

SYLLABUS FOR IMBA

FOR ADMISSION BATCH - 2017



**B. J. B. AUTONOMOUS COLLEGE
BHUBANESWAR
ODISHA**

COURSE STRUCTURE

FIRST YEAR, SEMESTER - I

Paper Code	Title of the Paper	Internal Marks	T. End Marks	Full Marks	Duration of T. End Examination
IMBA-1.1	Business Organization	20	80	100	3hrs
IMBA-1.2	Principles of Management	20	80	100	3hrs
IMBA-1.3	Business Economics	20	80	100	3hrs
IMBA-1.4	Financial Accounting	20	80	100	3hrs
IMBA-1.5	Business Statistics	20	80	100	3hrs

FIRST YEAR, SEMESTER - II

Paper Code	Title of the Paper	Internal Marks	T. End Marks	Full Marks	Duration of T. End Examination
IMBA-2.1	Communicative English	20	80	100	3hrs
IMBA-2.2	Marketing Management - 1	20	80	100	3 hrs
IMBA-2.3	Organizational Behavior	20	80	100	3 hrs
IMBA-2.4(a)	Computer for Management	20	50	70	2 hrs
IMBA-2.4(b)	Computer for Management-Lab		30	30	1 hrs
IMBA-2.5	Quantitative Techniques	20	80	100	3 hrs

SECOND YEAR, SEMESTER - III

Paper Code	Title of the Paper	Internal Marks	T. End Marks	Full Marks	Duration of T. End Examination
IMBA3.1	Business Law	20	80	100	3 hrs
IMBA3.2	Cost and Management Accounting	20	80	100	3 hrs
IMBA3.3	Human Resource Management	20	80	100	3 hrs
IMBA3.4	Financial Management.-I	20	80	100	3 hrs
IMBA3.5	Production and Operation Management	20	80	100	3 hrs

SECOND YEAR, SEMESTER - IV

Paper Code	Title of the Paper	Internal Marks	T. End Marks	Full Marks	Duration of T. End Examination
IMBA4.1	Introduction to Banking	20	80	100	3 hrs
IMBA4.2	E-Business	20	80	100	3 hrs
IMBA4.3	Marketing Management - II	20	80	100	3 hrs
IMBA4.4	Human Resource Development	20	80	100	3 hrs
IMBA4.5a	Business Communication	20	60	80	2 hrs
IMBA4.5b	Business Communication Lab		20	20	1 hr

THIRD YEAR, SEMESTER - V

Paper Code	Title of the Paper	Internal Marks	T. End Marks	Full Marks	Duration of T. End Examination
IMBA5.1	Enterpreneurship	20	80	100	3 hrs
IMBA5.2	Research Methodology	20	80	100	3 hrs
IMBA5.3	Insurance and Risk Management	20	80	100	3 hrs
IMBA5.4	Retail Management	20	80	100	3 hrs
IMBA5.5	Financial Management - II	20	80	100	3 hrs

THIRD YEAR, SEMESTER - VI

Paper Code	Title of the Paper	Internal Marks	T. End Marks	Full Marks	Duration of T. End Examination
IMBA6.1	Rural Marketing	20	80	100	3 hrs
IMBA6.2a	Interpersonal Communication & Soft Skills	20	60	80	2 hrs
IMBA6.2b	Interpersonal Communication & Soft Skills Lab		20	20	1 hrs
IMBA6.3	Management of Financial Services	20	80	100	3 hrs
IMBA6.4	SIP & Presentation		100	100	3 hrs
IMBA6.5	Comprehensive Viva		100	100	3 hrs

FOURTH YEAR, SEMESTER - VII

Paper Code	Title of the Paper	Internal Marks	T. End Marks	Full Marks	Duration of T. End Examination
IMBA7.1	Business Policy & Strategic Mngt.	20	80	100	3 hrs
IMBA7.2	Managerial Economics	20	80	100	3 hrs
IMBA7.3	International Business Management	20	80	100	3 hrs
IMBA7.4	Business Environment	20	80	100	3 hrs
IMBA7.5	Management Information System & Decision Support System	20	80	100	3 hrs

FOURTH YEAR, SEMESTER - VIII

Paper Code	Title of the Paper	Internal Marks	T. End Marks	Full Marks	Duration of T. End Examination
IMBA8.1	Customer Relationship Management	20	80	100	3 hrs
IMBA8.2	ERP	20	80	100	3 hrs
IMBA8.3	Organizational Effectiveness and Change	20	80	100	3 hrs
IMBA8.4	Environment & Management	20	80	100	3 hrs
IMBA8.5	Business Ethics & Corporate Governance	20	80	100	3 hrs

FIFTH YEAR, SEMESTER - IX

The IX Semester will have total 6 papers:

Compulsory paper - summer project

Three papers from any group (Major Specialization)

Two papers from any other group (Minor Specialization)

Paper Code	Title of the Paper	Internal Marks	T. End Marks	Full Marks	Duration of T. End Examination
IMBA9.1	Summer Project	-	100	100	

SPECIALIZATION (FINANCE)

Paper Code	Title of the Paper	Internal Marks	T. End Marks	Full Marks	Duration of T. End Examination
IMBA9.2	Security Analysis and Portfolio Management	20	80	100	3 hrs
IMBA9.3	Corporate Restructuring	20	80	100	3 hrs
IMBA9.4	Financial Derivatives	20	80	100	3 hrs

SPECIALIZATION (MARKETING)

Paper Code	Title of the Paper	Internal Marks	T. End Marks	Full Marks	Duration of T. End Examination
IMBA9.5	Consumer Behavior	20	80	100	3 hrs
IMBA9.6	Advertisement and Sales Promotion	20	80	100	3 hrs
IMBA9.7	Product and Brand Management	20	80	100	3 hrs
SPECIALIZATION (HR)					
IMBA9.8	Human Resource Planning	20	80	100	3 hrs
IMBA9.9	Industrial Relations and Labour Law	20	80	100	3 hrs
IMBA9.10	Compensation Management	20	80	100	3 hrs
SPECIALIZATION (RETAIL MANAGEMENT)					
IMBA9.11	Retail Concept & Environment	20	80	100	3 hrs
IMBA9.12	Retail Store Management	20	80	100	3 hrs
IMBA9.13	Retail Branding Strategy	20	80	100	3 hrs

FIFTH YEAR, SEMESTER -X

The X Sem will have total 6 papers:
 Compulsory paper I - Project
 Compulsory paper II - Comprehensive Viva-Voce
 Three papers from Major Specialization
 One paper from Minor Specialization

IMBA10.1	Project			100	
IMBA10.2	Comprehensive Viva-Voce			100	

SPECIALIZATION (FINANCE)

IMBA10.3	International Finance	20	80	100	3 hrs
IMBA10.4	International Accounting	20	80	100	3 hrs
IMBA10.5	Project Planning Analysis & management	20	80	100	3 hrs

SPECIALIZATION (MARKETING)

Paper Code	Title of the Paper	Internal Marks	T. End Marks	Full Marks	Duration of T. End Examination
IMBA10.6	Sales & Distribution Management	20	80	100	3 hrs
IMBA10.7	Marketing Research	20	80	100	3 hrs
IMBA10.8	Marketing of Services	20	80	100	3 hrs
SPECIALIZATION (HR)					
IMBA10.9	Strategic HRM.	20	80	100	3 hrs
IMBA10.10	Training and Development	20	80	100	3 hrs
IMBA10.11	Performance and Appraisal Management	20	80	100	3 hrs
SPECIALIZATION (RETAIL MANAGEMENT)					
IMBA10.12	International Retailing	20	80	100	3 hrs
IMBA10.13	Mall Management & Risk Management	20	80	100	3 hrs
IMBA10.14	Retail Sales Technique & Promotion	20	80	100	3 hrs

SEMESTER – I

80 Marks (ET) 20 Marks (MT)

BUSINESS ORGANISATION (PAPER IMBA1.1)

- UNIT – I** Introduction to business: Meaning, nature, scope & objectives of business; essentials of a successful business & businessman. Classification of industries, nature of commerce; components of commerce.
- UNIT – II** Forms of business organization: Meaning & characteristics of an ideal form of business organization. Sole Trader : meaning; features; merits and demerits. Partnership : meaning; characteristics; kinds of partners; partnership deed; advantages and disadvantages of partnership form of business organization; dissolution of partnership firms.
- UNIT – III** Joint Stock Company: Meaning and definition, characteristics, kinds of companies; distinction between private and public company; merits and demerits of joint stock company.
- UNIT – IV** Promotion of a company: Introduction, stages of promotion, promoters; memorandum of association: alteration of memorandum of association, articles of association: alteration of articles of association; distinction between memorandum and articles of association; prospectus and its contents.
- UNIT – V** Capital of a company: share capital, shares and kinds of shares, procedure for issue and allotment of shares, transfer and forfeiture of shares; shares and stock; under writing of shares; Debentures : meaning and types of debentures.

Recommended Books:

1. Business Studies: Sharma Gupta (Kalyani)
2. Business Organization & Management: D P Jain (Vrinda)

80 Marks (ET) 20 Marks (MT)

PRINCIPLES OF MANAGEMENT (PAPER IMBA1.2)

- UNIT – I** Introduction: Management Concept; Managerial Roles; Functions of managers; Levels of management; Managerial skills; Management process; Development of management thoughts: Taylor's scientific management, Fayol's Modern approach.
- UNIT – II** Planning: Nature; Significance; Process and Types; Management By Objectives; Advantages and Disadvantages. Decision Making : Process; Group decision making; Rationality in decision making.
- UNIT – III** Organizing: Nature; Significance; Principles of organizing; Centralization and Decentralization; Organization structure, Line & Staff organization, delegation of authority Staffing: Importance and Process of staffing.
- UNIT – IV** Motivation : Concept; Need hierarchy of motivation. Leading: Concept and leadership styles; Coordination : Principle & Process of coordination
- UNIT – V** Controlling: Concept and Process; Techniques of control. Management of Change: Concept, nature and process of planned change, Resistance to change, overcoming resistance to change.

Recommended Books:

1. Principles of Management: R. K. Sharma & S. K. Gupta (Kalyani)
2. Principles of Management: L. M. Prasad (S.Chand & Co.)
3. Students guide to Management: Neeru Vasishth (Taxmann)
4. Management Concepts & Strategies: J.S. Chandan(Vikas)
5. Business Organization & Management: D P Jain (Vrinda)

80 Marks (ET) 20 Marks (MT)

BUSINESS ECONOMICS (PAPER IMBA1.3)

- UNIT – I** Introduction to Economics: Basic Concept & Utility Analysis, analysis of Consumer Behavior & Consumer Equilibrium: The Demand and Supply Analysis, Elasticity of Demand.
- UNIT – II** Production and Market Analysis: Production Function, law of returns, Cost Analysis- Short Run and Long Run, Pricing under Perfect Competition, Monopolistic Competition, and Monopoly.
- UNIT – III** Theory of Distribution: Rent, Interest, Wage and Profit.

UNIT – IV National Income and Macroeconomic Factors: National Income Accounting, Consumption Function and Investment Function, Demand and Supply of Money, Inflation.

UNIT – V Economic Environment: The basics of Money, Banking and Credit Control, The basics of Balance of Payment and International Trade, Foreign Exchange and Control.

Recommended Books:

1. Macroeconomics: Sappiro E. (TMG)
2. Managerial Economics: Peterson and Lewis (PHI)
3. Principles of micro economics- H.L.Ahuja ()

80 Marks (ET) 20 Marks (MT)

FINANCIAL ACCOUNTING (PAPER IMBA1.4)

UNIT – I Introduction to Accounting: Book Keeping- Meaning of Accounting; Sub fields of Accounting; Advantages & disadvantages of accounting system, Importance of Accounting; Accounting Principle: Concepts, assumptions, conventions ; Accounting Cycle

UNIT – II Journal and Ledger: Accounting Cycle; Identification of Transactions; Recording of transactions in Journal; The Ledger. Subsidiary Books of Account: Subdivision of Journal; Cash Book; Purchase Day Book; Sales Day Book; Purchase Returns Book; Sales Return Book; Bills Receivable and Payable Book; Journal Proper.

UNIT – III The Trial Balance: Introduction; Objectives in Drawing up a Trial Balance; Construction of a Trial Balance; Errors disclosed and not disclosed by a Trial Balance; rectification of errors. Bank Reconciliation Statement Capital and Revenue: Introduction; Capital and Revenue Expenditures; Deferred Revenue Expenditure; Capital and Revenue Receipts; Capital and Revenue Profits; Capital and Revenue Losses.

UNIT – IV Final Accounts: Preparation of Trading and Profit and Loss Account and Balance Sheet without adjustment & with adjustment.

UNIT – V Company Accounts: issue of shares, allotment on prorata basis, forfeiture of shares and re-issue of shares.

Recommended Books:

1. Modern Accountancy: Hanif and Mukherjee Volume I (TMH)
2. Higher Secondary Accounting: Hanif, Mukherjee, Biswal and Sharma
3. Financial Accounting: P.C.Tulsian (Pearson)
4. An Introduction to Accountancy: S N Maheshwari, S K Maheshwari (Vikas)

80 Marks (ET) 20 Marks (MT)

BUSINESS STATISTICS (PAPER IMBA1.5)

UNIT – I Introduction: Meaning and definitions of statistics; importance of statistics in business; limitations of statistics; classification and tabulation of Data; graphic and diagrammatic presentation of Data.

UNIT – II Measures of Central Tendency: Introduction; The Arithmetic Mean; The Median; The Mode; comparison between mean, median and mode; The geometric Mean; The Harmonic Mean.

Measures of Dispersion: Introduction; The Range; The Quartile Deviation; The Mean Deviation; The Standard Deviation; Coefficient of Variation.

UNIT – III Skewness, Moments and Kurtosis: Introduction, Skewness; measures of Skewness; Moments; Kurtosis.

UNIT – IV Correlation Analysis: Concept and Importance of Correlation; types of correlation; Methods of Studying Correlation; rank correlation.

Regression analysis: Introduction, Uses of Regression Analysis, Difference between Correlation & Regression Analysis, Regression Lines, Regression Equations.

UNIT – V Index Number: Introduction; uses of Index Numbers; Problems in Index Number Construction; types of Price Index Numbers; Time Reversal, Factor Reversal Test; Chain Base Index Number, Deflating Prices and Incomes.

Time Series Analysis: Introduction; Components of a Time Series; The Trend; Seasonal Variation; Cyclical Variation; Irregular Variation; Forecasting; Importance of time series for business and economics.

Recommended Books:

1. Statistics for Management: Lavin & Rubbin (TMH)
2. Statistical Methods: S.P. Gupta (Sultan Chand)
3. Business Statistics: G C Beri (TMH)
4. Fundamentals of Statistics: S C Gupta (HPH)

SEMESTER – II

80 Marks (ET) 20 Marks (MT)

COMMUNICATIVE ENGLISH (PAPER IMBA 2.1)

- Unit – 1** Correct the Errors : Nouns, Verbs, Adjectives, Adverbs, Tenses, Articles, Prepositions, Punctuation, Capitalization, Abbreviations, Spellings etc. Here the candidate is expected to correct the errors in the sentences by making changes as required.
- Unit – 2** Sounds of English : Vowels and Consonants, Stress and Intonation. Rising and Falling, Communication in day-to-day situations.
- Unit – 3** Communicative Grammar: Time, Tense and Aspect, Verbs of states and events, Statements, Questions, Responses, Moods, Emotions and Attitude.
- Unit – 4** Oral Communication: Organizing a meeting :The Chair-person's Job, Preparing an Agenda, Introducing a Guest, Proposing a vote of thanks, Public Speaking, Writing the Minutes, Interpersonal Effectiveness ; Useful expressions in everyday life situations, Introductions, Greetings, Thanks, Apologies, Regret, Saying Good-bye, Suggestions, Invitations, Good wishes, Requests, Asking Permission, Speaking on the Telephone
- Unit – 5** Group Discussion tips, Dos and Don'ts , classroom practice.

References :

1. Geoffery Leech and Jan Svartvik, A communicative Grammar of English, Longman

80 Marks (ET) 20 Marks (MT)

MARKETING MANAGEMENT - I (PAPER IMBA2.2)

- UNIT – I** Introduction: Meaning of Market; Meaning, Importance and Scope of Marketing Management; Core Marketing Concepts; Selling vs. Marketing; Marketing mix.
- UNIT – II** Marketing Environment: Micro Environment, Macro Environment, Indian Marketing Environment. Marketing Information System: Introduction, Classification of Information, Development of MkIS.
- UNIT – III** Segmentation: Introduction, Bases of Consumer Market Segmentation; Targeting and Positioning Marketing Strategies: Marketing and Customer Value, BCG Matrix, SWOT Analysis.
- UNIT – IV** Competition: Competitive Forces, Identifying and Analysing Competitors; Porter's Five Forces Model for Competitive Analysis; Ansoff's Product/Market Expansion Grid.
- UNIT – V** Competitive Strategies: Competitive Strategies for Market Leader, Challenger, Follower and Nicher.

Recommended Books:

1. Marketing Management: Arun Kumar, N Meenakshi (VIKAS)
2. Marketing Management: Philip Kotler (PHI)
3. Marketing Management: C. N. Sontaki (Kalyani)

80 Marks (ET) 20 Marks (MT)

ORGANIZATIONAL BEHAVIOR (PAPER IMBA2.3)

- UNIT – I** Introduction: Meaning & Definition; Importance of OB; Various schools of thought; Approaches of OB; Contingency; Productivity & System.
- UNIT – II** Perception: Meaning; Factors affecting; Application of perception concepts to OB; Managing the perception; Shortcuts used in judging others.
Attitudes: Concept; Types; Attitudes & Consistency.
- UNIT – III** Motivation: Concept; Cognitive theory ; Behavioral theory. Personality: Determinants, Theories – Psychoanalytical.
- UNIT – IV** Learning: Concept & Theories. Leadership: Meaning; Theories- Behavioral theory, Contingency theories, Transformational theory.

UNIT – V Conflict: Nature; Sources; Conflict resolution techniques; Assertive behavior. Transactional Analysis: Ego states, Types of Analysis, Life positions Applications. Power & Politics: Types; Sources. Group Dynamics: Types of groups.

Recommended Books:

1. Organisational Behaviour: Stephen Robbins (PHI).
2. Organisational Behaviour: L.M. Prasad
3. Organisational Behaviour: Rao & Narayan
4. Organisational Behaviour: K Aswathappa (HPH)

COMPUTER FOR MANAGEMENT (PAPER IMBA2.4 [A])

UNIT – I Introduction to computer; Characteristics of computer; types and classification of computers; Computer hardware and software; computer organization.

UNIT – II Operating Systems: Meaning; types and functions.

UNIT – III Computer Devices and Languages: Input and output devices; Storage devices: primary and secondary; Computer languages: high-level language, assembly language, machine language; Compiler and interpreter; number systems.

UNIT – IV Computer network: Different types of networks – LAN, MAN, WAN; Network environments: Topology, Protocol.

UNIT – V Introduction to Internet: Internet; intranet; extranet; Internet service provider; Internet access; web fundamentals; e-mail; e-Commerce; Security and privacy issue.

Recommended Books:

1. P.K.Sinha: Fundamental of Computer.
2. R.P. Jain: Fundamental of Computer.
3. Leon and Leon: Introduction To Computers

COMPUTER FOR MANAGEMENT – LAB (PAPER IMBA2.4 [B])

PRACTICAL:

Operating System Loading,
Video Conferencing;
MS-Word; MS-Excel; MS Access; MS Power Point;
Using Internet.

QUANTITATIVE TECHNIQUES (PAPER IMBA2.5)

UNIT-I Theory of Sets: Concept of a set; Subset; Super Set; Power Set of a Set; Operation of Sets: Union; Intersection; Symmetric difference; Demorgan's law; Venn diagram; Cartesian product of Sets.

Relations: Definition; domain; range of a relation; inverse of a relation; equivalence relation; congruence modulo relation on the set of integers.

Functions: Definition; domain; range of a function; injective; surjective and bijective functions; equality of functions; inverse of a function; odd and even functions.

UNIT-II Limit: Limit of a function; definition; left hand limit; right hand limit; infinite limit and limit at infinity; algebra of limits; evaluation of limits (excluding trigonometric functions)
Continuity: Definition; continuity of functions like ax , $\log x$, x^n , $|x|$, $[x]$, $\text{sgn}(x)$ and e^x .
different method of determination of continuity; graphic and analytical method.

UNIT-III Differentiation: Definition; differentiation from first principle; algebra of derivatives; differentiation of x^n , e^x , ax , $\log x$, $\log ax$; properties; implicit differentiation; logarithmic differentiation; chain rule; successive differentiation; Optimization: Increasing and decreasing functions, maxima and minima.

UNIT-IV Linear Programming Problems: Mathematical formulation; graphical solution methods; general LPP; Simplex method: computational procedure.
Network analysis (CPM and PERT)

UNIT-V Permutation and Combination: Counting principles; permutations and combinations (with and without repetition); restricted permutations and combinations.
Theory of probability: Additive, Multiplicative, Base Theorem, Distribution curve; binomial;

poission and normal distribution.

Recommended Books:

1. Statistical Methods and Quantitative Techniques: Digambar Patri (KP)
2. Higher Secondary Mathematics (Part – 1 & 2)
3. Quantitative Techniques-Theory and Problems : Tulsian and Pandey (Pearson)

SEMESTER – III

BUSINESS LAW (Paper IMBA3.1)

Unit - 1 Law of Contract (1872): Nature of contract; Classification; Offer and acceptance; Capacity of Parties to contract; Free consent; Consideration; Legality of object; Discharge of contract; Agreement declared void;

Unit – 2 Performance of Contract; Remedies for breach of contract. Special Contracts: Indemnity and Guarantee; Bailment and Pledge; Agency.

Unit – 3 Sales of Goods Act 1930: Formation of contracts of sale; Goods and their Classification; Price; Conditions and Warranties; Transfer of property in goods; Performance of the Contract of sales; unpaid seller and his rights; Sale by auction; Hire purchase agreement.

Unit - 4 Negotiable Instrument Act 1881 : Definition of Negotiable Instruments; Features; Promissory note; Bill of exchange and cheque; holder and holder in due course; crossing of a cheque; types of crossing; Negotiations; Dishonor and discharge of Negotiable Instrument.

Unit - 5 Company Law: Promotion and incorporation of companies; Memorandum of Association; Article of Association; Prospectus; Company meetings ; kinds of meetings; Quorum; Voting; Resolutions; Minutes.

Books : Mercantile Law- S.C.Kuchhal
Mercantile Law- N.D.Kapoor
Business and Company Law- Chawla and Grag.
Business Law- Avtar Singh
Company Law - Avtar Singh.

**COST AND MANAGEMENT ACCOUNTING
(IMBA-3.2)**

Unit – 1 Nature and scope of cost accounting, objectives, importance, advantages and limitations of cost accounting, Financial Accounting Vs. Cost Accounting

Unit – 2 Nature and Scope of Management Accounting – Functions, Objectives of Management Accounting, Advantages and Limitations of Management Accounting, Management Accounting Vs. Financial Accounting, Management Accounting Vs. Cost Accounting, Role of Management Accountant

Unit – 3 Financial Statements – Meaning, nature, essentials of good Financial statement, Importance and limitations of financial statements
Financial Statement Analysis – Meaning, Types and Procedure of Analysis and Interpretation, Objectives, Importance and Techniques of Analysis, Limitations of Financial Statements Analysis

Unit – 4 Funds Flow Statement – Meaning and utility of Funds Flow Statement, Preparation, Limitations of Funds Flow statement
Cash Flow Statement – Meaning and utility of Cash Flow statement, Cash flow form operating, Investment and Financial activity, Limitations of Cash Flow statement, Difference between Funds flow and Cash Flow statement

Unit – 5 Ratio Analysis – Meaning and Utility of ratios, significance of ratio analysis, Limitations of ratios analysis, classification of ratios, significance of ratios and inter firm comparison
Standard Costing - Variance analysis, Cost volume profit analysis & Breakeven Analysis

Book :

1. Management Accounting : Sharma Gupta, Kalyani Publisher

2. Cost Accounting : Jain and Narang, Kalyani Publisher

HUMAN RESOURCE MANAGEMENT (IMBA3.3)

- Unit – 1** Nature and scope of Human Resource Management: Meaning Definition, scope, functions and objectives, Human Resource Management model, Evolution of Human resource management in India.
Human Resource Planning: Meaning and Definition, Importance.
- Unit – 2** Job Analysis: Meaning, Process, Methods of Collecting Job data, Problems with Job Analysis.
Job Design: concept, factors Affecting Job design, Techniques of Job Design.
Recruitment: Meaning , factors affecting process, constraints, sources .
Selection: Meaning, Role, Process, Barriers to Selection
Orientation and Placement: Meaning , Purpose, Orientation Programme, Problems of Orientation Placement.
- Unit –3** Performance Appraisal / Merit Rating : Concept , Meaning , Definition, Objectives, Process, Methods, Merits & Problems of performance Appraisal / Merit Rating.
Job Evaluation: Concept, Scope, Process of Job Evaluation, Methods, Advantages and Limitations of Job Evaluations.
- Unit – 4** Wage and Salary Administration : Concept , Principles, Objectives, Theories of Wages – Iron Law, Wages Fund, Residual Claimant, Marginal Productivity, Bargaining Theory, Modern Theory, Types of Wages – Time Wage & Piece Wage System.
Incentive Payment : Meaning & Definition, Merits, Demerits, Pre-Requisites for an effective Incentives system, Scope, Types of Incentives Schemes, Incentives Schemes in Indian Industries, Non-Financial Incentive.
- Unit – 5** Industrial Relations : Concept, Nature , Importance, Approaches, Parties to IR, IR Strategy, Role of HRM.
Trade Union : Concept , Nature , Why do employees join Union ? Strategic Choices, Before Unions, Trade Union Movement in India.
Disputes and Their Resolution : Nature of Disputes, cause, settlement of disputes – Collective Bargaining. Code of Discipline, Grievance Procedure.

Book :

- Personnel Management. : Srivastav & Venkata Raman.
HRM : K. Aswathapa
HRM : P. Subba Rao

FINANCIAL MANAGEMENT-1 (IMBA3.4)

- Unit – 1** Introduction: Meaning of financial management. Objective of financial management. Function of financial manager. Emerging role of the finance manager in India.
- Unit – 2** Sources of long Term finance: Equity capital: Internal accruals; Preference capital; term loans, Debentures, comparative picture.
Raising long term finance-Venture capital, Initial public offer, Rights issue; Private placement, preferential allotment, obtaining a term loan.
Short term: Commercial Papers, Treasury Bills, Certificates of Deposits.
- Unit – 3** Capital Budgeting: Introduction, Meaning of capital budgeting, Importance of capital budgeting decision, capital budgeting techniques.
The Time value of Money: Compounding and discounting method.
Valuation of securities: Bond Valuation: Bond Yields, Stock evaluation.
- Unit - 4** The Cost of Capital: Cost of Debt and Preference, Cost of Equity, Determining the Proportions; Weighted Average Cost of Capital
Leverage: Concept of leverage, Operating leverage, financial leverage, combined leverage.
- Unit – 5** Capital Structure: Introduction, capitalization, capital structure and financial structure,

forms of capital structure, importance of capital structure, point of indifference, optimal capital structure, theories of capital structure, factors determining the capital structure. Dividend decision: Introduction, Issues in dividend policy, Aspects of dividend policy, Practical Consideration in dividend policy, stability of dividends, stock dividends and stock split, Walter's Model, Modigliani and Miller's Hypothesis.

PRODUCTION AND OPERATION MANAGEMENT (IMBA3.5)

- Unit - 1** Conceptual framework of production & Management: Nature of production , Decision making in production, important of production function, Scope of production & Operation management, characteristic of modern production & operation function.
- Unit – 2** Product design and analysis : Concept, Product Development – Concept And Steps: Product Life Cycle, Process Design, inter-relationship of Product Design & Process Design Process Technology Process Technology Life Cycle Economics Analysis of Production Process (Cost Function of Processing Alternatives, Operating Leverage BREAK Even Analysis).
- Unit –3** Plant location : Nature; Location theories, Error in Location ; Steps in Location selection, rural vs urban location,
Layout - Nature ,objective of a good layout , Factors influencing Layout; Principles of Layout; layout tools and techniques.
- Unit – 4** Production/ operation planning & control- Nature, objective of production planning & control, factor determining production planning, production planning systems, production control, factors determining production control, limitations of PPC.
Inventory Management: ABC analysis, VED analysis, EOQ analysis.
- Unit - 5** Aggregate Planning : Nature & Objective of aggregate planning, Approaches to aggregate planning, capacity planning, capacity measurement, capacity palnning decision, classification of capacity planning,Generating of alternative capacity plans, framework for analyzing capacity planning decisions..

Recommended Books:

- 1) Production & Operations Management : R.Paneerselvam (PHI)
- 2) Production & Operations Management : S.N.Chary.
- 3) Modern Production & Operation Management : Buffa and Sarin.
- 4) Essence of Operation Management ; Terri Hills (PHI)

SEMESTER – IV INTRODUCTION TO BANKING (Paper IMBA4.1)

- Unit – I** Banking: Definition, Types, Functions of Commercial Banks and Central Banks, Relationships between banker and customer – special feature of RBI, Banking regulation Act 1949. RBI credit control Measure – Secrecy of customer Account.
- Unit – II** Opening of account – special types of customer – types of deposit – Bank Pass book – collection of banker – banker lien.
- Unit – III** Cheque – features essentials of valid cheque – crossing – making and endorsement – payment of cheques statutory protection duties to paying banker and collective banker - refusal of payment cheques Duties holder & holder id due course.
- Unit – IV** Loan and advances by commercial bank lending policies of commercial bank - Forms of securities – lien pledge hypothecation and advance against the documents of title to goods – mortgage.
- Unit – V** Position of surety – Letter of credit – Bills and supply bill. Purchase and discounting bill Traveling cheque, credit card, Teller system.

Book for Reference

1. Sundharam &Varshney, Banking theory Law & Practice, Sultan Chand & Sons.,New Delhi.
2. Banking Regulation Act, 1949.

3. Reserve Bank of India, Report on currency and Finance 2003-2004.
4. Basu : Theory and Practice of Development Banking
5. Reddy & Appanniah : Banking Theory and Practice
6. Natarajan & Gordon : Banking Theory and Practice

E BUSINESS (IMBA4.2)

- UNIT-I** From business to e-business- The reason behind the growth of e-business. starting our site- Basic web pages for an e-business site Building the object model-data base store front assets, back office assets
- UNIT-II** Presenting our online store (thinking e-business design) structure the online store,- Online shopping, online purchasing. Building product catalogue. The shopping basket or cart.
- UNIT-III** The checkout, Order processing-the universal business problem: managing the order&acquisition process.
Secure Communications-Electronic security, attacking methods, incidents occurrence, security practices.
Searching-search engine
- UNIT-IV** Hosting and deployment, privacy, customer service, creating an online community.
- UNIT-V** Up-sell, cross sell and Recommendations, Integration with other systems, marketing your site.

Reference

1. Mathew Reynolds- beginning E-Commerce,Shroff publishers and distributors Pvt. Ltd.
2. Ravi Kalakola and Andrew B. Whinston-Frontiers of electronic Commerce, Addison Wisley
3. Samantha Shurely- E-business with Net-Commerce, Prentice Hall PTR
4. Jason R Rich- The unofficial guide to starting and E- Commerce Business, IDG Books

MARKETING MANAGEMENT-II IMBA 4.3

- UNIT – I** Product: Levels & Classifications of Product, Product Life Cycle, New Product Development Process, Packaging and Labeling. Branding: Roles and Scope of Branding, Building Brand Equity, Branding Strategy – brand decision, brand extension & brand portfolio,
- UNIT – II** Price: Factors Influencing Pricing, Setting the Price, Pricing Methods, Distribution: Types of Intermediaries, Channel Designed Decisions, Channel Management Decision, channel dynamics; Logistics & Supply Chain Management; Online marketing
- Unit – III** Integrated Marketing Communication: Role of IMC, Various promotional tools; Advertising- 5 M's of advertising; Sales promotion -Objectives, Various Tools; Public relations - Functions, Marketing PR; Publicity ; Personal selling- Designing Sales Force and Managing the sales force, Principles of Personal Selling; Sponsorships - objective; Exhibitions ; Word of Mouth promotion .
- UNIT – IV** Consumer Behaviour: Meaning, Buying roles, Buying Behaviour, Factors Influencing Consumer Behaviour, Stages in Buying Process.
Marketing Research: Concept and Classification of MR, MR Process.
- UNIT – V** Recent Trends in Marketing; Service Marketing: Meaning of Services, Characteristics, Service Marketing Mix; Green Marketing; SMS Marketing; Online Marketing; B2B

Recommended Books:

1. Marketing Management: Arun Kumar, N Meenakshi (VIKAS)
2. Marketing Management: Philip Kotler (PHI)
3. Marketing Management: C. N. Sontaki (Kalyani)

4. Marketing Management: Debraj Dutta, Mahua Dutta (Vrinda)

HUMAN RESOURCE DEVELOPMENT

IMBA4.4

- Unit-1** Field Of Human Resources Development, Concepts, Goals, Need, Importance, Scope and objectives of HRD, HRD culture and HRD climate, Role of HRD Professional
- Unit-2** HRD Audit: Concepts Need and Role of HRD Audit, Components of HRD Audit, HRD and Scorecard, Methodology of HRD Audit, Interview, Data analysis, Questionnaire, Secondary Data Analysis, Designing, and using HRD audit for business improvement.
- Unit-3** HRD Staffing: Staffing HRD functions, Developing HRD strategies, HRD for workers; Counseling & Mentoring, Developmental Supervision
- Unit-4** Development of HRD System: Process OF HRD, The Systems of HRD, HRD Matrix, HRD Planning
Comparative HRD Experiences: HRD in Government & Public Systems, HRD for Health & Family welfare, HRD in other sectors (Defence, Police, PSU).
- Unit -5** Quality Work Life and HRD, Total Quality Management and HR, Performance Management System.
Personnel Management. : Srivastav & Venkata Raman.
Industrial Relations : A. Monappa, Tmh.
Essence of HRM : Mackenna & Beech.
HRM :: K. Aswathapa
HRM : P. Subba Rao

BUSINESS COMMUNICATION

(IMBA 4.5 a)

**Marks : 20 (MT)
60 (ET)**

- Unit - 1** Foundations of Business Communication
- Achieving success through effective business communication.
 - Communicating in terms & mastering listening and non-verbal communication skills.
- Unit- 2** Applying the three-step writing process.
- Planning business messages.
 - Writing business messages.
 - Completing business messages.
- Unit - 3** Writing Letters, Memos, E-mail
- Writing routines, good-news & goodwill messages.
 - Writing bad news messages.
- Unit - 4** Designing & Delivering Oral Presentations
- Planning, writing and completing oral presentations.
 - Enhancing oral presentations with electronic slide shows and overhead transparencies.
- Unit - 5** Writing employment messages and interviewing for jobs.
- Writing resumes and application letters.
 - Interviewing for employment and following up.

PRACTICAL

(IMBA 4.5 b)

Marks : 20 (Prac)

Oral Presentations & Drafting

Ref. Books : Business Communication Today - Bovee Thill Schatzman.

ENTREPRENEURSHIP (IMBA 5.1)

- UNIT I:** Entrepreneur - meaning - importance - Qualities, nature types, traits, culture, Similarities and differences between entrepreneur and intrapreneur. Entrepreneurship and economic development - its importance - Role of entrepreneurship - entrepreneurial - environment.
- UNIT II:** Evolution of entrepreneurs - entrepreneurial promotion: Training and developing motivation: factors - mobility of entrepreneurs - entrepreneurial change - occupational mobility - factors in mobility - Role of consultancy organisation is promoting entrepreneurs - Forms of business for - entrepreneurs.
- UNIT III:** Project management : Sources of business idea - Project classifications - identifications - formulation and design - feasibility analysis - Preparation of Project Report and presentation. Financial analysis - concept and scope - project cost estimate - operating revenue estimate - Ratio analysis - investment Process - B E analysis - Profit analysis - Social cost benefit analysis - Project Appraisal methods - Project Report preparation.
- UNIT IV:** Project finance : Sources of finance - Institutional finance - Role of IFC, IDBI, ICICI, LIC, SFC, SIPCOT, Commercial Bank - Appraisal of bank for loans. Institutional aids for entrepreneurship development - Role of DICS, SIDCO, NSICS, IRCI, NIDC, SIDBI, SISI, SIPCOT, Entrepreneurial guidance bureau - Approaching Institutions for assistance.
- UNIT V:** Setting small scale industries - location of enterprise - steps in setting SSI unit - Problems of entrepreneurs - Sickness in small industries - reasons and remedies - Incentives and subsidies - Evaluating entrepreneurial performance - Rural entrepreneurship - Women entrepreneurship. Indian entrepreneurs and their achievements.

References :

1. Vasanth Desai : Dynamics of Entrepreneurial Development and Management - Himalaya Publishing House.
2. N.P.Srinivasan & G.P. Gupta - Entrepreneurial Development - Sultanchand & Sons.
3. P.Saravanavelu - Entrepreneurship Development Eskapee publications.
4. David L.Bodde, The International Entrepreneur, Prentice Hall of India, New Delhi.

**RESEACH METHODOLOGY
(IMBA 5.2)**

RESEARCH METHODOLOGY

- Unit-I:** Research: Meaning, Objectives & Importance of Research ; Role of research in Functional Areas : Finance, Marketing, HRD ; Research Methodology ; Process of Research .
- Unit-II:** Defining Research Problem: Process of formulating Hypothesis; Research Design ; Sampling Design.
- Unit-III:** Methods of Data Collection , Processing & Analysis of Data , Design of Questionnaire; Testing of Hypothesis ; Parametric and Non-parametric Tests ; T-test, Z-test and chi-square test.
- Unit IV:** Scaling: Meaning, Importance & Techniques, ANOVA, Introduction to SPSS
- Unit-V:** Interpretation & Report Writing; Importance & Techniques of Interpretation ; Significance of Report Writing ; Steps in Writing Report ; Lay-out of the Research Report ; Types of Report.

Suggested Readings

1. Andrews, F.M. and S.B. Withey Social Indicators of Well Being, Plenum Press, NY, 1976.
2. Bennet, Roger: Management Research, ILO, 1983.
3. Fowler, Floyd J.Jr., Survey Methods, 2nd ed., Sage Pub., 1993.
4. Fox, J.A. and P.E. Tracy: Randomized Response: A Method of Sensitive Surveys, Sage Pub., 1986.

5. Gupta, S.P. Statistical Methods, 30th ed., Sultan Chand, New Delhi, 2001.

INSURANCE AND RISK MANAGEMENT (IMBA5.3)

- Unit –1** Introduction to Risk and Insurance; Nature and Treatment of Risk; Risk : Objective Risk, Subjective Risk, Chances of Loss; Probability , Subjective & Objective, Chances of Loss separated from Risk, Peril and Hazard, Basic Category of Risk : Pure and Speculative Risk, Fundamental and Particular Risk.
- Unit – 2** Types of Pure Risk : Personal Risk, Property Risk, Liability Risk; Burden of Risk on Society, Methods of Handling Risk; Retention : Avoidance, Active, Passive; Non-Insurance transfer Method : Loss Control, Loss Prevention, Loss Reduction.
- Unit – 3** Definition of Insurance, Basic Characteristics of Insurance, Pooling of Losses, Payment of Fortuitous Losses, Risk Transfer, Indemnification, Requirements of an Insurable Risk, Accidental and Unintentional Loss, Determinable and measurable Loss, Culculable chance of Law, Types of Insurance, Benefits of Insurance to Society.
- Unit – 4** Government Regulation of Insurance : IRDA, Reasons for Insurance Regulation, Maintain Insurer Solvency, Compensate for inadequate consumer knowledge, Historical Development of Insurance Regulation , Methods for regulating insurance, formulating and Licensing and Insurer, Taxation of Insurer.
- Unit – 5** Risk Management : Definition of Risk Management, Risk Management and Insurance Management, Objectives of Risk Management, The Risk Management process, Identifying Potential Losses, Evaluating potential Losses.

Ref. Book :

- Principles of Risk Management and Insurance : George E.Rejda.
Risk Management and Insurance : C Arthur Williams, Michael L.Smith.
Risk Management and Insurance : Scott Harington.
Principles of Risk management & Insurance : P.K. Gupta

RETAIL MANAGEMENT (IMBA 5.4)

- Unit – I:** Retailing - An introduction: Definition, Functions, Importance, Retail Formats - Store and Non Store; Emerging retail formats; Retailing in India - Current Scenario, Factors influencing Consumer shopping behavior, Retail Mix
- Unit – II:** Retail Planning - Purpose, method, structure and monitoring the plan; Retail brand management- positioning, personality, Types of brand, Brand and life cycle; Merchandise management - Meaning, Methods, Assortment and Inventory; Purchase negotiation, Visual merchandising and displays
- Unit – III:** Retail location decision - Trading area analysis, Types of location Site evaluation; Store design - layout and space management, Customer traffic flow & pattern, Retail pricing - approaches, influencing factors, Price sensitivity, and mark down policy.
- Unit – IV** Retail promotion - setting objectives, Role of advertising, sales promotion, personal selling public relations and relationship marketing in retailing; Customer service management, Retail aesthetics.
- Unit – V** Impact of IT in retailing - Integrated systems and Networking EDI, Bar Coding, Customer database management. Electronic retailing - Role of web, on line retailing, Consumerism and Ethics in retailing - Social and Green issues; Retail equity;

Suggested Readings :

1. Diamond Allen, Fashion Retailing, Delmar Pub., 1993.
2. Diamond, Jay and Gerald Pintel Retailing, Prentice Hall, NJ, 1996.
3. Drake, Mary Francis, J.H. Spoone and H. Greenwald Retail Fashion, Promotion, and Advertising, Macmillan, NY, 1992.
4. Levy, Michael & Barton a. Weitz Retailing Management, 2nd ed. Irwin, London, 1995.

5. Morgenstein, Melvin and Harriat Strongin Modern Retailing

FINANCIAL MANAGEMENT-II

IMBA5.5

- Unit-1** Working Capital Policy : Characteristics of current Assets; Factors Influencing working Capital requirements; Operating Cycle and Cash Cycle. Working Capital Financing : Accruals; Trade Credit; Advance by Commercial Banks; Public Deposits; ICDs; ST loans from Fls; CPs; factoring.
- Unit-II** Cash Management : need for cash; cash budget; cash management models; investment of surplus funds. Receivables Management: costs of maintaining receivables; factors influencing the size of receivables; dimensions of receivable management. Inventory Management: meaning of inventory; benefits of holding inventory; objects of inventory management; techniques of inventory management.
- Unit-III** Mergers and Acquisitions: Meaning of Mergers; Types of Mergers; Reasons of Mergers; Mechanics of a merger; Costs and Benefits of a Merger; Terms of a Merger. Takeovers: Meaning; Pros and Cons; Regulation of Takeovers; SEBI Takeover Code; Anti-Takeover Defenses.
- Unit-IV** Debt Analysis and Management: Risk in debt; Rating of Debt Securities; Design of Debt Issues; Issues; Innovations in Debt Securities; Securitization; Bond Covenants; Bond Refunding; Duration; Term Structure of Interest Rates.
- Unit-V** Corporate Valuation: Adjusted Book Value Approach; Stock and Debt Approach; Direct Comparison Approach; Discounted Cash Flow Approach; Guidelines for Corporate Valuation.

Books Recommended :

Text Books :

1. Van Horne, Bhaduri, Financial Management, Pearson
2. Financial Management-Sudarshan Reddy- Himalay publishing House
3. Khan & Jain, Financial Management, Tata McGraw Hill

Reference Books:

1. I.M. Pandey, Financial Management, Vikash Publications.
2. M.Satapathy, Financial and Management Accounting, Vrinda Publications.
3. P. Chandra, Financial Management, Tata McGraw Hill.
4. Sharma and Gupta- Financial Management- Kalyani Publishers
5. V.K. Bhalla , Working Capital Management Anmol Publication

SEMESTER- VI

RURAL MARKETING

IMBA 6.1

- Unit – I** Nature, Characteristics and potential of rural markets in India, Rural marketing environment – Socio-cultural, Economic, Political and Technological, Concepts of agri-marketing, Marketing of agri-inputs - Tractor, seeds, fertilizers and pesticides, Role of co-operative marketing in India.
- Unit – II** Rural consumer behavior: Characteristics of rural consumers, Factors affecting rural consumers, Rural consumer buying decision process; Rural Marketing research, Rural Marketing Strategy: Rural Marketing Mix; Segmentation, Targeting and Positioning.
- Unit – III** Rural Product strategy: FMCG, Consumer Durables, Services, Product Life Cycle, New Product Development, Rural Packaging, Rural Branding Strategy,
- Unit – IV** Rural Pricing Strategy: Pricing Objective, Factors influencing rural pricing, rural pricing techniques. Rural Distribution Strategy: Channel of distributions, Role of feeder town, Evolution of rural distribution systems, Rural distribution model.
- Unit – V** Rural Communication Strategy: Communication process, rural advertising and sales promotions, personal selling, challenges of rural communication, Rural Media – Conventional and non- conventional. Innovations in Rural Market: Diffusion of

Innovations; Futures of rural marketing

Suggested Readings

1. R. Krishnamoorthy – Intr to Rural Marketing – Himalaya Publishing House
 2. Arora, RC. Integrated Rural Development. 1979. Schand, New Delhi
 3. Desai, Vasnat. Rural Development. 1988, Himalaya, Bombay.
 4. Mishra, SN. Politics and Society in Rural India. 1980 Inter India, Delhi.
 5. Porter, Michael E. Competitive Strategy. 1980. Free Press, New York
 6. Rural Marketing – Vadi, Vadi – Himalaya Publishing House P. Ltd.
- List of cases and specific references including research papers, articles and books will be announced in the class.

INTERPERSONAL COMMUNICATION

IMBA 6.2a

Marks : 20 (MT)
60 (ET)

- UNIT-I** Communication : Understanding communication, Nature, scope, Elements & Process of communication. Dyadic Communication : Introduction, definition, Stages: (a) Establishing rapport, (b) Exploring subject matter of transaction, (c) Terminating the encounter .
- UNIT-II** Non-Verbal Communication: Visible Code and body language (a) Personal Appearance,(b) Posture , Setting, Gestures, Facial Expression, Eye- Contact. Telephone Etiquettes : Understanding Telephone Communication: Types of calls, Handling Calls;Elements – Message, Requests, Information, Instruction, appointments, Reminding, Complaints.
- UNIT-III** Audience Analysis : Analyzing the Audience & the occasion, Target Group analysis and how to motivate the group. The Audience, Size, Age, Occupation, Education & intellectual level, Membership of Organized group, Factors influencing Audience Attitude towards Speaker and the Subject.
- UNIT-IV** Presentation Skill : Just a Minute talk, Extempore, Presentation with & without PPT, Voice Modulation, Short formal speech.
- UNIT-V** Career Skills: Writing Resume, Bio-data, Curriculum Vitae and Cover Letters, Job search techniques, Interview Techniques, Group Discussion.

PRACTICAL

(IMBA 6.2 b)

Marks : 20 (Prac)

GD, PI Presentation

References :

1. Lesiker- Communication Skills.
2. Communication – Rayudu , Himalaya Pub.
3. Ruben Ray- Communication Today.
4. Rao, Rao – Communication skills – Himalaya Pub.

MANAGEMENT OF FINANCIAL SERVICE

IMBA 6.3

- UNIT-I :** Financial Markets. Financial system, Financial Markets, Meaning, Classification, Capital Market, Capital Market intermediaries, Primary Market , Secondary Market, Stock Exchange, Constitution, Control, Functions of Stock Exchange, SEBI Guidelines, Investor protection, Grievance, Redressal measures, Money Market – Characteristic, Intermediaries.
- UNIT-II :** Financial Instruments : Call Money Market, Commercial papers, Treasury bills, Certificate of Deposits, Commercial Bills, Gilt-edged Securities, Equity Shares, preference Shares, Debentures, Warrants and convertibles, ADRs and GDRS, Drivatives – Options and futures.
- UNIT-III :** Merchant Banking and Lease Financing : Merchant Banking – Nature, Scope, Regulation

of Merchant Banking activity, Structure of Merchant Banking Industry – Primary Markets, SEBI Guide – Lines for public issues. Leasing – Origin, Development of basing in India, Classification, Financial lease and operating lease, Advantage and disadvantage of basing Hire Purchase Vs Lease.

UNIT–IV : NBFC and Consumer Finance : NBFS – Origin, Scope, Functions, Role of NBFCs in rendering financial services, RBI regulations, Categories of NBFC, Venture Capital Finance by NBFC Venture.. Capital – Origin, Development, Venture Capital Institutions.

UNIT–V : Credit rating – Concept, Importance of Credit rating, Credit rating agencies and their activities, Emerging avenues of rating services.

Text Books :

1. M.Y. Khan, Financial Services, TMH.
2. Gordon and Natrajan, Financial Market and Services, Himalaya Publishing.

Reference Books :

1. Sribvastav, Nigam – Management of Indian Financial Institutions – HPH
2. Gupta and Agarwal; Financial Services, Kalyani Publishers.
3. C.M. Kulshrestha, Mastering Mutual Funds, Vision Books.
4. J.C. Verma, A Manual of Merchant Banking, Bharat Law House.
5. Premal Joshi, Leasing Comes of Age : Indian Scene, Amrita Prakashan.
6. Nabhi Publications, SEBI Guidelines.
7. Clifford E. Kirssoh, The Financial Services Revolution, McGraw Hill.
8. Nalini P. Tripathy, Financial Instruments and Services, PHI.

SEMESTER – VII

BUSINESS POLICY & STRATEGIC MANAGEMENT

IMBA 7.1

- Unit – I: Concept: Business policy; Vision, mission, objectives and policies; Environmental analysis : Macro and Micro analysis;
- Unit-II: Analytical Tools and techniques: SWOT, Impact Matrix, BCG matrix, Experience Curve, GEC Model Industry Analysis
- Unit – III: Strategic Management : Nature and scope of strategic management, strategic intent Vs vision; Framework for analyzing competition, concept of core competence, Value chain & competitive advantage of a firm, competitor selection, competitive scope, corporate strategy and competitive advantage, competitive advantage nations.
- Unit – IV: Process of strategy planning and implementation. Strategic Formulation: Generic strategies, differentiation, cost and focused strategies, corporate level strategy, corporate parenting, corporate portfolio, corporate diversity, business level strategy-forces and bases, vertical integration, unbundling and outsourcing strategies.
- Unit – V: Power games amongst competing players; chief executive and board; work of top management; turnaround management. Management of strategic change; mergers and Acquisitions; Case Study : Strategic management in an international firm.

Suggested Readings

1. Ansoff, H. Igor. Implanting Strategic Management, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1984.
2. Budhiraja, S.B. and Athreya, M.B. Cases in Strategic Management, New Delhi, Tata McGraw Hill, 1996.
3. Christensen, C.R. etc. Business Policy: Text and Cases, 6th ed., Homewood, Illinois, Richard D. Irwin, 1987.
4. Glueck, William F. Strategic Management and Business Policy, 3rd ed. New York, McGraw Hill, 1988.
5. Hax, A.C. and Majluf, N.S. Strategic Management, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1984.

MANAGERIAL ECONOMICS (IMBA7.2)

- Unit – I** Managerial Economics – Meaning, Nature and scope of Managerial Economics; Concepts and techniques of ME; Demand Analysis – Meaning, determinant, demand functions, Law of demand; Elasticity of Demand – Types of Elasticity of Demand; Income and Substitution effects; Demand Forecasting.
- Unit – II** Production Analysis – Production functions-Long Run and Short Run Production Function Cost Analysis – Introduction to Cost concepts – Variable Cost, Fixed Cost, Total Cost, Average Cost, Marginal Cost, Opportunity Cost - Cost curves - Economies of Scale.
- Unit – III** Market Analysis - Meaning of Market, Price and Output determination under perfect competition, monopoly, monopolistic, oligopoly Market
- Unit – IV** Meaning and Nature of Macro Economics; Aggregate demand - aggregate supply framework, WPI, CPI and Inflation –Balance of Payments; Business cycle - Phases, causes, consequences and measures to solve the problems.
- Unit – V** National Income; Meaning, Concepts and Measurement; GNP and GDP; Consumption: Function, Components of Consumption; Investment Function - Components of Investment. Monetary Policy; Fiscal Policy.

Suggested Readings

1. Adhikary, M. Business Economics, New Delhi, Excel Books, 2000.
 2. Baumal, W.J. Economic Theory and Operations Analysis, 3rd ed., New Delhi, Prentice Hall Inc., 1996.
 3. Chopra, O.P. Managerial Economics, New Delhi Tata McGraw Hill, 1995.
 4. Keat, Paul G & Philips K.Y. Young, Managerial Economics, Prentice Hall, New Jersey, 1996.
 5. Koutsoyiannis, A Modern Micro Economics, New York, Macmillian, 1991.
- The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

INTERNATIONAL BUSINESS ENVIRONMENT AND MANAGEMENT IMBA 7.3

- Unit – I:** International business: an overview – types of international business; the external environment; the economic and political environment, the human cultural environment; recent world trade and foreign investment trends; trade and investment – government influence on trade investment; determination to trading partner's independence, interdependence and dependence.
- Unit – II:** World financial environment; cross-national cooperation and agreements; tariff and non-tariff barriers, WTO, regional blocks; international production; internationalization of service firms.
- Unit – III:** Operation management in international firms; world financial environment; foreign exchange market mechanism; determinants of exchange rates; Euro-currency market; offshore financial centers; international banks; non-banking financial service firms.
- Unit – IV:** Stock markets; global competitiveness; export management; licensing; joint ventures technology and global competition; globalization and human resource development; globalization with social responsibility.
- Unit – V:** World economic growth and the environment; country evaluation and selection; international business diplomacy: negotiating an international business, issues in asset protection; multilateral settlements; consortium approaches; external relations approach.

Suggested Readings

1. Alworth, Julian S. The Finance, Investment and Taxation Decisions of Multinationals, London, Basil Blackwell, 1988.
2. Bhalla, V.K. and s. Shivaramu, International Business Environment and Business, New Delhi,

- Anmol, 1995.
3. Bhalla, V.K. International Economy: Liberalisation Process, New Delhi, Anmol, 1993.
 4. Daniel, John D and Radebanh, Lee H. International Business, 5th ed., New York, addision Wesley, 1986.
 5. Eiteman, D.K. and Stopnehill, Al. Multinational Business Finance, New York, Macmillan, 1983.

BUSINESS ENVIRONMENTS

IMBA 7.4

- Unit – I** INTRODUCTION : Meaning of business, nature of modern business, Environment of business, Economic system, Macro economic scenario, neoliberal profile of the economy.
- UNIT – II** Functions and Role of Government, Social Responsibilities of Business, Economic Policies, Monetary policy and Fiscal Policy. Role of WTO, Financial System, Reserve Bank of India, Stock Exchanges.
- UNIT – III** Indian Money Market, Capital Market in India, Stock market and its regulation, Currency convertibility, Exchange rate management
- UNIT– IV :** Economic roles of the state and government, Economic planning in India, Export import policy and trade liberalization, Industrial policy resolution in India, Indian economic policies, Exit policy, disinvestment policy, taxation policy
- UNIT– V :** Environmental management as a competitive advantage, The greening of management, Role of Govt. in environmental regulations, Industrialization, urban development and environment, Global environmental issues, Sustainable development Concepts, relevance in modern Business, World Business Council for Sustainable Development(WBCSD)

Recommended Books:

Text Books :

1. Business Environment, A C Fernando, Pearson
2. Business Environment, Justin Paul
3. Business Environment K Aswathappa

MANAGEMENT INFORMATION SYSTEM AND DECISSION SUPPORT SYTEM

IMBA-7.5

- Unit – I:** Management information system; definitions – basic concepts frameworks – major trends in technology, applications of information technology.
- Unit – II:** System and design: systems development initiative different methodologies – life cycle and prototype approach detailed study on life cycle design and implementation case study.
- Unit – III:** Managerial decision making: decision making process, problem solving techniques, how decisions are being supported – decisions styles group decision making features of various CBIS. Decision support system and overview: relevance scope of DSS characteristic and capabilities of DSS components of DSS classification of DSS.
- Unit – IV:** Database management system: sources of data – data file environment database environment – data models – relevance of relational data base design in DSS. Model base management system: types of models function, time certainty, uncertainty, risk, structure OR models, Simon’s model in information system design simulation technique.
- Unit – V:** Dialog generation management system: user interface – graphic menus – forms DSS tools – DSS generators – specific DSS. Constructing a DSS: steps in designing a DSS, identification of decision, building of DBMS, building of MBMS – building of DGMS, implementation, performance testing.

Suggested Readings :

1. Keen, peter G.W.: Decision Support System an Organisational Perspective Addison-Wesley

- Pub.
2. Theierauff, Robert J. Decision Support System for effective planning – Prentice Hall – 1982.
 3. Kroger, Donald W., and Hugh J. Watson Computer Based Information System New York, 1984.
 4. Davis, Michael W. A management Approach – Macmillan Publishing company, Prentice Hall, New Jersey, 1988.
 5. Andrew P. Decision support System Engineering, Sage, John Wiley & Sons, New York, 1991.

SEMESTER – VIII

CUSTOMER RELATIONSHIP MANAGEMENT

IMBA8.1

- Unit – I:** Emerging Concept of CRM: CRM in Marketing & IT, Enablers of the growth of CRM, Evolution and Benefits of CRM, School of Thoughts of CRM
Building Customer Relationship: Process, Bonding, Zero customer Defections, CRM framework, Market Share Vs. Share of Customers, Life time value of Customers.
- Unit – II:** CRM in Services: Product Markets, B2B market.
- Unit – III:** CRM in Marketing: A Marketing Retrospective, Target Marketing, Marketing Automation. CRM and Customer service: Call Centre and Customer Care, Automation of contact center, Call Routing, Web Based Self Service, Work Force Management, Customer Service, E-CRM.
- Unit – IV:** Components of eCRM Solutions: Data Warehousing, Data Mining and CRM, Evaluation of Technical solution for CRM, Role of a contact centre in building relationships.
- Unit – V:** Implementation: Defining a CRM strategy, CRM Implementation Road Map Developing a Relationship Orientation, Customer-centric Marketing and Processes, Building Capabilities through Internal Marketing, Customer Retention Plans

Suggested Readings

1. “Paul Greenberg”, CRM at the Speed of Light, 3rd edition, TMH, 2007.
2. “Baran, Galka and Strunk, Principles of CRM, Cengage Learning 2008.
3. “Jagdish.N.Sheth, Atul Parvatiyar and G.Shainesh “(Editors), Customer Relationship Management, TMH, 2007.
4. “John.G.Freeland”, The Ultimate CRM, TMH, 2006.
5. “Subhasish Das”, Customer Relationship Management”, Excel Books, 2007.
6. “Mukesh Chaturvedi and Abhinav Chaturvedi”, Customer Relationship Management – An Indian Perspective, Excel Books, 2005.
7. “Nath”, The Nuts & Bolts of CRM, TMH, 2007.
8. “V.Kumar and Werner.J.Reinartz”, Customer Relationship Management , Wiley, 2006.

ENTERPRISE RESOURCE PLANNING

IMBA -8.2

- UNIT – I : Enterprise Resource Planning :**
Evaluation of ERP – MRP and MRP II – Problems of System islands needs for system integration and interface – early ERP Packages – ERP products and Markets – opportunities and problems in ERP selection and implementation; ERP. Implementation; identifying ERP benefits team formation – consultant intervention – selection ERP – process of ERP implementation ;
- UNIT – II: Management Changes in IT organization :**
Preparing IT infrastructure – Measuring benefits of ERP – Integrating with other systems; Post ERP, Module in ERP: Business Modules of ERP Package; Re-Engineering concept : The emergence of Re- engineering concept – concept of business process ; rethinking of process – identification of re-engineering need preparing for re-engineering – implementing change – change management.
- UNIT– III : BPR & ERP, Supply Chain Management :**
The concept of value chain differentiation between ERP and SCM – SCM for customer

focus-need and specificity of SCM : SCM scenario in India – Products and markets of SCM – Issues in selection and implementation of SCM solutions ;

UNIT– IV : CRM solutions : E-business :

Introduction to I–Net technologies – Evaluation of E-Commerce, Edi and Ebusiness. Opportunities – basic and advanced business models on Internet – Internet banking and related technologies – securities and privacy issues technologies for E-business – Future and Growth of E-Business.

UNIT– V : Manufacturing Prospective.

Introduction, advantages MRP I, MRP II, JIT, Flexible Manufacturing system.

Text Books :

1. C.S.V. Murthy, Enterprise Resource Planning (ERP), Himalaya Publishing.
2. Alexis Leon, ERP, TM

Reference Books ;

1. Hammer, Michal and Jams Chaby Re-engineering the Corporation
2. Leon, Alexis Countdown 2000, Tata McGraw hill.
3. Ptak, Carol A. & Eli Schargenheim ERP, St. Lucie Press, NY
4. F.R. Jacobs, Why ERP ? A Premier on SAP Implementation, TMH.
5. Monk, Concept in Enterprise Resource Planning, Cengage/Thoms.

ORGANISATION EFFECTIVENESS AND CHANGE

IMBA – 8.3

Unit – I: An overview of concepts of organizational change effectiveness and development; skills of change agent.

Unit – II: Organizational climate and culture; power and politics; the process of empowerment.

Unit – III: Organizational learning; creativity and innovation; conflict and negotiation.

Unit – IV: Intergroup behaviour and collaboration.

Unit – V: Business ethics and corporate governance; management of gender issues; cross-cultural dynamics.

Suggested Readings

1. Anderson, A.H. and Barker D. Effective Enterprise and Change Management, Oxford, Blackwell Publisher Ltd. 1996.
2. French, W.E. and Bell, C.H. Organization Development, New Delhi, Prentice – Hall of India, 1995.
3. Kao, S.R. etc. Effective Organization and Social Values, New Delhi, Sage, 1994.
4. Khandwalla, P.N. Organization Design for Excellence, New Delhi, Tata McGraw Hill, 1992.
5. Luthans, F. Organisational Behaviour, 7th ed., New York, McGraw Hill, 1'995.
6. Luthans, F.Organisational Behaviour, 7th Ed., Newyork McGraw Hill 1995

ENVIRONMENT AND MANAGEMENT

IMBA 8.4

Unit – I Environment Management fundamentals- sustainable development, implication of human population growth, limits to growth, environment and business schools : energy management fundamentals – fossil fuels use, energy production and trade, energy balance.

Unit – II Ecosystem concepts : Basic concepts and their application in business, industrial ecology and recycling industry; environment management system : EMS standards, ISO 14000.

Unit – III Environmental auditing, clearance / permissions for establishing industry; environmental management and valuation: environmental accounting, economics – environmental taxes shifts, green funding, corporate mergers, environmental ethics; environmental management trade and environmental management, debt and environment, GATT /

WTO provisions.

Unit – IV Environmental laws: Acts, Patents, IPRS, role of NGO's PIL ; Pollution and waste management – air, water, land pollution, trade in wastes.

Unit – V Water, forest and biodiversity management: water resources, dams and their role ; forest products and trade, role of biodiversity in international trade ; approaches to corporate ethics ; bio-ethics.

Suggested Readings ;

1. Uberoi, N.K. Environmental Management, Excel Books, A-15, Naraina Phase – 1, New Delhi. 2000.
2. Bal AS-Intr to Environment Management – Himalaya Publishing house.
3. Pandey, G.N. Environmental Management, Vikas publishing house New Delhi, 1997.
4. Gupta, N. Dass : Environmental Accounting, Wheeler Publishing, 19, K.G. Marg, new Delhi 1997.
5. Jadav Purohit – Global Warming and Environmental Law – Himalaya.
6. Mohanty, S.K. Environment & Pollution Law Manual, Universal Law Publishing, G.T. Karnal Road, new Delhi, 1996.
7. Harley, Nick : Environmental Economics, MacMillan India Ltd., Ansari Road, New Delhi, 1997. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

BUSINESS ETHICS & CORPORATE GOVERNANCE IMBA-8.5

Unit – I Ethics in Business: Meaning of Ethics, Definition of Ethics and business Ethics, Introduction to Business ethics, Need, Importance, Nature, scope, Objectives of Business Ethics, Factors influencing Business Ethics, Characteristics of Business Ethics, Ethical aspects in Marketing, HRM, production and Finance. Ethical decision making.

Unit – II Objective of business, social attitudes, belief and values, principles of business ethics, ethics in business competition VS. competition in moral standards, belief and their role. Ethics in managing – ethical theories, enterprise mission, Institutionalizing code of ethics and its implementation, normative ethics in management. Intellectual property rights, designs, patents, trademarks, copyrights, Ethics and the organization.

Unit – III Corporate Governance : What is Corporate Governance, OECD emphasis, Issues in Corporate Governance, Need for and importance of Corporate Governance, and benefits of good governance to companies and to the society. Corporate Governance Mechanism Anglo – American Model, German Model, Japanese Model and Indian Model. Obligation to society, Investors, employees, customers, managerial obligations.

Unit – IV Role Players : Role of Board of Directors, Auditors, SEBI and Government. Growth of Corporate Governance in India. Case discussion on – The rise and fall of Arthur Andersen.

Unit – V Business Ethics & Corporate Governance (7 Hours) Introduction, Importance and need for Business Ethics in Indian Context, roots of unethical behavior and Issues, Corporate Governance Ethics, How ethics can make corporate governance more meaningful, Corporate social responsibility of business. Case Discussions : 1. The Enron Fiasco
2. TVS Group of companies.

Text Books :

1. Business Ethics and Corporate Governance– CSV Murthy – Himalaya Publishing House
2. Manual of Business Ethics – Rutuparna Raj – Himalaya Publishing House.

Semester – IX

I-MBA 9.2

SPECIALISATION (FINANCE)

SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

- Unit – I:** Introduction to securities, objective of securities analysis, market for securities and taxes, Risk and return-concepts and analysis, economic and industry analysis, securities pricing
- Unit – II:** Financial arithmetic's for equity and bonds, bond analysis: macro and micro level, valuation of rights, warrants and convertible claims, valuation theories of fixed and variable income securities.
- Unit – III:** Introduction to portfolio management – an optimum portfolio selection problem, Markowitz portfolio theory, the mean-variance criterion (MVC) – the nature of investment risk, MVC and portfolio selection, the investment in liquid assets, portfolios of two risky securities, a three security portfolio The efficient frontier, tracing the efficient frontier – the relationship between the unleveraged and leveraged portfolio, Sharpe: single index model; application of market model in portfolio construction.
- Unit – IV:** Capital asset pricing model, characteristic lines, factor models and arbitrage pricing theory, constructing efficient frontier, optimum portfolios – constructing the optimum portfolio, portfolio investment process.
- Unit – V:** Bond portfolio management strategies; investment timing and portfolio performance evaluation, Corporate portfolio management in India, international diversification.

Ref Books

1. V.A.Avadhani (HPH)
2. V.K.Bhalla (S.Chand)

CORPORATE RESTRUCTURING AND FINANCAL ENGINEERING

IMBA 9.3

- UNIT-I** Introduction: Concept, rational, Types of Corporate Restructuring; Types and Motives of merger and Acquisition, Theories of merger & tender offer, sources of value creation in merger & acquisition, Emerging trends and challenges in M & A market.
- UNIT-II** Understanding Target Companies Valuation: Different methods of valuation of Target Companies & the firm. Fixation of exchange ratio. Measurement of cost & gains from M & A Financing M & A, methods and risk, Acquisition process.
- UNIT-III** Corporate Restructuring & Strategic alliances: Spin offs, Equity curve outs, stock splits, joint venture, share repurchase, LBO: Meaning, Characteristics, Source of LBO Financing, Advantages & Limitation; MBO: Meaning & Objective; International merger & restructuring.
- UNIT-IV** Bid strategic and tactics, Defenses against take over, Evaluating merger performance, Post merger activities, Regulations merger & acquisitions, Role of institutional players in M & A.
- UNIT-V** Financial Engineering: Concept, Scope & features, driving forces, Financial Engineers: Conceptual & physical tools, innovation in debt & equity market, Hybrid securities, Future trends & challenges to F.E.

Reference :

The students are directed to keep in touch with the recent developments in the relevant areas by referring the journals, news papers and magazines. In addition, they should refer to the following books.

1. Das, Raskhit, Debasish, Corporate Restructuring, HPH
2. S. Shiva Ramu- Corporate growth through merger and acquisition response books.
3. Chandra Prasanna, Financial Management,
4. Short Robert : "Business Merger" Prentice hall Inc

FINANCIAL DERIVATIVES

IMBA-9.4

- Unit – I:** Concept of Financial Derivatives, Scope and Importance; Features of Financial Derivatives; Types of Derivatives, Forward vs. Future Contracts. Participants of Derivatives Market. Functions of Derivative Market.
- Unit – II:** Meaning of Futures Markets, Features of Future Market and the uses of futures for hedging; Parties of Future Contracts; Interest Rate Futures; Forward: Meaning, Classifications, Advantages & Disadvantages, Difference with Spot Contracts.
- Unit – III:** Options markets: Definition, types; Options Vs. Futures; Properties of stock option prices; Uses of various hedge parameters; Black-schools option model; Binomial model; Options on stock indices; Spreads: Definition & types.
- Unit – IV:** Currency futures: Introduction, features, hedging with currency futures, Synthetic foreign currency futures; general approach to pricing derivatives securities. Swaps: Definition, features, types, advantages & disadvantages.
- Unit – V:** Interest rate futures: Meaning, the application, Short term and long term interest rate futures, Conversion of Fix rate loan to floating rate loan; Current trends in derivatives market in India.

Suggested Readings

1. Bhalla, V.K. Investment Management; Security Analysis and Portfolio Management, New Delhi, S. Chand, 2001.
2. Swain P.K, Fundamentals of Financial Derivatives, HPH
3. Cox, John C and Rubinstein, Mark Options Markets, Englewood Cliffs, New Jersey, Prentice Hall of Inc., 1985.
4. Huang, Stanley SC and Randall, Maury R. Investment Analysis and Management, London, Allyn and Bacon, 1987.

SEMESTER – IX

I-MBA 9.5

SPECIALISATION (MARKETING)

CONSUMER BEHAVIOUR

- Unit – I:** Introduction to consumer behaviour; consumer behaviour and marketing strategy; consumer involvement and decision making.
- Unit – II:** Information search process; evaluative criteria and decision rules; consumer motivation.
- Unit – III:** Information processing and consumer perception; consumer attitudes and attitude change; influence of personality and self concept on buying behaviour; psychographics and lifestyle; reference group influence.
- Unit – IV:** Diffusion of innovation and opinion leadership family decision making; industrial buying behaviour.
- Unit – V:** Models of consumer behaviour; consumer behaviour audit; consumer behaviour studies in India.

Suggested Readings :

1. Assail, H. Consumer Behaviour and Marketing Action, Ohio, South western, 1995.
2. Engle, JF. Etc. Consumer Behaviour, Chicago, Dryden Press, 1993.
3. Howard, John A. etc. Consumer Behaviour in Marketing, Englewood Cliffs, New Jersey, prentice Hall Inc. 1989.
4. Hawkins, DI. Etc. Consumer Behaviour: Implications for Marketing Strategy, Texas, Business, 1995.
5. Mowen, John C. Consumer Behaviour, New York, MacMillan, 1993.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

ADVERTISING AND SALES PROMOTION

IMBA 9.6

- Unit-I** Fundamentals of advertising-concept, objectives, function and classification, role of advertising in the marketing process .communication mix, process of communication-Wilbur Schramm's model, two step flow of communication.
- Unit-II** Advertising Strategy and Programme
Theory of cognitive dissonance and clues for advertising strategist, stimulation of primary and selective demand-objective setting and market positioning-DAGMAR.Approach-Determination of target audience. Building advertisement programme –message, headlines. illustration ,appeal and layout, AIDA concept
- Unit-III** Advertising Media and Agency
Media planning, Budgeting and Evaluation, Advertising effectiveness-Rational of testing opinion, aptitude tests.,recognition,recall, Ad agency-function,selection,compensation and appraisal of Ad agency.
- Unit-IV** Regulation and other issues in Advertising
Ethical aspects and Regulatory aspects of advertising,Public Relations and Sponsorship Marketing,Retail,National,Cooperative,Political, International and public service Advertising.
- Unit-V** Sales Promotions
Concept and importance, Factors affecting sales promotion, types of sales promotions, sales promotion planning ,Recent trends in Sales promotions.

Ref. Books

- S.A.Chunawala advertising management(HPH
Chunawalla and Sethia "Advertising Management"
Manendra Mohan "Advertising Management "TMH
M.N.Mishra "sales promotion and Advertising Management "Himalaya Publishing House.

PRODUCT AND BRAND MANAGEMENT

IMBA9.7

- UNIT – I** Product basic concept, New Product Development process, Research techniques used in the process, Product Development strategies ; Idea generation, concept testing, concept evaluation, product testing, pre-test Marketing and Test. Marketing, Launching strategies for new product.
- UNIT – II** Product life cycle Management, Product Portfolio Analysis and management, Product line and mis – management, Industrial Products and Services, Consumer Products & Services (Durables & FMCG).
- UNIT – III** Branding : Concepts, functions, branding decisions, brand positioning & extensions, brand hierarchy, Brand Personality, Brand Image; Brand Positioning; Value addition from Branding; Brand Loyalty and Customer Loyalty
- UNIT – IV** Brand leveraging strategies, Brand identity system, Brand Valuation and equity, Building strong brands in Indian and international contexts, Importance of Branding in terms of product success.
- UNIT – V** Brand Revitalisation; Financial Aspects of Brands; Branding in Different Sectors: Customer, Industrial, Retail and Service Brands

Text Books :

1. Varma Harsh. V. Brand Management, Excel Books.
2. Chunawala – Product Management – Himalaya.
3. Chunawala – Brand Management – Himalaya.

Reference Books :

1. Kurtz and Boone, Principles of Marketing, Thomson.
2. YLR Moorthi, Brand Management, Vikas Publishing house Pvt. Ltd.

3. David Aakers, Managing Brand Equity, New York; Free press.
4. Jean Noel Kapferer, Strategic Brand Management, New York : Free press.
5. Lynn B. Upshaw, Building Brand Identity.

SPECIALISATION

HR

Human Resource Planning

IMBA9.8

- UNIT – I:** Basic : Concept, need, Objectives and importance of HRP The planning process: Indicators and trends, Barriers of HRP, Level of HRP; Factors affecting HRP, Corporate planning and HR Planning,
- UNIT – II** Demand Forecasting : Concept of Manpower Demand, Ascertaining demand and supply in human resource, Causes of demand, forecasting techniques, Need for manpower forecast, types of manpower forecast, macro forecasting, micro forecasting
- UNIT – III** Supply Forecasting : Concept and dimensions of manpower supply, Estimation of internal supply and external supply, macro level supply forecasting, micro supply forecasting
- UNIT – IV** Career Management : Career, career Management, models career planning, career stages, career development, succession planning, performance appraisal planning, HRP of Transfer, Promotions and Job Rotation, Skills and Multi-skilling.
- UNIT – V** Measurement in HR Planning : Human Resources Information System, Human Resources Accounting, Human Resource Cost

Reference

1. Gordon Mc Beath “ The Handbook of Human Resource Planning”
2. Bhattachary Dipak Kumar “Human Resources Planning”, Excel Books
3. Human Resources Management, S.S.Khanka, Sultan Chand
4. PERSONNEL MANAGEMENT AND hrm BY p.SUBHARAO(HPH)

INDUSTRIAL RELATION AND LABOUR LAW

IMBA-9.9

- UNIT – I** Introduction to Industrial Relations : Evolution of Industrial relations, Industrial relations and the merging socio economic scenario, Technological change and Industrial Relation, Industrial relation and state.
- UNIT – II** Discipline and Grievance Management : Negotiation, productivity bargaining, worker participation in management, co-ownership , industrial relations in public sector, trade union and management, discipline in Industrial relations,
- UNIT – III** Socio-economic Environment : Emergency and objectives of Labour Laws and their socio- economic environment, law relating to industrial disputes, disciplinary proceedings in industry
- UNIT – IV** Social security laws : Laws relating to workmen’s compensation, employees state insurance, provident fund, gratuity and maternity relief.
- UNIT – V** Wages and Bonus Laws : The minimum wages act 1948, payment of wages, payment of bonus Law relating to working conditions: The laws relating to factories Act, the plantation labour act, contract labour

Reference :

1. Industrial Relations, A.M. Sharma
2. Industrial Relation, Dhanpat Rai Co.
3. Industrial Jurisprudence and Labour Legislation, A.M.Sarma
4. Saini, Dabis, Redressal HPH of Labour fliriances, Claims and Diepsutes, New Delhi, Oxforrd, 1995

COMPENSATION MANAGEMENT

IMBA-9.10

- UNIT-I** Introduction : Compensation meaning, objectives, nature of compensation, Forms : external and organizational influences on compensation decision, Compensation policy : Factor of determination, Theories behind compensation strategy and decision.
- UNIT-II** Managing Compensation : Strategic Compensation planning, determining compensation- the wage mix, Development of a Base Pay System: Job evaluation systems
- UNIT-III** Market Rates and Compensation structure : Concept of market rate, sources of information, types of grade and pay structure, choice and design, developing and implementing pay structure. Wage and salary surveys, the wage curve, pay grades and rate ranges, preparing salary matrix, government regulation on compensation, fixing pay, significant compensation issues Compensation as a retention strategy.
- UNIT-IV** Variable Pay and Executive Compensation: Rational for contingent pay, contingent pay strategy, competence related pay, performance related pay, skill based pay, contribution related pay, team based pay, pay for directors, senior executives, expatriate pay.
- UNIT – V** Benefits, incentives and Management of Reward System Benefits : Meaning, strategic perspectives on benefits-goals for benefits, benefits need analysis, funding benefits, benchmarking benefit schemes, nature and types of benefits; Different types of employee benefits : security benefits, retirement security benefits, health care benefits, time-off benefits allowances and special pay, shop floor incentive scheme, pay budget and review, Employee benefits programs-, benefits administration, employee benefits required by law, discretionary major employee benefits, employee services- designing a benefits package

References

Understanding of wage system by A.N.Sharma(HPH)
Compensation Management And Labour Legislation Be A.N. Sharmw(Hph)
Armstrong Michael and Murlis Helen "Reward Management : A Handbook of Sales, Administration, London, Kogan Page
Armstrong Michael " AHandbook of Human Resource Management Practice"Kogan Page
Ferris R. Gerald, Rosen D Sherman and Barnum T. Darold "The Manual of Human Resource Management" Beacon Books

SPECIALISATION

RETAIL MANAGEMENT

Retail Concepts and Environment

(IMBA – 9.11)

- Unit – I** Retailing- Introduction, Concepts and Overview, Development and Growth of Retailing, Unorganised vs. Organised retail, Classification – Retailing & Marketing, Growing importance of retailing, Factors influencing retailing.
- Unit- II** Retail Mix- Introduction, Concept and Relevance; Importance; Retail Institutions and Types of Retailers; Retail Communication Mix-Importance, The STP approach (Segmentation, Targeting and Positioning)
- Unit-III** Retail Promotion- Concepts, Importance; Multi Channel Retailing; Retail Location and Site Selection; Retail Market Strategy;
- UNIT-IV** RETAIL IN INDIA: The evolution of retail in India; Changing income profiles; Diminishing difference between rural and urban India; The emergence of a young earning India;The size of retail in India; Foreign direct investment in retail; Challenges to retail development in India
- UNIT –V**
CASE STUDY ANALYSIS

Reference Books:

1. Retailing management by Swapna Pradhan, Tata McGraw Hills
2. Retailing management by Suja R. Nair, Himalaya Publication.
3. Retailing management by Gibson G. Vedamani, Jaico Books.
4. Retailing management by Roger Cox, Paul Britain, Pearson
5. Retailing in the 21st Century: Current and Future Trends Manfred Krafft, Murali K. Mantrala

RETAIL STORE MANAGEMENT (IMBA – 9.12)

- UNIT – I** Functions of Retailing, Retailing Formats and the parameters for Strategy Mix Decision. Wheel of Retailing, Retail Selling, Role, Process: Approach, Identifying Customer Needs and Wants, Presenting the Merchandise (selling features and benefits), Objection Handling, Closing the Sale, Up selling and Cross Selling. (IBM's Strategic Model)
- UNIT – II** Customer Service: Strategic Advantage through Customer Service, CS strategies, Gap Model of Improving Customer Service. Managing The Retail Store: Store Manager's Responsibilities: Selection, Socializing and Performance Management, Cost Control, Shrinkage Control.
- UNIT-III** Logistics and Information Systems: Improved Product Availability, Assortment & ROI, Strategies, Quick Response Systems Store Layout: Design and Visual Merchandising, Exterior, Objectives of Store Design, Types of layouts (their relevance to Various Formats), Merchandise Presentation Techniques.
- UNIT – IV** Store loyalty: Types of customers; Meaning of customer loyalty; Variables influencing store loyalty; Building loyalty; Helping customers in their planned/unplanned and impulse buying decisions; A store loyalty model

UNIT – V

CASE ANALYSIS

References :

1. Swapana Pradhan- Retailing Management
2. David Gilbert- Retail Marketing
3. George H, Lucas Jr., Robert P. Bush, Larry G Greshan- Retailing
4. A. J. Lamba- The Art of Retailing
5. Barry Berman, Joel R Evans- Retail Management; A Strategic Approach
6. Store Operations by VISHALAGARWAL

RETAIL BRANDING & STRATEGY (IMBA – 9.13)

- UNIT - I** Brand Architecture; Brand Identity and Brand Positioning; Brand Equity and Brand Building; Managing Brand Equity; Measuring Brand Equity; Managing Brand Portfolio. Brand enhancement.
- UNIT - II** Approaches to strategic analysis of the retailing environment, using the techniques of environmental auditing. Approaches to the analysis of resources, competence and strategic capability, through the application of techniques such as value chain analysis and benchmarking.
- UNIT – III** An examination of the bases of strategic choice for retailing organisations, including mission and strategic intent; The formulation and evaluation of strategic options within retailing organisations, including approaches to the assessment of risk and uncertainty and of alternative directions for strategy development.
- UNIT –IV** Concepts of Synergy and Symbiosis will be introduced in an examination of Mergers, Acquisitions and strategic alliances involving retailers; The relationship between strategy and structure; networks and virtual organisations.

UNIT – V

CASE ANALYSIS

Reference books:

1. Strategic Retail Management: Text and International Cases: By Joachim Zentes, Dirk Morschett, Hanna Schramm-Klein
2. Retail strategy: the view from the bridge: Jonathan Reynolds, Christine Cuthbertson, Richard Bell
3. Branding a store: how to build successful retail brands in a changing marketplace: Ko Floor

**SEMESTER X
SPECIALIZATION (FINANCE)
INTERNATIONAL FINANCE MANAGEMENT
IMBA-10.3**

- Unit – I:** Multinational financial management – an overview; evolution of the international monetary and financial system. Management of exchange and interest rate exposure.
- Unit – II:** Managing short-term assets and liabilities; long-run investment decisions- the foreign investment decision; political risk, management Govt. Regulation and procedures
- Unit – III:** Multinational capital budgeting – application and interpretation; cost of capital and capital structure of the multinational firm, Foreign exchange arithmetic.
- Unit – IV:** Dividend policy of the multinational firm; Bases of taxation for the multinational firm; Types of taxes, double taxation relief, tax management policy.
- Unit – V:** Country risk analysis; long-term financing, Foreign exchange risk management, out sourcing and BPO

Suggested Readings

- International finance management by A.V.AVADHANI (HPH)
- Abdullah, F.A. Financial Management for the Multinational Firm, Englewood Cliffs, new Jersey, Prentice hall Inc., 1987.
- Bhalla, V.K. International Financial Management, 2nd ed., New Delhi, Anmol, 2001.
- Buckley, Adrian, Multinational Finance, New York, Prentice Hall Inc., 1996.
- Kim, Suk and Kim, Seung. Global Corporate Finance: Text and cases, 2nd ed. Miami Florida, Kolb, 1993.
- Shapiro, Alan C. Multinational Financial Management, New Delhi, Prentice Hall of India, 1995.
- International finance management by A.V.AVADHANI (HPH)
- The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

**INTERNATIONAL ACCOUNTING
IMBA 10.4**

- Unit – I:** International dimensions of accounting – conceptual development and comparative development patterns.
- Unit – II:** Currency transaction; managing international information systems; Foreign Currency translation: Need and approaches to translation.
- Unit – III:** International perspective on inflation accounting; shortcomings of conventional accounting; accounting for foreign inflation; financial reporting and disclosure.
- Unit – IV:** Analyzing foreign financial statement: Need and techniques; financial management of multinational entities.
- Unit – V:** Transfer pricing: Definition and objectives, Arm's Length Principles; International accounting – international standards and multinational corporations.

Suggested Readings

1. Arpon, Jeffrey S and Radebaugh, Lee H. International Accounting and Multinational Enterprises, New York, John Wiley, 1985.
2. Choi, Frederick DS and Mueller Gerhard G. International Accounting, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1984.

3. Evans, Thomas G. International Accounting & Reporting, London, MacMillian, 1985.
 4. Gray, SJ. International Accounting and Transnational Decisions, London, Butterworth, 1983.
 5. Holzer, H Peter, International Accounting, New York, Harper & Row, 1984.
 6. A.K.Dasmohapatra, International Accounting
- The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

PROJECT PLANNING ANALYSIS & MANAGEMENT

IMBA-10.5

- Unit – I:** Meaning of Project, Project Management vs. General management, life cycles of project, project formulation, project managers role and responsibility.
- Unit – II:** Capital expenditure; importance and difficulties; market demand and situational analysis.
- Unit – III:** Technical analysis; financial analysis; analysis of project risk; firm risk and market risk; social cost benefit analysis; multiple projects and constraints.
- Unit – IV:** Network techniques for project management; project review and administrative aspects.
- Unit – V:** Project financing in India; problem of time and cost overrun in public sector enterprises in India; assessment of the tax burden; environmental appraisal of projects.

Suggested Readings

1. Ahuja, G.K. & Gupta, Ravi, Systematic Approach to Income Tax, Allahabad, Bharat Law House, 1997.
2. Bhalla, V.K. Modern Working Capital Management, New Delhi, Anmol, 1997.
3. Bhalla, V.K. Financial Management and Policy, 2nd ed. New Delhi, Anmol, 1998.
4. Chandra, Prasanna, Project: Preparation, Appraisal, Budgeting and Implementation, 3rd ed., New Delhi, Tata McGraw Hill, 1987.
5. Dhankar, Raj S. Financial Management of Public Sector Undertakings, New Delhi, Westville, 1995.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

SEMESTER-X

SPECIALISATION (MARKETING)

SALES AND DISTRIBUTION MANAGEMENT

IMBA-10.6

- Unit – I:** Nature and scope of sales management; setting and formulating personal selling objectives; recruiting and selecting sales personnel; developing and conducting sales training programmes.
- Unit – II:** Designing and administering compensation plans; supervision of salesmen; motivating sales personnel; sales meetings and sales contests; designing territories and allocating sales efforts; objectives and quotas for sales personnel.
- Unit – III:** Developing and managing sales evaluation programme; sales cost and cost analysis.
- Unit – IV:** An overview of marketing channels, their structure, functions and relationships; channel intermediaries – wholesaling and retailing; logistics of distribution; channel planning, organizational patterns in marketing channels; managing marketing channels.
- Unit – V:** Marketing channel policies and legal issues; information system and channel management; assessing performance of marketing channels; international marketing channels.

Suggested Readings

1. Anderson, R. Professional Sales Management, Englewood Cliffs, New Jersey, Prentice Hall of Inc., 1992.
2. Anderson, R. Professional Personal Selling, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1991.
3. Buskirk, RH and Stanton, WJ. Management of Sales Force, Homewood Illinois, Richard D. Irwin, 1983.

4. Dalrymple, DJ. Sales Management: Concepts and Cases, New York, John Wiley, 1989.
5. Johnson, EM etc. Sales Management: Concepts, Practices and Cases, New York, McGraw Hill, 1986.
6. S.ACHUNNAWAL
The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

MARKETING RESEARCH

IMBA9.7

UNIT – I Introduction and Basic Concepts :

Introduction of Marketing research, nature, scope, interaction between management and marketing research, marketing information system and decision support system in marketing research, research process, types of research.

UNIT – II : Source and collection of data :

Sources of secondary data, its advantages, methods of collection of primary data, construction of questionnaire and interview schedule, scaling and measurements, sampling designs and sample size decisions.

UNIT – III : Processing and analyzing of data :

Editing, coding and tabulation of data, techniques of data analysis, testing of hypothesis, tests of significance, analysis of associations analysis of experiments, interpretation of data.

UNIT – IV : Report Writing and presentation :

Role and types of report, content of report, principles of report preparation, preparation and communication, presentation.

UNIT – V : Application of marketing research :

Application of marketing research in product development, exploration of new market and taste and preference of customer: Skill development for marketing research.

Reference Books :

1. Marketing research by C.N. Sontakki, HPH.

MARKETING OF SERVICES

IMBA-10.8

UNIT-1 Introduction to Service Marketing and Classification of services, the Emergence of service economy, Nature of services, Goods Vs. Services marketing, Marketing Challenges in service Business; Service Marketing mix.

UNIT-2 The service encounter, the service consumer behaviour, the service vision & service strategy, service delivery, service blue print, servicescape,

UNIT-3 Quality issues and quality models (Gaps Model, SERVQUAL), demand supply management, advertising, branding, and packaging of services, pricing of services

UNIT-4 Service failure, service recovery, customer retention, Customer Relation management, concepts of marketing of financial services, tourism services, and health services.

UNIT-5 Segmentation: Strategies, Bases for segmentation; targeting: benefits of targeting, Positioning: Meaning, Objectives & Process.

Text Books :

1. K RamMohan Rao, service marketing , Pearson Education
2. Jha SM-Services marketing- Himalaya Pub.
3. Zeithaml, V.A & Bitner, M.J.Service marketing, Newyork McGraw Hill
4. NIMIT & monica Chowdhary, Text Book of Marketing of Services: The Indian Experience, Mc Millan India Ltd.

Ref. Books.

Thakur, BABRAH, DOGRA, Services marketing , Kalyani Pub.

Lovelock, Writz, Chatterjee-Services Marketing: People technology, Strategy, Pearson Education, New Delhi

R Srinivasn , Services marketing. PHI
Rajendra, Nargundkar, Service Marketing, TATA McGraw Hill
Bhattacharjee, Services Marketing, Excel Books
Andersen & Kotler, Strategic Marketing For Non Profit Organisation-PHI/Pearson

SPECIALIZATION-HR

STRATEGIC HUMAN RESOURCE MANAGEMENT

IMBA-10.9

UNIT – I Basics

HRM and Business Strategy, Strategy Typology of HR Activities, Strategic HRM – A conceptual Frame Work, Importance of Strategic HRM, Approaches to strategic HRM – Matching Model and Resource Based Model, Role of strategic HRM and barriers to SHRM.

UNIT – II Core Concept in HR strategy

Porters Five Force Frame Work and its impliance for Human resource management, corporate strategies and HR strategies, value chain and HR function, core competency and Human capital, HR strategy Frame Work, HR congruence – Vertical and Horizontal fit, strategic HRM models, High performance, management model, high commitment management model and high involvement management model

UNIT – III Building HR Base for competitive advantage

Strategic role of HR Planning, strategic Recruiting, Strategic performance and compensation system, HRD and Strategic issues.

UNIT – IV HR in Mergers and Acquisitions

Core Concept, Role of HR Professionals during Mergers. Strategic Issues involved in Mergers and Acquisitions, Role of HR Dept. and HR professionals in Mergers.

UNIT – V Global Human Resource Management

Global Mega Trends – Impact on HRM, Implication of Globalisation on HRM, Strategic Issues involved in Global Human Resources Management, HR Outsourcing – Concepts & Types, Future of HR Outsourcing.

Reference Books

1. Strategic Human Resource Management, Charters R. Greer, Pearson Education

TRAINING AND DEVELOPMENT

IMBA-10.10

UNIT – I Basics: Introduction To Training Concept: Definition, Meaning, Need For Training, Importance Of Training, Objectives Of Training, Concepts Of Education, Training And Development, Overview Of Training Functions, Types Of Training, current training and development practice in National and International Perspectives

UNIT – II Steps In Training : Establishing objectives (Pre-training), Identification Of Job Competencies, Criteria For Identifying Training Needs (Person Analysis, Task Analysis, Organization Analysis), Assessment Of Training Needs, Methods And Process Of Needs Assessment.

UNIT – III Training : Designing And Implementing A Training Program: Trainer Identification, Methods And Techniques Of Training, Designing A Training Module (Cross Cultural, 69 Leadership, Training The Trainer, Change), Management Development Program, Budgeting Of Training. Cost of Training, Training aids, Training design

UNIT – IV Training Evaluation : Concept and need for evaluation, area of evaluation, types of evaluation techniques and instruments Models of evaluation : Kirkpatrick's model, Kaustmanis five level evaluation, the CIRO Approach of Evaluation, Cost-Benefit Analysis, ROI Of Training

UNIT – V Training & Learning : Principles Of Learning, Andragogy, Resistance To Training, Adult learning, learning theory, learning curve, Technology In Training: CBT, Multimedia Training, E- Learning/Online Learning, Distance Learning.

Reference:

1. Lynton : Pareekuday “Training for development” 2. Dr. B. Rathan Reddy “Effective Human Resource Training and Development strategy(HPH) R.K.Sahu “Training for development “

PERFORMANCE & APPRISAL MANAGEMENT IMBA-10.11

- UNIT-1** Introduction : Definition of performance Management, the performance management contribution, dangers of poorly implemented PM systems, aims and role of PM Systems, characteristics of an ideal PM systems, performance management process, performance management and strategic planning.
- UNIT-2** Performance appraisal system implementation : Defining performance, determinants of performance, performance dimensions, approaches to measuring performance, diagnosing the causes of poor performance, differentiating task from contextual performance, choosing a performance measurement approach. Measuring results and behaviours, gathering performance information, implementing performance management system.
- UNIT-3** Conducting Staff Appraisals : Introduction, need, skills required, the role of the appraiser, job description & job specification, appraisal methods, raters errors, data collection, conducting an appraisal interview, follow up & validation, present thoughts & future directions.
- UNIT-4** Performance management & employee development : Personal Development plans, 360 degree feed back as a developmental tool, performance management & reward systems: performance linked remuneration system, performance linked career planning & promotion policy.
- UNIT-5** Performance Consulting : Concept, the need for performance consulting, role of the performance consulting, designing and using performance relationship maps, contracting for performance consulting services, organizing performance improvement department

Reference:

1. PERFORMANCE MANGEMENT SYSTEM BY A.M. Sharma (HPH)
2. Performance Management, Herman Aguinis, Pearson Education, 2007.
3. The Talent Management Hand Book, Lance A. Berger & Dorothy R. Berger, Tata Mc- Graw Hill

SPECIALISATION – RETAIL MANAGEMENT INTERNATIONAL RETAILING IMBA – 10.12

- UNIT – I** International Retailing- Evolution and Trends in the internationalisation of retailing; Alternative conceptions of international retailing: definitions, interpretations and classification- -Motives for international retailing, the changing nature of boundaries
- UNIT – II** Methods of international retailing, accessing retail markets; Form of entry: joint ventures, franchising, acquisition etc; marketing planning for differing international and regional requirements-Why retailers internationalise.
- UNIT – III** Competing in Foreign Markets- Why Companies Expand into Foreign Markets- Cross-Country Differences in Cultural, Demographic and Market Conditions- Concept of Multi country Competition and Global Competition- Profit Sanctuaries, Cross market Subsidization.
- UNIT – IV** Retail Structure- Enterprise Density- market Concentration- Product Sector- Innovation- Employment Structure- Merging Structure-Global Structure- Developing markets- Stages in development of International Operations.

UNIT – V CASE ANALYSIS – Indepth study of at least 5 world famous retail outlet chains.

Reference Books

1. Nicolas Alexander International Reataling-Blackwell Business Publishers Ltd.
2. Abbas J Ali Globalization of Business- Practice and Theory – Jaico Publishing House
3. Margaret Bruce, Chistopher Moore, Grete Birtwistle International Retail Marketing: A Case Study Approach

MALL MANAGEMENT & RISK MANAGEMENT IMBA – 10.13

UNIT – I Global Overview of Mall Management: Introduction to Malls; Site Selection Process; Understanding and Review of Commercial Lease; Tenant Mix; Marketing Planning and Branding of Malls

UNIT –II Maintenance Management; Shopping Entertainment; Shopping Centers; HRM planning and Organization Structure

UNIT-III Risk assessment techniques and reduce personal/safety risks; Techniques of preventing violence against staff; Improve Cash Security;

UNIT –IV Major causes of Retail Crime; Prevention and deterrence of Retail Crime; Security and Loss Control Techniques; Identify Potential Shoplifters and various methods they use

UNIT – V CASE ANALYSIS

References:

Mall Management- Arif I Sheikh, Dr Kaneez Fatima, Himalaya publishing house The Mall (Mass Market Paperbound), Richie Tankersley Cusick Patricia , Pocket Books

RETAIL SALES TECHNIQUE & PROMOTIONS IMBA – 10.14

UNIT I Advertising Communications and Promotions- Effective Advertising: Marketing Objectives and Positioning- Target Audience Selection - The Creative Strategy and Tactics- Media Strategy: The Reach Pattern and- Effective Frequency- Campaign Tracking and Evaluation- Setting the Campaign Budget- Sales Promotions

UNIT II Tactical Analysis –Strategic analysis to Promotion tactics- Objective Setting- Perspective on Strategy –Promotional tactical tool set – Built-traffic- Reach new customers- Introduce new products- Gain Product Display, Placement & Distribution- Stimulate repeat sales- Generate Brand loyalty.

UNIT III Sales promotion technique- Off the Self Offers- Joint Promotions- Price Promotions- Premium Promotions- Prize Promotions- How Promotion Affects Sales-Switching, Acceleration, and Deceleration- Repeat Purchasing, Consumption- Trade Dealing.

UNIT IV Retailer Promotions-Consumer Promotions (Coupons, Rebates, and Loyalty Programs, Online, and Special Event Promotions) -Calculating Promotion Profitability-Trade Deals, Retailer Promotions (Coupons, Rebates)-Measuring Promotion Effectiveness.

UNIT – V CASE ANALYSIS – Procter and Gamble’s Value Pricing Strategy-Sales Promotion Strategy.

References :

1. Robert C. Blattberg & Scott A. Neslin -Sales Promotion: Concepts, Methods, and Strategies - Prentice- Hall
2. Paul J Hydzic -Sales Promotion : Strategies That build brands -Illinouus Institute of Technology
3. Schulz, William A Robinson & Lisa A Peterson -Sales Promotion Essentials : The 10 Basic Sales Promotion Techniques
4. Julian Cummins & Ruddy Mullin- Sales Promxotions How to create , Implement and Integrate Campaigns that really work- Kogan Page
5. Kazmi& Sathish K Batra Advertising & Sales Promotions- Excel Books
6. George e Belch & Michael A Belch- Advertising & Sales Promotions An Integrated Marketing Communications Perspective- Tata Mc Graw Hill 7. Steve Smith- How to Sell More Stuff- Promotional marketing that Really works- Dearborn Trade Publishing.

