

J.S. UNIVERSITY ,SHIKOHABAD

FACULTY OF COMMERCE



M.COM

(PROGRAM CODE 203)

SYLLABUS

BUSINESS ADMINISTRATION

GROUP I

2017

M.Com. (P) (PROGRAM CODE 203)

BUSINESS ADMINISTRATION GROUP I

CODE

1. STATICAL ANALYSIS	100 MM	MCBA101
2. FINANCIAL MANAGEMENT	100 MM	MCBA102
3. PRODUCTION MANAGEMENT	100 MM	MCBA103
4. HUMAN RESOURCE DEVELOPMENT	100 MM	MCBA104

M.Com. (F)

(Compulsory)

1. MANAGEMENT CONCEPT & ORGA.BEHAVIOUR	100 MM	MCBA201
2. GOV. & BUSINESS ENVIRONMENT	100 MM	MCBA202
3. MANAGERIAL ECONOMIC'S	100 MM	MCBA203

(OPTIONAL ELECT ANY TWO)

4. ACCOUNTING FOR MANAGERIAL DECISIONS	100 MM	MCBA204
5. MARKETING MANAGEMENT	100 MM	MCBA 205
6. RESEARCH METHODOLOGY	100 MM	MCBA207
7. RETAIL MANAGEMENT	100 MM	MCBA208
8. VIVA – VOCE	100 MM	MCBA206P

NOTE– 35 % IS PASSING MARKS FOR ALL SUBJECTS.

M.Com. (P) (PROGRAM CODE 203)
BUSINESS ADMINISTRATION GROUP I

COURSE STRUCTURE

STATICAL ANALYSIS	100 MM	35
FINANCIAL MANAGEMENT	100 MM	35
PRODUCTION MANAGEMENT	100 MM	35
HUMAN RESOURCE DEVELOPMENT	100 MM	35
TOTAL MM	400	140

(Compulsory)

MANAGEMENT CONCEPT & ORGA.BEHAVIOUR	100 MM	35
GOV. & BUSINESS ENVIRONMENT	100 MM	35
MANAGERIAL ECONOMIC'S	100 MM	35

(OPTIONAL ELECT ANY TWO)

ACCOUNTING FOR MANAGERIAL DECISIONS	100 MM	35
MARKETING MANAGEMENT	100 MM	35
RESEARCH METHODOLOGY	100 MM	35
RETAIL MANAGEMENT	100 MM	35
VIVA – VOCE(COMPULSORY)	100 MM	35
TOTAL MM	600	210

M.COM (P)	400	140
M.COM(F)	600	210
TOTAL	1000	350

FACULTY OF COMMERCE

The Department of Commerce is established in 2015 ,with a vision of providing excellence in the fields of Commerce by imparting value based education, training and research. Since its inception, the primary aim of the department has been to make the commerce students respond to changing social realities through the development and application of knowledge. It also thrives towards creating a people-centered, ecologically sustainable and just society that promotes and protects dignity, equality, social justice and human rights for all. The motto of the department is to focus on outreach programs that would help the students to serve the world well with innovations and wisdom across the broad range of humanity's challenges in the globalised era.

VISION

- **To develop into a world class center of excellence in the fields of Business Economics and management through value based education, training & research.**

MISION

- **To impart holistic education using state of the art technology and to give a global perspective through value based education for social transformation.**
- **To Inspire and empower the students to become innovative leaders, contribute to the success of organizations and betterment of communities.**
- **To involve in projects leading to high quality research, enhancing training and development opportunities so as to develop a team of competent and qualified entrepreneurs.**
- **To continuously evaluate our performance against suitable benchmarks, develop new programmes, global tie-ups so on and so forth to meet stakeholders requirement.**
- **To prepare students for higher education in Commerce, Sociology, Economics, Humanities and Business Studies.**
- **To inculcate the use of Information and Communication Technology in the teaching learning process.**

PEO(Program Educational Objective)

Program Outcomes (POs)

- PO₁** - To acquaint a student with conventional as well as contemporary area in the discipline of commerce.
- PO₂** -To enable a student well versed in national as well as international trends.
- PO₃** -To enable the students for conducting business, accounting and auditing practices, role of regulatory bodies in corporate and financial sectors nature of various financial instruments.
- PO₄** -To provide in depth understanding of all core areas specifically advanced accounting, international accounting, Management, Security Market Operations and Business Environment, Research Methodology and Tax Planning.
- PO₅** -To Equip post graduate students' to accept the challenges of business word.
- PO₆**-To develop independent logical thinking and facilitate personality development.
- PO₇** -To Equip the students for seeking suitable careers in management and entrepreneurship.
- PO₈** -To study by students method of data collection and their interpretations.
- PO₉** -To develop among students communication and analytical skill

Program Specific Outcomes

- PSO-1** - Students develop the ability to comprehend and imbibe core and functional management concepts, business environment and domain specific knowledge.
- PSO-2** - Equip the students with requisite knowledge, skills and right attitude necessary to provide effective leadership in a global environment.
- PSO-3** - Develop competent management professionals with strong ethical values, capable of assuming a pivotal role in various sectors of the Indian Economy and Society, aligned with the national priorities.
- PSO-4** - Develop skills for analysing of the business data, application of relevant analysis, and problem solving in other functional areas such as marketing, finance, business strategy and human resources etc.
- PSO-5** - Develop attributes for research in academics and applied research for industry .

(M.Com) (P)

Master of commerce

BUSINESS ADMINISTRATION GROUP

Note : Use of calculators in the examination is permitted by the University.

Statistical Analysis (MCBA101)

Paper I

(a) Course Outcome (CO):

1. To Familiarizes the concept of statistics analysis.
2. To provide practical exposure on calculation correlation, time series, analysis & index number.
3. To provide practical exposure on calculation regression and ratio of variation, interpolation and Extrapolation & Association of attributes.
4. To provide practical exposure on calculation attributes- frequency determination, contingency and chi-square test.
5. To provide practical exposure on calculation theory of sampling and tests of significance – large samples & probability frequency distribution

Unit I- Correlation and Regression Analysis (Two Variables case) :

Correlation-Karl Pearson Method; Regression-coefficients and Equation; Index Numbers-Meaning, uses and problems; Laspeyris, Paasches and Fisher index numbers; Factor Reversal and time Reversal tests.

Unit II- Interpolation and Extrapolation :Binominal, Newton, Lagrange and parabolic curve method; Business Forecasting-Meaning, importance, theories and techniques.

- Unit III-** Association of attributes; Chi-Square test; Probability Distributions-Binomial, poisson and Normal distribution-their characteristics and application.
- Unit IV-** **Analysis of variance-** Analysis of variance in one way and two way classification and contraction of ANOVAs table
- Unit V-** **Sampling :** Meaning and methods; Tests of significance in Large Samples-(a) Attributes- Tests for no. of successes, proportion of successes, difference between proportion of two samples (b) Variables-Standard error of Mean, standard error of the difference of sample means; Small samples Tests of significance based on t-distribution.

Books Recommended: -

1. Hooda R.P. :Statistics for Business & Economics(Macmillan
2. Gupta K.L.:Statistical Analysis
3. Dr K.L. Gupta: Sankhyikiya Vishleshan (Hindi)
4. Elhance D.N.:Fundamental of Statistics
5. Gupta S.P.:Statistics
6. Sahai & Shukla:Sankhyiki Vishleshan
7. K. N. Nagar:Sankhyiki ke Mool

Financial Management(MCBA102)
Paper II

(b) Course Outcome (CO):

- Co1- Student would be able to use business finance terms and concepts
- Co2- Student would be able financial statements analysis
- Co3- Student would be able to know leverage, capital structure
- Co4- Student know about capital budgeting, investment evaluation criteria
- Co5- Student know about to dividend policies, dividend determinates
- Co6- Student know of management of working capital

- Unit I-** **Introduction :** Meaning, Nature and scope of finance. Financial goal-profit vs. wealth maximization; finance functions-investment, financing and dividend decision..

- Unit II- Investment Analysis :** Nature of investment decision; Investment Evaluation criteria-net present value, internal rate of return, profitability index, payback period, NPV and IRR comparison; Risk analysis in Capital budgeting; Cost of Capital.
- Unit III- Operating and Financial Leverage :**Measurement of leverages; Effects of operating and financial leverage on profit; Analyzing alternate financial plan; Combined financial and operating leverage.
- Unit IV- Cost of Capital:** Meaning, concept, importance and computation of cost of different types of Capital. Dividend Policy: Factors influencing Dividend Policy, Stable Dividend Policy. corporate dividend behaviour
- .
- Unit V- Management of Working Capital :** Meaning, significance and types of Working Capital; Calculating Operating Cycle period and estimation of working Capital requirements; Financing of working Capital and norms of bank finance; Sources of Working capital. Management of Cash, receivables and inventory.

Books Recommended: -

1. Johnson R:Financial Management
2. Guthman,Driggal:Corporate Financial Policy
3. Pandey,I.M. :Financial Management
4. Kuchhal S.C. :Financial Management
5. Kulshrestha R.S. :Financial Management
6. Kulshrestha R.S.:Vittiya Prabandh
7. Agarwal & Agarwal:Vittiya Prabandh
8. Banarjee S.K.: Financial Management

**Production Management(MCBA103)
Paper III**

(a) Course Outcome (CO):

1. Describe the importance of materials management function in on organization and how it can help in integration various plans and reduce the material related costs.
2. Business decisions are made using various tools and techniques to remain competitive.

3. Managers use problem solving strategies and critical thinking skills in real life situations.
4. describe the inventory control decision and levels

- Unit I- Production Management :** Concept, Scope and functions, Types of production system organization of product on development ,plan of new product ,product development principle , diversification ,simplification , standardization and specialization
- Unit II- Production Planning and Control :**Concept and main functions; sequence analysis and Gantt chart; PERT & C.P.M.; Value analysis
- Unit III- Statistical Quality Control :**Concept and objective; Aspects of SQC; Process control and product control, control chart-X-chart, R-Chart, P-Chart, np-Chart and C-Chart; Acceptance sampling.
- Unit IV- Material Management :**Concept and objective; Make or Buy-decision and numerical problems; method of Pricing of material issue-FIFO, LIFO, Average; HIFO and Standard Price.
- Unit V- Inventory Control :**Meaning and objectives; relevant cost for inventory control decision; determination of various levels of stock-Maximum, Minimum & Recorder; ABC Analysis, Economic Order Quantity (E.O.Q)

Books Recommended: -

1. Carson G.B.: The Production Hand Book
2. Hopman Richard J: Production Concepts, Analysis and Control
3. Mayer, Raymond R: Production Management
4. Gopal Krishnan,P: Purchasing & Material Management
5. Alfred & Beaty: Principles of Industrial Management

Human Resource Development(MCBA104)

Paper IV

Course Outcome (CO):

This course completion students will be able to-

1. Capability to understand Employee recruitment and selection process.
2. understanding of different types of remuneration plans and their significance.
3. Capability to evaluate different training programs and understanding of their limitation.
4. Knowledge regarding the developing role of human resource management in the globalized word.

- Unit I- Human Resource Management :**Definition, objectives and Functions of Human Resource Management, importance of Human Resources. Attributes of an HRD Manager, Suggestions to make HRD effective in Indian organizations. Organization of a Human Resource Department.
- Unit II- Human Resource Planning and Recruitment :** Meaning, Need and process of Human Resource Planning. Job Analysis-Meaning, Use, Contents and Techniques of Job Analysis. Job Description-Meaning, uses and guidelines for working a job Description Recruitment-Sources and process of recruitment, Selection Process.
- Unit III- Training and Appraisal of Human Resources :**Need and importance of Training, Principles of Training, Training Policy, Training period, Training for different Employees and Training Methods. Performance appraisal-Meaning, objectives and methods of performance appraisal. Promotions. Demotions and transfers.
- Unit IV- Wage and Salary Administration :**Nature and Purpose of wage and salary Administration, Factors influencing wages, methods of wage fixation, principles of wage and salary administration, group incentives-profit sharing.
- Unit V- Job Evaluation-** definition objectives of job evaluation essential for the success of job evaluation programmers ,job evaluation technique/ methods

Books Recommended: -

1. Yoder:Personnel Management & Industrial Relations
2. Michael Juncieus:Personnel Management
3. Pigou:Personnel Management
4. Scot:Personnel Management
5. Indian Instt. Of Personnel Management-Personnel Management in India(Asia)
6. Bhagoliwal:Personnel Management and Industrial Relations
7. Flippo Edwin B:Personnel Management
8. Tripathi P.C. :Personnel Management & Industrial Relations
9. Mamoria & Dashaura:Sevivarg Prabandh aur Audhyogic Sambandh

M.COM (F)

Management Concept and Organizational Behavior(MCBA201) Paper V

Course Outcome (CO):

- CO₁- Ability to execute managerial tasks of planning organizing and controlling.
- CO₂- Understanding of different styles of leadership and its impact on decision making process.
- CO₃- In depth understanding of emotional labour and different types of emotions.
- CO₄- Ability to analyze challenges and opportunities in the field of organization behavior .

Unit I

School of Management Thought :- Scientific, process, human behaviour and social system school; Decision theory; Quantitative and system school, Contingency theory of management; Management Concept and function.

Unit II

Organizational Behavior :- Organizational behavior concept and significance; Contributing disciplines – Goals of O.B. – Challenges and opportunities for O.B. : A – Managerial Perspective, Contribution of O.B. in having the International challenges – O.B. in a Global Context.

Unit III

Motivation :- Process of Motivation; Theories of motivation-need hierarchy theory, theory X and theory, two factor theory, Alderfer's ERG theory, Mc Clelland's learned need theory, Victor Vroom's expectancy theory, Stacy Adams equity theory.

Unit IV

Group Dynamics and Team Development :- Group dynamics-definition and importance, types of groups, group formation, group development, group composition, group performance factors; Principle-centered approach to team development. Leadership: Concept; styles and theories.

Unit V

Organizational Conflict :- Dynamics and management; Sources, pattern, levels and types of conflict; Traditional and modern approaches to conflict; Resolution of conflict. Management of Change : Concept : Need for change, resistance to change; theories of planned change.

Books Recommended: -

1. Griffin,Ricky W: Organisational Behaviour, Houghton Mifflin Co. Boston
2. Hellreigel,Don John W. Sloccum,Jr & Richard W.Woodman: Organisation Behaviour:Utilising Human Resources, Prentice Hall, New Delhi
3. Koontz,Harold,Cyril O'Donnell & Heinz Weihrich:Essentials of management, Tata Mc Graw Hill, New Delhi
4. Luthans,Fred:Organisational Behaviour,Mc Graw Hill, New york

Government and Business Environment(MCBA202)

Paper VI

Course Outcome(CO):

- I. Skill to identify and differentiate various micro and factoring functioning of business.
- II. Ability to analyse Indian economy in lite of changing government regulatory policies.
- III. Understanding of the target and priorities of 5years plan.
- IV. Ability to file complaint against unfair trade practices under consumer protection act.
- V. Familiarization with the objective and strategic in economics planning with special reference to planning commission

Unit I

Business Environment :- Concept, significance, elements of environment-internal and external; Changing dimensions of business environment; Role of Govt. in business activities.

Unit II

Industrial Policies & Regulation :- Industrial Policy 1991 and amendments thereafter; Industrial licensing policy, liberalization, globalization and privatization.

Unit III

Govt. & External Sector :- Foreign investment-merits, impact on Indian economy and recent changes in foreign investment policy; Export promotion-incentives and facilities provided by Government including institutional framework; main provisions of FEMA.

Unit IV

Public Enterprises :- Concept and Rational, Govt. Policy related to Public enterprises during plan period, organizational structure-Departmental, Corporation and Government Company; Major Problems of public enterprises; Disinvestment policy and its implementation.

Unit V

Technical Environment :-

Influenced by the technological development, Technology determines the type and quality of goods and services, Increased competition forces the firms to develop new ways to survive and grow in the market the rapidly changes technological environment create through challenges before Smaller Firms.

Books Recommended: -

1. Sundaram & Black: The International Business Environment; Prentice Hall, New Delhi.

2. Agarwal A.N.: Indian Economy; Vikas Publishing House, Delhi.
3. Khan Farooq A: Business and Society; S. Chand,. Delhi.
4. Dutt R. and Sundharam K.P.M; Indian Economy; S.Chand, Delhi.
5. Misra S.K and Puri V.K:Indian Economy; Himalaya Publishing House, New Delhi.
6. Hedge Ian: Environmental Economics; MacMillan, Hampshire.
7. Dutt Ruddar: Economic Reforms in India - A Critique; S.Chand, New Delhi

Managerial Economics(MCBA203)

Paper VII

Course Outcome (CO):-

After the completion of the course, student will be able to-

- Co1- Understand the roles of the manages in firm
- Co2- Understand the internal and external decisions to be made by manager
- Co3- Analysis the demand and supply condition and access the portion of a company
- Co4- Design Competition strategies, including costing, Pricing
- Co5- Analysis real world business problem with a systematic theoretical framework
- Co6- Make optimal business decisions by integrating the concepts of economics

Syllabus

Unit I

Introduction :- Nature and Scope of managerial economics, Objective of a firm; Economic theory and managerial theory; Managerial economist role and responsibilities; fundamental Economic concepts-incremental principle, opportunity cost principle, discounting principle, equi-marginal principle.

Unit II

Demand Analysis :- Individual and market demand functions; Law of demand, determinants of demand; Elasticity of demand-its meaning and importance; Price Elasticity, income elasticity and cross elasticity; Theory of consumer choice under risk; Demand estimation for major consumer durable and non-durable Products; Demand forecasting techniques.

Unit III

Competition and market :- Characteristics of different market Structures; Price determination and firm equilibrium in short run and long run under perfect competition, monopolistic competition, oligopoly and monopoly

Unit IV

Business Cycle &Inflation :- Nature and phases of a business cycle; Theories of business cycle-psychological, profit, monetary, innovation, cobweb, Samuelson and Hicks theories. Definition, characteristics and types of inflation; inflation in terms of demand Pull and Cost-push factors, Effect of inflation.

Unit V

Methods of price determination in Practice : pricing of multiple products price discrimination : International Price determination. , Pricing of multiple products; Capital Management and Capital Budgeting.

Books Recommended: -

1. D.C Hague : Managerial Economics
2. Spencer & Sigelman : Managerial Economics
3. B. L Ojha : Managerial Economics
4. K.G Gupta: Business Economics
5. Varshney & Maheshwari: Managerial Economics
6. Sharma & Kejriwal:Prabandhkiya Arthashastra
7. Peterson: Managerial Economics

Paper VIII
Accounting for Managerial Decisions(MCBA204)

Course Outcome (CO):

- CO₁- To enlighten the thought and knowledge on accounting for managerial decisions.
- CO₂- To provide knowledge about budget control keeping in mind to scope of the concept.
- CO₃- To develop the know-how and concept of marginal costing & break even analysis with practical problem.
- CO₄- To introduce the concept of fund flow and cash flow statement
- CO₅- To introduce the concept of budgeting & standard costing & variance analysis.
- CO₆- Helps to give proper idea on financial statement analysis in practical point of view.

- Unit I- Management Accounting :** Meaning, Objectives, scope and functions, Management accounting and managerial decisions, Management Accounting position rules and responsibilities.
- Unit II- Fund Flow and Cash Flow Analysis :** Responsibility Accounting: Responsibility centers-Cost center, profit Centre and investment Centre.
- Unit III- Budgeting :**Types of Budgets: Cash Budget, Flexible Budget and Sales Budget; Zero base budgeting, Performance Budgeting.
- Unit IV- Standard Costing & Variance Analysis :**Standard Costing as a control technique; setting of standard and their revision; Variance Analysis-meaning and importance; Material, Labor and overhead Variances.
- Unit V- Marginal Costing & Break Even Analysis :**Concept of marginal cost; Marginal costing and absorption costing; Marginal costing vs. Direct costing; cost-volume -profit analysis; Assumptions and practical Application of break-even analysis; decisions regarding sales-mix, make or buy decisions and discontinuation of Product line
- Unit VI- Repotting to management :** Objective of repotting , need and different level , types of reports , modes of repotting , repotting at different level of management .

Books Recommended: -

1. Anthony Robert-Management Accounting
2. Gupta S.P.-Accounting for Managerial Decisions(English& Hindi)
3. Gupta K.L.-Accounting for Managerial Decisions(Hindi & english)Sahitya Bhawan Publication
4. Gupta K.G.- Prabandhkiya Lekhankan
5. ManMohan & Goyal-Principles of Management Accounting
6. Agarwal & Agarwal- Prabandhkiya Lekhankan
7. Batty J.-Management Accounting
8. Horngren-Management Accountingproduct line.

Marketing Management(MCBA205)

Paper IX

Course Outcome (CO):-

After completed this course, student should be able to

- Co1- Critically analysis an organisation's marketing strategies.
- Co2- Evaluate the marketing concept and marketing mix.
- Co3- Identify the major basis of market segmentation.
- Co4- To understand consumer behavior.
- Co5- To Understand Product life cycle
- Co6- To Understand Distribution, Channel's and methods of sales promotion
- Co7- To know about state policy

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- Unit I- Marketing Management :**Concept, nature, scope and importance; Marketing concept and its evolution; Marketing mix; Strategic marketing planning.
- Unit II- Marketing Analysis and Selection :**Marketing environment – macro and micro components and their impact on marketing decision; Market segmentation and positioning; Buyer behavior; Consumer versus organizational buyers; Consumer decision making process.
- Unit III- Product & Pricing, Decision :**Concept of a product; classification on products; Major product decision; Product line and product mix; Branding; Packing and labeling; Product life cycle-strategic implications; Factors affecting price determination; Pricing policies and strategies; Discount and rebates.
- Unit IV- Distribution Channels and Promotion Decision :**Nature, functions and types of distribution channels; Distribution Channel management decision; Retailing and wholesaling Communication process; Promotion mix advertising, personal selling, sales promotion, publicity and public relations; Determining advertising budget;

Media selection; measuring advertising effectiveness; Sales promotion-tools and techniques.

Unit V- Government and marketing :- State police regarding state trading in india.
Regulation of stock exchange and product exchange.

Books Recommended: -

1. Lazo & Corbin:Management of Marketing
2. Harard John,A:Marketing Management
3. Phelps & Estarg:Marketing Management
4. Kotler,Philip:Marketing Management
5. Jain,S.C.,Vipdan Prabandh

RESEARCH METHODOLOGY(MCBA207)

Paper X

Course Outcomes

At the end of the course students are able to:

1. Develop understanding of various kinds of research, objectives of doing research, research process, research designs and sampling.
2. Acquire adequate knowledge of measurement and scaling techniques as well as the quantitative data analysis.
3. Have a basic awareness of data analysis-and hypothesis testing procedure
4. Present and defend a research proposal

Unit I Introduction: Concept of research and its application in various functions of management, types of research, types of business problems encountered by the researcher, problems and precautions to the researchers.

Unit II Process of research: Steps involved in research process. Research design: Various methods of research design, Hypothesis.

Unit III Collection of Data: Types of Data- Primary and Secondary- Meaning and various methods of collection of data, preparation of questionnaire and schedule, Concept of sampling and various types of sampling techniques.

Unit IV Analysis of Data: Coding, editing and Tabulation of Data, various kinds of charts and diagrams used in data analysis and its interpretation.

Unit V Report Preparation: Types and layout of research report, precautions in preparing the research report, Bibliography and Annexure in the report. Drawing conclusions, suggestions and recommendations relating to Research Project

Books Recommended: -

1. Cooper & Schindler-Business Research Methods(Tata Mc Graw Hill,9th Edition)
2. Saunders-Research Methods for Business Students(Pearson Education, 2nd Edition,2007)
3. Panneer Selvam-Research Methodology(Prentice Hall of India, Edition 2008)
4. Gravetter-Research Method for Behaviourial Sciences(Cengage Learning)
5. Beri G.C.-Marketing Research(Tata Mc Graw Hill,4th Edition)
6. Kothari C.R.-Research Methodology Methods And Techniques(New Age

RETAIL MANAGEMENT(MCBA207)

Paper XI

Course Outcomes

- Co1. Understand The Functions Of Retail Business And Various Retail Formats
- Co2. To Know About The Promotional Strategies
- Co3. Acquire Adequate Knowledge Of Managing Retail Business
- Co4. To Able To Manage Brand Image
- Co5. They Have The Knowledge To Delivering Process

- Unit I: **Overview of Retailing Management**- Introduction to retailing, concept, Nature, scope, Functions of retailing; Retail organization structure, Types of Retail Outlets, Market structure and control.
- Unit II: **Retail Management Situational Analysis**- Retail institutions by ownership; Retail institutions by store-based strategy mix; Web, non store-based, and other forms of nontraditional retailing; Targeting customers and gathering information; Communicating with customers; Market competitors.
- Unit III: **Promotional strategies**- choosing a store location: Trading-area analysis; Site selection; Store design and layout, Display.
- Unit IV: **Managing Retail Business**- Retail organization & HRM, Managing retail services; Branding, Sales force management.
- Unit V: **Delivering the Product**: Retail Information Systems; Merchandise management and pricing: Merchandise plan, Merchandise buying and handling, people in retailing, International Retailing.

Books Recommended:

1. Retail Management: S. C. Bhatia, Atlantic Publishers & Dist,
2. Retail Management: A Strategic Approach, 10/E, Berman, Pearson Education India
3. Retail Management: A Realistic Approach, Neelesh Jain, Global Indian Publication

4. Retail Management: Chetan Bajaj, Nidhi Varma, Srivastava, Rajneesh Tuli Edition
illustrated Publisher Oxford University Press India

Paper XII

Viva – Voce (MCBA206)