

1. FINANCE SPECIALISATION - BEHAVIOURAL FINANCE

UNIT 1

Behavioural finance – Meaning, Concept, and Definition – Differences between Behavioural finance micro versus Behavioural finance macro – Behavioural finance versus Standard finance – Efficient markets versus irrational markets – Rational economic man versus Behaviourally biased man - Historical traces of behavioural finance.

UNIT 2

Incorporating investor behaviour into the asset allocation process – Identifying behavioural biases with investors – Application of bias diagnoses when structuring asset allocation – Quantitative guidelines for incorporating behavioural finance in asset allocation.

UNIT 3

Investor biases discussion – Overconfidence bias – Representativeness bias – Anchoring and adjustment bias – Cognitive dissonance bias – Availability Bias – Self attribution bias – Regret aversion bias.

UNIT 4

Investor biases discussion continuation – Illusion of control bias – Conservatism bias – Ambiguity aversion bias – Endowment bias – Self control bias – Optimism bias – Mental accounting bias – Loss aversion bias – Status quo bias.

UNIT 5

Gender, personality type and investor behaviour – Psychographic models used in behavioural finance – MBT Indicator and behavioural bias testing – Investor personality types – Recent developments in investor personality types – Diagnostic testing – Neuro economics – The next frontier for explaining investor behaviour.

REFERENCES:

1. Michael Schoenhart, 2008, Behavioural finance and market anomalies, VDM Verlag, Dr.Muller Atk. & Co, KG.
2. William Forbes, 2009, Behavioural Finance, Wiley Blackwell Publishers
3. Michael M Pompian, 2006, Behavioural Finance and wealth management, John Wiley & Sons Publications.
4. The Journal of Behavioural Finance – www.journalofbehavioralfinance.org

2. MARKETING SPECIALIZATION - SERVICES MARKETING

UNIT 1

Services: Definition, characteristics, classification – Relationship Marketing – Service Mission: Meaning – Service mission statements – Developing a service mission – Services Market Segmentation: Meaning – Process – Bases and purpose of market segmentation.

UNIT 2

Services Marketing Mix: Marketing mix elements – Service Product – Pricing the service – Service location and channels – Promotion and communication of services – Processes – Physical evidence – Developing a marketing mix strategy.

UNIT 3

Services Positioning and Differentiation: Evolution of positioning – Positioning and services – Levels of positioning – Process of positioning – Importance of positioning.

Customer-focused Services: Customer service, quality and marketing – Service quality – Improving service quality – Customer retention – The relationship marketing programme.

UNIT 4

Marketing of Hotel – Travel and Tourism – Leisure and entertainment – Transport: Passenger and Cargo – Telecommunication services.

UNIT 5

Marketing of Banking – Insurance – IT enabled services – Consultancy – Healthcare – Education – Charity and Social Marketing.

REFERENCES :

1. Christopher Lovelock, *Services Marketing*, Pearson Education, 2003.
2. Adrian Payne, *Essence of Services Marketing*, PHI.
3. Helen Woodruffe, *Services Marketing*, Macmillan.
4. Jha S.M, *Services Marketing*, Himalaya, 2000
5. Ravishankar, *Services Marketing*, Excel Books, 2004.
6. Zeithmal, et-al, *Services Marketing*, Indian Edn., McGraw Hill, 2008.
7. Govind Apte, *Services Marketing*, Oxford University Press, 2004.

3. CUSTOMER RELATIONSHIP MANAGEMENT

UNIT 1

Customer Relationship Management – Management requires Measurement – Qualitative Measurement Methods – Quantitative Measurement Methods – Calculating Relationship Indices.

UNIT 2

Customer Relationship Survey Design – Statistical Analysis of Customer Survey – Using Customer Relationship Survey Results.

UNIT 3

Relationship Marketing – Relationship Concepts – Relationship Drivers – Lasting Relationships

UNIT 4

Customer Partnerships – Internal Partnerships – Supplier Partnerships – external partnerships

UNIT 5

The Technological Revolution – Relationship Management – Changing Corporate Cultures

REFERENCE BOOKS:

1. John Egan, “Relationship Marketing, Exploring Relational Strategies in Marketing”, Prentice Hall
2. John Anton, “Customer Relationship Management”, Prentice Hall
3. Jagdish N Sheth and Atul Parvatiyar, “Handbook of Relationship Marketing” Response Books.
4. Anderon, “Customer Relationship Management”, Tata McGraw Hill.
5. David Strutton, Lou E.Pelton: James R.Lumphin, “Marketing Channels: A Relationship Management Approach”, McGraw-Hill Higher Education
6. Zineldin, Mosad, “Strategic Relationship Management: A Multi-Dimensional Perspective: Towards a New Co-Operative Framework on Managing, Marketing and Organizing”, Coronet Boks Pub.
7. McKena, Regis, “Relationship Marketing: Successful Strategies for the Age of the Customer”, Addison Wesley Longman.
8. Christopher, Martin, “Relationship Marketing”, Science & Technology Books

4. RETAIL MANAGEMENT

UNIT 1

Introduction to Retailing: Definition – Functions of retailing – Types of retailing – Forms of retailing based on ownership – Retail theories – Wheel of Retailing – Retail life cycle – Retailing in India.

UNIT 2

Consumer Behaviour in the retail context – Buying decision process – Influence of group and individual factors – Customer shopping behaviour – Customer service satisfaction - Retail planning process – Factors to consider – Preparing a complete business plan – Implementation – Risk analysis.

UNIT 3

Merchandise Management: Introduction – Merchandise Planning – Visual Merchandising – Retail Pricing Methods – Value Pricing and EDLP – Category Management.

UNIT 4

Managing Retail: Organization Structure and HRM in Retail – Recruitment and Training – Retail Store Operations – Servicing the Retail Customer.

UNIT 5

Retail Marketing Mix and Communication – Promotion – Setting objectives – communication effects of promotional mix – Role of IT in Retailing: Barcodes and RFID – Retail MIS – Online retailing.

REFERENCES:

1. Swapna Pradhan, *Retailing Management: Text and Cases*, TMH, New Delhi, 2006.
2. Barry Bermans and Joel Evans, *Retail Management: A Strategic Approach*, 8edn, PHI, New Delhi, 2002.
3. David Gilbert, *Retail Marketing Management*, First Indian Reprint, Pearson, New Delhi, 2000.
4. Levy and Weitz, *Retail Management*, Tata McGraw Hill.

5.SOCIAL MEDIA MARKETING

UNIT 1

Social Media: Introduction – Meaning – Evolution of social media – Difference between social media marketing and traditional marketing – Significance of social media marketing – Strategic integration of social media into marketing plan – Basic theory of social networks: Online and offline.

UNIT 2

Content Management: Touch Point Analysis – Scheduling – Creating content – Managing content programmes – Planning worksheets – Consumer generated content.

Legal side of Social Media: Inhouse guidelines – Copyright and Trademark implications – Ethics, security, privacy and policy.

UNIT 3

Social Media Tools: Word of mouth and viral marketing – Influencers – Friends, fans and followers – Defining, identifying and using the influencers.

Blogs: Personal and corporate – Blogger – Tumbler – Word Press: Setup and services –

Podcasting: Meaning – Locating and creating podcast –

UNIT 4

Social Networking: **Facebook:** Creating groups and pages – Tips and guides – Posts, paid promotion, advertisement, contests – Facebook for business – **LinkedIn:** Tips and guides – **Pinterest:** Female target audience – Visual social media and book marking – Setup and management.

UNIT 5

Search Engine Optimization: Google: Setup and usage – Hangouts – Authorship – **Twitter:** Techniques and tactics – Using Twitter as a research tool – **Youtube:** Long-form video platforms – Setting up a channel – Managing content – Collaborative Marketing and Crowd Sourcing to effectively market through social media.

REFERENCES:

1. Dan Zarrella, *Social Media Marketing Book*, O'Reilly Media, www.amazon.com, 2009 .
2. David Meerman Scott, *The New Rules of Marketing and PR: How to use Social Media* , 2013.
3. Shama Kabani, *The Zen of Social Media Marketing: An Easier Way to Build Credibility, Generate Buzz, and Increase Revenue*, 2013.
4. Corey Frankosky, *Pintelligent: Gain Thousands of Pinterest Followers with Ease*, 2013.
5. Ian Greenliegh, *Social Media Side Door: How to Bypass Gatekeeper to gain Greater Access and Influence*, 2013.
6. Holly Berkley & Amanda Walter, *The Social Media Advantage: An Essential Handbook for Small Business*, 2013.
7. Danny Brown & Sam Fiorella, *Influence Marketing: How to Create, Manage, and Measure Brand Influencers in Social Media Marketing*, www.maximisesocialbusiness.com

6.FINANCE SPECIALIZATION - CORPORATE FINANCE

UNIT 1:

Financial Management – Financial Planning and Forecasting – Planning process – Forecasting Techniques – Use of Financial Models.
Evaluation of Risky Investments – Sensitivity analysis – Selection of Projects – Risk Adjusted Discounted Techniques – Decision Tree Analysis – other risk Management models

UNIT 2:

Sources of Long Term Finance – risks associated with project financing – issue of ADR and GDR – FCCB and FCEB – ECB and FDIs – Foreign Capital Markets and instruments – FIIs – Multi Lateral Agencies – other international financial sources – MNCs – Commercial banks having international operations.

UNIT 3:

Mergers and Acquisitions – types – motives – stages – tax planning through Mergers – take over and Defensive Measures – Financial evaluation of Mergers and Acquisitions
Business restructuring – Corporate and Financial restructuring – management of sick companies – techniques – measures to overcome sickness

UNIT 4:

Business restructuring – objectives – process – procedures – disinvestment of PSUs – types of restructuring – issues and outcomes of restructuring

UNIT 5:

Corporate Governance – Meaning – issues of Corporate Governance - Components of Corporate governance – Financial implications of implementing corporate governance norms – recent norms given by various agencies – Companies Act 2013.

Reference

1. John. J. Don O Van, *Principles of Corporate Finance*, TMH
2. James.V. Van Horne, *Principles of Financial Management*, TMH
3. Khan and Jain, *Financial Management*, TMH

7. SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

UNIT 1

Introduction to investments - investment avenues in India – types of investors – retail, institutional, foreign direct, foreign institutional investors – speculation

Secondary markets- listing of securities, functions of secondary markets, stock exchanges in India, types of indices, construction of indices – volatility – analysis of volatility in stock exchanges – nature and measures.

UNIT 2

Raising capital – New Issues Markets – types of instruments – equity shares, preference shares, rights issue – parties involved – placement, pricing and allotment of shares

Bonds – types – valuation of bonds – risk and return associated with bonds – Yield to Maturity – Bond valuation theorems – Duration, Immunization – recent development of Bond Market in India

UNIT 3

Valuation of securities – risk return analysis for securities – portfolio management – risk return trade off – Efficient Market Hypothesis – Mean Variance Criteria – Capital Asset Pricing Model and Arbitrage Pricing Theory – Markowitz Portfolio theory.

UNIT 4

Fundamental Analysis – Economic analysis, Industry analysis, Company analysis – measuring and forecasting stock performance. Technical analysis – Price indicators, Volume indicators other indicators – forecasting stock performance.

UNIT 5

Introduction to Derivatives - history – types of derivatives: financial, commodity and currency derivatives – instruments available for trading - forwards, futures and options – players in the derivatives market – hedgers, speculators and arbitrageurs – Payoff and pricing of Futures and Options – Evaluation - derivative exchanges in India – regulations governing derivatives trading.

References:

1. Punithavathy Pandian, *Security Analysis and Portfolio Management*, VPH Pvt, Ltd.
2. Fischer and Jordan, *Security analysis and Portfolio Management*, PHI

8. FINANCIAL INSTITUTIONS AND MARKETS

UNIT 1

Financial service sector – Indian financial system – Overview – Role of financial sector in economy – Institutional framework. Financial markets – Primary and secondary – Money market – Call money – Treasury bill market

UNIT 2

Banks: Types: Public Sector banks – Private sector banks– Foreign banks– Regional Rural Banks – Cooperative banks – RBI: Functions – Role – Liquidity management – Management of capital and deposits – Relationship banking – Management of Loans – Asset Liability Management – Internet Banking

UNIT 3

Development Banks: IFCI, NABARD, EXIM, SIDBI, IRBI, SFC, SIDC – Objectives and scope of development banks.

Merchant Banking: Nature and scope – Functions – Regulations.

Microfinance – Need – Development of Micro Finance Institutions – MFIs in India

UNIT 4

Factoring: Concept – Types – Benefits – Factoring vs. forfeiting – Factoring vs. bills discounting – Types of bills – Procedure for discounting and rediscounting.

Mutual funds: Concepts – Functions – Schemes/products – Evaluation – Regulatory mechanism – Role of SEBI and AMFI.

UNIT 5

Insurance Management – Concepts - Concept of risk – Life insurance Products – ULIPs, Child Plan – Money Back Plans – Endowment plans – Risk assessment – Underwriting – Claims – Settlement of Claims.

References:

1. Khan. M.Y, *Financial Services*, TMH
2. Bhole, L.M, *Financial Services and Institutions*, TMH

09.HUMAN RESOURCE SPECIALIZATION - ADVANCED BEHAVIOURAL SCIENCE

UNIT 1

Relationship between Behavioural Science and other functional areas of Management – Role of advanced Behavioural Science in organisational Life – Advanced Behavioral Science Vs Organisation Development – Interventions and Strategies.

UNIT 2

Transactional Analysis and its importance – Use of strokes, stamps, Sweatshirts and rackets. Assertiveness – Nature – Importance – Relevance in organisational Life – Individual Assertiveness and communication.

UNIT 3

Performance Review, TA tips for Performance interview – Goal setting – Development planning with subordinates – Analysing performance problems.

UNIT 4

Behaviour Modification Principles & Practice: Objectives - Formulation of Behavior Change Goals - Intervention Planning - Classification of Behavior Change Techniques - Developing the Intervention Plan - Implementing the Behavior Change - Evaluating the Effectiveness of the Behavior Change Program

UNIT 5

Managerial counselling – Elements of Counselling – Developing the organisation – Helping and Predicting people's problem – Anxiety and Stress at work – Training for counselling.

REFERENCES:

1. Cooper D.L , Improving Interpersonal Relations – Some Approaches to Social Skill Training, Gower, 1987.
2. Elaina Zuker, Mastering Assertions Skills, Pomer and Positive Influence at Work, AMA, 1983.
3. Rober de Board, Counselling People at Work, An Introduction for Managers, Gower, 1983.
4. Marrison J.H and O' Hearne JJ. Practical Transactional Analysis Management, Addison, Wesley Publishing Co. 1977.
5. Martin Sundel, Sandra Sundel, (2004), Behavior Change in the Human Services: Behavioral and Cognitive Principles and Applications, 5edn, Sage Publications

10.STRATEGIC HUMAN RESOURCE MANAGEMENT

UNIT 1

Strategic importance of HRM – Theoretical foundations – International Strategy – Human Resource contributions to strategy – Human Resource Manager and Strategic Planning.

UNIT 2

Designing Strategic human resource systems: Strategic Human Resource Planning – Forecasting the supply and demand for HR – Strategic recruitment and selection – special implementation challenges.

UNIT 3

Strategic compensation and development system: - Strategic compensation system – Employee development.

UNIT 4

Performance Management: Individual high performance HR practices – System at high performance HR Practices - Universal Practices Vs Contingency perspectives.

UNIT 5

Downsizing: Need for downsizing approach to a strategic downsizing – A Strategic HR information system and its contribution to the SHRM.

REFERENCES:

1. Greer CR, *Strategic HR Management: A General Management Approach*, 2ed., Pearson Edn Asia.
2. Prasad K, *Strategic Human Resource Management: Text & Cases*, Macmillan, 2008.
3. Rao T.V, *Alternative Approaches and Strategies HRD*, New Delhi: Rawat Publishers.

11.INTERNATIONAL HUMAN RESOURCE MANAGEMENT

UNIT 1

Introduction to International HRM – HR and the impact of National culture – culture and organisational life – Developing cultural intelligence.

UNIT 2

Recruitment and selection: Recruitment methods, Selection – putting recruitment and selection into cultural context – Recruitment of International employee – Managing the global assignment cycle – selection.

UNIT 3

Training and Development: Continuing Training – From Training to Development – systems of employee development.

UNIT 4

Reward factors affecting international compensation systems – benefits – the adjustments and incentives. - Repatriation

UNIT 5

Flexibility and Work Life Balance – Diversity management of International Organisations – Women in International Management – implications of International working on work life balance.

REFERENCES:

1. Chris Brewster, Paul Sparrow and Guy Vernon, International Human Resource Management, Hyderabad: Universities Press, 2008.
2. Dowling, PJ & Welch, DE, International Human Resource Management, 4edn, London, Thomson, 2004.
3. Randal Schuler & Susan Jackson, Managing Human Resources in Cross-Border Alliances. Routledge Taylor & Francis Publication, 2003.
4. Pawan Budhwar, Managing Resources in Asia-Pacific. Routledge Taylor & Francis Pub, 2004.

12. HUMAN RESOURCE DEVELOPMENT

UNIT 1

Introduction: Meaning, scope, Importance, difference between traditional personnel management and HRD - Role Analysis and HRD - Key performance Areas, Critical attributes, Role Effectiveness, Role analysis Methods.

UNIT 2

Performance Appraisals and Performance Development - objectives of Performance Appraisal – Methods - Basic considerations in Performance Appraisal; Development oriented appraisal system. Interpersonal Feedback and Performance Counselling - Giving and receiving feedback; Developing dyadic relationship through effective counselling.

UNIT 3

Potential Appraisal and Development - Career planning and Development - Training - learning principles; Identification of training needs; Determination of training objectives; Training programme design; Training Methods and their selection criteria; Evaluation and Follow-up training.

UNIT 4

Organizational Effectiveness - HRD climate; Organization Development - characteristics, HRD & OD interface - Managing change through OD.

UNIT 5

Human Resource Development – Current Status and Future Directions – Human Resource Development experiences in India – Human Resource Development Strategies for Higher Organisational Performance.

REFERENCES:

1. Pareek Udai And T V Rao, *Designing and Managing Human Resource Systems*, Oxford & IBH
2. Rao T.V, *Performance Appraisal: Theory and Practice*, Aima – Vikas, New Delhi.
3. Rao T.V, *Alternative Approaches and Strategies HRD*, New Delhi: Rawat Publishers.
4. Kohli and Sinha D,(Ed) *Human Resource Development: Global Changes and Strategies in 2000 AD*, Allied Publishers.