

Master of Management Administration Syllabus

MMA- Semester I, 2007

Course Code: MMA101 MMA in Quantitative Techniques I

Course objectives:

The objective of this course is to understand various quantitative approaches towards problem solving and decision making from the total system's perspective. QT is not necessarily using interdisciplinary teams, but it is interdisciplinary; it draws on techniques from sciences such as mathematical, economics, physics, chemistry, etc and applies the appropriate techniques from each field to the system. Model building and mathematical solutions provide the methodology, which has been the key contribution of Quantitative Techniques.

The primary focus is on decision-making and under this approaches a manager makes conscious attempt to understand the relationships among various parts of the organization and their role in supporting the overall performance of the organization.

UNIT I :

Introduction to operations research and quantitative techniques
Linear programming [graphical method]
Linear programming [simplex method]
Linear programming [dual problem]

UNIT II :

The transportation problems
The assignment problems
The sequencing problems
The queuing theory

References

Introduction to Operation Research ,Frederick Shiller& Gerald J Liberman , Tata McGraw Hill edition
Operation Research, H. A.Taha , Prentice Hall India
Operation Research , Kanti Swaroop, P.K.Gupta & ManMohan Sultan Chand & Co
Quantitative Techniques in Management, N.D.Vohra ,Tata Mc Graw Hill
Introduction to Operation Research , B.E .Gillet ,Tata McGraw Hill:
Operation Research, V.K.Kapoor, Sultan Chand Co, 5th Edition
Quantitative Techniques, L. C. Jhumb, Everest Publication

Course Code: MMA102 MMA in Quantitative Techniques II

Course objectives:

The objective of this course is to understand various quantitative approaches towards problem solving and decision making from the total system's perspective. QT is not necessarily using interdisciplinary teams, but it is interdisciplinary; it draws on techniques from sciences such as mathematical, economics, physics, chemistry, etc and applies the appropriate techniques from each field to the system. Model building and mathematical solutions provide the methodology, which has been the key contribution of Quantitative Techniques.

The primary focus is on decision-making and under this approaches a manager makes conscious attempt to understand the relationships among various parts of the organization and their role in supporting the overall performance of the organization.

UNIT I :

Methods of data collection and sampling fundamentals

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Collection of primary data
Observation method
Interview method
Difference between questionnaires and schedules
Measures of Central Tendency
Measures of variation and Skewness and Kurtosis
Need for sampling
Sampling theory
Estimation

UNIT II ;

Decision theory
Game theory
Simulation
Markov analysis

References

Statistics –Third Edition-Schaum’s outline ‘Murray R. Spiegel& Larry J Stevens : Tata Mc
GrawHill edition
Probability and Statistics , Murray R.Spiegel , McGraw Hill
Fundamentals of Statistics Goon, Gupta & V.K.Kapoor World Press
An introduction to statistics , C.B.Gupta & V. Gupta ,Vikas.
Quantitative Techniques for Managerial Decision Making ,Srivastava, Sharma & Shenoy , Sultan Chand
and Co
6. Quantitative Techniques in Management, N.D.Vohra, Tata McGraw Hill
7 Quantitative Techniques, L.C Jhumb, Everest publication, 13th Edition
8. Statistical Methods in Commerce & Accountancy, N.G.Das M. Das & Company:

Course code: MMA 103 MMA in Managerial Economics(MIcro)

Course objectives:

The objective of this course is to understand micro and macro decisions and the business environment supporting the same.

Microeconomics

UNIT I :

The economic way of thinking –
The economic approach
Supply, Demand and the market process
Demand Forecasting

UNIT II :

The Theory of consumer behaviour
Theory of Production
c) Concepts of different types of costs and Cost Functions

UNIT III :

Market Structures:
Market equilibrium –perfect competition
Monopoly and monopolistic competition
Duopoly and Oligopoly. , Basic concepts in Game Theory
Market failure.
Pricing & Price Determination Basic concepts
Multimarket Equilibrium Basic concepts

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Concepts of Uncertainty ,Asymmetric Information, Moral Hazard Problem and Signalling.

References

Public and Private Choice ,James D. Gwartney, Richard L. Stroup & Russel .S. Sobel D.A Macpherson, Thomson South Western
Managerial Economics , D. N. Dwivedi
Managerial Economics ,V. L. Mote, Samuel Paul, G. S Gupta, Tata Mc Graw Hill
Managerial Economics , P. G Keat & Philip & Y. Young, Pearson Education
Microeconomics, A.Sen ,OUP
Modern Micro-economics, A.Koutsoyiannis:, Macmillan
Microeconomics Salvatore, ,OUP
Managerial Economics, Hisschey, Thomson learning
Managerial Economics Salvatore, Thomson Learning
Modern Economics, H.L. Ahuja:, S.Chand
Managerial Economics & Financial Policy, Paul P., Scitech
Macroeconomics R.S. Pindyk & D.L. Rubinfeld:, Prentice Hall/Pearson Education

Course code: MMA 104 MMA in Managerial Economics (Macro)

Course objectives:

The objective of this course is to understand micro and macro decisions and the business environment supporting the same

Macroeconomics

UNIT I:

- a)National income: Measurement & Determination
- b)Inflation and its Measurement
- c) Unemployment
- d) Supply –Side Economics

UNIT II:

- a.) Basic concepts of Balance of payments.
- b.) Business cycles.
 - c) Basic concepts of IS-LM models
 - d) Effectiveness of Monetary & Fiscal Policy
 - e) Keynesian Economic theory versus Classical Economic theory.
 - f) Theories of consumption function. (Basic Concepts)

UNIT III:

International economics and comparative systems:

- a) Economic growth & Measurement
- Economic Development & Sustainable Development
Financing Development
Gains from International Trade
Trade & Economic development
International Finance and Foreign Exchange Market

References

1. Development Economics, Suman K Mukerjee, Orient Longmans
2. Macroeconomics, Dornbusch , Fischer & Startz,,Tata Mc Graw –Hill
3. Macroeconomics, N Gregory Mankiw, MacMillan Worth Publishers, Fifth edition
4. Microeconomics ,Private and Public Choice, James D.Gwartney, R.L.Stroup
Russel.S. Sobel ,D.A Macpherson Thomson.
5. Macroeconomic Theory and Policy, William H. Branson.
6. Theory and Problems of Macroeconomic Theory, Eugene A.Diulio ,Schaum’s Outline series

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7. Managerial Economics, D. N. Dwivedi

8. Macroeconomics Theories and Policies R.T. Froyen Pearson Education.

Course code: MMA 105 MMA in Human Resource Management

Course objectives:

To familiarize the student with the basic concepts of the HR function. Also to build understanding of HRM as a Management Function and how it contributes to the building of value in Business Strategy. The course also strives to explain the functioning of HRM in the Indian Corporate Scenario.

Unit 1:

Relevance of HR as a Strategic Business Partner

The sub processes in HRM

Evaluation of HRM in India: The journey from Personnel Management to HRM

People Management a global perspective

Employee Engagement and Retention

Industry best practice in HR

Unit 2:

Introduction to HRM-Basic concepts, HR: HR functions, Role of HR Manager

Challenges and Opportunities of HRM, HRD and HRM

Recruitment and Selection

Compensation and benefits-Introduction, Wage and Salary Administration

Reward System and Incentives

Training & Development-concept, objectives, importance, Process, Effective Training Programme

Performance Appraisal-Process, methods, effective PA, errors

Industrial Relation-, Concept, Overview of Collective Bargaining, Industrial Dispute- causes and consequences, settlement Machinery

Books:

References:

Human Resource Management, VSP Rao, Excel Books

Human Resource Management, WB Werther & Keith Davis, Mc Graw Hill

Managing Human Resources, Bohlander, 13th Ed, Thomson Learning

Human Resource Management, Dessler, Pearson Education

Managing Human Resources, E.A. Ramaswamy, OUP

Course code: MMA 106 MMA in Organization Behaviour

Course objectives:

The course stresses upon the technical importance of the science of Organization Behaviour. It elaborates on the basic concepts of OB and studies Organization structures and people from the behavioral science perspective.

Contents

Unit 1:

OB: Basic Concepts & Understanding

Personality

Attitude

Motivation

Leadership

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Communication
Group Behaviour

Unit 2:

Perception
Learning
Value & Organisational Culture
Organisatioanal Structure
Organization Change & Development
Conflict
Implication of OB in today's context, Relevance of OB in managing people

References:

Organizational Behaviour, Stephens P Robbins, Prentice Hall
Organizational behaviour, Fred Luthans, Mc Graw Hill,
Understanding Organizations, Madhukar P Shukla, Prentice Hall
Moorhead & Griffin, Organizational Behaviour
Organizational Behaviour, L.M.Prasad ,Sultan Chand

Course code: MMA 107 MMA in Marketing Management

Course objectives:

The course is a focus and intensive one, which will help the student to develop the ability to critically evaluate and apply new concepts and approaches in marketing. The programme provides a comprehensive appreciation on modern and prospective new developments, both in the theory and practice of marketing management. The programme is designed to provide students with knowledge, skills in marketing and competencies to perform effectively at all levels within and organization.

UNIT I :

Introduction, Meaning, Concepts, nature, functions, importance, marketing environment
marketing mix
Analysis consumer markets and buyer behaviour
Analyzing business markets and business buyer behaviour
Market segments and selecting target markets

UNIT II :

Product strategy
Branding strategy
Pricing strategies and programmes
Marketing channels, retailing, wholesaling, market logistics
Integrated market communications, promotional mix

UNIT III :

Sales Forecasting.
Managing sales force and salesmanship
Introduction to service marketing, designing and managing services, service standards
Customer relationship management, customer satisfaction and value
Ethics in marketing, Features of marketing in India, careers in marketing.

References:

Marketing Management 11th edition – Philip Kotler
Principles of Marketing – Kotler & Gary Armstrong

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Sales Management Decision, Strategies and cases – Still, Cundiff and Govani
Retail Management – Bajaj, Tulsi Srivastav
Service Management – Lovelock
Service Management – Apte
Palmer, Principles of marketing, OUP
Czinkota, Marketing Management, Vikas
B.K. Chatterjee, Marketing Management, Jaico
Hoffman, Marketing Best Practices, 2nd Ed, Thomson Learning
W.Zikmund & M.D' Amico : Marketing : John Wiley & Sons
Rajan Saxena : Marketing Management : Tata McGraw Hill
Lamb, Marketing, 7th Ed, Thomson Learning
V.S. Ramaswamy & S. Namakumari : Marketing Management : Macmillan
J C Gandhi : Marketing : Tata McGraw Hill
S.V. Patankar : Service Marketing : Himalaya
W D Perreault & E J McCarthy : Basic Marketing : Tata McGraw Hill
Zikmund, Marketing, 7th Ed, Thomson Learning

Course code: MMA 108 MMA (108) in Strategic Business Management

Course objectives:

The course is a focus and intensive one, which will help the student to develop the ability to critically evaluate and apply new concepts and approaches in Strategic Business Management. The programme provides a comprehensive appreciation on modern and prospective new developments, both in the theory and practice. The programme is designed to provide students with knowledge, skills and competencies to perform effectively at all levels within and organization.

UNIT I :

Introduction to Strategic Business Management.
Business Planning and Strategic Management-the evolution and Process of Decision Making
Strategic Control- Purpose and Components of Strategic Control
Strategic Diagnosis and Decision Making , Strategic Gap Analysis
Price & Cost Competitiveness, Value Chain, Benchmarking

UNIT II :

International Strategic Management
Design of Strategic Control Systems, Limitation.
The Five Generic Competitive Strategies
Differentiation Strategies
Offensive Strategies
Defensive Strategies

UNIT III :

Entrepreneurship, Innovation and Disruptive Strategies
Corporate Governance
Corporate evaluation
Entrepreneurship and Innovation
Corporate-Level Strategy
Break Even analysis
Turnaround Strategies
Basic concepts of entry and Exit Barriers
Economies of scope

References:

1. Crafting and Executing Strategy, Thompson Strickland Gamble and Jain, 14th edition.
2. Strategic Management Pitts & Lei- Third edition.Thomson

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3. Strategic Management: an integrated approach Hill& Jones- (6th edition)
4. Strategic Management : T Hunger and Wheelen , Addison and Wesley (Sixth edition)
5. Entrepreneurship : New Venture Creation . Holt Prentice Hall India.
6. Business Policy and Strategic Management (Second edition) Azhar Kazmi, Tata Mc Graw hill
7. **Strategic Management : Irwin Mc Graw Hill Alex Miller**

Course Code: MMA 109 MMA in Financial Accounting

Course Objectives:

The objective of this course is to impart knowledge on the basics of Business Accounting and Corporate Finance to students who may or may not have prior knowledge of the subject.

UNIT I:

Introduction – Theory and Transactions
Basic Accounting Concepts
GAAP

UNIT II:

Financial statements
Income Statement
Balance Sheet
Cash Flow Statements
Common Size Statements

UNIT III:

Accounting for Non-Profit Organisations
Preparation of Receipts and Payments Account
Income and Expenditure Account
Balance Sheet

UNIT IV:

Preparation of Final Accounts
Trading and Profit and Loss Account
Balance Sheet
Treatment of Outstanding and Prepaid Expenses
Treatment of Bad Debts
Treatment of Depreciation
Other Adjustments

UNIT V:

Partnership Accounts (basic concepts)
Principles of Partnership Business
Appropriation of profits
Guarantee of profit

UNIT VI:

Financial Statement Analysis
Horizontal analysis
Cash Flow Statement
Financial Ratios

UNIT VII:

Company accounts
Accounting for Share Capital
Debentures

References

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Financial Accounting, R. Narayanaswamy :, Prentice Hall
Advanced Accounting, Shukla & Grewal, , S. Chand & Co., New Delhi.
Financial Accounting for Business Managers, Asish K. Bhattacharya, , Prentice-Hall.
Management Accountancy, H. Chakraborty & S. Chakraborty, , OUP.
Financial Accounting - A Managerial Perspective, Dinabandhu Mukhopadhyay, , Asian Books Pvt. Ltd.
Advanced Accounting, Vol I & II Gupta & Radhaswamy, , S. Chand & Co., New Delhi.

Course Code MMA 110 MMA in Financial Management

Course Objectives:

The objective of this course is to teach the principles of Financial Management to students who may or may not have prior background in the subject.

UNIT I:

Introduction and valuation
Fundamental concepts of financial management, goals of the Firm
Nature of financial management
Concepts of time value and return
Valuation of bonds and shares
Risks and returns: an overview of capital market theory
Risks and returns: portfolio theory and assets pricing model
Beta estimation and cost of equity
Options and their valuation

UNIT II:

Investment decisions
Capital budgeting decisions
The cost of capital
Composite or overall weighted average cost of capital
Determining flows for investment analysis

UNIT III:

Financing and dividend decisions
Financial and operating leverage
Capital structure theory and policy
Valuation and financing
Dividend theory

Long term financing
Capital market efficiency and capital markets in India
Long term finance: shares, debentures & term loans
Convertible debentures and warrants
Lease, hire purchase and project financing

UNIT IV:

Financial and profit analysis
Financial statement and cash flow analysis
Financial statement analysis
Cash flow statement

UNIT V:

Working capital management
Principles of working capital
Receivable management and factoring
Inventory Management
Cash Management

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Working Capital Finance International Finance
An introduction to International financial management

References:

1. Fundamentals of Financial Management, Van Horne and Wachowicz:, Pearson Education
2. Financial Management, Paresh Shah, , Dreamtech Press 2006
3. Principles of Corporate Finance, Brealey and Myers:, Tata McGraw Hill
4. Financial Management, M.Y. Khan and P.K. Jain, , Tata McGraw Hill, 4th Edition
5. Financial Management, I.M. Pandey, , Vikas Publishing House, 9th Edition
6. Financial Management, Prasanna Chandra, Theory and Practice, Tata McGraw Hill

MMA IN RETAIL MANAGEMENT

SEMESTER II

SYLLABUS

RM 201: INTRODUCTION TO MANAGEMENT PRACTICES INCLUDING RETAILING, INVESTMENT AND THE SECURITIES SCENARIO

UNIT I INTRODUCTION TO ENTREPRENEURSHIP

Evolution of entrepreneurship from economic theory
Managerial and entrepreneurial competencies
Entrepreneurial growth and development

UNIT II INTRODUCTION TO RETAILING

Retail industry and economy
Emergence of organized retailing
Trends in retailing

UNIT III INTRODUCTION TO SECURITIES MARKET

Securities market and the investment scenario
Listing of securities
Introduction to international finance and international institutions
International monetary system
Foreign exchange markets

RM 202: BUSINESS ENVIRONMENT: RETAIL, PRIMARY AND SECONDARY MARKETS

UNIT I RETAIL ENVIRONMENT

Marketing and retail environment
Types and factors of retail environment
Green marketing
Indian scenario in retail environment

UNIT II EVALUATION OF BUSINESS OPPORTUNITY

Business opportunity identification
Issues affecting entrepreneurship in action
Evaluation of business opportunity and threat

Master of Management Administration Syllabus

Marketing management in entrepreneurship

UNIT III

Money market and its operations
Primary market and operations
Secondary market and operations
International banking and euro currency markets

RM 203: BUSINESS PERSPECTIVES: RISK, RETURN AND ORGANISATIONAL STRUCTURE

UNIT I RETAIL STRUCTURE

Concept of retail structure
Nature of retail structure
Classification of retail organizations
Setting up a retail organization
Organizational pattern in retailing

UNIT II PREPARATION OF BUSINESS PLAN

Business plan concepts
Components of a business plan
Preparing operational plans
Writing a business plan

UNIT III RISK AND RETURN IN BUSINESS

Concept of risk and return
Analysis of risk and uncertainty
Management of foreign exchange risk
Managing risk through hedging

RM 204: STRATEGIC MANAGEMENT: PLANNING, STOCK ANALYSIS AND SERVICE STRATEGIES

UNIT I STRATEGIC MANAGEMENT AND SERVICE STRATEGIES

influencing strategies in retailing
team building approach in retailing
strategic planning in retailing
global retailing
store based strategy
customer service strategy

UNIT II STRATEGIC PLANNING IN BUSINESS

value of strategic planning
implementation of strategic planning
overall planning process and strategic matrix model

UNIT III STOCK ANALYSIS

factors in stock analysis
value of stocks
analysis of financial statements
common stock investment theories
concepts of EVA and MVA

RM 205: MARKET RESEARCH TECHNIQUES AND APPLICATIONS

UNIT I INTRODUCTION TO MARKETING RESEARCH

Types of research
Role of research
Importance of marketing research

Master of Management Administration Syllabus

UNIT II QUESTIONNAIRE DESIGN

Collection of data

Designing a questionnaire

UNIT III SAMPLING

Sampling and estimation

Testing of hypothesis

UNIT IV STATISTICAL TECHNIQUES

Correlation

Regression

Factor analysis

Cluster analysis

Discriminant analysis

UNIT V REPORT WRITING

Writing a report

Presentation of a report

RM 206: RETAIL MANAGEMENT APPLICATION AND CONSUMER PSYCHOLOGY

UNIT 1 CASE STUDIES

BPCL's petrol pump retail revolution

Changing trends in retailing

FMCG industries in India

Food retailing in India

Pantaloons retail (India) ltd.- the Indian retailing giant

Walmart's cost leadership strategy

Westside-the Indian retailing success story

Coffee parlours in India

Fabmart's E-tailing model

The amazon.com

UNIT 2 CONSUMER BEHAVIOUR

Consumer orientation in retail

The cognitive consumer in retail

Consumer's perception process

Attitude and behaviour of retail- consumers

Comparing traditional and modern consumers in retail

Strategies of persuasion

Consumer personality traits

Consumer environment in retail

RM 207: INTERNATIONAL ASPECTS OF BUSINESS MANAGEMENT AND SERVICES (RETAILING)

UNIT 1 INTERNATIONAL RETAILING

The concept of international retailing

National to international retailing

Globalization in retailing

Motives for internationalization

UNIT 2 INTERNATIONAL RETAILING AND ENVIRONMENT

Master of Management Administration Syllabus

Economic determinants of
International expansion
impact of society in retailing and vice versa Society
Cultural aspect of International retailing

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UNIT 3 INTERNATIONAL ENTREPRENEURSHIP

Concepts and Nature of
International Entrepreneurship.
The changing International environment
Ethics and International Entrepreneurship.
Strategic Issues in
International Entrepreneurship.
Entrepreneurial Entry into
International Business : Basic Concepts

UNIT 4 INTERNATIONAL BUSINESS

Exporting and Importing
Establishing International ventures
Patents , Trademarks and
Intellectual Property Rights

RM 208: RETAIL MARKETING AND CUSTOMER SERVICE

UNIT 1 RETAIL CUSTOMERS

Introduction to retail marketing
Value of a customer
Identification of customer needs

UNIT 2 CUSTOMERS STRATEGIES

Tactics to get new customers
Traditional media in retail marketing
Copywriting for retailers
Strategies to turn a first time
buyer into a regular customer
Strategies to turn a regular customer into
a life time customer

UNIT 3 NEW CONCEPT OF CUSTOMERS CARE

Ways to achieve customer delight
Difference between customer delight and wow factors
Buzz factor

UNIT 4 HANDLING CUSTOMER COMPLAINTS

Types of difficult customers
ways to handle
Customer relationship management

RM: 209: RETAIL EVALUATION AND DESIGN

UNIT 1 RETAIL DESIGN

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Retail Evaluation-Size of the Store

Retail store location

Key factors affecting the attractiveness of Market Area and Trade Area

UNIT 2 ATMOSPHERICS AND RETAIL SPACE MANAGEMENT

Role of Atmospherics in Retail Strategy
Key Components of Retail Atmospherics
Exterior Atmospherics

UNIT 3 VISUAL MERCHANDISING

Assortment
Theme
Ensemble
Racks and shelves
Payment counters

UNIT 4 RETAIL BUYING

New product schedule
Bubble plan
Budgeting
Store planning

RM 210: RETAIL CHAIN MANAGEMENT AND HRM ASPECTS

UNIT 1 SCM
An Introduction to supply Chain Management
Supply chain excellence
Creating competitive advantage
from supply chain performance management

UNIT 2 RSCM
Role of SCM in retailing
Retail distribution channel
Retailing and E-tailing

UNIT 3 SCM and HRM
Staffing Retail organization :Concept
Performance management of the retail workforce

UNIT 4 DISCUSSION ON RECENT PUBLICATIONS (SCM)

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SEMESTER II

SYLLABUS

ESB 201: INTRODUCTION TO MANAGEMENT PRACTICES INCLUDING RETAILING, INVESTMENT AND THE SECURITIES SCENARIO

UNIT I INTRODUCTION TO ENTREPRENEURSHIP

Evolution of entrepreneurship from economic theory
Managerial and entrepreneurial competencies
Entrepreneurial growth and development

UNIT II INTRODUCTION TO RETAILING

Retail industry and economy
Emergence of organized retailing
Trends in retailing

UNIT III INTRODUCTION TO SECURITIES MARKET

Securities market and the investment scenario
Listing of securities
Introduction to international finance and international institutions
International monetary system
Foreign exchange markets

ESB 202: BUSINESS ENVIRONMENT: RETAIL, PRIMARY AND SECONDARY MARKETS

UNIT I RETAIL ENVIRONMENT

Marketing and retail environment
Types and factors of retail environment
Green marketing
Indian scenario in retail environment

UNIT II EVALUATION OF BUSINESS OPPORTUNITY

Business opportunity identification
Issues affecting entrepreneurship in action
Evaluation of business opportunity and threat
Marketing management in entrepreneurship

UNIT III

Money market and its operations
Primary market and operations
Secondary market and operations
International banking and euro currency markets

ESB 203: BUSINESS PERSPECTIVES: RISK, RETURN AND ORGANISATIONAL STRUCTURE

UNIT I RETAIL STRUCTURE

Concept of retail structure
Nature of retail structure
Classification of retail organizations
Setting up a retail organization
Organizational pattern in retailing

UNIT II PREPARATION OF BUSINESS PLAN

Business plan concepts

Master of Management Administration Syllabus

Components of a business plan
Preparing operational plans
Writing a business plan

UNIT III RISK AND RETURN IN BUSINESS

Concept of risk and return
Analysis of risk and uncertainty
Management of foreign exchange risk
Managing risk through hedging

ESB 204: STRATEGIC MANAGEMENT: PLANNING, STOCK ANALYSIS AND SERVICE STRATEGIES

UNIT I STRATEGIC MANAGEMENT AND SERVICE STRATEGIES

influencing strategies in retailing
team building approach in retailing
strategic planning in retailing
global retailing
store based strategy
customer service strategy

UNIT II STRATEGIC PLANNING IN BUSINESS

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overall planning process and strategic matrix model

UNIT III STOCK ANALYSIS

factors in stock analysis
value of stocks
analysis of financial statements
common stock investment theories
concepts of EVA and MVA

ESB 205: MARKET RESEARCH TECHNIQUES AND APPLICATIONS

UNIT I INTRODUCTION TO MARKETING RESEARCH

Types of research
Role of research
Importance of marketing research

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Collection of data
Designing a questionnaire

UNIT III SAMPLING

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UNIT V REPORT WRITING

Writing a report
Presentation of a report

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ESB 206: LAW, TAXATION AND THE ROLE OF SEBI

UNIT I COMMERCIAL LAW

Law of contracts
Negotiable Instruments Act

UNIT II INDUSTRIAL LAW

Factories Act
Industrial Disputes Act
Payment of Wages Act
Minimum Wages Act
Indian Fatal Accidents Act
Workmen's Compensation Act

UNIT III COMPANY LAW

Incorporation and formation of a company
Raising finance
Meetings of a company

UNIT IV TAXATION

Basic concepts in tax
Residential status assessee
Income from Profits and Gains of Business or Profession
Income from Capital Gains
Deductions from total income
Computation of Total Income of an assessee
Computation of Tax of individual assessee

UNIT V SEBI AND CORPORATE GOVERNANCE

ESB 207: INTERNATIONAL ASPECTS OF BUSINESS MANAGEMENT AND SERVICES (RETAILING)

UNIT I :INTERNATIONAL RETAILING

The concept of international retailing
National to international retailing
Globalization in retailing
Motives for internationalization
Economic determinants of
International expansion

UNIT II :International environment

Society
Cultural aspect of International retailing
International retail marketing

UNIT III INTERNATIONAL ENTREPRENEURSHIP

Concepts and Nature of
International Entrepreneurship.
The changing International environment
Ethics and International Entrepreneurship.
Strategic Issues in
International Entrepreneurship.

UNIT IV MODES OF ENTRY

Entrepreneurial Entry into
International Business : Basic Concepts.

Master of Management Administration Syllabus

Exporting and Importing
Establishing International ventures
Patents , Trademarks and
Intellectual Property Rights

ESB 208: CAPITAL BUDGETING AND VENTURE CAPITAL

UNIT I CAPITAL BUDGETING

Estimation of cash flows of projects
Making investment decisions
Investment analysis under inflation

UNIT II LEASE FINANCING

Operating lease
Financing lease
Case studies in lease financing

UNIT III VENTURE FINANCING

Basic concepts
Financing with strategic investors
Joint ventures
Profile of a venture capital company
Case studies in venture financing

UNIT IV WORKING CAPITAL MANAGEMENT

Management of inventory
Management of Receivables
Management of cash

ESB: 209 INNOVATION AND ENTREPRENEURSHIP

UNIT I: CREATIVITY AND INNOVATION

Creativity and Innovation :Concepts
Shifting Composition of the Economy
Purposeful Innovation & the 7 Sources of Innovative Opportunity
The Innovation Process

UNIT II : INNOVATIVE STRATEGIES

Strategies that aim at introducing an innovation
Innovation & entrepreneurship : Can they work together ?
Planning -incompatible with Innovation & entrepreneurship

UNIT III IENTREPRENEURIAL MOTIVATION

Need for continuous learning & relearning
Acquiring Technological Innovation
Entrepreneurial motivation (nAch story)
Achievement Motivation in Real life.. Case Study.

UNIT IV : PROBLEM IDENTIFICATION AND PROBLEM SOLVING

Problem Identification
Problem solving.
Innovation and Diversification

ESB 210: CASE STUDIES

UNIT I : TRAITS AND COMPETENCIES OF ENTREPRENEURS

Entrepreneurial Traits and competencies.
Business Opportunity Identification

UNIT II CREATIVITY AND PROBLEM SOLVING

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Achievement Motivation
Communication
Leadership styles
Team building
Creativity and Innovation
Problem solving

UNIT III STRATEGIES

Diversification and entrepreneurial strategies
Strategies

UNIT IV BUSINESS PLANS

Business models and business plans

UNIT V

Women entrepreneurs

MMA IN FINANCIAL ENGINEERING

SEMESTER II

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FNE 201: INTRODUCTION TO MANAGEMENT PRACTICES INCLUDING RETAILING, INVESTMENT AND THE SECURITIES SCENARIO

UNIT I INTRODUCTION TO ENTREPRENEURSHIP

Evolution of entrepreneurship from economic theory
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FNE 203: BUSINESS PERSPECTIVES: RISK, RETURN AND ORGANISATIONAL STRUCTURE

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Analysis of risk and uncertainty
Management of foreign exchange risk
Managing risk through hedging

FNE 204: STRATEGIC MANAGEMENT: PLANNING, STOCK ANALYSIS AND SERVICE STRATEGIES

UNIT I STRATEGIC MANAGEMENT AND SERVICE STRATEGIES

influencing strategies in retailing
team building approach in retailing
strategic planning in retailing
global retailing
store based strategy
customer service strategy

UNIT II STRATEGIC PLANNING IN BUSINESS

value of strategic planning
implementation of strategic planning
overall planning process and strategic matrix model

UNIT III STOCK ANALYSIS

factors in stock analysis
value of stocks
analysis of financial statements
common stock investment theories
concepts of EVA and MVA

FNE 205: MARKET RESEARCH TECHNIQUES AND APPLICATIONS

UNIT I INTRODUCTION TO MARKETING RESEARCH

Types of research
Role of research
Importance of marketing research

Master of Management Administration Syllabus

UNIT II QUESTIONNAIRE DESIGN

Collection of data

Designing a questionnaire

UNIT III SAMPLING

Sampling and estimation

Testing of hypothesis

UNIT IV STATISTICAL TECHNIQUES

Correlation

Regression

Factor analysis

Cluster analysis

Discriminant analysis

UNIT V REPORT WRITING

Writing a report

Presentation of a report

FNE 206: LAW, TAXATION AND THE ROLE OF SEBI

UNIT I COMMERCIAL LAW

Law of contracts

Negotiable Instruments Act

UNIT II INDUSTRIAL LAW

Factories Act

Industrial Disputes Act

Payment of Wages Act

Minimum Wages Act

Indian Fatal Accidents Act

Workmen's Compensation Act

UNIT III COMPANY LAW

Incorporation and formation of a company

Raising finance

Meetings of a company

UNIT IV TAXATION

Basic concepts in tax

Residential status assessee

Income from Profits and Gains of Business or Profession

Income from Capital Gains

Deductions from total income

Computation of Total Income of an assessee

Computation of Tax of individual assessee

UNIT V SEBI AND CORPORATE GOVERNANCE

FNE 207: BOND ANALYSIS

UNIT I BONDS AND YIELD

Characteristics of bonds

Value of bonds

Yield of bonds

Risks in bonds

Term structure of bonds

Determinants of interest rates

Analysis of convertible bonds

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UNIT II CREDIT RANKING OF BONDS

Credit risk of bonds
Credit ranking of bonds
Interest rate risk of bonds

UNIT III BRAND PORTFOLIO MANAGEMENT

Managing a portfolio
Arbitrage pricing theory
Passive strategies
Hybrid strategies
Interest rate swaps

UNIT IV STOCK EXCHANGES IN INDIA

UNIT V INTERNATIONAL BONDS

Bonds in euro market

FNE 208: CAPITAL BUDGETING AND VENTURE CAPITAL

UNIT I CAPITAL BUDGETING

Estimation of cash flows of projects
Making investment decisions
Investment analysis under inflation

UNIT II LEASE FINANCING

Operating lease
Financing lease
Case studies in lease financing

UNIT III VENTURE FINANCING

Basic concepts
Financing with strategic investors
Joint ventures
Profile of a venture capital company
Case studies in venture financing

UNIT IV WORKING CAPITAL MANAGEMENT

Management of inventory
Management of Receivables
Management of cash

FNE: 209 COST OF CAPITAL

UNIT I COST OF DEBT

Cost of redeemable debt
Cost of irredeemable debt
Cost of convertible debt

UNIT II COST OF EQUITY

Cost of preference
Cost of equity
Growth models in valuing equity
CAPM model in valuation of equity

UNIT III COST OF CAPITAL OF A MULTINATIONAL

Determining subsidiary's cost of capital
Cost of capital across countries
Practical framework of corporate financing decisions

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UNIT IV INTRODUCTION TO DERIVATIVES
Derivatives in India

FNE 210: DIVIDEND THEORY

UNIT I DIMENSIONS IN DIVIDENDS
Dividend policy and its determinants
Legal provisions in declaration of dividend
Dividend policy of firms
Dividends and tax

UNIT II BONUS DIVIDEND
Issue of bonus shares
Share splits
Buy back of shares

UNIT III DIVIDEND RELEVANCE THEORIES
Walter's model
Gordon's model

UNIT IV DIVIDEND IRRELEVANCE THEORIES
Modigliani-Miller theory of dividend
Case studies in dividend policy

MMA IN RETAIL MANAGEMENT

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RM 201: INTRODUCTION TO MANAGEMENT PRACTICES INCLUDING RETAILING, INVESTMENT AND THE SECURITIES SCENARIO

UNIT I INTRODUCTION TO ENTREPRENEURSHIP

Evolution of entrepreneurship from economic theory
Managerial and entrepreneurial competencies
Entrepreneurial growth and development

UNIT II INTRODUCTION TO RETAILING
Retail industry and economy
Emergence of organized retailing
Trends in retailing

UNIT III INTRODUCTION TO SECURITIES MARKET

Securities market and the investment scenario
Listing of securities
Introduction to international finance and international institutions
International monetary system
Foreign exchange markets

RM 202: BUSINESS ENVIRONMENT: RETAIL, PRIMARY AND SECONDARY MARKETS

Master of Management Administration Syllabus

UNIT I RETAIL ENVIRONMENT

Marketing and retail environment
Types and factors of retail environment
Green marketing
Indian scenario in retail environment

UNIT II EVALUATION OF BUSINESS OPPORTUNITY

Business opportunity identification
Issues affecting entrepreneurship in action
Evaluation of business opportunity and threat
Marketing management in entrepreneurship

UNIT III

Money market and its operations
Primary market and operations
Secondary market and operations
International banking and euro currency markets

RM 203: BUSINESS PERSPECTIVES: RISK, RETURN AND ORGANISATIONAL STRUCTURE

UNIT I RETAIL STRUCTURE

Concept of retail structure
Nature of retail structure
Classification of retail organizations
Setting up a retail organization
Organizational pattern in retailing

UNIT II PREPARATION OF BUSINESS PLAN

Business plan concepts
Components of a business plan
Preparing operational plans
Writing a business plan

UNIT III RISK AND RETURN IN BUSINESS

Concept of risk and return
Analysis of risk and uncertainty
Management of foreign exchange risk
Managing risk through hedging

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