIL TRENDS

Objective:

- To understand the growth in retailing
- To acquire knowledge on retail formats

BLOCK I: BASICS OF RETAIL TRENDS

- UNIT 1 Growth in Retailing: Spread of ‘Retailization’- GDP share of Retail- Global Spread of Retail- Experience oriented Retailing-
- UNIT 2 Factors Fuelling growth in Retail- Seamless Retail- Pre-paid Retailing- Manufacturers into Retailing through Forward Expansion-
- UNIT 3 ROI (Return on Inventory Investment) in Retailing- Talent capacity needed for Retailing.
- UNIT 4 Retail Formats: Multiplying Types of Retail formats- Changing Retail formats- Global spread of Retail formats- Virtual and Physical Formats-

BLOCK II: MASS CUSTOMIZATION & HURDLES

- UNIT 5 Agency-run and Owner Producer-run formats- Multi-channel formats- Social Network sites and Retailing- Experiential Retailing: DIY (Do It Yourself) formats for Gardening and Decor.
- UNIT 6 Drivers and Hurdles: Drivers: Self serve- Cost polarization- Blurring of sectors- Brand experience-Generational crossover-
- UNIT 7 Mass customization- Increased role by children and women-contact-free modes of payment- On-line opportunities.
- UNIT 8 Hurdles: Demographic shifts- Supply chain hassles-Lack of retail space – High rentals- Lack of Requisite Human resources.

BLOCK III: TREND IN RETAILING

- UNIT 9 Leading Giant Retailers of the world:Lulu Hyper market in the Middle East - Wal-Mart – K-mart- Tesco - Metro AG - Carrefour- [Marks & Spencer](#) –
- UNIT 10 Mydin of Malaysia- Sheng Siong- Fred Meyer- [JUSCO](#), [CityCentre](#), [Wellcome](#) and Big C- Mustafa Centre, Singapore- Express Avenue of Chennai.
- UNIT 11 Trend in Retailing in Durable and Soft Goods:Durable Goods: Household Appliances& Home Furniture, Electronics, Apparel and Jewellery.

BLOCK IV: TREND IN RETAILING

- UNIT 12 Soft Goods:Healthcare, Grocery, Food, Perfumeries and toiletries.

- UNIT 13 Service Retailing Trends: Trends in telephone/mobile retailing- Trends in Air-ticket/train ticket retailing-
- UNIT 14 Retailing of tourism services: Hotel booking, Entertainment and Conference booking- Retail banking: Concept, Need and Trend.

REFERENCES

1. Retail Management: A Strategic Approach, Pearson, 2006
2. Manfred Krafft, Murali K. Mantrala, Retailing in the 21st Century, Springer, 2010
3. Jack W. Plunkett, Retail Industry Almanac, Plunkett Research Ltd, 2009.
4. Patrick M. Dunne, Retailing, South-Western College, 2010.
5. Joseph and Fisher, The Secrets of Retailing,: Or: How to Beat Wal-Mart!, Silverback Books, 2004
6. Levy and Weitz, Retailing Management, McGraw-Hill, 2008.
7. Wikipedia: Reputed Malls and Shopping Centres in the World.
8. Barry Berman and Joel R Evans, Retail Management- A Strategic Approach, PHI, 2010.

35344 - RETAIL TECHNOLOGY MANAGEMENT

Objective:

- To understand the store management solution , integrated point of sales technology
- To gain knowledge on inventory management technology

BLOCK I: BASICS OF RETAIL TECHNOLOGY MANAGEMENT

UNIT 1	Retail Store Front: POS and Peripheral Applications - Payment Applications- Store Management Solutions- Integrated Point of Sale Technology-
UNIT 2	Mobile Store Market- Changing Gaming of Retailing into e-tailing-Social Web and Retailing- Internet Marketing Tips for Retailers.
UNIT 3	Inventory Related Technology: Personnel Management solutions: Time and Attendance, Computer- Based Training - Store Inventory Management:
UNIT 4	Stock locator, Direct Store Delivery, Auto Replenishment Store Warehouse Management: Store Receiving,

BLOCK II: E-COMMERCE & HARDWARE MOTO

UNIT 5	Real Time Inventory Adjustment, RFID based Inventory Management - Store Operations Management: Store Reports, Shrink Management
UNIT 6	Enterprise Systems: Enterprise Systems Integration across Supply Chain, CRM, Financials and Enterprise Data Management technologies-Freezer Door LCD-
UNIT 7	Mobile Barcode Scanning in Store- Mobile Payment, and Kiosks- Mobile Wallet-Settlement, Reconciliation and Reporting - Web Reporting.
UNIT 8	E-Commerce and Hardware: MOTO (Mail order / Telephone Order) business - Virtual Terminal solutions - Computerized POS systems-POS Printers (for receipts, check printing, and document franking)-

BLOCK III: SOFTWARE SUPPORT INFORMATION MANAGEMENT

UNIT 9	Magnetic stripe readers (MSRs)- Magnetic ink character recognition readers (MICRs)- Barcode scanners/readers- Cash drawers-
UNIT 10	Coin dispensers- Pole displays-PIN pads- Electronic scales- EFTPOS (Electronic Funds Transfer at Point of Sale) – B2B and B2C E-Commerce.
UNIT 11	Software Support: Information Management and Web-sphere Software- Software support for Integrated Merchandise Planning, Demand Forecasting for Retail, Mobile & Remote Retailing,

BLOCK IV: MOBILE COMPUTING

- UNIT 12 Intelligent Clustering for Retail, Order Processing, Retail Space Management, Revenue Optimization Suite and Size Optimization- End-to-end Solutions- Using technology to exploit customer behaviour and drive sales cross channel.
- UNIT 13 Organizational and Operational Technology: Automatic identification and data capture- database management systems- automatic data mining- network and telecommunication-
- UNIT 14 mobile computing, m-commerce- global positioning systems- vendors mediated inventory system- Just in Time inventory- Lean Organization.

REFERENCES

1. Khurana, Information Technology For Retailing, TMH, 2010.
2. GirdharJoshi, Information Technology for Retail, Oxford University Press, 2008
3. Philip Bryan, Communications and Retail Technology, Pearson, 2007
4. Harry E Burke, Automating Management Information Systems: Barcode Engineering and Implementation, VanNostrand Reinhold, 1990

35345 - GROWTH MANAGEMENT

Objective:

- To understand the meaning of growth and growth management
- To gain knowledge on levels of enterprise strategies for growth

BLOCK I: BASICS OF GROWTH MANAGEMENT

- UNIT 1 Sinews of Growth: Defining Growth and Growth Management- Overview of Growth Management ‘SIX-S’ Process: Sinews, Strategy, Staging, Synchronizing, Securing and Sustenance
- UNIT 2 Sinews: Identifying Growth Opportunities – Entry Enticements and Barriers- Competition and Cooperation- Creativity and Engagement- Prioritizing Growth- Developing a Growth Proposition and Plan- Building up the Growth sinews: Fine-Ware, Soft-Ware and Hard-Ware- Growth propellers and escalators- Reinventing the Future.
- UNIT 3 Strategizing Growth- Strategic thrusts for Growth- Improvement Strategies (Synergy and Value chain based): Vertical growth, Horizontal growth (related growth and unrelated growth), Evolutionary growth and Continuous growth, Organic growth
- UNIT 4 Venture Strategies: Disruptive Ventures and Innovation Strategies: Revolutionary growth, Discontinuous growth, and Acquired growth- Blue Ocean Strategy-Ansoff’s model- McKinsey model- SWOT/TOWS model-

BLOCK II: ENVIRONMENT AND WARDING OFF ORGANISATION

- UNIT 5 3 Levels of Enterprise Strategies for growth- Porters Generic Competitive Strategies- Choosing the strategic growth choice: Considerations of Internal and External Factors.
- UNIT 6 Staging Growth: Organizing for Growth- Inertia Escape- Activation of growth- Well thought out implementation plan- Competitive compensation programs- Supportive organization culture- Strategic core competencies in place- Frequent, two-way communications- Strategic staffing plan- Efficient decision-making process- Full delegation and accountability-
- UNIT 7 Team based environment- Performance management program- Change management tools in place- Supportive systems and processes- Employee development plans- Succession plan –
- UNIT 8 Warding off Organization from signs of Slowing and Losing- Resources for Growth- Mentor for Growth (M4G)- Getting focus and balance- Monitoring growth.

BLOCK III: SECURING GROWTH IN DOMAIN

- UNIT 9 Synchronizing for Growth: Synchronized Efforts - Directing the Growth Resource mix – Greiner’s model of Crises Induced Growth-
- UNIT 10 Managing Growth fatigue: Concept and Overcoming the same- - Managing the momentum of growth: Steady and Speed – Alert and Advancing- High Growth Road Map.
- UNIT 11 Securing Growth in every domain: Product & Brand domain, Market & Competition domain, Assets & Capacity domain, Finance & Profitability domain, Networks & Relationship domain,

BLOCK IV: HARNESSING DIVERSITY AND RAPID GROWTH

- UNIT 12 Geography & Spread domain and People & Organizational domain- Handling un-sought consequences of growth- Turning Risks into Opportunities.
- UNIT 13 Sustaining Growth: Efficiency Improvement- Effectiveness Enhancement- Excellence Management- Continuous Innovation- Kaizen and Radical Innovation-
- UNIT 14 Harnessing Diversity- Rapid Growth Strategies- Managing Rapid Growth- Passion for Growth.

REFERENCES

1. Christopher Meyer, Relentless Growth, Free Press, 1997.
2. Robert Slater, Jack Welch and the GE Way: Management Insights and Leadership, 1999.
3. Richard Leifer, et al, Radical Innovation,HBP, 2000.
4. Peter S Pande, 6 Sigma Way, McGraw Hill, 2000.
5. B Tucker & B Tucker, Driving Growth Through Innovation, Berrett-Koehler, 2002.
6. Jack Trout & Steve Rivkin, Differentiate or Die, John Wiley and Sons, 2008
7. Ram Charan and Noel. M. Tich, Every Business is a Growth Business, Three Rivers Press, 2000.
8. Jennings & Haughton, It's not BIG and eats SMALL... it's FAST that eats SLOW, Harper, 2002.
9. Andrew Lester, Growth Management:Two Hats Are Better Than One, MacMillan, 2009
10. Feigenbaum, A V; Feigenbaum, D. S, The power of management innovation : McGraw-Hill, 2009
11. Timothy George Kotnour, Transforming Organizations,CRC Press 2009.
12. Rodolphe Durand, Organizational evolution and strategic management, Sage, 2006