

**Ph.D. Course work**  
**Pre-Ph.D. Examination Syllabus**



DEPARTMENT OF COMMERCE & MANAGEMNET,  
K L UNIVERSITY,  
VADDESARAM - 522502, ANDHRA PRADESH, INDIA.

**List of Pre-Ph.D Courses approved by DEPARTMENT  
OF COMMERCE & MANAGEMENT**

**L-T-P-S: 3-0-0-0**

S.No	Paper 1	Subject Code
1	RESEARCH METHODOLOGY	21RES103

S.NO	PAPER – 2	Code	PAPER – 3	Code
1.	Introduction To Organization	21 MGMT 201	Advanced Management Theory and Practice	21 MGMT 301
2.	Marketing Management	21 MGMT 202	Financial Services and Markets	21 MGMT302
3.	Financial Management	21 MGMT 203	Healthcare Management	21 MGMT 303
4.	Human Resource management	21 MGMT 204	Supply Chain Management	21 MGMT304
			Retail Marketing	21 MGMT 305
			Rural Marketing	21 MGMT 306
			Services Marketing	21 MGMT 307
			Introduction to Indian Banking System	21 MGMT 308
			Learning & Development	21 MGMT 309
			Organization Change And Development	21 MGMT 310
			Human Resource Development	21 MGMT 311

**K L UNIVERSITY**  
**DEPARTMENT OF COMMERCE & MANAGEMENTSYLLABUS FOR**  
**PRE-PHD EXAMINATION**

**Code: 21 MGMT 201**

**INTRODUCTION TO ORGANIZATION**

**Unit I: The Structure of Organizations:**

*Legitimate Authority and Bureaucracy – Does Con-text Determine Form? – The Modern Corporation – The Transnational Organization – The Virtual Organization*

**Unit II: The Organization in Its Environment:**

*Mechanistic and Organismic Structures – High-performing Organizations in Three Environments – The Design and Management of Externally Controlled Organizations – Organizational Fit – The Population Ecology of Or-ganizations – Motivation, Leadership and Organization: Do American Theories of Organiza-tion Apply Abroad?*

**Unit III: Management and Decision-making:**

*General Principles of Management – Scientific Management – The Manager’s Job: Folklore and Fact – Power Failure in Management Cir-cuits – The Technology of Foolishness. People in Organizations: Hawthorne and the Western Electric Company – The Motivation–Hygiene Theory – Career Anchors – Enacted Sense-- making in Crisis Situations – Defensive Routines*

**Unit IV: Organizational Change and Learning:**

*Institutional Isomorphism – Context and Ac-tion in the Transformation of the Firm – Building Learning Organizations – Imaginization: On Spider Plants – Creating the Curious Corporation*

**Unit V: Further Work:**

*The Means of Correct Training – Modernist and Post-Modernist Or-ganization – Making Fast Strategic Decisions in High-Velocity Environments – Contingency Fit and Performance*

*Textbook:*

1. *Organization Theory : Selected Classic Readings By Derek S. Pugh, Penguin Group, Fifth edition 2007*

## INTRODUCTION TO ORGANIZATION

---

Answer any *FIVE* of the following questions.

5X20=100 M

1. Discuss the concept of rationality in authority taking example of a bureaucratic organization known to you, explaining the key features.
2. Critically discuss the relationship between the motivation theories and leadership in modern organizations.
3. Compare and contrast the principles of organization with the theory of Scientific Management.
4. Define learning and elaborate upon the sequential process of building a learning organization.
5. “Decision making in high velocity organizations is not a matter of intuition”- Comment.
6. Discuss the contribution of Hawthorne Experiments to the emergence of behavioral theories of Organization.
7. Explain the features of Modern Corporation and differentiate between transnational organization and virtual organization.
8. Discuss the dynamics of power and relevance of the circulation of elite in management circuits.

## MARKETING MANAGEMENT

Pre Ph D Syllabus

### Unit I:

Introduction to marketing, Core concepts of Marketing; Marketing Vs Selling; Marketing Orientations; Marketing Environment; Buyer Behavior; Marketing Planning Process; Consumer value and satisfaction; Identification and Analysis of Competitors.

### Unit II:

Market Segmentation and pricing, Targeting and Positioning strategies; Marketing Mix; The product, New Product Development, Product Life Cycle, Product Mix decisions, Branding, Packaging and Labeling. Factors influencing Price – five “C”s, Pricing Strategies; New product pricing.

### Unit III:

Marketing Research: Need for market research ,types of marketing research ,stages of marketing research, Marketing environment , customer value proposition, Non segmented markets, purpose of segmentation and market entry, target market selection , stages of target marketing analysis business markets, analyzing consumer markets.

### Unit IV:

Distribution Decisions; Channel alternatives; Choice of Channel; Channel Management, Channel Dynamics, Managing promotion Mix; Advertising, Personal selling, Sales Promotion and publicity, Integrated Marketing Communication.

### Unit V:

Marketing Control techniques; Marketing Audit; Social Marketing; Green Marketing; Web Marketing, New product options and development. Learning Support:

### Recommended Text Book(s):

1. Philip Kotler & Gary Armstrong, Prafulla Y Agnihotri – Principle of Marketing- South Asian Perspective 13/e, Pearson, New Delhi.

### Reference Books:

1. V.S. Ramaswamy and S. Namakumari - Marketing Management Global perspective- Indian Context, 4th Edition, Mac Millan, New Delhi
2. Etzel, walker, Stanton and Pandit, Marketing: Concepts and Cases, TMH – New Delhi
3. K.Karunakaran: Marketing Management ,Text and cases,Himalaya,2009
3. Case Studies in Marketing - Indian context - R. Srinivas
4. Case study solutions - H. Kaushal

## **MARKETING MANAGEMENT**

Model Question Paper

Time Duration: 3 hrs

Max. Marks: 100

Answer any Five of the Questions:

1. Explain the role communication in marketing management with relevant examples?
2. What are the stages in new product development and explain?
3. What are the methods of pricing and explain?
4. Enumerate the recent trends in the growth of social Marketing
5. Differentiate between market segmentation and Marketing targeting.
6. Explain the various stages of product life cycle with an examples.
7. What are the advantages and disadvantages of sales force and sales agency?
8. Explain the need of market research and explain the types of marketing research in detail?

**FINANCIAL MANAGEMENT**

**Unit I:**

Nature and Scope of Financial Management- Goals & objectives of financial management, Role of Financial Manager -Concept of time value of money.

**Unit II:**

Sources of long term and short term financing, Overview of Indian Stock Markets.

**Unit III:**

Capital Budgeting decisions: NPV- IRR - Risk analysis in capital budgeting. RADR, certainty equivalent, decision tree analysis.

**Unit IV:**

Capital structure decisions: capital structure theories -EBIT &EPS analysis – Financial Leverage-Operating leverage - Cost of capital and WACC.

**Unit V:**

Dividend decisions: dividend models - dividend theories - Working capital – cash Management - Inventory Management – Receivables management.

Text Books:

1. Khan M. Y. & Jain P. K. – Financial Management
2. I.M Pandey – Financial Management Reference Books:
3. Anchor Stephen h., G. M. Choate, George Racette- Financial Management
4. Kohok- Advanced Financial Management
5. Prasanna Chandra- Fundamentals of Financial management.
6. Shrivastava R. M. – Financial Management & policy.
7. Bhalla V. K. – Financial Management & Policy.
8. Upadhyaya: Financial Management

## FINANCIAL MANAGEMENT

Model Question Paper

Max. Time: 3 Hours

Max. Marks: 100

Answer any Five of the following questions. Each question carries 20 marks.

(5 x 20 = 100 Marks)

1. Comment on the emerging role of the finance manager in India and also discuss the broad area of financial decision making.
2. a. Why does money have time value?  
b. A 12-payment annuity of Rs.10,000 will begin 8 years hence. What is the present value of this annuity if the discount rate is 14 percent?
3. Risk is inherent in almost every business decision. Discuss various techniques developed to handle risk in capital budgeting.
4. a. What are the key differences between debt and equity?  
b. Why is preference capital considered as a hybrid form of financing?
5. a. State MM's proposition I. With the help of an example illustrate how the arbitrage Mechanism works.  
b. What are the implications of Gordon's dividend model?
6. What factors have an important bearing on working capital needs? Discuss the kind of trade off involved in determining the optimal level of current assets.
7. Phonix company is considering three mutually exclusive investments, Project P, Project Q and Project R. The expected cash flows of these projects are as follows:

Year	Project P	Project Q	Project R
0	(2000)	(2000)	(2000)
1	1400	500	500
2	600	1100	500
3	400	900	1600

Calculate the NPV of each project and suggest which project would you choose if the cost of capital is 10% and why?

8. a. Harilal company requires 10,000 units of a certain item per year. The purchase price per unit is Rs.25; the carrying cost per year is 25 per cent of the inventory value; and the fixed cost per order is Rs.300.
  - i. Determine the economic order quantity
  - ii. What will be the total cost of carrying and ordering inventories when 10 orders are placed per year?
- b. Abascus Limited issued 15 year, 14 percent bonds five years ago. The bond which has a face value of Rs.100 is currently selling for Rs.108.
  - i. What is the pre-tax cost of debt?
  - ii. What is the after-tax cost of debt? (Assume a 35% tax rate.).

**Code: 21 MGMT 204**

**HUMAN RESOURCE MANAGEMENT (Proposed New Course)**

**SYLLABUS:**

**Introduction:** Importance and Functions, Scope of HRM, Human Resource Management in a changing environment; **Manpower Planning:** Manpower planning process, Job Description and Job specification, Job analysis and Job design; Techniques of Job design.

**HR Processes:** -Recruitment, Employee Selection and Induction, Training and Development, Performance Appraisal, appraisal interviews.

**Compensation Planning-** Employee Compensation, Job evaluation, Employee Benefits and Welfare, Compensation and Salary administration.

**-Employee Discipline,** Suspension, Dismissal and Retrenchment; Employee Grievance Handling, Trade Unionism, Collective Bargaining, Industrial Democracy. Governance Integration and Separation

**New Trends in HRM:** HRM in India, HRM in International Firms, talent management, HR Accounting, HR Audit, HRIS Flexible Work arrangement, Employee engagement, Work-Life Balance, Outsourcing, employer and employee branding.

**TEXT BOOKS:**

Dessler, Human Resource Management, Pearson Education, Eleventh edition, New Delhi, 2011

**REFERENCE BOOKS:**

1. Raymond Andrew Noe, John R. Hollenbeck, Barry Gerhart, Patrick M Wright, Human Resource Management, 8th Ed., The McGraw Hill Pub, 2012

2. Louis & Gomitz Mejia et. al: Managing Human Resources, 7th Ed., Pearson Education, 2011.

**K L UNIVERSITY**

**Pre-Ph.D. Examination**

**(Paper – 3)**

**Advanced Management-Theory and Practice**

**Syllabus**

**UNIT-I: Introduction to Management:** Management Thought; Functions and Principles of Management; Corporate social responsibility.

**UNIT-II: Planning:** Planning Premises; Types and Steps in Planning; Decision making and forecasting;

Decision making process and Decision Tree Analysis.; Management by objectives (MBO).

**UNIT-III: Organizing:** Organization Structure; Types of Organizations; Principles of Organizing,; Delegation; Decentralization of Authority - Line and Staff functions; Parkinson's law

**UNIT-IV: Leading:** Leadership; Styles of leadership; Theories of Leadership: Blake and Mouton's Managerial Grid; Motivation, Process, Maslow's and Herzberg's Theories of Motivation; Peter's principle; Douglas McGregor's theories on Assumptions of Human Behaviour.

**UNIT-V: Controlling:** Importance, Process of Controlling; Making controlling effective; Techniques of Controlling.

**Text Book**

Harold Koontz & Heinz Weirich – Management, a Global and Entrepreneurial Perspective, Tata McGraw

-Hill Publishing Company – New Delhi. 2008.

**Reference Books :**

1. Balasubrahmanian. N, Management Perspectives, Mac Millan India Ltd., New Delhi, 2007.
2. Burton Gene & Thakur Manab, Management Today, Principles and Practice, TMH, New Delhi 2004.
3. Charles Hill, Steven McShane, Principles of Management, TMH, New Delhi 2008
4. Hill, McShane, Principles of Management, TMH, New Delhi 2007.
5. Luis Gomez Mejia, David B Balkin, Boulder, Robert Cardy, Management, TMH, New Delhi 2008
6. Sherlakar, Principles and Practice of Management, Himalaya Publishing House Ltd., New Delhi.2007.
7. Stoner, Freeman and Gilbert, Management, Princtice Hall of India Pvt.Ltd, New Delhi.2007

**K L UNIVERSITY**  
**Model Question Paper**  
**ADVANCED MANAGEMENT THEORY AND PRACTICE**  
**Answer any FIVE of the following questions: 5 X 20=100**

1. A) An organization suffers from the following problems: Most of the employees don't know as to what their roles and duties are such that similar tasks are performed by many people; most often, employees do not have freedom to take decisions; people receive instructions from many sources; employees work according to their own perspectives with divergent objectives; there is, sometimes, confusion as to who is an upper level officer and who is the lower level officer; people are worried about their job security; discipline seems to be lacking; things are not in places where they ought to be; no team spirit; complaints about unequal pay, so on and so forth. Is there any theoretical background wherefrom these irregularities could be addressed? Discuss in the wake of such background. 10 Marks  
  
B) Management takes a fiduciary status as regards its various stakeholder classes: What type of responsibility is it? How does it operate? 10 Marks
2. A) "A comprehensive managerial system that integrates many key managerial activities in a systematic manner and is consciously directed toward the effective and efficient achievement of organizational and individual objectives." What concept is this? Discuss in the light of its effectiveness. 10 Marks  
  
B) The CEO of a certain company often takes decisions haphazardly and naturally ends up in a fiasco. What is wrong with him? Can you suggest to him of something? 10 Marks
3. A) In an organization, two broad types of relationships exist. What are they? Are both types required? Discuss their significance and contribution in the smooth functioning of the organization. 10 Marks  
  
B) There cannot be something like a universally applicable span of control: substantiate! 10
4. A) Are *management* and *leadership* the same? Discuss and bring out the features of level five leadership. 10 Marks  
  
B) As a need of an employee gets satisfied, another need surfaces and so employees might be found to be in a state of dissatisfaction from time to time. Different employees exhibit different levels of dissatisfaction. As a manager, how would you handle such situations? 10 Marks
5. A) According to one philosophy, *Work expands so as to fill the time available for its completion*. Who is the author of this philosophy? Discuss its relevance in the present day context. 10 Marks  
  
B) "In a hierarchy, every employee tends to rise to his/her level of incompetence." Discuss. 10 Marks
6. A) Management is confronted with various options while designing strategies: List such possible options available at corporate level with examples. 10 Marks  
  
B) List such options at business level with examples 10 Marks
7. A) What is the process of benchmarking, measuring and correcting performance to ensure that the enterprise objectives and the plans devised to attain them are being accomplished, called?" How is this process implemented? 10 Marks  
  
B) Do internal and external forces necessitate change? How do they operate? 10 Marks
8. A) Justify that management is both an Art and Science! 10 Marks  
  
B) What do you mean by delegation? How is effective delegation achieved? 10 Marks

## **FINANCIAL SERVICES AND MARKETS**

### **Unit – I: Financial Services:**

Financial system and markets – Nature and scope of financial services – Financial intermediation – Regulatory framework for financial services.

### **Unit - II: Asset Financing Services:**

Leasing and hire-purchase – Debt securitization – Housing finance – Inter-corporate loans.

### **Unit – III: Merchant Banking Services:**

Issue market and other services – Corporate advisory services – Market making process – SEBI guidelines on merchant banking.

### **Unit – IV: Financial Market Operations:**

Money market – types- Securities market - Stock exchange operations – Stock broking services – Role of portfolio managers and registrars - Mutual funds – Regulations of SEBI on mutual fund operations.

### **Unit – V: Allied Financial Services:**

Venture capital – Insurance services – Factoring – Forfaiting -.Discounting – Depository system – Custodian and custodial services – Credit rating - Credit cards.

Text Book:

1. Clifford Gomez, “Financial Markets, Institutions and Financial Services”, PHI, Eastern Economy Edition, 2011
2. M Y Khan, “Financial Services”, TMH,2008

Reference Books:

1. Ravi M. Kishore, “Financial Management”, Taxmann’s, Sixth edition, 2005
2. L M Bhole, “Financial Institutions & Markets – Structure, Growth & Innovations”, TMH 4e, 2010
3. Anthony Saunders & Marcia Millon Cornett, “ Financial Markets & Institutions”, TMH, 2010

Journals:

1. International Journal of Financial Services Management  
Journal of Financial Services Research

## **FINANCIAL SERVICES & MARKETS**

Answer any Five

5 X 20= 100

1. “In spite of suitable legislative measures, the Indian financial system remains weak”.  
Comment.
2. Analyze the causes for the unpopularity of the concept of securitization in India. What suggestions do you offer to make it popular?
3. The scope for merchant banking is great in India. Discuss.
4. To what extent commercial banks in India are better fitted to make up the mutual fund business? What problems do they encounter in this direction?
5. What is the strategic role of venture capital in development of a country?
6. Explain the working of various credit rating agencies in India.
7. Discuss the various measures taken in recent times to make the capital market vibrant.
8. XYZ Builders Ltd. Need to acquire the use of a crane for their construction business, and are considering buying or leasing a crane. The crane costs Rs. 10,00,000 and is subject to the straight line method of depreciation to a zero salvage value at the end of 5 years. In contrast, the lease rent at 14 per cent payable in equal annual instalments, each instalment due at the beginning of the year. The company is in the 50 per cent tax bracket. Should it lease or buy the crane?

## HEALTHCARE MANAGEMENT

### Unit-I Overview of Healthcare Sector in India:

Internal and External environment of Healthcare institutions – Understanding the Healthcare Systems – Evolution – Institutional Settings. Registration and regulation of healthcare organization under Andhra Pradesh Private Medical Care Establishment Act 2002; Health Policy – Population Policy – Drug Policy – Medical Education Policy

### Unit-II Services Management in Hospitals:

Role of Medical, Nursing Staff, Paramedical and Supporting Staff. Role of Supportive services: Clinical laboratories, radiological services, medical records, front office, billing, staffing, housekeeping, transportation, dietary services, emergency services, infection control, mortuary services.

### Unit-III

Patient Behavior and Marketing Strategy – Patient Involvement and Decision Making – Information Search Process – Evaluating Criteria & reference groups. Patient Motivation – Patient Perception- Audit of Patient Behaviour, Importance of improving the quality care of patients, patient counseling for surgical procedures & treatment, grief counseling.

### Unit-IV TQM in Hospitals:

Need, Implementation and measurement of TQM, Internal Customer-Supplier relationship, QFD, Quality Circles, Quality Improvement teams, team work and motivation in TQM implementation, training and education to staff. Facets of quality, quality planning, quality improvement methods, Kaizen, quality audits, medical audit, NABH accreditation, nursing care standards, Six Sigma, JIT and NABL. ISO 14000, and ISO 18000 certification.

### Unit-V Understanding the Hospital critical services Management:

Contractual obligations in hospital services, Medico Legal Issues, Legal remedies available to patients: Remedies under contract law, tort, criminal law and consumer protection Act. Media management, protocols, Bio-waste management, Medical Insurance, Health Schemes. MIS in hospitals & Medical Records: Fatal documents – Medical Registers – Statutory records.

### References:

1. BM Sakharkar, *Principles of hospitals administration and planning*, Jaypee Brothers publications.
2. Madhuri Sharma, *Essentials for hospital support services and physical infrastructure*, Jaypee Brothers Publications.
3. R.K. Chaube, *Consumer Protection and the Medical Profession*, Jaypee Publishing, New Delhi, 2000
4. Shanmugansundaram, Y., *Health Economics*, Oxford Pub. New York.
5. Liz Haggard, Sarah Hosking, *Healing the Hospital Environment: Design, Maintenance, and Management of Healthcare Premises*
6. S.L.GOEL, *Healthcare Management and Administration*, Deep & Deep publications Pvt. Ltd., New Delhi.
7. Shailendra Nigam, *Total Quality Management (An Integrated Approach)*, Excel Books, New Delhi, 2005.
8. James R Evans, James W Dean, Jr., *Total Quality (Management, Organisation and Strategy)*, Excel Books, New Delhi, 2<sup>nd</sup> Edition.
9. Odgli GD: *Medical Records, Organization and Management*, Jaypee Brothers Medical Publishers (P) Ltd., New Delhi, 2001.
10. Sadagopan.S, *Management Information System*, Prentice-Hall India Private Limited, New Delhi, 2004.

## HEALTHCARE MANAGEMENT

Pre Ph.D Examination Model Question paper

*Time: 3.00 hours*

*Maximum: 100 Marks*

Answer any 5 of following.

5 x 20= 100 Marks

1. State various levels of health care system in India. State the role of Public & Private sectors in managing Healthcare in India
2. Enunciate the Role of Supportive services like clinical laboratories, radiological services in offering qualitative healthcare services. Explain the staffing requirements to manage support services.
3. Explain Indian Health Policy, Drug Policy and Medical Education Policy. How does it affects Indian Healthcare system?
4. Explain various techniques to control infections in hospitals. How do you plan infection control measures during disasters?
5. Differentiate quality audits Vs medical audit. Explain the process of NABH accreditation. Narrate various case studies to support your claim.
6. Discuss need, implementation and measurement of TQM in hospitals
7. What are Contractual obligations in hospital services? How do you handle medico Legal Issues?. Discuss legal remedies available to patients.
8. Explain the importance of Bio-waste management. What are various methods of Bio-waste management practiced in Indian hospitals?

## SUPPLY CHAIN MANAGEMENT

### Unit – 1:

Understanding the supply chain, What Is supply chain, Objectives & Importance of supply chain, Decision phases in supply chain, Process view of supply chain, Drivers of supply chain.

### Unit –II

Designing Distribution Networks, The role of distribution in the supply chain , Factors influencing distribution network, Design options for distribution Network, E-Business and the distribution network, Distribution channels for FMCG sector, Transportation issues, Factors influencing network design decisions, Models for facility location and Network optimization models.

### Unit- III

Demand forecasting and Aggregate Planning, Methods & Characteristics of Demand , Forecasting , Forecasting techniques, Time series forecasting methods, Static forecasting method, Adaptive forecasting method, Measures of forecasting error. The role of Aggregate planning in SCM, Aggregate Planning strategies, Aggregate Planning using linear Programming, The Role of It in Aggregate planning, Implementing Aggregate planning in practice.

### Unit--IV

Managing Inventories in Supply Chain, Cycle Inventory, Estimating cycle Inventory cost, Economies of scale to exploit fixed costs and , Quantity discounts, Short term discounting ,Trade promotions , Safety Inventory in Supply chain uncertainties, The role of IT in Inventory Management, Estimating & Managing safety Inventory in Practice. E Business and the supply chain, Impact Internet on a supply chain, Revenue impact of E-Business. Types of E business, E Commerce, E procurement E collaboration, Implementing the E Business proposition

### Unit – V

Transportation and Sourcing in SCM, Role of transportation in SCM, Transportation Infrastructure and policies, Design options for Transportation network and Trade offs, Risk Management Transportation decisions in practice, Sourcing in SCM, In house or out source, Third party and fourth party logistics. Returns management, Reverse logistics, Packaging return and reuse, Strategic return process. Contracts, Risks sharing and supply chain performance analysis, vendor analysis, the procurement process , Integrated Supply chain Management – Lack of coordination and the Bullwhip Effect, Obstacles to coordination in a supply chain building strategic partnership and trust within a supply chain

### LEARNING SUPPORT:

a) Recommended Text Books:

1. Chopra,S, and P. Meindl, Supply chain Management – strategy Planning and operation, 4<sup>th</sup> Pearson Education Inc., 2010.
2. Raghuram, G. and N. Rangaraj, Logistics and supply chain Management: Cases and concepts, Macmillan, New Delhi,2010.
3. Simchi-Levi, D., P. Kaminski and E,Simchi- Levi, designing and Managing the supply chain : Concepts, strategies and case studies,2<sup>nd</sup> edition,Irwin,McGraw-Hill,2003.
- 4.Shapiro, J., Modeling the supply chain, Duxbury Thomson Learning,2001.

## **SUPPLY CHAIN MANAGEMENT**

Pre Ph.D Examination Model Question paper

Answer any five questions

5 x 20= 100 Marks

1. What is a Supply Chain Management, and explain the factors influencing the supply Chain management?
2. Explain the salient features of Distribution network in FMCG and suggest a suitable model.
3. Role of IT in aggregate planning with respect to Electronic component Industries.
4. What is Global sourcing? Explain the problems associated with Global sourcing?
5. Explain the role of inventory management in supply chain with suitable models.
6. Explain the demand forecasting methods in supply chain with appropriate methods.
7. Explain the Nature and importance of the Warehousing & Returns management.
8. Role of transportation in SCM with direct shipping with Milk runs.

## RETAIL MARKETING

### Unit-I:

Retailing – Meaning, Nature- Factors Influencing Retailing- Functions of Retailing-Types of Retailing-Retail Formats- Multichannel Retailing-Issues & Challenges; Emergence of Organized Retailing in India. International Retailing- reasons for internationalization-assessment of market environment and Market entry methods.

### Unit-II:

Setting up Retail organization - Store location strategy, factors affecting the Retail location- Research and Techniques. Retail supply chain management- Sourcing and vendor selection- Uncertainty and Inventory Management; Innovations in Supply chain management.

### Unit-III:

Retail consumer behaviour and factors influencing buying behaviour – Segmentation - Targeting- Positioning. Store Layout and Space planning- Types of Layouts-Visual Merchandising- Techniques; Store Facade-Store environment- Exteriors, Interiors - Store ambience-Store Atmospherics-Impulse Purchase.

### Unit-IV:

Retail Pricing-Pricing Objectives -Pricing Methods-Price Adjustments-Pricing Techniques for Increasing Sales- Sales promotion technique; Human Resource Management in Retailing - Human Resource Planning - Recruitment - Selection - Training -Motivation and Appraisal- Compensation and rewarding store employees- Legal and Regulatory issues.

### Unit-V:

Customer service-Importance- customer complaints- CRM in retailing – process – planning and implementing loyalty programs- Impact of Technology on Retailing; E-tailing-Issues and Challenges- Social Marketing in Retailing.

### References:

1. Barry Berman Joel & R Evans, Retailing Management-A Strategic Approach, Pearson Education, 2009.
2. Michael Levy, Burton A Weitz, Ajay Pundit- Retailing Mngement,6/e, The Mc Graw -Hill Companies, 2008.
3. Nicholas Alexander Anne Marie Doherty- International Retailing-Oxford University Press.
4. RamKishen Y- International Retail Marketing Strategies- Jaico Publishing House-2009
5. Swapna Pradhan, Retailing Management Texts & Cases, 3/e-McGraw Hill, 2009.
6. A. J. Lamba, The art of Retailing, TMH, 2009.
7. Andrew J Newman & Petes Cullen, Cengage Learning, 2009.
8. Sinha, P.K and Uniyal D.P, Managing Retail, 2/e, Oxford University Press, 2007
9. Chetan Bajaj, Rajnish Tuli, Srivastava, N.V, Retail Management, Oxford University Press, 2005
10. Narayan Rangaraj, G Raghuram and Srinivasan, Supply Chain Management for Competitive Advantage Concepts and cases, TMH, 2009.
11. Rajesh Ray-Retail Logistics and Supply Chain Management, - The McGraw Hill Companies.

## RURAL MARKETING

### UNIT-1:

Rural Marketing-Definition-Evolution-Characteristics of Indian Rural Market-Rural Marketing vs Urban Marketing-Differentiating urban and rural markets-Opportunities and Challenges in Indian Rural Markets.

### UNIT-II:

Segmentation variables-Approaches for segmenting Indian Rural Markets-Consumer behavior in rural markets-Differentiating consumer behavior in rural and urban markets-Rural market research-Opportunities, challenges in rural marketing research.

### UNIT-III:

Rural Marketing Mix-Additional Ps of Rural Marketing-4As of Rural Marketing Mix-New Product Development for Rural Market-Rural Market Product Life Cycle-Pricing Strategies and Promotion.

### UNIT-IV:

Brand loyalty in Rural Markets-Channel Management-Indian Rural Retailing and Logistics Management.

### UNIT-V:

Marketing Strategies for Rural Marketing in FMCGs, Durables, Financial Services, Agricultural sectors-e-rural marketing-Rural Market Mapping-Organised Rural Marketing-IT for Rural Development.

### REFERENCE BOOKS:

- C.S.G Krishnamacharyulu, Lalitha Ramakrishnan: Rural Marketing: Text and Cases, Pearson Education.
- Kaushik Sircar: Rural Marketing, Himalaya
- U.C. Mathur: Rural Marketing, Excel
- R.V. Badi and N.V.Badi: Rural Marketing, Himalaya.

## **Rural Marketing**

Model Question Paper

Time Duration: 3 hrs

5 x 20= 100 Marks

Answer any Five of the Questions:

1. What is Rural Marketing? How can you differentiate Rural Marketing with Urban Marketing?
2. What are the segmentation variables in rural marketing? What are the approaches for segmenting Indian Rural Market?
3. What are the elements of Rural Marketing Mix? What are the additional Ps in rural marketing mix?
4. How can you manage the channels of distribution in Rural marketing? Discuss.
5. Briefly discuss the marketing strategies for Rural marketing in FMCGs and Agricultural sectors.
6. 'IT plays a major role in Rural Development' Critically evaluate the statement in the light of the current scenario.
7. What are the pricing strategies suitably recommended for Rural Markets?
8. What is the role of Promotion in Rural Marketing?

## SERVICES MARKETING

**Unit I:** Nature and Scope of Services. Role of Services in Indian Economy; Services Marketing challenges. Classification of services, Service marketing mix, service product continuum, Services and Technology; Consumer behaviour in services.

**Unit II:** Service product, new service development; Pricing of services- foundations of pricing objectives, pricing and demand; The role of Intermediaries in service delivery, Delivering services through electronic channels; Managing Supply and demand- related strategies; Service communication challenges.

**Unit III:** Service Quality- Gaps model of service Quality; Service Quality Dimensions; Consumer Service Expectations, Service Encounters.

**Unit IV:** Relationship Marketing- Customer Profitability Segments; Relationship Challenges and Relationship Development Strategies. Employees' Role in Service Delivery; Customers' role in service delivery.

**Unit:** Service Recovery – Customer responses to service failures, Customer Recovery Expectations, Service Recovery Strategies; Service Guarantees. Service Blue printing; Physical Evidence – Services cape effects on behavior; Physical Evidence Strategy.

### Reference Books:

1. Valarie Zeithaml, D D Gremler, et. al., Services Marketing, 4th Edition, TMH, New Delhi
2. Lovelock Christopher H. Managing Services: Marketing Operations and Human Resources, Englewood Cliffs, New Jersey, Prentice Hall Inc. 1993.
3. Rajendra Nargundkar, Services Marketing, 3rd Edition, TMH, 2008
4. R Srinivasan, Services Marketing, Indian Context, Prentice Hall
5. Ravi Sankar, Services Marketing, Excel Books, New Delhi
6. Hoff Man and Bateson, Marketing of Services, Cengage learning Ltd, New Delhi 2006
7. James A Fitzmmons & Mona J Fitzmmons, Service Management: operation, Strategy, Information, Technology, 5th Edition, TMH, New Delhi

## Services Marketing

Max Marks: 100

Answer Any Five Questions

All Questions carry Equal Marks

5 x 20= 100 Marks

1. Role of information technology services marketing in Indian Perspective
2. Discuss the classifications of services, Elucidate with examples?
3. Identify the consumer service expectations Gaps model of service quality?
4. Describe the Characteristics of services which distinguish marketing of services from marketing of physical products justify your answer with suitable examples?
5. What are the strategic considerations for differentiation and obtaining sustainable competitive advantage for services marketing?
6. What are the main approaches while pricing services? Explain.
7. List out the recent trends and development in Tourism service industry?
8. Describe marketing services of financial services & Marketing strategy for education services.

## Introduction to Indian Banking system

### Syllabus

**Module I:** Indian Financial System – The Financial System , Nature , Evolution and Structure, The functions of Financial Intermediaries , Financial Instruments , The Role Of Financial System in Economic Development , The Indian financial System. The Origin and Growth of Banking – History , The Indian Banking System , Commercial Banking in India , functions of Commercial banks , Challenges and trends in banking , Universal banking , CRM in Banks , Role of Banks in Indian Economy.

**Module II:** Sources and uses of Funds in a Bank: A Bank's Balance sheet – Statement of Sources and uses of Funds, A bank's Profit and loss Account, Books of Accounts in Banks. Deposit products – Types of bank deposits offered by banks, Interest rates offered on different types of deposits, Composition of bank deposits. Credit policy – Need for Credit policy , Components of Credit Policy , Credit policy pursued by the government , Credit culture. Lending Activities – lending Activity, Basics of Requirements for lending

**Module III:** Retail banking – retail Banking Scenario, Types of consumer Loans, Limitations of Credit Scoring. Corporate Banking- The nature of corporate banking, Developments in Corporate banking, Consortium finance, multiple banking Arrangements, loan Syndication, The Syndication process. Rural Banking – Sources of Rural Finance, Credit delivery Mechanism in Rural finance, Multi Agency Approach, Regional rural banks (RRBS), Service Area Approach (SAA), National Bank for Agriculture and rural Development (NABARD)

**Module IV:** Securitization – Meaning Securitization, Process of Securitization, Fee-based Services – letters of Credit – Bank guarantees, Subsidiary, Services, off balance Sheet Activities. Plastic money – introduction , parties to the transaction , Salient Features , concepts of a Credit Card , Distinction between credit card , charge Card , Debit card and Operational aspects , product Augmentation , Credit card business in India , the Emerging Scenario. Management of IPO – reasons for going public, management of public issues and initial public offerings, Marketing of Issues, Post, issue Activities.

**Module V:** Regulatory Framework: RBI, Structure, Role of RBI, Banking Regulation and Supervision, Monetary policy, Banking Regulation Act – SEBI. Banking law and Regulations – Legal aspects of banking operations, Banking related laws. Banking regulation Act, 1949 – Banking Ombudsman Scheme 2006, Business prohibited for banks, licensing of banking companies , Restrictions on loans and Advances , Management of banking Companies.

### Learning Support:

#### a) Recommended Text Book(s):

1. Indian Financial System, M. Vohra, Anmol Publications.
2. Banking Law and Practice in India, P.N. Varshney, Sultan Chand & Sons-24<sup>th</sup> Edition 2010.

#### b) Reference Books:-

1. Financial Institutions and Markets- Structure, Growth and Innovations, L.M. Bhole & Jitendra Mahakud, Tata Mc Graw Hill- 5<sup>th</sup> Edition.
2. Bank Management and Financial Services, Peters S. Rose and Sylvia C. Hudgins, Tata Mc Graw Hill- 7<sup>th</sup> Edition.

#### c) Journals to be referred:

1. International Journal of Bank Marketing.
2. International Journal of Central Banking.

## LEARNING & DEVELOPMENT

### Objectives:

Learning and Development course has special emphasis on application to professional practice. The orientation of course is towards research on human learning processes and the training interventions for career development/advancement.

The course aims at the following goals:

- Understand the utility of learning theories in training and development;
- Understand basic principles of behavioural, social, constructivist and adult learning theories as well as information processing theory;
- Apply behavioural, social and constructivist learning theories and information processing theory to instructional problems;
- Design educational interventions, lessons and systems based on behavioural, social and constructivist principles;
- Create training that is engaging, focused, and relevant;
- Create and implement a training needs analysis;
- Develop and implement a training plan;
- Assess and/or evaluate a training program;
- Propose alternatives to training;
- Understand the issues in development;
- Plan for managing careers.

### Curriculum:

Unit	Content
I	Learning: Theories and Program Design –Learning and learned; Learning theories including adult learning and information processing theories; The learning process; Instructional emphasis for learning outcomes; Considerations in designing effective training programs; E-Learning and Use of technology in training – Technology influence on training and learning; Computer based training; Developing effective online learning; Blended learning; Simulations; Flipped learning; Mobile technologies and training methods: iPods, PDAs; Intelligent tutoring systems; Distance learning; Technologies for training support; Technologies for training administration; Learning management systems; Choosing new technology training methods.
II	Employee Training and Development: Training Vs. Development; Designing effective training; Training practices; Aligning Training with Strategy – The evolution of training role; The strategic training and development process; Organisational factors that influence training; Training needs in different strategies; Models of organizing the training department; Making the training function; Outsourcing training.
III	Needs Assessment: Training needs assessment; Participants in training needs;

	Methods used in training needs assessment; Competency models; Scope of needs assessment; Transfer of Training: Training design; Work environment factors that influence transfer; Organizational factors that encourage transfer; Training Methods: Presentation methods; Hands-on methods; Group building methods; Choosing a training method.
IV	Training Evaluation – Need for evaluating training; Overview of evaluation process; Outcomes used in evaluation of training programs; Determining whether the outcomes are good; Evaluation practices; Evaluation designs; Determining return on investment; Measuring human capital and training activity.
V	Employee Development – Approaches to employee development; The development planning process; Company strategies for providing development; Special Issues in Training and Employee Development – Training issues resulting from the external environment; Training issues related to internal needs of the company; Career and Career Management - Concept – Career stages - Career Anchors – Career Development Cycle – Benefits of career planning to individual as well as organization - Internal mobility: promotions, transfers, separation and succession planning, downshifting. Employee Development – Approaches to employee development; Development training process; Company strategies for providing development.

#### List of Books

- Noe, A. Raymond, Employee Training and development, TMH, New Delhi.
- Lynton, P. Rolf & Pareek, Udai, Training for Development, Vistaar Publications, New Delhi.
- Goldstein, L. Irwin, Training in Organizations, Cengage Learning, New Delhi.
- Sahu, R K, Training for Development, Excel Books, New Delhi.
- Blanchard, P. Nick & Thacker, James, Effective Training, Pearson Education.
- Naik, G. Pandu, Training and Development, Excel books, New Delhi
- Rao, P. L., Training and Development, Excel Books, New Delhi.
- Ormrod, J. E., Human Learning. Pearson.
- T.V. Rao, Performance Management and Appraisal Systems: HR Tools for Global Competitiveness Response Books, New Delhi.
- Blanchard, P. Nick and Thacker, James W. Effective Training - Systems, Strategies, and Practices. Prentice Hall, Inc.
- Baumgartner, Lisa & Merriam, Sharan B. (Eds.). Adult learning and development: Multicultural stories. Malabar FL: Krieger.
- Mackeracher, Dorothy. Making sense of adult learning. Toronto: University of Toronto Press.

## LEARNING & DEVELOPMENT

Model Question Paper

Duration: 3 hours

Max. Marks: 100

Answer any FIVE questions. Each question carries 20 marks.

1. Why are content and process important in design of employee orientation programs? What content should an effective orientation program include? What process should be used?
2. Does practice help learning? Explain the theoretical foundations of learning through practice.
3. What is training audit? How do you go about conducting training audit?
4. What are the strengths and weakness of case study methodology? Is case study methodology superior to the lecture method?
5. What is the need for evaluating training? Write in detail one method of evaluating training.
6. What is management development? Explain the meaning, concept & process of Management Development.
7. Write short notes on any four of the following-
  - (a) Role Play
  - (b) Triggers for training
  - (c) Proactive TNA
  - (d) Kolb's learning cycle
  - (e) Off the job training
8. "The dynamics of industrial environment have made the role and responsibilities of a training manager much challenging." Critically elucidate.

## ORGANIZATION CHANGE AND DEVELOPMENT

### Unit I:

Introduction to change, Overview of Change, Forces of Change, Types of Change, Theoretical Frameworks of Organisational Change, Models of Change, Resistance to Organisational change, Managing Change Through People, Dealing with Individuals, Dealing with groups.

### Unit II:

Strategic Leverages to change: Organisational Resstructuring, Reorganizing work Activities, process Oriented Strategies, competitor and customer oriented strategies, Managing organisational culture and change, organisational Mental Modes and Managing change

### Unit III:

Introduction to organization development: The field of organization development, definitions and historical overview of organization development values, assumptions, and beliefs in OD

### Unit IV:

Theory and management of OD foundations of organization development managing the OD process, action research and organization development, action research: a process and an approach, examples of action research, organization development, concluding comments

### Unit V:

OD interventions: an overview of OD interventions, team interventions, intergroup and third – party peace making interventions, comprehensive OD interventions, structural interventions and the applicability of OD, training experiences, the future and organization development

Reference books:

1. Management of Organisational Change: Leveraging Transformation, K. Harigopal, Response Books, A division of Sage Publications
2. Change Management concepts and applications, Dr. Radha Sharma, Tata Mc Graw Hill Publishing Company Limited. New Delhi.
3. Change Management, CSV. Murthy, Himalaya publishing House, Pvt Ltd
4. Organization development: Behavioural science interventions for organization improvement, 6/e, Wendell I. French, Cecil H. Bell, Jr.
5. Organisation Development principles, Process, Performance; Gary N. McLean; Berrett-Koehler Publications, Inc.

## **ORGANIZATION DEVELOPMENT AND CHANGE**

Model Question Paper

Duration: 3 hours

Max. Marks: 100

Answer any FIVE questions. Each question carries 20 marks.

1. Define Organisational Development. What are its techniques? Why do organisations adopt an organisational development program?
2. Explain the various steps involved in the process of Organisational development?
3. What do you mean by OD Intervention? Explain
4. Organisation development encompasses both outcome and process goals . explain this statement .
5. Describe process models of change management. And compare Lewin's model with Schein's model and highlight similarities and differences.
6. How the following forces of change affected or are likely to affect your organisation?
  - a) Dramatic technical shifts
  - b) De-Regulation
  - c) Economic uncertainty
  - d) Increased global competition.
7. How can structure and systems be leveraged for introducing change in an organisation?
8. How would you deal with individual resistance to change? And explain the formulation of strategy for redesign.

## HUMAN RESOURCE DEVELOPMENT

### **Unit I: Foundations of Human Resource Development:**

Evolution of HRD, relationship between HRM and HRD/Training. HRD structure and functions, Role and competencies of HRD professionals, Challenges to HRD professionals, a frame work for the HRD process, Assessing HRD Needs. Globalisation challenge to HRD and Technology challenge to HRD.

### **Unit II: Designing Training:**

Needs assessment, learning theories and program design, individual differences in the learning process, learning strategies and styles, Training Evaluation, Training and development methods.

### **Unit-III: Organization development :**

Organisation development Theories and concepts, designing an Intervention strategy, types of interventions, Emerging concepts Kaizen, Benchmarking, quality Consciousness, Learning Organisation, HRD diversity: organisational culture, cross cultural education and training programs, HRD programs for culturally diverse employees.

### **Unit IV: Strategies for Advancing HRD:**

Schools of Strategic Thinking, The strategic Roles of HRD, Adopting a Strategic HRD Perspective, Scenario Building plus Strategic planing.Accountability in HRD: The program Evaluation Approach to accountability, the matrices Approach to accountability.

### **Unit V: Career management and development:**

Introduction, defining career concepts, stages of life and career development, models of career development, the process of career management, roles in career management, career development practices and activities, issues in career development.

### **Recommended Text Book(s):**

1. Noe, A Raymond, Employee Training and Development, (2010), Irwin Mc Graw-Hill, U.S.A.
2. Foundations of Human Resource Development By Richard A. Swanson, Elwood F. Holton, Ed Holton, Berrett-koehler Publishers (2001).
3. Werner and Desimone, Human Resource Development, Cengage learning, 2006

### **Reference Books:**

1. PC Tripathi, Human Resource Development,Sulthan chand &sons
2. TV Rao, HRD Audit, Sage Publications, New Delhi, 2000.
3. Udai Pareek and TV Rao, Designing and Managing Human Resource Systems, Oxford & IBH Publishing Co. Pvt. Ltd. New Delhi, 2003
4. Dharni Singh et al. (eds.), Aligning Human Resources Processes: Challenges of Development, Tata McGraw-Hill Publishing Company limited, New Delhi, 1996.

## HUMAN RESOURCE DEVELOPMENT

TIME: 3 hours

Max Marks: 100

Answer any Five questions

5X20=100M

1. Define HRD? What are the functions of HRD? Do supervisors have HRD responsibilities? if so how do they coordinate these with HRD Professionals?
2. What is the relationship between organizational needs analysis and strategic planning? Why needs assessment information critical to the development and delivery of an effective HRD program.
3. Explain the role of HRD practioners in the design of OD Interventions.
4. Describe the role of HRD Professionals with respect to managing culturally diverse employees. What kinds of HRD programs support this approach?
5. What is career development? explain the roles and issues in career development
6. Explain how both organizations and individuals can benefit from a well-designed career management system.
7. How is strategic planning different from planning? Describe a major strategy for advancing the human resource development profession.
8. What qualities do you think an HRD professional must possess to be effective in an organization of approximately 1000 employees? How might your answer be different for an organization with 10000 employees? Support your answers.