

Course : **MBA (Calendar year 2014 onwards)**
Pattern : Semester System
Mode : Distance Education
Duration : Two years
Eligibility : Any degree from a recognized University
Medium : Tamil and English

COURSE OF STUDY & SCHEME OF EXAMINATIONS

Subject Code	Title	Total Marks
I SEMESTER		
1.1	Management – Principles and Practices	100
1.2	Organizational Behaviour	100
1.3	Managerial Economics	100
1.4	Quantitative Techniques	100
1.5	Financial and Management Accounting	100
II SEMESTER		
2.1	Research Methods	100
2.2	Business Environment	100
2.3	Business Laws	100
2.4	Management Information System	100
2.5	Human Resource Management	100
III SEMESTER		
3.1	Marketing Management	100
3.2	Financial Management	100
3.3	Elective	100
	Paper – 1	100
	Paper – 2	100
	Paper - 3	100
	} from Group ‘A’ or ‘B’ or ‘C’	
IV SEMESTER		
4.1	Production and Operations Management	100
	Elective	
4.2	Paper -1	100
	Paper – 2	100
	Paper -3	100
	} from Group ‘A’ or ‘B’ or ‘C’	
4.3	Project (Compulsory)	100

A Candidate should select any one Group (three groups – A, B, C) from the following three Groups. If Group A is selected for III semester, the same Group A should be selected for IV semester. Similarly other Groups.

III Semester	IV Semester
<p>GROUP A : Human Resource</p> <p>3.3 A1: Industrial Relations Management 3.3 A2 : Labour Legislations – I 3.3 A3: Training and Development</p>	<p>GROUP A : Human Resource</p> <p>4.2 A1 : Compensation Management 4.2 A2 : Labour Legislations - II 4.2 A3 : Organisational Development</p>
<p>GROUP B : Marketing</p> <p>3.3 B1 : Marketing of Services 3.3 B2 : Promotional Management 3.3 B3 : Product Management</p>	<p>GROUP B : Marketing</p> <p>4.2 B1 : International Marketing 4.2 B2 : Logistics Marketing and Technology 4.2 B3 : Strategic Retail Management</p>
<p>GROUP C : Finance</p> <p>3.3 C1 :Management of Funds 3.3 C2: Investment Analysis and Portfolio Management 3.3 C3: Financial Services and Institutions</p>	<p>GROUP C : Finance</p> <p>4.2 C1: Foreign Exchange Management 4.2 C2 : Multinational Financial Management 4.2 C3 : Project Finance</p>

Group A : Human Resource

INDUSTRIAL RELATIONS MANAGEMENT

UNIT 1

Constitution of India – Salient features – Fundamental rights and directive principles of State policy – Labour movement – Concept of labour movement and Union Organization – Trade union movement and various phases of the movement – Trade unions and economic development.

UNIT 2

Development of Trade Unionism in India – Historical retrospect – Central organization of workers in India – Role of internal trade union – Inter and intra union rivalries – Union recognition – International Labour Movement: ICFTU – WFTU – ILO – History, objective and functions – Convention and recommendations.

UNIT 3

Concept of Industrial Relations – Social obligations of industry – Role of government employers and the unions in industrial relations – Industrial relations machinery – Joint consultation – Works committee – Negotiation: Types of Negotiations – Conciliations – Adjudication, voluntary arbitration – Workers participation in industry – Grievance procedure.

UNIT 4

Process of collective bargaining – Problems and prospects – Bipartism in agreements – Code of conduct and code of discipline – Wage boards – Reports of wage boards – Management of strikes and lockouts.

UNIT 5

Employee safety programme – Types of safety organization – Safety committee – Ergonomics – Damage control and system, safety.

UNIT 6

Employee communication – House journals – Notice boards suggestion schemes – upward communication, personnel counselling and mental health – educational and social development – modern trends – employee education.

REFERENCE

1. Bhagoliwal T N, Personnel Management and Industrial Relations, Agra Publishers, Agra.
2. Arun Monappa, Industrial Relations, Tata McGraw Hill, New Delhi.
3. Michael V P, HRM and Human Relations, Himalaya Book House, Mumbai.

LABOUR LEGISLATIONS - I

UNIT 1

Factories Act, 1948: Provision's relating to health, safety, welfare, working hours, leave etc., of workers approval – Licensing and registration of factories, manager and occupier – Their obligations under the Act, powers of the authorities under the Act, Penalty provisions.

UNIT 2

Workmen's Compensation Act, 1923: Employer's liability for compensation, amount of compensation method of calculating wages – Review – distribution of compensation – Remedies of employer against stranger – Returns as to compensation – Commission for workmen's compensation.

UNIT 3

Industrial Dispute Act, 1947: Industrial dispute – Authorities for settlement of industrial disputes – Reference of industrial disputes – Procedures – Power and duties of authorities, settlement and strikes – Lock-out – Lay-off – Retrenchment – Transfer and closure – Unfair labour practices – Miscellaneous provision offences by companies, conditions of service to remain unchanged under certain circumstances, etc.

UNIT 4

Shops and Establishments Act, 1947: Definitions – Sailable provisions – Powers of the authorities.

UNIT 5

Employee's State Insurance Act, 1948: Registration of Factories and Establishments, the employee's State Insurance Corporation, Standing Committee and Medical Benefit Council, provisions relating to contributions – Inspectors – Their functions and disputes and claims – Offences and penalties – Miscellaneous provisions.

UNIT 6

Employees Provident Fund and Miscellaneous Provisions Act, 1952: Employees provident fund and other schemes – Determination and recovery of money due from employer, appointment of inspectors and their duties – Provisions relating to transfer of accounts and liability in case of transfer of establishment exemption under the Act – Court's power under the act.

REFERENCE :

1. Bare Acts
2. Kapoor N D, Industrial Law
3. Shukla M C, Industrial Law

TRAINING AND DEVELOPMENT

UNIT 1

Training: Meaning – Definition – Need – Objectives – Difference among education, training and development – Levels of Training: Individual, operational and organizational levels.

UNIT 2

Training Organisation: Need assessment of Training- Organisational structure of training organizations – Training in manufacturing and service organizations – Duties and responsibilities of training managers – Selection of trainers: Internal and external.

UNIT 3

Employees Training: Meaning – Need – Areas of training: Knowledge, skill, attitude – Methods of training: On the job – Off the job.

UNIT 4

Executive Development Programmes: Meaning – Need – Methods of evaluation of effectiveness of training and development programmes.

UNIT 5

Evaluation of Training: Evaluation of training and development programs – Concept of return on investment and cost benefit analysis – Current practices in assessing training and development.

UNIT 6

Training and Development in India: Government policy on training – Training Institutes in India – Management Associations – Development programmes in Public and Private Sector organization.

REFERENCES

1. Sikula A F, *Personnel Administration and Human Resource Development*, John Wiley and Sons, New York.
2. Ahmed Abad, *Management and Organisational Development*, Rachana Prakashan, New Delhi.
3. Memoria C B, *Personnel Management*, Himalaya Publishing House, Mumbai.
4. Larney M C & William J, *Management Training: Cases and Principles*, Richard D Irwin, Illinois.
5. Rudra Baswaraj, *Personnel Administration Practice in India*, Vaikunta Lal Mehta Inst. of Co-op. Management, Pune.

Group B – Marketing

MARKETING OF SERVICES

UNIT 1

Services: Concept of Services- Definition, characteristics, classification – Service Vs Product – Essentials of Service Marketing- Services Market Segmentation: Meaning – Process – Bases and purpose of market segmentation- Vision and Mission in Service Marketing – Service Marketing planning process.

UNIT 2

Services Positioning and Differentiation: Evolution of positioning – Positioning and services – Levels of positioning – Process of positioning – Importance of positioning- Considerations in Positioning – Re-positioning.

UNIT 3

Services Marketing Mix: Marketing mix elements – The 7Ps- Service Product – Pricing the service – Service location and channels – Promotion and communication of services – Processes – Physical evidence – Developing a marketing mix strategy- Marketing strategy formulation – Resource allocation and monitoring – Marketing planning and services.

UNIT 4

Customer-focused Services: Customer Expectations of service product- Service quality and marketing – Intangibles in Intangibles- Improving service quality – Customer retention - Relationship Marketing in Service Marketing.

UNIT 5

Experiential Services Marketing: Tourism Service marketing – Hotel Service marketing — Hospital services marketing- Education service marketing- Entertainment/Recreational Service Marketing.

UNIT 6

Encounter Services Marketing: Bank marketing – Insurance marketing — Telecommunication services marketing – Consultancy services marketing – Transport Service Marketing.

REFERENCES

1. [Lovelock](#), and [Wirtz](#), *Services Marketing*, Prentice Hall, 2010.
2. Adrian Payne, *Services Marketing*, PHI, 1993.
3. Helen Woodruffe, *Services Marketing*, Macmillan, 1995.
4. Jha S.M, *Services Marketing*, Himalaya, 2002.
5. Sinha P.K and Sahoo S.C, *Services Marketing*, Himalaya.
6. Ravishankar, *Services Marketing*, Lalvani.
7. [Valarie Zeithaml](#), et al, *Services Marketing*, McGraw hill, 2004.

PROMOTIONAL MANAGEMENT

UNIT 1

Overview of Promotion Management: Need for Marketing Promotion of Products and Services- Establishing promotional objectives – Setting the promotional budget – Techniques used – Promotional decision Different Promo-tools - Promotional Mix for New Products and Existing Products- Organizing for Promotion

UNIT 2

Advertising: Importance, scope, benefits and criticisms – Advertising objectives – Advertising appropriation – Need, methods – Advertising agency – Functions, client – Agency relationships – Indian advertising agencies – Role of persuasion in advertising – Copy Development - Message strategy development and evaluation- Techniques used in producing advertisement for print, broadcast and media.

UNIT 3

Media Management: Media planning and selection – Media strategy – Media status in India – Media characteristics – Media research – Media Buying- Measuring advertising effectiveness-

UNIT 4

Public Relations and Publicity (PR &P): Public relations – Role, types of publics, process – Tools of public relations – Publicity – Institutional advertising – Direct marketing – Importance, techniques used, relevance in Indian context – Event marketing- Role of PR&P in Corporate Image Building.

UNIT 5

Sales promotion and Personal Selling/Salesmanship: Concept and Need for Sales promotion- Distinction between Sales Promotion and Advertisement- Sales promotion measures aimed at Consumer, Trade and Sales Force promotion- Personal selling or Salesmanship– Characteristics of Personal selling- Sales force management – Recruiting, Selecting, Training, Performance appraisal – Territory structuring – Trends in personal selling.

UNIT 6

Promotional Program Evaluation: Comparison and Contrast of Advertising, Publicity, Sales promotion and Personal selling – Evaluation of Promotional Measures: Bases for Promotional Evaluation- Process of Evaluation – Regulations of promotions – Legislations, relevance to society – Social responsibility – Promotion and women – Promotion and children – Ethics in promotion.

REFERENCES

1. [George Belch](#) and [Michael Belch](#), *Advertising and Promotion: An Integrated Marketing Communications Perspective*, McGraw-Hill, 2011.
2. Govani et-al, *Promotional Management*, PHI.
3. Russell and Vernill, *Advertising Procedure*, Prentice Hall.
4. Chunawala et-al, *Foundation of Advertising Theory and Practice*, 1995
5. Aakar, Batra and Myers, *Advertising Management*, PHI, 2003.
6. Gelder and Woodcock, *Marketing & Promotional Strategy*, Nelson Thornes, 2003.
7. James F. Engel, et al, *Promotional Strategy: Managing the Marketing Communications Process*, McGraw Hill, 1994.

PRODUCT MANAGEMENT

UNIT 1

Product Concept: Product Classification – Product Vs. Service – Product Vs. commodity- Financial Products – Derivative Products- Product line decisions: Product mix decisions, Product modification, Product differentiation, Product elimination – New Product Development: Need, risks and uncertainty- Product management organization structure – Role of product managers.

UNIT 2

New Product Development Process: Generation of ideas – Idea screening – Feasibility testing – Concept development and testing – Designing a new product: Factors to be considered – Standardization Vs Adaptation Vs. Differentiation– Modular design –Reverse engineering - Marketing strategy development – Business analysis – Product development – Test marketing – Commercialization – Launching – Success and Failures in launches: New product success and failures in Indian context – Classification of new products.

UNIT 3

Creativity and Innovation for NPD: Concept and Contours of creativity- Sources of Innovation- New Product Championing-Venture teams in new product development (NPD) – Organization for new product development – Top management contribution – 7S framework and its use in NPD – Team working.

UNIT 4

Product and Branding Positioning: Product Positioning: Concept and Process - Branding Positioning: Product Branding – Brand extension – Brand valuation – Brand image and equity – Brand positioning strategies – Packaging – Trends in packaging.

UNIT 5

Product Life Cycle (PLC): Phases of PLC and features thereof- Functional Management strategies for different phases of PLC- Strategic intervention for PLC management.

UNIT 6

Product Strategy and Policy: Product Portfolio Strategy – Product Investment and Divestment strategy- Product policy: New product development policy: Product Line consistency, Frequency, Launch time and Cannibalization Mitigation- Product Research – Components and areas of product research.

REFERENCES

1. Crawford and Benedetto, *New Products Management*, McGraw-Hill, 2010.
2. Kenneth B. Kahn, *The PDMA Handbook of New Product Development*, Wiley, 2004.
3. Robert G. Cooper, *Winning at New Products*, Basic Books, 2001.
4. Donald G. Reinertsen, *The Principles of Product Development Flow*, Celeritas, 2009.
5. Ramanuj Majumdar, *Product Management in India*, PHI, 2011
6. John Stark, *Product Lifecycle Management*: Springer, 2011.
7. Om P Kaushal, *Product Management*, Lalvani.
8. Dave Littler, *Marketing and Product Development*, Philio Alen.
9. Subrato Sengupta, *Brand Positioning: Strategies for Competitive Advantage*, TMH.

Group C : Finance

MANAGEMENT OF FUNDS

UNIT 1

Meaning and importance of funds: Concept of funds- Types and features of funds- Sources of Funds- Effective Mobilization and allocation of funds – Consequences of mal-mobilization and misallocation of funds – Organizing for funds management –Relationship with other function – Role of financial systems in Mobilization and Allocation – Barometer of business conditions.

UNIT 2

Considerations in Fund Allocation: Allocation of funds to most profitable opportunity – Development of profitable opportunity and evaluation- Business Capitalization- Assessment of funds for fixed assets – RoI, PBP, ARR, IRR considerations- considerations of risks and uncertainty- Capital rationing and its impact on financial planning-Treatment of inflation in capital budgeting.

UNIT 3

Considerations in fund Mobilization: Capital Market conditions- Interest rate scenario- Global financial contours- Variety of Instruments- Cost of floatation- Cost of Capital- Agency and Bankruptcy costs- Explicit and Implicit costs- Tax treatment - Relationship with financial Institutions.

UNIT 4

Capital structure Decisions: Types of capital structures – Capital structure and Asset structure match - Liquidity, Solvency, Flexibility, Value impact and Risk considerations - Interest coverage, debt capacity and Debt service coverage considerations– Leverage aspects- Acquisition for specific allocation- Optimum capital structure.

UNIT 5

Leasing and Venture capital: Types of Leasing- Operating and Capital Leases- Evaluation of cash flows of leasing and buying alternatives- Venture financing options- Pros and cons.

UNIT 6

International financing and investment: International Financing Equity and Debt instruments: GDRs, ADRs, ECBs, FCCBs, Syndicated Loans- Finance from Multilateral financing institutions- Financing via MNCs- Domestic sources vis-à-vis international sources- Investing abroad: Opportunities- Considerations- Risk-Return – Foreign currency risk management.

REFERENCES

1. Eugene F. Brigham, *Financial Management: Theory and Practice* (Harcourt) 2005.
2. Jeff Madura, *International Financial Management*, South-Western College Pub., 2010.
3. F. Brigham and Joel F. Houston, *Fundamentals of Financial Management*, Thomson, 2009.
4. Alan C. Shapiro, *Multinational Financial Management*, Wiley, 2008.
5. Kuchal, S.C, *Financial Management*, Chaitanya, Allahabad, 1992.
6. Prasanna Chandra, *Financial Management*, 2007.

INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT

UNIT 1

Investment: Investment Concepts and Goals – Types of investment – Financial – Real business – Personal – Institutional – Comparison of investments, speculation, gambling – Hedging – Concepts of portfolio and portfolio management – Goals – Risk and return trade off – Financial investment avenues – Fixed income – Varying income securities – Derivative Instruments.

UNIT 2

Investment Analysis: Aspects of Analysis – Return analysis – Concepts, measures and computation of return of individual security and portfolio – Risk analysis – Concepts, types, measure, computation of risk of individual security and portfolio – Valuation analysis – Share valuation – Bond value – Price earnings analysis.

UNIT 3

Approaches to Investment Analysis: Fundamental analysis – Concept and components – Tools of economy, industry and company analysis – Technical analysis – Concept and tools – Assumption – Theories – Dow theory – Contrary opinion – The confidence index, breadth of market and strength analysis – Moving average analysis – Chart patterns.

UNIT 4

Portfolio Construction and Choice: Markowitz diversification – Efficient frontier – Risk-return indifferent curves – Portfolio choice – Sharpe's Single and two factorial models – Lagrange multiplier method.

UNIT 5

Capital Asset Pricing Model: Assumptions and application – Capital market line and security market line – Efficient market hypotheses – The weakly efficient, semi strongly efficient and strongly efficient market forms – Random-Walk theory.

UNIT 6

Portfolio Performance: Measures: Sharpe, Treynor and Jensen – Portfolio audit and Portfolio revision – Need and methods – Formula plans.

REFERENCES

1. Jack Clark Francis, *Management of Investments*, McGraw Hill, 1993
2. Frank J. Fabozzi and Harry M. Markowitz, *Theory and Practice of Investment Management*, Wiley, 2011.
3. Frank K. Reilly and Keith C. Brown, *Investment Analysis and Portfolio Management*, Thomson, 2008.
4. Preeti Singh, *Investment Management*, HPH, 2006.

FINANCIAL SERVICES AND INSTITUTIONS

UNIT 1

Overview of Financial Services and Institutions: Concept of financial services – Types of Financial Services: Fund Raising, Investment, Transfer and Conversion services- Financial Institutions: Banking and Insurance Institutions- Regulatory Institutions: Central Bank, Securities Exchange Commission or Board- Intermediary Institutions:

UNIT 2

Instrument Rating Services: Bond Rating: Objectives – Methodology- Rating of Sovereign Bonds, Corporate Bonds, Structured Obligations, and Commercial paper Rating- Rating Symbols and significance- Equity Rating: Need and Methodology- Big three International Rating Institutions: Moody's, Fitch Ratings, and Standard & Poor (S&P)- Indian Rating Agencies: CRISIL, ICRA, CARE & SMERA: Services and significance-

UNIT 3

Capital Issue Services: Lead and Co-managers to the Capital Issue- Issue pricing and promotion – Disclosure norms – Issue underwriting –Road show- Book-building- Allotment- Green-shoe option- SEBI Guidelines for Public issues by New companies and existing companies- SEBI regulations on Listing, Lead managers and Merchant banking functionaries in Public Issues.

UNIT 4

Stock Trading Services: Role of Stock exchanges in Security pricing and trading- Stock Price indices: Methods of construction- SENSEX and NIFTY- SEBI guidelines for Market Intermediaries Registration and Supervision, Market Regulation and trading in Derivatives and New Products - Role of BSE, NSE and OTCEI - Online and mobile trading.

UNIT 5

Investment Services: Mutual Fund (MF) Services: Concept, need and scope – Major MF institutions in India– Features of major types of MF schemes – Performance – Portfolio performance evaluation measures – SEBI Regulations regarding mutual funds- Role of Association of MFs in India (AMFI)- Portfolio management services (PMS): Concept and need- Services of Non-banking financial Service Companies (NBFC) to investors.

UNIT 6

Insurance and foreign exchange Services: Banking services: Life Policies: Need and Types- Role of LIC, Bank operated and major Industrial houses operated Life insurance services- Concept of foreign exchange and rates – Determination of Spot, forward rates- Options and Futures markets: Functions and Significance – Services of forex brokers.

REFERENCES

1. Raghunathan V, *Stock Exchange and Investments*, TMH, 2007
2. Avadhani V, *Security Market*, HPH, Mumbai, 2003
3. J.C.Verma,, *Manual of Merchant Banking*, Bharath Publishing House
4. Khan M.Y, *Financial Services*, Tata McGraw Hill
5. Gurusamy, S, *Merchant Banking and Financial Service*, TMH.

Group A : Human Resource

COMPENSATION MANAGEMENT

UNIT 1

Pay and Compensation based on macro economic and micro economic factors – Wage theories – Evaluation of theories – Components of compensation.

UNIT 2

Wage Fixation Factors: Job factors – Personnel factors – Company factors – Trade unionism – Price levels – Competition factors. Pay Fixation Process: Surveying pay and compensation practices – Designing pay structure.

UNIT 3

Incentive Schemes: Monetary and Non-monetary dimensions – Incentive plans – Incentives for direct and indirect categories – Individual/ group incentives – Fringe benefits/perquisites – Profit sharing – Employee Stock Option Plan – Non-monetary incentive schemes: Types and relevance.

UNIT 4

Performance Linked Compensation: Measuring performance – Performance parameters – Performance compensation – Control of employee cost.

UNIT 5

Legislations regarding Compensations – Key provisions of Payment of Wages Act, Minimum Wages Act and Payment of Bonus Act.

UNIT 6

Current Trends in Compensation: Executive compensation – International compensation – Compensation and satisfaction – Compensation and motivation – Compensation for knowledge personnel.

REFERENCES :

1. Suril G K, *Wage, incentives: Theory and Practice*.
2. Morris, *Principles and Practices of Job Evaluation*.
3. Dravid W Belcher, *Wage and Salary Administration*.
4. Richard Henderson, *Compensation Management in a Knowledge Based World*.

LABOUR LEGISLATIONS - II

UNIT 1

Payment of Bonus Act: Computation of available surplus calculation of direct tax payable surplus calculation of direct tax payable by the employer, eligibility for bonus and payment of bonus – deduction from bonus payable – adjustment of customary of interim bonus payable, adjustment of customary or interim bonus linked with production or productivity – set on and set off allocable surplus, presumption about accuracy of balance sheet and profit and loss account.

UNIT 2

Payment of Gratuity Act, 1972: Payment of Gratuity – exemption – nomination – determination and recovery of the amount of gratuity.

UNIT 3

Payment of Wages Act, 1936: Objects, provisions relating to responsibility for payment of wages – fixation of wage periods, time of payment, deduction and fines – maintenance of records and registers, inspectors appointment of authorities and adjudication of claims.

UNIT 4

Minimum Wages Act, 1948: Objects, fixing of minimum rate or wages – procedure for fixing and receiving minimum wages – appointment of advisory board – payment of minimum wages, maintenance of registers and records contracting out – powers of appropriate government offences and penalties.

UNIT 5

Industrial Employment(Standing Orders) Act, 1946: Provisions regarding certification and operating of standing orders – duration and modification of standing orders – power of certifying officer – interpretation of standing orders.

UNIT 6

Trade Union Act, 1926: Registration of Trade Unions, rights, and liabilities trade unions – procedure – penalties

REFERENCE

- 1 Bare Acts
- 2 Kapoor N D, Industrial Laws
- 3 Shukla M C, Industrial Laws

ORGANISATIONAL DEVELOPMENT

UNIT 1

Introduction to Organization Development – Concept – Nature and scope of organizational development – History of organizational development – Underlying assumptions and values.

UNIT 2

Theory and practice of organizational development – Operational components – Diagnostic, action and process – Maintenance component.

UNIT 3

Action Research as a process – An approach – History – Use and varieties of action research – When and how to use action research in organizational development.

UNIT 4

Organizational development interventions – Team interventions – Inter-group interventions – Personal, interpersonal and group process interventions – Comprehensive interventions – Structural interventions.

UNIT 5

Implementation and assessment of organizational development – Conditions for success and failure – Ethical standards in organizational development – Organizational development and organizational performance – Implications.

UNIT 6

Key consideration and issues in organizational development – Future of organizational development – Indian experiences in organizational development.

REFERENCE BOOKS:

1. French and Bell, Organizational development, Prentice Hall, 1995.
2. French, Bell, Zawach (Edn) Organization Development: Theory, Practice and Research. UBP.
3. Rosabeth Moss Kanter, The Change Masters, Simon & Schaster.

GROUP B : Marketing

INTERNATIONAL MARKETING

UNIT 1

Marketing Concept and Functions – Marketing Environment and system – International dimensions of Marketing – International Marketing Approaches: Ethno, Poly, Regio and Geo Centric approaches.

UNIT 2

Consumer Behaviour – Theories and Models – Consumer Behaviour in the international context – Consumer Decision making process.

UNIT 3

Marketing Mix – Product Mix – Product strategies – New Product Planning and Development – Market segmentation – Product positioning – Product Life Cycle concept in global market context – Product _nternational_n Vs product adaptation – National vs International Product – Marketing of services – Brand decisions – Packaging.

UNIT 4

Price mix – Pricing decisions – pricing strategies – dumping – _nternational transfer pricing – Countertrade – price quotation – financing and payment.

UNIT 5

Promotion mix – Personal selling – publicity – sales promotion – Overseas product exhibitions & trade fairs – Advertising – Advertising media – International Advertising.

UNIT 6

Distribution mix – Direct and indirect channels – Types of intermediaries in the international market – Channel Development – Channel Adaptation – Channel decisions.

International Marketing Information System and Research.

REFERENCES:

1. International Marketing, Analysis & Strategy : Sak Onkvisit & John J Shaw
2. Global Marketing Management : Keegan
3. Marketing Analysis, Planning & Control : Philip Kotler
4. Fundamentals of Marketing : Stanton
5. International Marketing : Philip R. Catero
6. International Marketing : Kirpalani .V.H.
7. Marketing, an Environmental approach : Kerr, John.R. & others.
8. Marketing in the International Environment : Edward Cundiff & M.T. Hilger.

LOGISTICS MARKETING AND TECHNOLOGY

Unit 1:

Marketing Concepts - Marketing Environment and System -Approaches to the study of marketing- Industrial, Consumer and Service Marketing – Marketing Mix- Marketing by 3PL and 4PL services.

Unit 2:

User Behaviour and Networking - User Decision Making process - Market Segmentation - Concentrated Marketing - Differentiated and Undifferentiated Marketing - Service positioning – Networking: Networking with Shippers, Wholesalers and Industries- Networking with Warehouse service providers, Transport operators.

Unit 3:

Product and Price mix decisions – Line, Range and Consistency of (Product) Service Mix offering – Innovative product offering – New Service Planning and development Process – Service Life Cycle – BCG Product Portfolio concept and uses- Price mix decisions – Pricing: Objectives & Methods - Pricing Policies – New product pricing strategies- Reacting to competitor price changes.

Unit 4:

Promotion and Distribution mix decisions: Promotools- Advertisement: Types and Importance- Sales Promotion: Types and Relevance- Publicity: Concept and Significance- Salesmanship: Types and Traits- Budgeting for Promotional expenses- Distribution mix decisions- Local, National, Regional and Global Choices.

Unit 5:

Supply chain software Technology: WMS, TMS, LMS, OMS, WCS and Network Optimization- Software Evaluations & Selections-Logistics Network Optimizations- Transportation routing, mileage and mapping software-RFID (Radio Frequency Identification) technology- Integrated GPS, Wireless Data and Micro-Chip Technology System- Tracking Technology.

Unit 6:

Transport Technology: Advances in Shipping Technology- Flight Technology- Truck Technology – Rail Technology – Billing Technology- Payment Technology- (ISO 9000)- Total Quality Management (TQM) and benchmarking.

REFERENCES

1. Philip Kotler and Kevin Keller, *Marketing Management*, Prentice Hall, 2006
2. Mullins, Walker and Boyd, *Marketing Management: A Strategic Approach*, McGraw Hill, 2009.
3. Alexander Chernev and Philip Kotler, *Strategic Marketing Management*, Brightstar Media, 2009
4. Joseph D. Patton, *Logistics Technology and Management*, Soloman, 1986.
5. Philip T. Frohne, *Quantitative Measurements for Logistics*, McGraw Hill, 2007

STRATEGIC RETAIL MANAGEMENT

UNIT 1

Strategy and Success Symbiosis: Concept of Strategy- Nature and Significance – Defining strategic intent – Strategic Vision, Mission, Objectives, Structure and Tactics (VMOST) – Strategic Management Process: Strategic Planning, Strategic Execution (Actions & Responses) and Strategic Control – Relationship between a Company's Strategy and its Retail Business Model- Retail Business Strategy and Success Symbiotic Relationship- Role of Retail strategists.

UNIT 2

Strategy Formulation – Analysis of Factors : Internal Appraisal – The internal environment and organizational capabilities in various functional areas- Analysis of Areas of strategic edges- Environmental Factors (PESTLE/PESTEL: Political, Economic, Sociological, Technological, Legal, Environmental) and their Dynamics – Environmental scanning techniques- Methods and techniques used for organizational appraisal: Value chain analysis, Financial and non-financial analysis, Balanced scorecard and key factor rating- Developing Strategic Advantage Profile - Identification of Critical Success Factors (CSF)- Profiling Strengths, Weaknesses, Competencies, Uniqueness and Success Quotient as to Retail Business.

Unit 3:

Strategic Analysis and choice: Strategic Trinity: Functional, Business and Corporate Level Strategies – Functional Level Strategies: Production, Marketing, Employee, Financial, Innovation and Quality Strategies - Business level strategies—Porter's framework of competitive strategies: Conditions, risks and benefits of Cost leadership, Differentiation and Focus strategies- Location and timing tactics- Concept, Importance, Building and Use of Core Competence Corporate level strategies—Stability, Expansion, Retrenchment and Combination strategies – Corporate restructuring- Strategic alliances, Collaborative partnerships, Mergers and acquisition, Joint Ventures Strategies – Outsourcing Strategies- Concept of Synergy and its relevance.

Unit 4:

Design of strategy –Project life cycle analysis– Portfolio analysis – BCG Matrix – General Electronic-McKinsey Matrix – Hofer's product market evolution and Shell Directional policy Matrix- Ansoff Matrix- Bowman's Strategy Clock Price-Value matrix- Blue Ocean Strategy.

Unit 5:

Retail strategy: Strategic options in Retailing: **Product line options:** Multi or limited-line or exclusives- **Channel options:** Direct or indirect models- **Structural Options:** Physical or Virtual models- Vertical and Lateral structures- **Scale Options:** Hyper, Super, Mall, Large, Medium, Small or Micro models- **Brand Strategy:** Multi brand Vs single brand- Franchise Vs Ownership strategy- **Shop Positioning strategy:** Managing Uniqueness and Image- **Geo strategy:** National, Regional and Global spread.

Unit 6:

Executing and Audit of Strategy: Good crafting of the strategy – Institutionalizing the strategy- Creating a worker-friendly culture- Communication the Pyramid of Purpose Concisely – Corporate Governance- Simons' Seven Strategy Questions for better implementation- Resource allocation, Projects and Procedural issues- Organization structure and systems in strategy implementation- Leadership and corporate culture – Strategic control and operational Control- Organizational systems and Techniques of strategic evaluation- evaluating deviations, challenges of strategy Implementation- Retail Strategy Audit.

REFERENCES

1. Hitt, Ireland and Hoskisson, *Strategic Management: Concepts and Cases: Competitiveness and Globalization*, South-Western College, 2011
2. Michael E Porter, *Corporate Strategy: Competitive Advantage*, Free Press, 1998.
3. Greek W.P and Jauch L.R., *Business Policy and Strategy Management*, McGraw Hill.
4. Garth Saloner, Andrea Shepard & Joel Podolny- *Strategic Management*
5. Fred David, *Strategic Management: Concepts and Cases*, Prentice Hall, 2010.
6. Zentes, Morschett, Klein, *Strategic Retail Management*, 2007
7. Jay Barney, *Gaining and Sustaining Competitive Advantage*, Prentice Hall, 2010.
8. Barney and Hesterly, *Strategic Management and Competitive Advantage*, Prentice Hall, 2009.
9. Kaplan [and Norton](#), *Strategy Maps: Converting Intangible Assets into Tangible Outcomes*, HBP, 2004.

GROUP C : Finance
FOREIGN EXCHANGE MANAGEMENT

UNIT 1

Foreign Exchange: Concept and Significance – Foreign change Rate: Direct and indirect quotations – Inter bank and Merchant rates – Spot rates and forward rates – T.T. rates – Cross rates; Computation – Foreign exchange markets – Organisation of forex market.

UNIT 2

Determination of Exchange Rate: Purchasing Power Parity theory – Interest rate parity theory – Flow model – Asset market model – Forecasting of exchange rates – Concepts of Nominal Effective Exchange Rate and Real effective Exchange rate.

UNIT 3

Forward exchange contracts: Types – Forward exchange rate computation – Factors affecting forward rates – Extension and cancellation of forward contracts – option contracts: Types and mechanism.

UNIT 4

Foreign exchange risk management: Transaction exposure risk: Internal Strategies – Risk shifting, Risk sharing – Exposure netting and offsetting – External Strategies: Foreign currency options – Forward and money market hedge – Currency Swaps – Interest Rate Swaps. Economic Exposure risk – Inflation and exchange risk – Economic consequences of Exchange rate changes – managing economic exposure risk.

UNIT 5

Exchange management in India: Fixed and floating rates – Rupee convertibility – NOSTRO, VOSTRO and LORO Accounts – Exchange control measures: Need and Forms and relevance – Foreign Exchange Reserves of India: Trend, composition and management – Impact on exchange Rate – Monetary and fiscal policy initiatives for exchange rate management.

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MULTINATIONAL FINANCIAL MANAGEMENT

UNIT 1

Concept of multinational financial management – Functions – Risk Return trade off – Aspects of multinational financial environment and system – Global financial markets.

UNIT 2

Foreign Direct Investment by MNCs – Need, strategy and opportunities – Economic and political risk – Planning – operating policies to deal with risk.

UNIT 3

Capital budgeting: Basics – NPV – IRR – Increment Cash flows – Parent Vs Project Cash flows – Taxes – Exchange rate changes and inflation – transfer Pricing – APV and CAPM.

UNIT 4

Working Capital Management of MNCs – International Cash management: Objectives – Functions – Techniques: Netting – Leading and Lagging – Intercompany loans – Transfer pricing – Cash Planning and budgeting – Management of Short term investment Portfolio.

UNIT 5

Receivables Management: Credit policy variables: Standards – period – Discount – Collection effort – Credit extension – Exchange rate implications – Inventory management – Concepts and tools – Risk and Uncertainty Models – Off shore production Vs Local Purchase.

UNIT 6

International financing: Long Term Financing: Equity Instruments: International Despository Receipts and Direct equity participation – Debt Instruments: Bonds Notes and Syndicated loans. Short term financing: Sources – Euro notes and Euro commercial paper – Inter firm financing methods.

Cost of Capital: Cost of equity – Cost of debt – Cost of back – to - back financing – Overall cost of Capital structure of MNC: Theory, Practice and determinants – Debt Vs Equity Flow analysis.

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PROJECT FINANCE

UNIT 1

What is a project? – Stages in a project cycle: Project identification, formulation, evaluation and implementation – Role of consultants in project management.

UNIT 2

Sources of finance for a project: Public issue of shares, debentures, public deposits, leasing, internal generation of funds, commercial papers, global depository receipts, borrowings from banks and FIs – Venture capital – Innovative instruments in the capital market.

UNIT 3

Project financing – Estimating the total capital requirements – Factors determining the fixed capital and working capital – Judicious financing plan – Capital gearing – Matching of requirements with available financial assistance from various sources.

UNIT 4

Process of lending for a project – Pre-sanction appraisal – Appraisal of managerial and technical aspects: Evaluation of managerial skills, past records, management and working of other group companies evaluation of appropriative technology, availability of raw materials and utilities and safeguards against pollution, effluent disposal/treatment.

UNIT 5

Project appraisal – Evaluation of commercial aspects: Estimation of demand supply gap, distribution channels and selling arrangements – Evaluation of financial aspects: Debt equity ratio, current ratio, debt service coverage ratio, return on investment, security margin, internal rate of return and breakeven analysis.

UNIT 6

Project appraisal – Economic analysis: Economies of scale, employment generation, social cost benefit analysis, contribution to government revenue, political stability, priority and evaluation of international competitiveness.

Project monitoring – Post sanction supervision and follow up – How to improve recovery? Industrial sickness: Warning signals and causes – Rehabilitation of a sick industrial unit – Role of the board for industrial and financial reconstruction (BIFR)

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