PANJAB UNIVERSITY, CHANDIGARH-160014 (INDIA)
(Estd. under the Panjab University Act VII of 1947-enacted by the Govt. of India)

FACULTY OF BUSINESS MANAGEMENT AND COMMERCE

OUTLINES OF TESTS SYLLABUS AND COURSES OF READING

FOR

MASTER OF BUSINESS ADMINISTRATION (RETAIL MANAGEMENT)

(MBA- RETAIL MANAGEMENT)

For the Session 2013-2014
SYLLABI FOR MASTER OF BUSINESS ADMINISTRATION (MBA) FOR THE EXAMINATION OF 2013-14

Note:
1. Examination in each subject will be of 3 hours duration.
2. Maximum marks for external/written examination is 50 marks and internal assessment is 50 marks except for seminar and workshop courses.

Instructions to the paper setters:
*IF THERE ARE TWO UNITS:* Set 10 questions in all. Five questions from each unit. The students are required to answer five questions in all selecting at least 2 questions from each unit.
*IF THERE ARE FOUR UNITS:* Set 10 questions in all. Two or three questions from each unit. The students are required to answer five questions in all selecting at least one question from each unit.

*N.B:* Use of non-programmable calculators by the students in the Examination Hall is allowed. The calculators will not be provided by the University.

### RETAIL MANAGEMENT
#### FIRST SEMESTER

<table>
<thead>
<tr>
<th>SUBJECT CODE</th>
<th>PAPER TITLE</th>
<th>CREDITS</th>
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<tr>
<td>MBARM-1001</td>
<td>PRINCIPLES AND PRACTICES OF MANAGEMENT</td>
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<td>MBARM-1002</td>
<td>MANAGERIAL ECONOMICS</td>
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<td>MBARM-1003</td>
<td>ACCOUNTING FOR MANAGEMENT</td>
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<td>MBARM-1004</td>
<td>BUSINESS STATISTICS</td>
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<td>MBARM-1005</td>
<td>ORGANIZATIONAL BEHAVIOUR</td>
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<td>MBARM-1006</td>
<td>LEGAL AND ETHICAL ASPECTS OF BUSINESS</td>
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<tr>
<td>MBARM-1007</td>
<td>WORKSHOP ON INFORMATION TECHNOLOGY AND SYSTEMS</td>
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<tr>
<td>MBARM-1008</td>
<td>WORKSHOP ON SOFT SKILLS</td>
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**TOTAL** 28 700

#### SECOND SEMESTER

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<td>BUSINESS ENVIRONMENT</td>
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<td>MBARM-2002</td>
<td>FINANCIAL MANAGEMENT</td>
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<td>MBARM-2003</td>
<td>PRINCIPLES OF MARKETING</td>
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<td>MBARM-2004</td>
<td>HUMAN RESOURCE MANAGEMENT</td>
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<td>MBARM-2005</td>
<td>WORKSHOP ON MANAGEMENT INFORMATION SYSTEMS</td>
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<td>MBARM-2006</td>
<td>SEMINAR ON RESEARCH METHODOLOGY</td>
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**SECTORAL SUBJECT – 1**

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**SECTORAL SUBJECT – 2**

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<td>MBARM-2008</td>
<td>PRODUCT AND BRAND MANAGEMENT</td>
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<td>MBARM-2009</td>
<td>SUMMER TRAINING AND VIVA-VOCE*</td>
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<td>MBARM-2010</td>
<td>COMPREHENSIVE VIVA-VOCE**</td>
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**TOTAL** 36 900

*At the end of the examination of 2nd Semester the students will undergo compulsory summer training for a period of 6-8 weeks. Every student will submit the Summer Training Report within two weeks from the start of teaching for 3rd Semester.

**Comprehensive Viva-Voce of 2nd Semester would be based on papers taught in 1st and 2nd Semester.*
**THIRD SEMESTER – RETAIL MANAGEMENT**

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<td>PROJECT PLANNING AND ANALYSIS</td>
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<td>MBARM-3002</td>
<td>CUSTOMER RELATIONSHIP MANAGEMENT</td>
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<td>MBARM-3003</td>
<td>FRANCHISING MANAGEMENT</td>
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<td>VISUAL MERCHANDISING</td>
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<td>MBARM-M-3005</td>
<td>MARKETING RESEARCH AND CONSUMER BEHAVIOUR</td>
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<td>MBARM-M-3006</td>
<td>ADVERTISING AND SALES MANAGEMENT</td>
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<td>MBARM-M-3007</td>
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<td>MBARM-M-3008</td>
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<td>MBARM-F-3009</td>
<td>INVESTMENT ANALYSIS OF RETAIL INDUSTRY</td>
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<td>MBARM-F-3010</td>
<td>STRATEGIC COST MANAGEMENT</td>
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<td>MBARM-F-3011</td>
<td>FINANCIAL ENGINEERING AND ITS APPLICATIONS IN RETAIL INDUSTRY</td>
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<td>MBARM-F-3012</td>
<td>Mergers, acquisitions and corporate restructuring in retail Industry</td>
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<td><strong>FUNCTIONAL SPECIALIZATION GROUP – C: HUMAN RESOURCE MANAGEMENT</strong></td>
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<td>INTERNATIONAL HUMAN RESOURCE MANAGEMENT</td>
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<td>MBARM-H-3014</td>
<td>ORGANIZATIONAL DEVELOPMENT AND ITS APPLICABILITY IN RETAIL INDUSTRY</td>
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<td>MBARM-H-3015</td>
<td>LABOUR LAWS WITH SPECIAL REFERENCE TO RETAIL INDUSTRY</td>
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<td>MBARM-H-3016</td>
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<td>MBARM-O-3017</td>
<td>SUPPLY CHAIN MANAGEMENT</td>
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<td>MBARM-O-3018</td>
<td>ADVANCED PRODUCTION MANAGEMENT</td>
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<td>MBARM-O-3019</td>
<td>BUSINESS PROCESS RE-ENGINEERING AND ITS APPLICATIONS IN RETAIL INDUSTRY</td>
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<td>MBARM-O-3020</td>
<td>MANAGEMENT OF TECHNOLOGY AND INNOVATION IN RETAIL INDUSTRY</td>
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Note: The student has to opt for ONE Specialization Group and select TWO papers out of the papers offered.

**FOURTH SEMESTER – RETAIL MANAGEMENT**

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<td>MBARM-4001</td>
<td>STRATEGIC MANAGEMENT</td>
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<td>MBARM-4002</td>
<td>SEMINAR ON CORPORATE GOVERNANCE</td>
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<td>MBARM-4003</td>
<td>WORKSHOP ON DEVELOPING ENTREPRENEURIAL SKILLS</td>
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<td>MBARM-4004</td>
<td>OPERATIONS RESEARCH AND TOTAL QUALITY MANAGEMENT</td>
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<td>MBARM-4005</td>
<td>RESEARCH PROJECT*</td>
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<td>MBARM-4006</td>
<td>COMPREHENSIVE VIVA-VOCE**</td>
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**SECTORAL SUBJECT – 6**
- MBARM-4007 ADVANCED SUPPLY CHAIN MANAGEMENT 4 100

**SECTORAL SUBJECT – 7**
- MBARM-4008 MARKETING OF SERVICES 4 100

**SECTORAL SUBJECT – 8**
- MBARM-4009 MARKETING STRATEGIES AND MANAGEMENT 4 100

**FUNCTIONAL SPECIALIZATION GROUP – A: MARKETING**
- MBARM-M-4010 INDUSTRIAL AND RURAL MARKETING 4 100
- MBARM-M-4011 INTEGRATED MARKETING COMMUNICATIONS 4 100

**FUNCTIONAL SPECIALIZATION GROUP – B: FINANCE**
- MBARM-F-4012 INTERNATIONAL FINANCIAL MANAGEMENT 4 100
- MBARM-F-4013 MANAGEMENT OF FINANCIAL SERVICES 4 100

**FUNCTIONAL SPECIALIZATION GROUP – C: HUMAN RESOURCE MANAGEMENT**
- MBARM-H-4014 INDUSTRIAL RELATIONS AND LABOUR WELFARE IN RETAIL INDUSTRY 4 100
- MBARM-H-4015 TRAINING AND DEVELOPMENT WITH SPECIAL REFERENCE TO RETAIL INDUSTRY 4 100

**FUNCTIONAL SPECIALIZATION GROUP – D: OPERATIONS MANAGEMENT**
- MBARM-O-4016 ENTERPRISE RESOURCE PLANNING FOR RETAIL INDUSTRY 4 100
- MBARM-O-4017 PRODUCTIVITY MANAGEMENT 4 100

**TOTAL** 40 1000

*Research Project will start from 3rd Semester. However, marks for this project will be counted in the 4th Semester only.*

** Comprehensive Viva-Voce in the 4th Semester will be based on papers taught in 3rd and 4th Semesters.**
Objectives: The objective of the paper is to acquaint the students with the importance of management in our day to day life, help student to trace the evolution of Management thought and appreciate the various functions of management.

SECTION - A
Management: Definition, nature, purpose and scope, Functions of a manager, Ethics and social responsibility of management, Organizational Environment.

SECTION - B

SECTION - C
Planning: Types of plans, process of planning, Management by Objectives, Nature and purpose of strategies and policies.
Decision-Making: Importance and steps in Decision Making, Decision making under certainty-programmed decisions, decision-making under uncertainty, non-programmed decisions, decision tree, group aided decisions, Brain storming.

Organizing: Concept of organization, process of organizing, bases of departmentation, Authority & Power, Line & Staff relationships
Delegation-authority, responsibility, accountability, Steps to make delegation effective
Decentralization-purpose and types of decentralization, Span of Management.

SECTION - D
Coordination: Need, factors which make coordination difficult, techniques to ensure effective coordination.
Control: planning-control relationship, process and techniques of control, Human response to control, Types of Control- Feed forward control concurrent Control (Real Time Information & Control), and Feedback Control.

Suggested Readings:
Objectives: To provide students with an understanding of basic economic principles of production & exchange-essential tools in making business decisions in today’s global economy. The participants is expected to gain understanding of how the economy works, covering microeconomic description of business applications, including pricing for profit maximization, price elasticity, market structures and modeling of business in varying economic climates.

SECTION – A

Introduction to Managerial Economics: Nature, Scope and Importance of Managerial Economics.

Basic Concepts in decision making: Opportunity cost principle, incremental principle, time element in decision making.

Distinction between micro and macroeconomics.

SECTION – B

Demand Concepts and Analysis: Individual Demand, Market Demand, Kinds of Demand, Determinants of Demand, Demand Functions, Demand Schedule and Law of Demand.


Elasticity of Demand: Concept, Types, Measurement and importance.

Demand Forecasting: Sources of Data Forecasting-Expert Opinions, Surveys and Market Experiments, Time Series Analysis-Trend Projection, Barometric Forecasting, Leading Indicators, Composite and diffusion Indices.

SECTION – C

Production Function: Concept, types: Cobb Douglas and CES Production Function, Returns to Factor and Returns to Scale.

Cost concepts and Analysis: Concept of Cost, Short run and Lung-run Cost Curves, Relationships among various costs, Break-even Analysis.

Revenue Curves: Concept and Types.

SECTION – D


Monopoly: Characteristics, Equilibrium Price, Profit Maximizing output in Short Run and Lung Run, Price Discrimination.

Imperfect Competition: Monopolistic Competition ñ Price output determination in short and long run, Product variation and selling expenses behavior, Oligopoly ñ Characteristics, Price Rigidity, Interdependence, the Cournot Model, Cartels and Collision, Price leadership, Behavioural theory of the firm, Managerial Theory of the firm.

Suggested Readings:
1. Craig Peterson, Lewis and Jain: Managerial Economics, Pearson Education
2. Mark Hirshey: Managerial Economics, Thomson
3. V. Panduranga Rao: Microeconomics-IBS Publication
6. K.K. Dewett: Modern Economic Theory, Sultan Chand and Sons
7. Mote, Paul Gupta: Managerial Economics, Vikas Publisher
8. A. Koutsoyiannis: Modern Microeconomics, McMillan
9. R.L. Varshney and K. L. Maheshwari: Managerial Economics, Sultan Chand and Sons
Objectives: The objective of this course is to develop acquaintance with basic techniques of accountancy. The course attempts to build potential to use appropriate accounting tools and techniques of financial accounting and management accounting for preparing and analyzing financial statements.

SECTION – A
Accounting: Accounting and its functions, Accounting as an information system, Basic Accounting Concepts and Accounting Conventions, Accounting Principles, Generally Accepted Accounting Policies (GAAP), Accounting Standards.
Branches of Accounting: Financial Accounting, Cost Accounting, Management Accounting, Accounting Equation, Accounting Structure, Types of Accounts.

SECTION – B
Tools of financial analysis: Ratio analysis, Common size statements, Trend analysis, Fund flow and cash flow statement.

SECTION – C
Cost Accounting: Meaning, scope and classification of costs, Absorption costing, Marginal costing and break even analysis, Use of cost data in managerial decision making.
Cost Control Techniques: Preparation of budgets and their control, Zero base budgeting, Standard costing and variance analysis, Responsibility Accounting, Target costing, Kaizen costing, Activity based costing.
Responsibility Accounting: Meaning, Steps involved in Responsibility Accounting, Responsibility Centre, Advantages of Responsibility Accounting.

SECTION – D
Price Level Accounting: Meaning, Methods or Techniques of Price Level Accounting, Advantages, Disadvantages.
Social Accounting: Concept of Social Cost Benefit Analysis, Meaning of Social Accounting, Need, Social Accounting Approaches.
Human Resource Accounting: Meaning, Need, Methods of Human Resource Accounting, Objections Against Human Resource Accounting, HRA in India.

Suggested Readings:
Objectives: The objective of the course is to equip the students with techniques for data analysis. The participants are expected to use statistical analysis as a fundamental method of quantitative reasoning for managerial decision making.

SECTION - A
Classification of data and construction of Frequency Distribution: Graphic Presentation of Data.
Index Numbers: Definition and Methods of Construction of Index Numbers, Tests of Consistency, Base shifting, Splicing and Deflation, Problems in Construction, Importance of Index Numbers in Managerial Decision Making.

SECTION - B
Theoretical Distributions: Binomial, Poisson and Normal Distribution.

SECTION - C
Statistical Inference: Concept of Sampling Distribution, Parameter & Statistics, Standard Error.
Theory of Estimation: Point and Interval Estimation, Construction of Confidence Limits for Mean.
Testing of Hypothesis: Large Sample Tests, Small Sample Test (t-test: single sample mean and difference of means tests, F test-Variance Ratio test, Z test-single proportion, difference of proportions, single sample mean and Difference of Means), \( \chi^2 \) - (chi square) test: Independence of Attributes, Goodness of Fit and Test of Homogeneity.

SECTION - D
Correlation Analysis: Rank Method and Karl Pearson’s Coefficient of Correlation and Properties of Correlation.
Regression Analysis: Simple Linear Regression Model, Specification of the Model, Assumptions, Least Square Estimates of Parameters and their properties, Coefficient of Determination and Interpretation of Coefficients.

Suggested Readings:
3. Levin & Kapoor: Statistics For Management, Prentice Hall India
5. P.N. Arora & S. Arora: Statistics for Management, Sultan Chand and Sons
8. S.P. Gupta: Statistical Methods, Sultan Chand and Sons.
Objective: The objective of studying Organizational Behaviour (OB) is to understand what are the underlying assumptions and causation of behavior of the individuals in the organization and its impact on the achievement of the organizational goals.

SECTION – A
Introduction to OB: Contributing fields to OB, OB in the context of globalization.
Learning and Behavior Management: Biographical characteristic, ability, job fit, learning theories, process of behavior modification.
Values, Attitudes and Job Satisfaction: The Nature and Dimensions of Attitudes, Components of Attitude, Sources and types, Cognitive dissonance theory, Values, Job satisfaction.

SECTION – B
Personality: The meaning of Personality, Personality Determinants, Personality Traits, The big five model, Emotional Intelligence.
Motivation: Meaning of Motivation, Primary, General Motives and Secondary Motives, Motivation and Productivity, Content and process theories of Motivation.
Communication: Role of Communication, Objectives, Barriers to Effective Communication, Communication Processes, Types of communication, Interactive Communication in Organizations.

SECTION – C
Leadership: Understanding Leadership, Leadership Theories - Trait Theories, Behavioral Theories, Contingency Theories, Leadership Styles - Level 5 leadership, Transactional and Transformational Leadership.
Conflict & Collaboration: Sources of Conflict, Types of conflict, Process of Conflict, Individual, Interpersonal, group level conflict, Organizational Conflict, Approaches to Conflict Management.

SECTION – D
Stress Management: Concept of stress, Sources of stress, Effects of stress on humans, Management of Stress.
Management of Change: Importance, Forces responsible for change, Resistance to change, Overcoming resistance to change, Introduction of change in the organization, Organizational Development as a tool for introduction of change.
Organizational Design: Various organizational structures and their effects on human behavior, Organizational Climate, Organizational Culture, Organizational Effectiveness.

Suggested Readings:
3. Hersey Blanchard: Management of Organizational Behaviour, Prentice Hall India
Objectives: The objective of the paper is to create Legal Awareness, to give exposure to various laws and acts which have impact on business and industry, to give inputs relating to procedure of starting a new company. The paper also aims to make the students understand the concept of Ethics and its role in business life for corporate growth.

SECTION – A


SECTION – B


SECTION – C

Business Ethics: Definition, Concepts and Rationale underlying Business Ethics, Ethical Theories in relation to Business, Ethical Dilemmas, Sources and their resolution, Ethical Decision making in business.

SECTION – D

Changing dimensions of Ethics in relation to liberalization and globalization, Creating and Sustaining an Ethical Organization, Corporate Ethics and responsibility towards stakeholders, Environmental Protection, Ethics in Functional Areas of Management.

Suggested Readings:
1. A.C. Fernando: Business Ethics, An Indian Perspective, Pearson Education.
2. S. Rinku and P. Khanna: Ethics and Values in Business Management, Ane Books India
3. B.S. Moshal: Business & Industrial Law, Ane Books
Objectives: This course aims at understanding basics of Information Technology. The participants are expected to develop proficiency in the use of personal computers.

SECTION – A


SECTION – B

MS Word: Introduction to MS Word, Basic Formatting, Legal Numbering, Understanding Styles, Sections, Section Breaks, Headers and Footers, Complex Legal Documents, Tables in the Legal Environment, Track Changes, Compare & Merge Documents, Send for Review and Comments, Troubleshooting Track Changes, Mail Merge Tool.

SECTION – C

MS Excel: Spreadsheets and their uses in business, Excel basics, Rearranging, Worksheets, Excel formatting techniques, using formulas and functions.

Data Structures and Descriptive Statistics: Data Tables, Built-In Functions available from the AutoSum Tool, Additional Statistical Functions, The Analysis ToolPack, Frequency Distributions, Charts, Graphs, and Tables, Pivot Tables and Charts, One-Sample t-Test, One-Way Between-Groups ANOVA, Correlation and Regression, Chi-Square Tests

SECTION – D


Computer Security: Introduction, Malicious Programs, Cryptography, Digital Signature, Firewall, Users Identification and Authentication, Security Awareness and Policies

Suggested Readings:

Objective: To encourage the all round development of the participants by focusing on soft skills and to make them aware about the importance, role and the content of soft skills through instruction, knowledge acquisition and practice.

SECTION – A
Meaning and importance of communication in business: Process, types of communication: formal and informal and their characteristics, essentials of effective business communication, Channels of communication, their effectiveness, limitations, Barriers of communication, approaches to effective Communication.
Presentations, Book Reviews and Summaries

SECTION – B
Listening Skills: Listening to Specific Information, Identifying Main Issues, Seeing Beyond the Surface.
Team Assignment: Effects of Competition on Individual and Group Behaviour, Competitive and Collaborative Team Behaviour, Team/ Group Dynamics, Team Assignment.

SECTION – C
Stress Management: Symptoms of Stress, Coping Approaches.
Principles of clear writing, often misused words, applications and requests, positive and negative responses to requests, routine messages, memos, organizing meetings, preparation of agenda and minutes, business etiquette, telephone etiquette, e-mail etiquette.

SECTION – D
Interpersonal Skills: Negotiations, social skills, assertive skills, cross-cultural communications.
Leadership Skills: Concepts of leadership, leadership styles, insights from great leaders.

Suggested Readings:
2. Poe & Fruchling: Basic Communication, AITBS.
5. Baugh, Frayer & Thomas: How to write first class Business Correspondence, Viva Books.
Objectives: The objective of the subject is to provide an insight to the participants about the changes that are taking place in the economic sector, the effect of these changes on business and the demand placed on managers regarding national and global business environment. Another aim is to help identify economic trends and business currents that affect individual firms and the wider industry.

SECTION – A

SECTION – B

SECTION – C
Economic Policies in India: Monetary Policy as an instrument of growth, Fiscal Policy and Indian business, Industrial Policy and Industrial Licensing in India, EXIM Policy, MRTP Act, FERA and FEMA.

SECTION – D
International Economic Environment: Globalization - concept and emergence of globalization, Foreign Direct Investment, Benefits and Problems from MNCs, WTO-its role and functions, implications for India, Devaluation of Rupee

Suggested Readings:
1. Ruddar Datt & K.P.M. Sundaram: Indian Economy, Sultan Chand and Sons.
Objectives: The course has been designed to develop understanding of different concepts and theories underlying financial management and implications of various financial techniques.

SECTION - A
Sources of Finance: Features, Advantages and Limitations of Equity Shares, Preference Shares, Debentures, Term-Loans, Right Issue, Venture Capital, Private Equity GDR, ADR.

SECTION - B

SECTION - C
Cash Management: Meaning, Facets of Cash Management, Motives for Holding Cash, Optimal Cash Balance, Short-Term and Long-Term Cash Forecasting.
Receivable Management: Meaning, Credit Policy Variable, Credit Evaluation, Credit Decisions, Control of Account Receivable.
Inventory Management: Meaning, Need to hold Inventory, Objective of Inventory Management, Inventory Investment Analysis, Inventory Control System.

SECTION - D
Corporate Restructuring: Meaning and forms of corporate restructuring, merger and amalgamation, takeover and acquisition, types or forms of mergers and takeovers, their benefits and motives.

Suggested Readings:
Objectives: The main aim of the paper is to understand the nature, tasks and the environment under which marketing operates, to study the theory, principles and practical aspects of various marketing functions, and to learn to take marketing decisions.

SECTION – A
Introduction to Marketing: Definition, Scope and Importance of Marketing, Key Customer Markets, Concepts/Philosophies of Marketing, Holistic Marketing Concept, Marketing Tasks, Marketing Mix

SECTION – B

SECTION – C
Pricing Strategies: Understanding Pricing, Setting the Price, Initiating and Responding to Price Changes, Reactions to Competitor’s Price Changes.

SECTION – D
Marketing Channels: Marketing Channels, Role of Marketing Channels, Identifying Major Channel Alternatives, Types of Intermediaries, Channel-Management Decisions, Retailing, Wholesaling.
Marketing Communication: The Role of Marketing Communications, Communications Mix-Advertising, Sales Promotion, Public Relations and Publicity, Events and Experiences, Direct and Interactive Marketing, Personal Selling.

Suggested Readings:
5. P. Kotler and Armstrong: Principles of Marketing, Prentice Hall India
Objectives: The objective of the paper is to make participants aware of the various functions and importance of the Human Resource department in an organization. It is concerned with managing the human resources, whereby the underlying objective is to attract, retain, and motivate the human resources in an organization, which is a challenging and daunting task.

SECTION – A
Introduction to HRM: Meaning, Function, Scope of HRM, Importance of HRM, HRM and HRD a comparative analysis, Line vs. staff authority, Challenges of Human Resource Management.
Human Resource Planning (HRP): Definition, Need and Importance of HRP, Process of HRP, Levels of HRP, Forecasting Demand for employees, Forecasting supply for employees.

SECTION – B
Recruitment: Definition and concept of Recruitment, Factors Affecting Recruitment, Sources of recruitment, Internal and External.
Managing Careers: Concept, Career stages, Career Anchors, Career Development Cycle, Benefits of career planning to individual as well as organization, Internal mobility- promotions, demotions, transfers, Separation and Succession planning.
Employee Training and Management Development: Importance and objectives, Distinction between Training and Development, Methods of training and development, Training need analysis, Evaluation of Training.

SECTION – C

SECTION – D
Industrial Relations: Concept and purpose of Industrial Relations, Collective Bargaining, Types, Process, Prerequisites, Issues Involved: Industrial Disputes, Worker Participation in Management, Trade Unions.
Grievance Handling: Grievance - Causes/Sources of Grievances, Grievance Redressal Machinery, Legislative Aspects of the Grievance Redressal Procedure in India, Domestic enquiry, Discipline and disciplinary actions, Dismissal and Discharge of an employee.
Quality of Work Life: The Concept of Quality of Work Life (QWL), Strategies for Improving QWL, Family integration processes.

Suggested Readings:
1. V.S.P. Rao: Resources Management, Excel Publishing
Objectives: This course offers an understanding of basics of Information Systems. It has been designed to acquaint the participants about the evolution of computer-based information systems, basic computer software, types of information systems that are needed to support the various levels of a business enterprise and how IT is helpful in Business.

SECTION – A


SECTION – B

Microsoft Access: Creating and opening database, Importing data, Tables, keys, Field names, Data types, Relationships, Normalization, Basic Queries Using QBE, ampersand (&) operator, Forms and Subforms, adding bound text boxes, Linking the main form and subform. Combo Box Controls, aggregate function, hiding the text box, Parameter Queries: Dynamic queries, parameter queries, using parameters to generate prompts, Values on forms as parameters, Action Queries.

SECTION – C


SECTION – D


Suggested Readings:
Objectives: The main objective of this course is to help understand the nature, scope, complexities and process of defining a business, research question. The learning focus is on developing business research skills, so as to facilitate managerial decision making.

SECTION – A
Introduction: Meaning, Features, Objectives/Motives & types of Research, Defining the Research problem, Research Process, Significance of Research in Managerial decision making.

SECTION – B
Data Collection: Sources of Data-Primary/Secondary Methods of collecting data, direct personal interview, indirect oral interview, information through local agencies, mailed questionnaire method, schedule sent through enumerators, questionnaire and its designing and characteristics of a good questionnaire.
Sampling Design: Meaning and need of Sampling and review of Sampling Methods.
Measurement and Scaling Techniques.
Formulation of Hypothesis.

SECTION – C
Data Analysis & Interpretation: Introduction to Multivariate analysis- Multiple and partial correlation, multiple regression analysis (with two independent variables), specification of regression models and estimation of parameters, interpretation of results. Analysis of Variance (ANOVA)-One way and Two way ANOVA.

SECTION – D
Report writing: Style/format, contents and essential steps for report writing,
Role of Computer in Research.

Suggested Readings:
1. K.N. Krishnaswamy, Appa Lyer Siva Kumar, M. Mathirajan: Management Research Methodology, Pearson Education.
2. Ranjit Kumar: Research Methodology, Pearson Education.
3. Donald R. Cooper and Pamela S. Schindler: Business Research Methods,Tata McGraw Hill
5. R. Pammerselvam: Research Methodology, Prentice Hall India.
7. William G. Zikmund: Business Research Methods, Thomson South Western Publication
Objectives: The prime objective of the subject to give indepth understanding of all aspects of retail business. This course provides an understanding of retailing as an economic and social process.

SECTION – A

SECTION – B
Strategic Retail Planning: Strategic Retail Planning Process; Understanding the Retail Customer; Delivery value through retail formats; Role of Customer services and Relationship Marketing in Retail, Retail location & Site decision. Retail buying. Retail Market Segmentation, Evaluating Areas for location.

SECTION – C
Retail Mix: Product Merchandise; Pricing decisions in retailing; Promotion & Communication Mix in Retail and Multi-channel retailing, managing retail services; Category management. Merchandise management process overview, considerations in setting up retail prices; Store design objectives.

SECTION – D
Retail Operations: Supply chain management & vendor relation’s role in Retail; Management of Human Resources; Financial Management Issues in Retail; The strategic profit model, the profit path. Store operations - size & place allocation, Store Maintenance, Inventory Management; FDI in Retailing.

Suggested Readings:
1. Berman & Evans: Retail Management, Practice Hall.
3. Dunne, Lusch & Gahle: Retailing, South Western.
5. C. Bajaj: Retail Management, Oxford Publication.
7. R. Varley: Retail Management, Macmillan.
Objectives: To provide a comprehensive understanding of brands, brand equity & strategic brand management. An important goal of this course is to enrich the learners about current issues and developments in brand management.

SECTION – A

Introduction to Product and Brand Management: Importance of Product & Brand management in Retailing; Product and Marketing mix; Product Levels; Product Hierarchy. Product Classification-Consumer goods, Industrial goods; Product mix.


SECTION – B

New Product Development: Challenges in New Product Development; Budgeting and organizing for New Product Development;


SECTION – C

Consumer Adoption Process: Introduction to Consumer Adoption Process; Factors Affecting Adoption Process;

Product Life Cycle: Concept.

Market Evolution: Marketing Strategies at each stage; Stages of Market Evolution, New Product Attributes.

SECTION – D

Brand Management: Brand definition; Brand equity; Branding Challenges; Brand name decision, Brand Strategy Decision; Brand Repositioning; Packaging and Labeling; Managing Brand and Product line portfolios-BCG Matrix, GE Model, Ansoff’s Matrix.

Suggested Readings:
1. Kevin Keller: Strategic Brand Management, Pearson Education.
2. YLR Moorthi: Brand Management: The Indian Context, Vikas Publications.
Objectives: Projects are non-recurring activities requiring a different set of skill for planning as compared to regular and operative activities. The course is aimed at developing the understanding of project activities and relevant skills.

SECTION – A

SECTION – B
Market Analysis: Market and Demand Analysis, Market Survey, Demand Forecasting, Uncertainties in Demand Forecasting.
Methods of Demand forecasting: Time series projection methods & causal methods.

SECTION – C
Risk Analysis: Measures of Risk, Sensitivity Analysis, Scenario analysis, Break-even method, Simulation Analysis, Decision Tree Analysis, Application of project appraisal techniques in current environment.

SECTION – D
Project Scheduling/Network Techniques in Project Management: Concept of EOT, LOT, CPM and PERT Analysis, Float times, Crashing of Activities, Contraction of Network for Cost Optimization.

Suggested Readings:
Objective: The objective of the course is to invoke critical thinking and analysis of the concept of customer relationship management and enabling them to develop and manage CRM strategy.

SECTION – A
Customer Relationship Management: Changing nature of marketing and customer service, Introduction to CRM, History and development of CRM, Relationship marketing and customer relationship management, Organization and CRM, Customer value and Customer Satisfaction, CRM as an integral business strategy, Business environment of CRM, CRM business models.

SECTION – B
Consumer Research, Finance and Sales Strategy: Managing customer relationships; consumer research and CRM; CRM and financial aspect of business; Sales strategy and CRM.
CRM and Technology: CRM Technology and sales; marketing strategy and CRM; CRM, marketing automation and communication.

SECTION – C
CRM - Measurement and Data Management: CRM measurement; CRM program measurement and tools; relationship life cycle; Customer Profiling; Customer Identification; CRM and Data Management; Technology and Data Platforms; Database and Customer Data Development.

SECTION – D
CRM strategies: Developing and Implementing CRM strategy; Understanding privacy and ethical consideration in CRM; Future of CRM.
CRM in Practice-CRM in Manufacturing, Insurance, Airlines, hotels, telecom, Pharmaceutical Industry, Retailing.

Suggested Readings:
Objectives: The objective of this course is to create an indepth understanding of Franchising and the legal aspects related to Franchising.

SECTION – A

SECTION – B
Choosing Franchisees: Right Profile of choosing franchisees, Sources of Revenue, The Role of Real Estate, Infrastructure/Services Provided, Profit Pie to Share. Multi-Level Franchising, Company Owned Stores. Managing and marketing the franchisee business. Franchisor support services.

SECTION – C

SECTION – D
Legal and Global Aspects of Franchising: Franchise Legal Documents, Trademarks, Copyrights, Patents, & Trade Secrets, Transfer/Exit Strategy, Succession (Family Issues), Termination, International Franchising.

Suggested Readings:
Objectives: The course has been designed to enable the participants to have knowledge and skills regarding visual merchandising, core designing strategies, mannequins and promotional activities.

SECTION – A
Introduction to Visual Merchandising: Definition, need, significance and importance, use of design elements in creating various moods and impressions in visual merchandising. 3D visual merchandising systems.
Assortment planning i Visual data management, Visualization and printing, Image mix.

SECTION – B
Core Design Strategies, Principles of design, balance of a display, point of emphasis in a display, rhythm in a display, harmony in a display.
Color principles: Identify the basic colors and their properties. Explain the psychological effects of color, Identify basic color schemes.

SECTION – C
Display: Mannequins and its Alternatives, window display, Display materials, types of ready-made materials used to construct displays, use of paper and fabric in display.
Façade.

SECTION – D
Store Ambience: Layout and Fixture, Wall Set Ups, Lighting and atmospherics.
Optimizing techniques in retail space.
Security and theft prevention through visual merchandising and store planning, Customer safety.

Suggested Readings:
6. S. Pradhan: Retail Merchandising, Tata McGraw Hill.
Objectives: The course is intended to help participants get acquainted with various research concepts, techniques and procedures and to develop their ability to conduct, evaluate, use and present research findings. The course will also help participants to understand the various factors affecting consumer behavior and to understand the process of consumer buying.

SECTION – A
Introduction to Consumer Behavior: Introduction, Applications of consumer behavior, Consumer behavior and marketing strategy, Situational characteristics and consumption behavior, Consumer decision making process, Post purchase behavior.

SECTION – B
Factors Influencing Consumer Behavior: Consumer specific factors influencing buying behavior, psychological processes (motivation, perception, learning and memory) affecting consumer behavior, the buying motive, high involvement and low involvement buying situations, Consumer behavior in adapting new products, participants in buying decisions.

Group influence: Definition, types of group (primary, secondary, formal etc.), Family influence, roles, FLC application.

SECTION – C
Introduction to Marketing Research: Meaning, scope and importance of marketing research, Defining the market research problem and developing an approach, Research design formulation, Rating Scales Juster, Likert, Semantic Differential, Thurston, Attitude Scales.

Preparing a written research report, organization of the report, Ethical issues in marketing research.

SECTION – D
Applications of Marketing Research: Research design classification, Product research- developing products, Specifications and attributes, Concept of test marketing.
Advertising research, Market and sale analysis research, Sales forecasting, Demand measurement.

Suggested Readings:-
7. A. Parasuraman et.al.: Marketing Research, Biztantra.
Objectives: The course is designed with an aim to develop an understanding of the decision processes in advertising from a marketer’s point of view and to understand the concept, methods and strategies of sales management.

SECTION – A
Introduction to Advertising: Advertising- an element in Marketing Mix, Role and Importance, Difference between advertisement and publicity, Advertising as a means of communication, Setting Advertising Objectives, DAGMAR approach to setting objectives, Media, selection, measurement of effectiveness of Media, Preparing advertising plan, Developing message, writing copy, advertising appeals: pre and post-testing. Media decisions, media strategy and scheduling decisions, Planning and managing advertising campaigns.

SECTION – B
Integrated marketing Communications: Different types of advertising, public relations, advertising budget and relevant decisions, Advertising agencies, their role and importance, management problems of agencies, client-agency relations, Advertising in India: Problems and Prospects.
Role of Integrated Marketing Communications (IMC), Designing, Objectives Setting and Budgeting for IMC programs, Developing effective communications.
Managing Mass Communications: Events, Experiences and public relations, Measuring media.

SECTION – C
Sales Management: Sales organization, Sales Functions and its relationship with other marketing functions, External relationship of the Sales Department e.g. with distributors, Government and Public, Functions and qualities of a Sales Executive, Environment Routing and Scheduling, International Sales Management.

SECTION – D
Salesmanship: Theoretical aspects of Salesmanship, the process of selling, Sales forecasting methods, Sales budget.
Sales force management, Recruitment, Selection, Training, Motivation and Compensation of the fields sales force and sales executive, Evaluation and control of sales force, Sales Territories, Sales Quotas.

Suggested Readings:
2. Raghuvir Singh: Advertising-Planning and Implementation, Prentice Hall India.
Objective: The objective of this course is to develop a conceptual framework of international marketing management so as to provide necessary knowledge and tools to develop strategies for international markets.

SECTION – A
Framework of International Marketing: Scope of International Marketing - International Marketing vs Domestic Marketing - Trade Barriers such as Tariff and Non-Tariff Barriers. Transition from Domestic to International Business - Pre-export behaviour - Motivation to export - Special difficulties in International Marketing - Advantages or importance of International Marketing. Balance of Trade and Balance of Payments.

International Marketing Environment: Factors/Dimensions influencing International Marketing - Controllable and Uncontrollable factors in International Marketing. Globalisation and Role of Multinational Enterprises (MNEs).

SECTION – B


SECTION – C

International Trade Liberalization: General Agreement on Tariff and Trade (GATT) - World Trade Organization (WTO) - GATS ¿ UNCTAD.


SECTION – D
India's Foreign Trade: Recent Tends in India's Foreign Trade - India's Commercial Relations and Trade Agreements with other countries.

Institutional Infrastructure for Export Promotion in India - Export Assistance - Export Finance - Export Processing Zones (EPZs) - Special Economic Zones (SEZs) -Role of ECGC, EXIM Bank of India, Commodity Boards, STC, MMTC, etc.. Role and Functions of Export Promotion Councils.


Export Payment - Different Modes of Payment and Letters of Credit

Suggested Readings:
Objective: This course aims to provide an in-depth perspective into Internet Marketing, and help participants to appreciate internet as an integral part of an organisation's marketing mix. The primary objective of the course is to focus on how the Internet can serve as an invaluable resource for the marketer.

SECTION – A

SECTION – B

SECTION – C

SECTION – D

Suggested Readings:
1. Judy Strauss & Raymond Frost: E-Marketing, PHI Learning
4. P.T Joseph: E-Commerce- A Managerial Perspective- Prentice Hall India
9. Keen, Peter and Mark Mc-Donald: The e Process Edge, Tata Mc-Graw Hill, Delhi
Objectives: The course has been designed to develop understanding of different concepts relating to analysis of investment and portfolio management and to provide exposure to derivatives market, its working and inputs on strategies used in derivatives market.

SECTION-A


Risk and Return: Concept of Risk, Components of Investment Risk, Measurement of Risk through Standard Deviation, Regression Equation, Covariance, Concept of Return, Expected Yield, Actual Yield, Holding Period Yield, Relationship between Risk and Return


SECTION-B

Efficient Market Theory: Random walk, Weak form, semi-strong and strong form of market, Empirical tests, Comparison between random walk.


SECTION-C


SECTION-D

Portfolio Selection: Concept of Portfolio Selection, Optimal Portfolio, Objectives, Risk and Investor Preferences, Investment Constraints, Cut-off Rate and New Securities, Efficient Frontier and Portfolio Selection, Beta, Traditional Portfolio Building.


Case studies on Investment Analysis of Retail Industry.

Suggested Readings:-
2. Frank J Fabozzi.: Investment Management, Prentice Hall - Gale
8. V. K. Bhalla: Investment Management, Sultan Chand and Sons.
Objective: To enable the participants to understand cost management system and develop an insight into application of cost analysis from strategic perspective in retail industry.

SECTION – A


Activity Based Costing and Management: Treatment of Cost, Steps, Advantages, Disadvantages.

SECTION – B

Value Analysis: Meaning of Value Analysis and value addition, Strategic Application of Value Chain Analysis.

Strategic Positioning Analysis: Critical Success Factors and SWOT Analysis.


SECTION – C


Relevant Indian and International accounting standards, Current Scenario in India, Numerical Problems.

SECTION – D

Responsibility Accounting: Activity based Responsibility Accounting, Behavioural aspects of responsibility accounting, Transfer Pricing.


Productivity improvement techniques in retail industry: Various tools and techniques including Kaizen and Six Sigma.

Case studies on strategic cost management in retail industry.

Suggested Readings:
Objective: This course aims at developing understanding and analytical skills among participants regarding applications of Financial Engineering, with special reference to the retail industry.

SECTION – A

SECTION – B
Credit Analysis:
Risks: sovereign and country risks, industry risks, management factor, financial risk analysis.
Credit ratings: credit spreads, interest coverage ratio and its effect on industries classification, process of credit ratings.

SECTION – C
Options:
Principles of options, factors affecting option value, option pricing models: single stage and two stage binomial models, Black Scholes.
Strategies: bullish options strategies, bearish options strategies and neutral strategies, Collar spread.
Interest rate options: calls and puts, caps, floors and collar.

Swaps:
Interest rate swap: definition, structure of swaps, valuation of swap at outset.
Currency swap: definition, valuation of currency swap.

SECTION – D
Forwards and Futures: introduction, features, hedging with forward contracts, futures pricing models, difference between forwards and futures contracts.
Hedging with Futures: hedging concepts including long hedge & short hedge, the basis, risks in hedging. Minimum variance hedge ratio, price sensitivity hedge ratio and stock index futures hedging, Hedging strategies.
Credit Derivatives: Credit default swap and Total return swap.
Application of financial engineering tools to the retail industry.
Case studies on financial engineering practices in retail industry.

Suggested Readings:
4. Don Chance: An Introduction to Derivatives and Risk Management Cengage Press, Delhi
Objectives: Liberalized economy has generated many opportunities of combining businesses to create wealth. The fundamental aim of the course is to equip participants for taking advantage of the current scenario. Emphasis of the course will be on understanding how mergers, acquisition and corporate restructuring is taking place in retail industry.

SECTION – A

SECTION – B
Valuation: Meaning, Factors to be considered for Valuation, Types of values: Going concern Value, Liquidation Value and Market Value, Methods of Valuation: Asset based Valuation method, Earning based valuation, Market based valuation, Book value approach, Stock and Debt approach, Direct Comparison Approach and Discounted Cash flow method of valuation.
Cross Border Acquisition: Meaning, Need, Benefits of Cross Border Acquisition and Difficulties in Cross Border Acquisition
Post Merger Issues: Tools for Integration, Strategies for Post Merger Success, Post merger growth strategies, Human aspects in mergers and acquisition, Failures in Post-merger Integration and Successful Post-merger Integration.

SECTION – C
Corporate Restructuring: Meaning, Conceptual framework, McKinsey 7S Model, Reasons for restructuring, Barriers to corporate restructuring, Key Elements, Types of corporate restructuring: Financial. Portfolio and Organisational Restructuring, Hardware and Software Restructuring, Strategic Options in restructuring, Implications of corporate restructuring for investors, customers, management, employees and others.
Restructuring through Joint Ventures: Meaning, Characteristics, Objective, Rationales, Reasons for failure of Joint Venture

SECTION – D
Due Diligence: Concept, Need, Transaction requiring Due-diligence, Process, Types: Financial, Legal, Operational, Intellectual, IT and Human resource Due Diligence, Due diligence and M&A failure.
Strategic Alliances in Retail Industry: Types, Reasons, Implications of Strategic Alliance, Strategic Management of Alliances.
Divestitures: Meaning, Types, Reasons for Divestiture, Benefits of Divestiture Mergers, acquisitions and corporate restructuring in retail industry.
Case studies on business restructuring in retail industry.
Suggested Readings:
1. Aurora, Shetty and Kale, Mergers and Acquisition, Oxford University Press.
2. Weston, Chung and Hoag, Mergers, Restructuring and Corporate Control, PHI Learning
3. Krishnamurti and Vishwanath, Mergers, Acquisition and Corporate Restructuring, Sage
4. Vadapalli, Mergers, acquisition and Business Valuation, Excel Publication.
5. DePamphilis: Mergers, acquisitions and other restructuring activities, Elsevier Limited
Objective: The objective of this course is to provide participants exposure to various aspects of International HRM. It aims at providing a comprehensive overview of International Human Resource Management (IHRM) practices being used by practitioners in multinational enterprises.

SECTION – A
International HRM: Concept, Defining International HRM, Differences between domestic and international HRM, Variables moderating the difference between domestic and International HRM, Developments leading to global HRM, Issues in global organizations, Management of external environment, Relevance and importance of IHRM.

Sustaining International Business Operations: Approaches to staffing- ethnocentric, polycentric, geocentric, regiocentric, reasons and types of international assignments, role of expatriates, role of non expatriates.

Recruiting and selecting staff for international assignments: issues in staff selection, reasons for expatriate failure, factors moderating performance, selection criteria.

SECTION – B
Training and development: Role of expatriate training, effective pre-departure training programmes, effectiveness of pre departure training, developing staff through international assignments.

Compensation: Objectives of International compensation, Key components of international compensation programme, Approaches to international compensation.

Re-entry and Career Issues: Repatriation Process, Individual reactions to re-entry, Multinational responses, Designing repatriation programme.

SECTION – C
HRM in host country context: standardisation and adaptation of work practices, retaining, developing and retrenching staff.

Culture and IHRM: Concept of Culture, Cross Cultural Studies, Hofstede’s Model of National Culture.

Industrial Relations: Key issues in international Industrial relations, trade unions and international industrial relations, response of trade unions to multinationals.

Performance Management: Multinational performance management, performance management of international employees, Performance appraisal of international employees, Appraisal of HCNs.

SECTION – D
IHRM Trends and future challenges in retail industry: International business ethics and HRM, research issues and theoretical developments in international HRM.

GHRM in Select Countries: America, Japan, China, Korea, Africa, Europe, India.

Cases on IHRM practices in retail organizations.

Suggested Readings:-
Objective: The aim of this course is to provide valuable insight in managing change in such a way that knowledge and skills are transferred to build the organization’s capability to achieve goals and solve problems. It provides a critical assessment of the symptoms, mechanisms and dynamics of Organizational Development (OD) and evaluate the range of OD Interventions as are applicable in retail industry.

SECTION – A

Introduction to OD: Definitions of Organizational Development (OD), Growth and Relevance of OD.

History of OD: The Laboratory Training, Survey Research and Feedback, Action Research, Socio-technical and Socio-clinical Parallels, Second Generation OD.

Underlying Assumptions and Values: Assumptions about people as individuals, Assumptions about people in groups and about leadership, Assumptions about people in organizational systems, Assumptions that relate to values in the client organization, Values and belief system of behavioral scientist change agents.


SECTION – B

OD Interventions - An Overview: A definition of OD interventions, nature of OD interventions, the major families of OD interventions, classification schemata for OD interventions.

Team Interventions: Teams and Work Groups - Strategic Units of Organizations, Team Building Interventions, the Family Group Diagnostic Meeting, The Family Group Team-Building Meeting, Role Analysis Technique Intervention, Role Negotiation Technique, Responsibility Charting, the Force Field Analysis Technique, Gestalt Orientation to Team Building.


SECTION – C


SECTION – D

Organization Development in Retail Organizations: Job Design, Quality Circles, MBO and Appraisal, Work Restructuring, Quality of Work Life in retail organizations.

The Role and Style of the OD Practitioner with special reference to retail industry: External and Internal Practitioner, Competencies of an OD Practitioner, OD Practitioner Styles, the OD Practitioner and his role in Intervention Process, Forming the practitioner-client relationship, Professional Values and Ethics for OD professionals, Ethical Guidelines and Dilemmas.

Special issues in undertaking OD interventions in retail industry.

Suggested Readings:
5. D.R. Brown and D. Harvey: An Experiential Approach to OD, Pearson Education.
Objective: The objective of this course is to enhance the understanding of Indian corporate environment relating to legislative framework. Emphasis would be given to provisions and case laws of various acts, as are applicable to the retail sector organizations.

SECTION -A
The Industrial Disputes Act, 1947: Industry, Workman, Industrial Dispute - methods and authorities for the settlement of industrial disputes, Strikes and Lockouts; Layoff and Retrenchment.
Employees Provident Fund & Miscellaneous Provisions Act, 1952 - schemes and authorities,

SECTION -B
The Trade Unions Act, 1926: Trade Union, Registration, of Trade Unions, Rights and Liabilities of registered trade unions.
Payment of Wages Act, 1936 - deductions and authorities,
Minimum wages act, 1948 - fair wages, living wages, minimum wages, fixation of minimum rate of wages,

SECTION -C
The Workmen's Compensation Act, 1923: Workman, Employer's liability to pay compensation, Disablement, Amount of compensation.

SECTION -D
Standing Orders Act, 1948: Standing orders, Certification of draft standing orders, Duration and Modification of certified orders.
Case studies on applicability of labour laws in retail sector.

Suggested Readings:
6. S.N. Dhayani: Industrial Relations System, Sultan Chand and Sons
**Objectives:** This course integrates concepts and current day practices to provide insight into Performance Management systems and models so as to understand and appreciate the intricacies of Reward Management in retail organizations.

**SECTION – A**

**Performance Management:** Definition, Disadvantages of poorly implemented Performance Management (PM) Systems, aims and role of PM Systems, Characteristics of ideal PM Systems.


**Performance Management Theatre:** Concept, pillars of Performance management theatre, Planning manager performance and development, Monitoring manager performance and development, Annual stocktaking.

**SECTION – B**

**Planning Manager Performance and Development:** Setting objectives, Organisational and individual performance plans, Components of Manager performance and development plan, Setting Mutual Expectations and Performance Criteria

**Monitoring and Mentoring Manager Performance and Development:** Introduction, Supervision, Objectives and Principles of Monitoring, Monitoring process, Periodic Reviews, Problem solving, process and Principles of manager development, Role efficacy.

**SECTION – C**

**Annual Stocktaking:** Stock taking performance, stock taking discussions, Stocktaking potential, Tools for stocktaking potential (assessment centres, 360 degree feedback, manager career development window).

**Appraising for Recognition and Rewards:** Pros and cons of appraising, appraiser and appraisee concerns, common rating errors, Purposes for appraising, Methods of appraisal, Implementing the appraisal system.

**SECTION – D**

**Reward Management in Retail Organizations:** Foundations of reward management, Financial and Non-financial rewards, Factors affecting level of pay, Developing reward processes.

**Pay Structures:** Fixed vs variable pay, graded pay structures, Broadbanding, Developing pay structures.

**Pay systems:** Team based pay, Performance related pay, Short term incentives, Long term incentives, Executive compensation, International compensation, Benefits.

**Specific issues in performance management in retail sector.**

**Suggested Readings:**

2. Chadha, Prem: Performance Management: ItÔÇÖs about performing, Not just appraising, Macmillan.
Objectives: This Module offers better and more practical understanding of Supply Chain Management, with a focus on developing SCM for retail sector.

SECTION – A

Introduction to Supply Chain Management: Definition, Scope & Importance of Supply Chain Management, Key drivers Of the SCM, Features of Supply Chain Management, Supply Chain Network - 1st Tier , 2nd Tier, Network decisions in SCM, Suppliers and Customers, Customer Service Dimension (Seven RÔ Principles, Service after sale, Customer delight), Role of IT in SCM.

SECTION – B

Role of Logistics in Supply Chains: Definition of Logistics Management, Scope and role of Transportation, Traffic & transportation, Relationship between transportation and other business functions, Transport Economics: Distance - volume-density, Freight Cost, Handling, Liability, Market factors, Third party logistics (3 PL) & fourth party logistics service provider (4 PL), Logistics equipment, Reverse Logistics, Government rule & regulations related to Logistics, Purchase Cycle, Make or Buy, Price analysis, Negotiations.

SECTION – C

Inventory Management: Inventory Control, Planning & Managing Inventories, Warehouse Management (Receipt, issue, storage and preservation, stock verification, In bound and out bound distribution operations), Order Management, Competitive advantage through logistics and supply chain management, Supply chain process integration, performance measurement, Value Chain.

Planning demand and supply: Planning & Sourcing in Supply Chain, Demand forecasting, Type and Time horizon of forecast and category of forecasting, aggregate planning.

SECTION – D


Case studies on SCM in retail sector.

Suggested Readings:
4. RP Mohanty: Supply Chain Management-Theories and Practice, Biztantra.
5. Robert B. Handfield, Ernest L. Nicholas, Jr.: Introduction to Supply Chain Management, Pearson Education.
Objectives: The paper aims to make the students understand a systems view of operations and to understand the conversion of inputs into outputs with various technologies.

SECTION – A
Operations Management: Concepts and Functions.

SECTION – B
Facility Location: Importance, Factors in Location Analysis, Location Analysis Techniques.
Facility Layout: Objectives, Advantages, Basic Types of Layouts.
Production Planning & Control (PPC): Concepts, Objectives, Functions.

SECTION – C
Materials Management: Concepts and Objectives.
Introduction to modern Productivity techniques: Just in time, Kanban System, Total quality management & Six Sigma.
Functions Purchasing Management: Objectives, Functions, Methods, Procedure.

SECTION – D
Stores Management: Types of Stores, Functions, Coding Methods
Value Analysis: Concepts.
Inventory Management: Concepts, Classification, Objectives, Factors Affecting Inventory Control Policy, Inventory Costs, Basic EOQ Model, Re-order Level, ABC Analysis.
Maintenance Management: Concepts, Objectives, Functions, Types of Maintenance.

Suggested Readings:
1. N.G. Nair: Production & Operation Management, Tata McGraw Hill
2. Everett E. Adam & Ronald J. Ebert: Production & Operation Management, Prentice Hall India
6. Gaither: Operations Management, Thomas Learning
8. M.M. Verma: Materials Management, Sultan Chand and Sons
Objective: The objective of this course is to develop abilities to evaluate existing management practices so as to design and reengineer processes, with a focus on retail organizations.

SECTION – A
Definition of reengineering, time for reengineering, why business process start to fail, explanation of change theory, reengineering mission and scope, reengineering cost, survival and growth strategies, rethinking business processes.

SECTION – B
The new world of work, the enabling role of information technology, perspectives on the customer, understanding markets, customer research within markets, service and specifications from the customer, insights from customer analysis.

SECTION – C
Understanding the influences in the background, perspectives on the background, dynamic nature of the industry, competitive intelligence: Bringing the background into focus, mapping the way work gets done, identifying areas for improvement.
Planning for change, refined mission and scope, design options and alternatives, mapping the new process, developing business policies, information channels and communications, feedback for continuous improvement, implementing system and structural changes.

SECTION – D
Specific issues in application of BPR principles in retail sector: downsizing dilemma, maximizing the chances for reengineering success, resistance to change, the transition process, revitalizing the organization for long term durable change.
Case studies on BPR in retail sector.

Suggested Readings:
Objectives: This course is designed to help participants understand the importance of managing Technology and innovation, leading to better appreciation of them being a source of competitive advantage in retail sector.

SECTION – A
Technology Management: Understanding Technology and its Relationship with Wealth of Nations and Firms
Specific Knowledge; Technology Life Cycles, Technology Acquisition and Absorption;
Technology Exports / Joint venture Abroad, Technological Intelligence and Forecasting, Global Trends in Technology Management.

SECTION – B
Change Management: Understanding the Nature, Importance, Forces, Types of Change; Diagnosing Organizational Capability to Change-strategy, Structure, Systems and People; Building Culture and Climate for Change: Role of Leadership; Managing Transformations.

SECTION – C
Innovations Management: Invention vs. Innovation; Innovation Strategies and Models; Concurrent Engineering.
Creative and Lateral Thinking Management: Thinking, Creative Thinking, Problem Solving, Managing Lateral Thinking.

SECTION – D
Technology management in Retail Sector: Leveraging technology for growth in retail organizations.
Process innovations in retail industry.
Case studies in technology management in retail industry.

Suggested Readings:
Objective: The objective of this course is to create in-depth understanding of various corporate strategies, their formulation, implementation and process of change in strategies. Further the course will enable participants to appraise various strategies issues.

SECTION – A
Introduction: Conceptual framework of strategic management, Strategic formation process, Approaches to strategies decision making, Pitfalls, Techniques for improvement, Mission.
Objectives and Goals: Significance, Characteristics and formation of Missions, Objectives and Goals, Porter’s five force model and strategies groups, Competitive advantage, Distinctive Competencies.
Organizational Analysis through Internal Scanning: Value chain analysis, Organization structure and culture, Various strategies issues.

SECTION – B

SECTION – C
Building and Restructuring Business: Start up route, Acquisition, Joint venture, Merger, Takeover, Restructuring, Retrenchment, Divestment, Harvest, Liquidation, Turnaround strategy.
Implementation of Strategy: Designing of structure, Designing of effective control system, ISO 9000, Strategic system, Strategic change process.

SECTION – D
Strategic Evaluation and Control: Techniques of strategic evaluation and control, Strategic issues in technology management.
Strategic Management of non-profit organization and Entrepreneurial ventures.

Suggested Readings:
Objectives: The subject would enable the participants to understand the parameters of accountability, control and reporting system by the corporate board. Participants will have an insight into the interactive relationship among various corporate and related constituents in determining directions and performance of business organisations.

SECTION – A
Corporate Governance: Introduction and Overview.
Corporate Board: Attributes, Duties, Responsibilities, Liabilities, Shaping Directorial Competence and Board Effectiveness, Financial Institutions and Nominee Directors.

SECTION – B
Corporate Governance and Security: Corporate Disclosure and Investor Protection, Corporate Restructuring and Revival of Sick Units, Corporate Reputation, Corporate Legitimacy and Corporate Crime.

SECTION – C
Culture: An introduction, organization culture - Building and maintaining, Managing cultural diversity in organization, Indian culture characteristics.

SECTION – D
General Issues regarding Corporate Governance: Takeover Codes, Corporate Board Committees, Globalisation and Corporate Governance, Emerging Trends in Corporate Governance.

Suggested Readings:
2. C.V. Baxi: Corporate Governance, Excel books.
4. Dr. S. Singh: Corporate Governance, Excel books.
5. Swami (Dr.) Parthasarathy: Corporate Governance, biz tantra.
7. Jill Solomon: Corporate Governance & Accountability, Wiley India.
10. Subhash Chandra Das: Corporate Governance in India, Prentice Hall India.
Objectives: The prime focus of this workshop is on developing entrepreneurship skills in participants by sensitizing them of the competencies required and institutional framework promoting entrepreneurial spirit in India. The course also aims at giving insights into the Management of Small and Family Businesses.

SECTION – A

SECTION – B
Identification and Product Selection: Entrepreneurial Opportunity Search and Identification, Criteria to Select a Product, Conducting Feasibility Studies, Project Finalization, Sources of Information.

SECTION – C
Small Enterprises and Enterprise Launching Formalities: Definition of Small Scale, Rationale, Objective, Scope, Role of SME in Economic Development of India, SME Registration, NOC from Pollution Board, Machinery and Equipment Selection. Preparing Project Report, Project Planning and Scheduling.

SECTION – D

Suggested Readings:
Objective: To understand the basic concepts of operations research and its usage for business managers. The paper also deals with understanding Total Quality Management concept and principles and the various tools available to achieve Total Quality Management and to create awareness about the ISO and QS certification process and its need for the industries.

SECTION – A
Operations Research: Introduction to OR- Definition, Characteristics, Scope and Necessity of OR Models-Principles and Types.
Decision making: Decision making environment, Decision making under certainty, Decision making under uncertainty, Decision making under risk, Decision Tree Analysis.
Modelling with Linear Programming: Two variable LP Model, Graphical LP solution, Simplex Method and Duality.

SECTION – B
Network Models: Scope and Definition of Network Models, PERT, CPM, Phases of a Project, Network Arrow Diagrams, Slack, Critical Path, Float, Crashing the Network.

SECTION – C
Quality Gurus and their contributions.

SECTION – D

Suggested Readings:
**Objectives:** This course is intended to provide insights into the strategic role of Supply Chain Management in Retail industry.

**SECTION – A**

**Introduction to SCM:** Material Handling & Wastage Control; Packing & Packaging; Vendor Managed Inventories, Just in Time (JIT); Sourcing decision in Supply Chain- selection of source, technical up-gradation of vendor. Vendor performance evaluation, vendor rationalization; Strategic sourcing; Supplier Relationship Management (SRM); Contract for product availability.

**SECTION – B**

**Logistics and SCM:** Network design in SCM; Competitive advantage through logistics and supply chain design; Responsive Supply Chain & Bullwhip effect in SCM. Process view of SCM; Pull/ Push view of SCM; Collaborative supply chain, Value Chain, Value System and Supply Chain.

**SECTION – C**

**Reporting Tools and Export-Import Procedures:** Reporting tools for finance in SCM; Financial & supply chain management fundamental tools; Audit and control of distribution; Import and Export Procedures; Approach to supply chain assessment and excellence.

**SECTION – D**

**IT & SCM:** Co-ordination in the Supply Chain; Information Technology & the Supply chain; e-business & the supply chain; Sustaining Competitive advantage f Supply Chain process integration, performance measurement; Key operational aspects in Supply Chain; Global Supply Chain perspective.

**Suggested Readings:**

2. RP Mohanty: Supply Chain Management - Theories and Practice, Biztantra Innovation in Management.
Objectives: To develop the skills of marketing of services, to understand the importance and role of services in the total marketing concept and to have an understanding about the conceptual issues in service marketing.

SECTION – A
Introduction to Services: Growth and Characteristics of services, services Marketing Mix, Role of physical evidence, processes and people; Service-scape; Internal response to service-scape; Cognitive response, emotional response, physiological responses, behavioral response.

SECTION – B
High contact and low contact services, strategies for differentiation, Pricing of Services, Distribution of Services.

Understanding service process - variety in process, value addition in process, task allocation, decisions in service process planning.

SECTION – C
Service consumer behavior, Decision making perspective, Element of risk in services buying, Service decision process, Service strategy; Anatomy of a service exchange - encounter types, customer and staff, customer and system, customer and environment, customer and customer.

SECTION – D
Understanding the service process, Managing Demand and capacity, Service branding, Service recovery and empowerment, Service Quality - Quality dimensions, technical quality and functional quality.

Suggested Readings:
1. Adrian Paye: The Essence of Services Marketing, Prentice Hall India.
Objective: The objective of the course is to impart knowledge on the various dimensions of strategic marketing.

SECTION – A
Introduction to Marketing Strategies: Expanding total market, dealing with competition - Identifying and analyzing competitors, Defending and expanding market share; STP Strategy and its inputs. Assessing marketing capabilities of competitors; Understanding requirements of consumers; Developing brand loyalty and measuring brand equity. Market Challenger strategy, market follower strategy, and niche strategy, Marketing Strategies for domestic and global companies.

SECTION – B
Central role of strategic planning, Corporate and Division strategic planning. Trends in marketing practices, internal marketing, socially responsible marketing. Scanning the marketing environment. Identifying market structure and trends. Introduction to Viral Marketing, Ambush Marketing, Affiliate Marketing.

SECTION – C
IT and Marketing: Introduction to Internet age and marketing, marketing in an information-intensive environment: the internet and international marketing, Implications of the Internet age for marketing. Data mining in marketing, Ethical, Legal, and Social impact, issues and challenges facing managers, privacy in the information age

SECTION – D
Conceptual foundation of Relationship Marketing: evolution of relationship marketing, its significance in Indian context, Relationship marketing in Mass markets, relationship marketing and marketing strategy. Direct Marketing - Meaning, Benefits and growth of direct marketing, Customer databases and direct marketing, Forms of direct marketing. Ethical issues in direct marketing.

Suggested Readings:
7. Soren Hougaard Mogens Bjerre: Strategic Relationship Marketing, Springer Publisher
Objectives: The course aims at imparting the knowledge about industrial marketing and also to orient students to the realities of rural marketing in India. It would enable the learners to understand application of marketing strategies in industrial and rural markets.

SECTION – A


SECTION – B
Segmenting the Industrial Market, Targeting & Positioning.

SECTION – C
Segmenting the Rural Market, Targeting and Positioning.

SECTION – D
Promotion Strategies: Advertising, Sales Promotion, Communication in Rural Marketing - Language and Culture Distribution Strategies for rural Marketing and channels of distribution.

Suggested Readings:
2. Francis Cherunilam: Industrial Marketing Text and Cases, Himalaya Publishing House
Objectives: Participants are expected to appreciate importance of integrated marketing communications as used in various organizations. Purpose is to equip participants to develop a basic integrated marketing communications plan for target markets and use of the marketing communications mix.

SECTION – A
Role of IMC in marketing process, IMC planning model, Marketing and promotion process model. Communication process, steps involved in developing IMC programme, Effectiveness of marketing communications. Advertising: Purpose, Role, Functions, Types, Advertising Vs Marketing mix, Advertising appeal at various stages of PLC.
Advertising objectives and Budgeting: Goal setting - DAGMAR approach.

SECTION – B
Media planning: Developing Media plan, Problems encountered, Media Evaluation-Print, Broadcast media, Support media in advertising. Media strategy: Creativity, Elements of creative strategies and its implementation, Importance of Headline and body copy.

SECTION – C
Promotion: Meaning, Importance, tools used, conventional/unconventional, drawbacks, push pull strategies
Public Relation/ Publicity:- Meaning, Objectives, tools of public relations, Public relation strategies, Goals of publicity, Corporate Advertising - Role, Types, Limitations, PR Vs Publicity.
Monitoring, Evaluation and control: Measurement in advertising, various methods used for evaluation, Pre-testing, Post testing.

SECTION – D
International Marketing Communications: Global environment, Decision areas; Internet advertising:
Event Management: Introduction Purpose of organizing an Event, Key elements of Events, Concepts of promotion and pricing in events.
Ethics and social responsibility in IMC campaigns. Evaluating Marketing Communication Programs

Suggested Readings:
6. Clow, Baack: Integrated Advertising, Promotion, and Marketing Communications, Pearson Education
Objective: The objective of this course is to acquaint the students with the opportunities and challenges of financial management in open economies. It is designed to develop basic understanding of financial management, investment decision making and hedging strategies at a multinational level.

SECTION – A
Financial management and Globalization: Opportunities, Emerging challenges and Recent changes in global financial market, Sources of capital for MNCs, Difference between Cost of capital for MNCs and Domestic Firms.
International Monetary System: Gold Standard, Bretton Wood System, Current Exchange Rate Regime, Optimal Exchange Rate Regime, Role of International Monetary Fund, International Liquidity and International Reserves, Special Drawing Rights. Balance of Payment: meaning, components, deficit and surplus in BOP.

SECTION – B
Exchange Rates: Meaning and Determination of Exchange Rates (ER), Balance of payment Theory, Purchasing Power Parity Theory: Absolute Form, Relative Form and Expectation Form, Real Exchange Rate, Nominal and Real Effective Exchange Rates, Interest Rate Parity Theory, Forward Rate Parity Theory, Fisher Effect, Monetary Model, Asset Market Model. Forecasting of exchange rates.
Foreign Exchange Exposure: Meaning, Difference between Foreign Exchange Exposure and Foreign Exchange Risk, Types of Exposure.

SECTION – C
Management of Transaction Exposure: Hedging with forwards and futures, money market hedge, hedging with swaps, hedging with options, Netting and Offsetting, Currency of Invoicing, Leading and Lagging.
Management of Accounting Exposure: Monetary and Non-monetary method, Temporal Method.

SECTION – D
Management of Interest Rate Exposure: Objectives of Firm for Exposure, Forward Rate Agreement, Call and Put Option on Interest Rate, Interest Rate CAPS, FLOORS and COLLARS, Interest Rate Derivatives in India.
Foreign Direct Investment: Meaning, Horizontal and Vertical FDI, Trends in FDI, Key Drivers of FDI flow, Economic advantages and Disadvantages of FDI in India.

Suggested Readings:
Objective: The objective of the course is to acquaint the students with the various Financial Services and Techniques to manage them.

SECTION – A


SECTION – B

Depository Services: Introduction to Depository Services, Depository Participants in India, Role of NSDL and CDSL, Difference Between NSDL and Bank.

Products and Services offered by Depository Participants, Process of Dematerialisation, Difference Between Physical and Electronic Holding of Securities.

Broking: Broking Services and Trading in Equity Broking and Trading in Debt.

Mutual Funds: Concept of Mutual Funds, Types of Mutual Funds, Advantages, Structure of Mutual Funds and tax treatment, SEBI and Mutual Funds Regulations.

Insurance Services: Introduction, Types of Insurance , Life Products, Non-Life Products.

SECTION – C

Debt Securitisation and Corporate Advisory Services: Introduction, Securitisation as a funding Mechanism, Securitisation of Mortgaged and Non- Mortgaged Assets Issue Management;

Credit Rating: Meaning of Credit Rating, Process of Credit Rating, and Factors affecting Rating, Types of Rating, Advantages and Disadvantages of Credit Rating, Methodology of Credit Rating.

Credit Rating Agency Regulation Act 1974, Credit Rating in India.


SECTION – D

Leasing: Definition, Types of Leases, Advantages, Disadvantages, Leasing and Commercial Banking Sector, Risk in Leasing, Lease Proposal Analysis, Comparison Between Lease and Hire Purchase, Legal and Taxation Aspects of leasing, Lease Accounting and Reporting.


Credit Cards, Types, Settlement Process Mechanism.

Factoring: Meaning, Forms, Functions, Legal Aspects and Evaluation.

Suggested Readings:
7. Satish K. Matta: Management of Financial Institutions and Services, Vrinda Publications
Objectives: The Management of employees, both individually and collectively, remains a central feature of organizational life. This course is an attempt to understand the conceptual and operational aspects of employee relations at the macro and micro levels, with an emphasis on retail sector.

SECTION – A
Overview of Industrial Relations: Concept, Nature and Objectives of IR, Evolution of IR in India, Theories of IR, Systems approach to IR.
Trade Unionism: Concept of Trade Unions, Functions of Trade Unions, Approaches, Structures of Trade Unions.

SECTION – B
Grievance Handling: Grievance, Causes/Sources of Grievances, Grievance Redressal Machinery, Legislative Aspects of the Grievance Redressal Procedure in India, Domestic enquiry.
Industrial Relations and emerging scenario: Industrial Relations and technological change.
International Labour Organisation (ILO): Objectives and Structure, Future of Industrial Relations.
Psychological Aspects of Labour Relations: Introduction, group dynamics formal & informal communication.
Union Management Relations: Sources of conflicts, How to resolve conflicts in organizations.

SECTION – C
State and Labour - Theoretical aspects, framework, labour policy, industrial relations and wage policy.
Labour policy and growth of legislative framework in India, labour administrative framework, government as an employer, New economic policy and labour, social clause and WTO.
Labour administration - agencies for administering labour welfare laws in India

SECTION – D
Labour Welfare - The concept, definition, scope and objectives, classification of welfare work, welfare work for various categories, welfare work by trade unions, voluntary social organizations.
Accident Prevention: Introduction, Scope, causes of accidents, Industrial safety programmes.
Industrial relation scenario in retail industry.

Suggested Readings:
2. S.N. Mishra: Labour & Industrial Law, Central Law Publications
Objective: The objective of the course is to provide the participants with the necessary skills and understanding of the training and development concepts that will help them in designing and delivering better training for employees in retail industry.

SECTION – A
Introduction to Training and Development- Definition, Objectives, Benefits, Role and Responsibility of Training, Forces influencing working and learning.

SECTION – B
Training Design- Defining objectives of Training, Make vs. Buy Decision, Selecting the Trainer, Preparing Lesson Plans, Selecting Training Methods and Media, Preparing Training Materials, Scheduling the Training Programme, Factors influencing Transfer of Training.
Training Methods- Classification of Training Methods - On-the job training, Classroom methods and Self-paced method - Job instruction, Job rotation, Coaching, Mentoring, Lectures, Conference, Audio Visual (Static and Dynamic Media), Assessment Centres, In-basket Exercises, Case study, Role-Playing, Discussion Method, Fish Bowl Exercise, Management Games, Simulation, T-Group Method, Computer based training, E-Learning.

SECTION – C
Training Evaluation- Need for evaluation, Models for Training Evaluation (with special focus on Kirkpatrick Model and Phillip's Five Level ROI Framework), Types of Evaluation Instruments.
Management Development- Management Development Implications, Management Characteristics, Training for Executive Level Management, Succession Planning.
Trainer's Skills and Styles- Training Delivery Competencies, Dimensions of Trainer Credibility, Rapport Building with Trainees’ Trainer' Role, Trainer's Style, Skills of a Trainer.

SECTION – D
Special Issues in Training and Development in retail sector- Training Issues Resulting from the External Environment, Cross-cultural Training, Diversity Training Programmes.
Use of Role-Playing, Discussion Method, Management Games, Simulation, Computer based training for employees of retail organizations.
Case studies on training and development in retail sector.

Suggested Books:
2.Irwin L Golstein and J Kevin Ford, Training in Organisations, Cengage
4.Werner and Desimone, Human Resource Development, Cengage
Objectives: The subject aims at providing a comprehensive overview of applications of Enterprise Resource Planning for business managers, with special emphasis on retail sector and analyse the future prospects of ERP implementation in Indian scenario.

SECTION – A

SECTION – B
Issues, Concerns and Purchasing: Disadvantages of ERP Solutions, Users, Developers, Customers of ERP, Purchasing or Outsourcing, Planning, Purchasing and Selection of ERP, Managing implementation partners, ERP strategy options and risk mitigation.

SECTION – C
Implementation of ERP: Implementation plan of ERP, Methods and tools, Business process mapping, Gap analysis, risks and dependencies, Project timeline plan, Project organization plan, Structure and coding. Data migration and historical record, Prototype testing, User training program, Knowledge management, Disaster recovery plan, RDBMS, Data communication system, Hardware requirements. Sample system architecture.

SECTION – D
ERP Implementation in Retail Organizations: Introduction to ERP Project success and failure with case studies, Continuous business improvement through ERP in retail sector.

Suggested Readings:
Objectives: This course aims at providing the understanding of concepts, techniques and attitude required for effective management of productivity in modern organizations.

SECTION – A

Introduction: The concept of productivity, Needs for productivity culture, Management and productivity, Factors affecting productivity, Efforts in productivity management, Organizational effectiveness and productivity.
Sources of productivity: Labor, capital, efficiency in use of labor and capital, productivity and standard of living.

SECTION – B

Measurement of Productivity: Productivity cycle, Productivity measurement and its need, Total productivity mode, Limitations of partial measures of productivity, Productivity evaluation in organizations, Productivity and industrial relations.
Productivity and business cycles: Cyclical pattern of labor productivity, market impact on productivity.

SECTION – C

Productivity and Planning: Productivity planning and improvement concepts, Strategies for productivity, International productivity management and experience, Indian experience in productivity.
Productivity and price trends: Factors influencing relative price, relationship of price and output.

SECTION – D

Productivity differences among countries: International differences in labor productivity, role of central planning errors and business cycles on productivity.

Suggested Readings:
3. Chandra: Dynamics of Productivity, South Publisher.
5. Prokopenko: Productivity Management, Oxford & IBH.