

**Jankidevi Bajaj Institute of Management Studies**  
**SNDT Women’s University, Mumbai**  
**Master of Business Administration - Marketing**  
**Management (MBA - Marketing Management)**  
**Revised Syllabus (Effective from AY 2018-19)**

Name of the Course : MBA – Marketing Management  
Duration : **2 years**  
Number of Semesters : **4**  
Total Number of  
Papers in 4 Semesters : **31**  
Total Credits : **120**  
Structure : **As given below**

**Programme Outcome:**

- The objective of the programme is to provide student with opportunities to pursue a career in industry or entrepreneurship acquiring knowledge, skills and attitudes that give a strong foundation for holding competent and responsible executive positions.
- The curriculum has been designed to enable the student to develop a thorough knowledge of the basic concepts and techniques for understanding customer behaviour and devising effective marketing strategies.
- The programme also aims to enable the student to develop analytical, decision-making and managerial skills required for the industry and be ready to contribute and manage the various marketing functions ranging from product management, advertising, sales to retailing, e-business, distribution management, and strategic marketing planning in the current hypercompetitive markets.

**SCHEME: Semester I**

|    | CODE | Subject   | L         | Cr        | P/T       | D         | TP         | TW         | P/V | Total      |
|----|------|---|-----------|-----------|-----------|-----------|------------|------------|-----|------------|
| 1  | 1001 | Managerial Economics                                  | 2         | 4         | 2         | 2         | 50         | 50         | --  | 100        |
| 2. | 1002 | Business Communication                                | 1         | 2         | 1         | --        | --         | 50         | --  | 50         |
| 3. | 1003 | Financial Reporting, Statements and Analysis          | 2         | 4         | 2         | 2         | 50         | 50         | --  | 100        |
| 4. | 1004 | Marketing Management                                  | 2         | 4         | 2         | 2         | 50         | 50         | --  | 100        |
| 5. | 1005 | Computer Applications for Business                    | 2         | 4         | 2         | 2         | 50         | 50         | --  | 100        |
| 6. | 1006 | Managerial Skills for Effectiveness                   | 2         | 4         | 2         | 2         | 50         | 50         | --  | 100        |
| 7. | 1007 | Organizational Behavior                               | 2         | 4         | 2         | 2         | 50         | 50         | --  | 100        |
| 8. | 1008 | Business Statistics and Analytics for Decision Making | 2         | 4         | 2         | 2         | 50         | 50         | --  | 100        |
|    |      |   | <b>15</b> | <b>30</b> | <b>15</b> | <b>14</b> | <b>350</b> | <b>400</b> |     | <b>750</b> |

## SCHEME: Semester II

|    | CODE | Subject                        | L         | Cr        | P/T       | D         | TP         | TW         | P/V | Total      |
|----|------|--------------------------------|-----------|-----------|-----------|-----------|------------|------------|-----|------------|
| 1. | 2001 | Indian Economy and Policy      | 2         | 4         | 2         | 2         | 50         | 50         | --  | 100        |
| 2. | 2002 | Legal and Business Environment | 2         | 2         | --        | 2         | 50         | --         | --  | 50         |
| 3. | 2003 | Corporate Finance              | 2         | 4         | 2         | 2         | 50         | 50         | --  | 100        |
| 4. | 2004 | Business Research Methodology  | 2         | 4         | 2         | 2         | 50         | 50         | --  | 100        |
| 5. | 2005 | Operations Management          | 2         | 4         | 2         | 2         | 50         | 50         | --  | 100        |
| 6. | 2006 | Project Management             | 2         | 4         | 2         | 2         | 50         | 50         | --  | 100        |
| 7. | 2007 | Human Resource Management      | 2         | 4         | 2         | 2         | 50         | 50         | --  | 100        |
| 8. | 2008 | Quantitative Techniques        | 2         | 4         | 2         | 2         | 50         | 50         | --  | 100        |
|    |      |                                | <b>16</b> | <b>30</b> | <b>14</b> | <b>16</b> | <b>400</b> | <b>350</b> |     | <b>750</b> |

## SCHEME: Semester III

|    | CODE        | Subject  | L         | Cr        | P/T       | D         | TP         | TW         | P/V | Total      |
|----|-------------|--|-----------|-----------|-----------|-----------|------------|------------|-----|------------|
| 1  | <b>3001</b> | Indian Ethos, Business Ethics and Corporate Social Responsibility and Sustainability | 2         | 4         | 2         | 2         | 50         | 50         | --  | 100        |
| 2. | <b>3002</b> | Entrepreneurship and Sectoral Specialization   | 2         | 4         | 2         | 2         |            | 50+50      | --  | 100        |
| 3. | <b>3003</b> | Summer Internship  |           | 6         |           | -         |            | 100        | --  | 100        |
| 4  | <b>3004</b> | Integrated Marketing Communication   | 2         | 4         | 2         | 2         | 50         | 50         | --  | 100        |
| 5  | <b>3005</b> | Product and Brand Management   | 2         | 4         | 2         | 2         | 50         | 50         | --  | 100        |
| 6  | <b>3006</b> | Services Marketing   | 2         | 4         | 2         | 2         | 50         | 50         | --  | 100        |
| 7  | <b>3007</b> | Retail Management  | 2         | 4         | 2         | 2         | 50         | 50         | --  | 100        |
| 8  | <b>3008</b> | Digital and Social Media Marketing   | 2         | 4         | 2         | 2         | 50         | 50         | --  | 100        |
|    |             |  | <b>14</b> | <b>34</b> | <b>14</b> | <b>14</b> | <b>300</b> | <b>500</b> |     | <b>800</b> |

### Sectoral Specialization (Code - 3003)

## Semester – III

**\* A student can choose any one of the following:**

|     | Subject  | L | Cr | P/T | D | TP | TW | P/V | Total |
|-----|--|---|----|-----|---|----|----|-----|-------|
| 1.  | Agency and Broking   |   | 2  |     |   |    | 50 | --  | 50    |
| 2.  | Any other sector of Interest to the students with specific approval of the Institute |   | 2  |     |   |    | 50 | --  | 50    |
| 3.  | BPO and KPO  |   | 2  |     |   |    | 50 | --  | 50    |
| 4.  | Digital Marketing  |   | 2  |     |   |    | 50 | --  | 50    |
| 5.  | Education Management   |   | 2  |     |   |    | 50 | --  | 50    |
| 6.  | Food Processing  |   | 2  |     |   |    | 50 | --  | 50    |
| 7.  | Health and Wellness Management   |   | 2  |     |   |    | 50 | --  | 50    |
| 8.  | Horticulture   |   | 2  |     |   |    | 50 | --  | 50    |
| 9.  | Hospitality Management   |   | 2  |     |   |    | 50 | --  | 50    |
| 10. | Insurance  |   | 2  |     |   |    | 50 | --  | 50    |
| 11. | Investment Banking   |   | 2  |     |   |    | 50 | --  | 50    |
| 12. | Logistics and Supply Chain Management  |   | 2  |     |   |    | 50 | --  | 50    |
| 13. | Management of Family Business  |   | 2  |     |   |    | 50 | --  | 50    |
| 14. | Mutual Funds   |   | 2  |     |   |    | 50 | --  | 50    |
| 15. | Pharma Management  |   | 2  |     |   |    | 50 | --  | 50    |
| 16. | Retail and Shopping Mall   |   | 2  |     |   |    | 50 | --  | 50    |

|     |                       |  |   |  |  |  |    |    |    |
|-----|-----------------------|--|---|--|--|--|----|----|----|
|     | Management            |  |   |  |  |  |    |    |    |
| 17. | Technology Management |  | 2 |  |  |  | 50 | -- | 50 |

## SCHEME: Semester IV

### Core Papers

|    | CODE | Subject  | L         | Cr        | P/T       | D         | TP         | TW         | P/V | Total      |
|----|------|--|-----------|-----------|-----------|-----------|------------|------------|-----|------------|
| 1  | 4001 | Corporate Strategy                               | 2         | 4         | 2         | 2         | 50         | 50         | --  | 100        |
| 2. | 4002 | Sales and Distribution Management                | 2         | 4         | 2         | 2         | 50         | 50         | --  | 100        |
| 3. | 4003 | Consumer Behaviour & Advanced Marketing Research | 2         | 4         | 2         | 2         | 50         | 50         | --  | 100        |
| 4  | 4004 | B2B Marketing                                    | 2         | 4         | 2         | 2         | 50         | 50         | --  | 100        |
| 5  | 4005 | International Marketing                          | 2         | 4         | 2         | 2         | 50         | 50         | --  | 100        |
| 6  | 4006 | Marketing to base of Pyramid consumers           | 1         | 2         | 1         | 2         | 25         | 25         | --  | 50         |
| 7  | 4007 | Research Project (Year Long Project) #           |           | 4         |           |           | 50         | 50         | --  | 100        |
|    |      |  | <b>11</b> | <b>26</b> | <b>11</b> | <b>12</b> | <b>325</b> | <b>325</b> |     | <b>650</b> |

# Research Project can be of Interdisciplinary nature also.

## Semester: I

**Paper No: 1**

**Course code: 1001**

**Paper: Managerial Economics**

**Marks: 100 (Internal 50 + External 50)**

**Credits: 4**

**Semester End Examination: 50 Marks**

**Continuous Internal Evaluation: 50 Marks**

**Duration of the Exam: 2 hours**

### Internal Evaluation Criteria:

1. Assignments
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

*All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester*

### Course Outcome:

On completion of this course, students will be able to understand tools and techniques of managerial economics to enable them to appreciate its relevance in decision making; understand how microeconomics affect the business strategy of companies and develop economic way of thinking in dealing with practical business problems and challenges.

### Learning Outcome:

This course will enable the student to

- understand the concepts and principles of microeconomics, impacting the household, firms and the markets
- analyse cost, revenue and profit implications across various types of markets

- evaluate the demand, determinants of demand and demand forecasting techniques

**Course Contents:**

| Module       | No. | Topic   | Contact Hours | Weight age (%) |
|--------------|-----|---|---------------|----------------|
| I            | 1.  | Introduction: Nature and Scope of Managerial Economics; Micro and macro-economics; Positive versus normative economics; Circular-flow diagram; How the economy works as a whole   | 04            | 25             |
|              | 2.  | The market forces of supply and demand: Market demand versus individual demand; Demand schedule and demand curve; Determinants of demand/demand function; Law of demand, Exceptions to the Law of Demand; Expansion & contraction; Increase & decrease in demand; Supply and demand – equilibrium   | 06            |                |
| II           | 3.  | Demand Forecasting: Importance of Demand Forecasting; Techniques of Demand Forecasting  | 05            | 25             |
|              | 4.  | Elasticity and its application: The elasticity of demand; Types of Elasticity of Demand; Using Elasticity in Managerial Decision Making   | 05            |                |
| III          | 5.  | Production Analysis: Factors of production; Theory of production; Production function; Short run and long run production function; Law of variable proportion; Isoquant and Iso-cost line; Optimal factor combinations; Returns to scale; Economics and Diseconomies of scale   | 05            | 25             |
|              | 6.  | Cost Analysis: Short run and Long run cost; Various measures of cost- FC, VC, AC, MC; Cost curves & their shapes  | 05            |                |
| IV           | 7.  | Market Structure and Pricing Practices: Perfect competition, its characteristics; Short run and Long run equilibrium of a perfectly competitive firm<br>Monopoly, its characteristics; Short run and Long run equilibrium under monopoly; Price Discrimination by a monopolist<br>Monopolistic competition, its Characteristics; Individual equilibrium and Group equilibrium<br>Oligopoly, its characteristics; Game theory. | 10            | 25             |
| <b>Total</b> |     |   | <b>40</b>     | <b>100</b>     |

**Reference Books:**

Ahuja, H.L., Managerial economics (8<sup>th</sup>ed.). New Delhi: S.Chand, 2011

Damodaran, S, Managerial Economics (2<sup>nd</sup>ed.). New Delhi: Oxford University Press, 2010

Dwiwedi, D.N. Micro Economics: Theory & Applications (2<sup>nd</sup>ed.). New Delhi: Pearson Education. 2011

Greenlaw, S&Taylor, M. Principles of Microeconomics. OpenStax (2018)

Mankiw, G. Economics: Principles & Applications (6<sup>th</sup>ed.). New Delhi: Cengage Learning. 2012

Salvatore, D., &Srivastava, R. Managerial Economics: Principles and Worldwide Applications (7<sup>th</sup>ed.). New Delhi: Oxford University Press. 2012

Thomas,C.R &Maurice,C.S.Managerial Economics (10<sup>th</sup>ed.). New Delhi: McGraw Hill.2014

**Semester: I**

**Paper No: 2**

**Course code: 1002**

**Paper: Business Communication**

**Marks: 50**

**Credits: 2**

**Semester End Examination: Nil**

**Continuous Internal Evaluation: 50 Marks**

**Internal Evaluation Criteria:**

1. Assignments
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

*All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester*

**Course Outcome:**

On completion of this course, students will be able to improve their oral and written communication skills, reading and listening skills, and write effective reports and proposals and make effective presentations.

**Learning Outcome:**

This course will enable the student to

- understand the basics of communication
- improve their communication skills
- make effective presentations

**Course Contents:**

| Module | No. | Topic  | Contact Hours | Weight age (%) |
|--------|-----|--|---------------|----------------|
| I      | 1.  | Introduction and Communication Basics - Process of Communication - Communication in Organization - Nature, Function and Scope. Barriers to effective communication | 06            | 25             |

|     |    |   |           |            |
|-----|----|---|-----------|------------|
|     |    | Management of written and oral communication  |           |            |
|     | 2. | Just-A-Minute Presentation - Overcoming Glossophobia  | 04        |            |
| II  | 3. | Presentation–1 (Planning & Preparing)<br>Presentation–2 (Visual Aids)<br>Presentation–3 (Delivery)<br>Graded Team Presentations-Group 1-Graded<br>Team Presentations-Group 2-Reading, listening & Questioning | 10        | 25         |
| III | 4. | Writing Business Communication-Writing Reports, Proposals, Emails, Summaries<br>Graded Individual Presentations- Presentation feedback, Bios and Resumes  | 10        | 25         |
| IV  | 5. | Communication technology and its impact on office procedures and automation.  | 10        | 25         |
|     |    | <b>Total</b>  | <b>40</b> | <b>100</b> |

**Reference Books:**

Sharma, R. C. & Krishna Mohan. Business Correspondence and Report Writing: Third Edition. New Delhi: Tata McGraw-Hill Publishing company Limited, 2007.

Hasson, Gill. Brilliant Communication Skills. Great Britain: Pearson Education, 2012.

Lesikar, Raymond V., & John D. Pettit, Jr. Report Writing for Business: Tenth Edition. Delhi: McGraw-Hill,

**Semester: I**

**Paper No: 3**

**Course code: 1003**

**Paper: Financial Reporting, Statements and Analysis**

**Marks: 100 (Internal 50 + External 50)**

**Credits: 4**

**Semester End Examination: 50 Marks**

**Continuous Internal Evaluation: 50 Marks**

**Duration of the Exam: 2 hours**

**Internal Evaluation Criteria:**

1. Assignments
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

*All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester*

### **Course Outcome:**

On completion of this course, students will be able to prepare financial statements, analyse them using various tools and use them for managerial decision making in the areas of finance and investment.

### **Learning Outcome:**

This course will enable the student to

- understand the accounting mechanics and process involved in preparing the financial statements
- analyse the accounting statements of companies and prepare comparative study of the financial strength of different firms
- distinguish and appreciate the importance of internal and external audit

### **Course Contents:**

| <b>Module</b> | <b>No.</b> | <b>Topic</b>   | <b>Contact Hours</b> | <b>Weight age (%)</b> |
|---------------|------------|--|----------------------|-----------------------|
| I             | 1.         | Financial Accounting-Scope and Importance, Users of accounting statements, Accounting Principles, Concepts and Conventions | 10                   | 25                    |
|               | 2.         | Accounting Process: Basic Records; Understanding of Transactions and related documents                                     |                      |                       |
| II            | 3.         | Preparation of Financial Statements  | 10                   | 25                    |
| III           | 4.         | Financial Reporting, Reporting Practices - Mandatory Accounting Standards - Overview of External and Internal Audit        | 10                   | 25                    |
| IV            | 5.         | Analysis of Financial Statements with managerial perspective: Ratio Analysis, Cash Flow/Fund Flow Analysis                 | 10                   | 25                    |
|               |            | <b>Total</b>   | <b>40</b>            | <b>100</b>            |

### **Reference Books:**

Bhattacharya S.K., Accounting for Management: Text and Cases, Vikas Publishing, 2009

Earl K. Stice, James D. Stice, Financial Accounting: Reporting and Analysis, Thomson South-Western, 2007

Godwin, Alderman, Sanyal, Financial ACCT, Cengage Learning, 2012

HarsolekarDinesh, Financial Accounting for Management: Text and Cases, Edu-Tech Publishing Co, 2013

Ramachandran. N and Ram Kumar Kakani, Financial Accounting for Management, Tata McGraw-Hill, 2005

**Semester: I**

**Paper No: 4**

**Course code: 1004**

**Paper: Marketing Management**

**Marks: 100 (Internal 50 + External 50)**

**Credits: 4**

**Semester End Examination: 50 Marks**

**Continuous Internal Evaluation: 50 Marks**

**Duration of the Exam: 2 hours**

**Internal Evaluation Criteria:**

1. Assignments
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

*All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester*

**Course Outcome:**

On completion of this course, students will be able to identify core concepts of marketing and the role of marketing in business and society; explore appropriate measures to operate effectively in local and global settings and develop marketing strategies based on product, price, place and promotion objectives

**Learning Outcome:**

This course will enable the student to

- understand the marketing concepts and practices in consumer and business markets
- evaluate marketing mix adopted by organizations
- develop analytical skills, and acumen for designing marketing plans.
- design marketing strategies for organizations

**Course Contents:**

| Module | No. | Topic | Contact Hours | Weightage (%) |
|--------|-----|-------|---------------|---------------|
|--------|-----|-------|---------------|---------------|



|     |    |  |           |            |
|-----|----|--|-----------|------------|
| I   | 1. | Introduction: Importance and Scope of Marketing; Fundamental marketing concepts; Change in marketing management in recent years; Understanding Marketing as Creating, Communicating, and Delivering Value                          | 10        | 25         |
|     | 2. | Identifying And Selecting Markets: Consumer Markets and Buying Behavior; Business Markets and Buying Behavior; Market Segmentation, Targeting and Positioning; Concept of Marketing Mix; Marketing Research and Market Information |           |            |
| II  | 3. | Designing Value: Setting Product Strategy; Designing and Managing Services; New-Product Development and Product Life-Cycle Strategies; Pricing Considerations and Strategies.  | 10        | 25         |
| III | 4. | Delivering Value: Designing and Managing Integrated Marketing Channels; Managing Retailing, Wholesaling, and Logistics.  | 10        | 25         |
|     | 5. | Communicating Value: Designing and Managing Integrated Marketing Communications; Advertising, Sales Promotion, and Public Relations; Personal Selling and Direct Marketing.  |           |            |
| IV  | 6. | Managing The Marketing Effort: Strategic Marketing Planning; Marketing Implementation and Evaluation; Competitive Dynamics.  | 10        | 25         |
|     |    | <b>Total</b>   | <b>40</b> | <b>100</b> |

### Reference Books:

Etzel, M., Walker, B, Stanton, W., & Pandit, A..Marketing,(14<sup>th</sup>ed). New Delhi: McGraw Hill Education, 2009

Kotler, P., Keller, K, Koshy, A., & Jha, M. Marketing Management: A South Asian Perspective (14<sup>th</sup>ed). New Delhi: Pearson Education. 2013

Lamb; Hair; Sharma & McDaniel. MKTG, 1/e (1<sup>st</sup>ed). New Delhi: Cengage Learning, India 2009

Ramaswami & Namakumari. Marketing Management: Global Perspective Indian Context (4<sup>th</sup>ed). New Delhi: Macmillan (India) Limited. 2013

Saxena, R. Marketing Management (5<sup>th</sup>ed). New Delhi: McGraw Hill Education, 2016

**Semester: I**

**Paper No: 5**

**Course Code: 1005**

**Paper: Computer Applications for Business**

**Marks: 100 (Internal 50 + External 50)**

**Credits: 4**

**Semester End Examination: 50 Marks**  
**Continuous Internal Evaluation: 50 Marks**  
**Duration of the Exam: 2 hours**

**Internal Evaluation Criteria:**

1. Assignments
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

*All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester*

**Course Outcome:**

On completion of this course, students will be able to use office productivity improvement tools effectively and apply information technology solutions to make faster managerial decisions and also update on the emerging technologies.

**Learning Outcome:**

This course will enable the student to

- understand the concepts of information technology applied in the areas of management
- appreciate the use of Information Technology in an organization
- learn to apply IT solutions for faster business decision-making
- use office productivity improvement tools such as word processing, spreadsheets, business presentations and databases

**Course Contents:**

| Module | No. | Topic   | Contact Hours | Weight age (%) |
|--------|-----|---|---------------|----------------|
| I      | 1.  | Evolution of IT and IT building blocks:<br>- Historical Perspective of Computer and Information Technology; How a Computer works – Hardware and Software components and their characteristics from a user/buyer’s perspective;<br>- Basics of networking (LAN/ WAN/ MAN) and various means to access internet (Dial-up, leased, DSL, VSAT, wireless) from a buyer’s perspective<br>- Basics of Internet – how internet works; Familiarity with various components of the internet; Browser, Web Server, DNS Server, Search Engines; Applications of Internet – Websites, Blogs, email, FTP, Voice over Internet | 02            | 25             |
|        | 2.  | MS Word<br>- Usage of Word processing<br>- Applications in documentation preparation and making reports, mail merge, preparation of questionnaires, presentations, tables and graphs, drawings.   | 08            |                |

|              |    |  |           |            |
|--------------|----|--|-----------|------------|
| II           | 3  | Power point Presentation   | 02        | 25         |
|              | 4. | Advanced spreadsheet functions:<br><ul style="list-style-type: none"> <li>- Usage of spreadsheet – Basic tables and charts</li> <li>- Formulas (e.g. add, subtract, multiply, divide) – application in creating budget sheets</li> <li>- Functions (e.g. average, sum, date-time, etc) – application in student averages</li> <li>- Conditional logic (e.g. if, countif, sumif) - application</li> <li>- Analysing scenarios, sensitivity analysis</li> <li>- Creating pivot tables</li> <li>- Lookup functions (e.g. VLookup functions in Excel)</li> </ul> | 08        |            |
| III          | 5. | Introduction to databases:<br><ul style="list-style-type: none"> <li>- Concept, characteristics, objectives</li> <li>- Spreadsheetsvs Databases</li> <li>- Advantages &amp; limitations</li> <li>- Entity, attribute, schema, subschema</li> </ul>   | 02        | 25         |
|              | 6. | <ul style="list-style-type: none"> <li>- Application to analyse survey results of a marketing campaign using a database tool such as MS Access</li> <li>- Project Management, e.g. MS Project for defining tasks, start/ end dates, identifying critical tasks, etc.</li> </ul>  | 08        |            |
| IV           | 7. | E-commerce and its impact on organization  | 05        | 25         |
|              | 8. | Emerging technologies, concepts and the organization of future<br><ul style="list-style-type: none"> <li>- Social Media &amp; Its Impact – Sentiment Analysis</li> <li>- Cloud computing – Infrastructure-as-a-Service, Platform-as-a-Service, Software-as-a-Service</li> <li>- Mobile computing</li> <li>- Big Data &amp; Analytics – Volume, Variety and Velocity of data</li> <li>- Internet of Things, Machine-2-Machine</li> </ul>  | 05        |            |
| <b>Total</b> |    |  | <b>40</b> | <b>100</b> |

### Reference Books:

Basandra, Suresh. K, Computers Today, Galgotia Publications, 2002

Behl Ramesh, Information Technology for Management (2nd Edn.), McGraw Hill, 2012

Kenneth C. Laudon, Carol GuericioTraveler, E-Commerce-business – technology - Society, Pearson Education, 2003

Turban Efraim and Volonino Linda, Information Technology for Management (7th Edn.), Wiley India, 2012.

**Semester: I**

**Paper No: 6**

**Course Code: 1006**

**Paper: Managerial Skills for Effectiveness**

**Marks: 100 (Internal 50 + External 50)**

**Credits: 4**

**Semester End Examination: 50 Marks**

**Continuous Internal Evaluation: 50 Marks**

**Duration of the Exam: 2 hours**

**Internal Evaluation Criteria:**

1. Assignments
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

*All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester*

**Course Outcome:**

On completion of this course, students will be able to describe, analyze and evaluate the environmental, social, cultural, economic, legal and organizational aspects in the current businesses scenario by acquiring the knowledge and relevant skills like analytical, leadership, communication, problem solving and decision making with building the ethical and business centric attitude

**Learning Outcome:**

This course will enable the student to

- understand the basic principles of a management and evolution of management philosophy, and management thought
- appreciate the management processes such as planning, organizing, motivating and controlling
- acquire the ability to apply general management principles in practical situations
- develop the skills for managing work and organization

**Course Contents:**

| Module | unit No. | Topic  | Contact Hours | Weight age (%) |
|--------|----------|--|---------------|----------------|
| I      | 1.       | <b>Management:</b> Concepts, evolution of management philosophy, definition, principles of management, functions of management, Managerial roles, Role of management techniques in modern industry and Its evolution in India.   | 10            | 25             |
|        | 2.       | <b>Planning:</b> Planning process: goals, objectives, standards and MBO, types of planning -policies, processes, methods, Concepts, types and process of decision making. Risk and uncertainty, Managerial skills- Budgeting, Time management, Goal setting, Problem solving, presentation skills, Communication skills, Managing meetings |               |                |
| II     | 3.       | <b>Organizing:</b> Organization as a structure, formal and informal organization, line, staff and functional authority–Centralization Vs. decentralization, delegation of authority, chain of command; span of management, authority, responsibility, and accountability, types of organizational structures, bases of                     | 10            | 25             |

|     |    |   |           |            |
|-----|----|---|-----------|------------|
|     |    | departmentation   |           |            |
|     | 4. | Organizational Culture: Cultural Diversity, Multi Ethnic Workforce, Organizing Knowledge resource.<br>Managerial skills--Assessing culture, interaction across business functions, collaboration ,networkingskills,                                     |           |            |
| III | 5. | <b>Leading:</b> Motivating employees- motivation theories, current issues, Leadership- Theories, issues, styles, Understanding leadership challenges and strategies, techniques of communication and co-ordination. Motivating Indian workforce,        | 10        | 25         |
|     | 6. | Managerial skills--team management, mentoring, Negotiation & Assertiveness skills, creating teams, Delegating, designing motivating jobs,developing trust, providing feedback   |           |            |
| IV  | 7. | <b>Controlling:</b> Concept of Managerial control, Definition ,importance, process, types, contingency factors ,contemporary issues, Effective control system, Controlling organizational performance, Operations Management and value chain management | 10        | 25         |
|     | 8. | Management audit, social audit, coordination of all controls in the organization.<br>Managerial skills-Acquiring power, Active listening, Disciplining  |           |            |
|     |    | <b>Total</b>  | <b>40</b> | <b>100</b> |

### Reference Books:

Jackson Helbrigel, Slocum, *Management – A Competency based approach*, Thomson South - Western, 2007

Koontz Harold, *Essentials of Management an International and Leadership Perspective*, Tata McGraw Hill Education, 2012

Koontz Harold and Cyril O'Donnell, *Essentials of Management*, Tata McGraw Hill, 2000

Stephen Robbins, Coulter Mary, *Principles of Management*, Pearson Education, 2008

Stoner, Freeman and Gilbert, *Management*, Prentice Hall India, 1995

Supplementary reading:

The Frontiers of Management by Peter Drucker, Harvard Business Review Press.  
Technology, Management and Society by Peter Drucker, Harvard Business Review  
The Drucker Lectures: Essential Lessons on Management

Website-<http://www.druckerinstitute.com/link/about-peter-drucker/>

**Semester: I**

**Paper No: 7**

**Course Code: 1007**

**Paper: Organizational Behaviour**

**Marks: 100 (Internal 50 + External 50)**

**Credits: 4**

**Semester End Examination: 50 Marks**

**Continuous Internal Evaluation: 50 Marks**

**Duration of the Exam: 2 hours****Internal Evaluation Criteria:**

1. Assignments
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

*All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester*

**Course Outcome:**

On completion of this course, students will be able to describe, analyse and evaluate the individual and group behaviour, organization's culture, and systems impacting behaviours of employees in the organizational settings in the current businesses by acquiring the knowledge and relevant skills for the same with human centric values and attitude.

**Learning Outcome:**

This course will enable the student to

- understand the main theories of Organizational Behavior
- analyze how these theories can help understand contemporary organizational issues
- apply theories to practical problems in organizations in a critical manner
- evaluate organizational practices and their impact on work behaviors, attitudes and performance

**Course Contents:**

| Module | No. | Topic  | Contact Hours | Weightage (%) |
|--------|-----|--|---------------|---------------|
| I      | 1.  | Introduction-Understanding Organizational Behaviour, Concept, Challenges and Opportunities of Organizational Behaviour- Basic Model of Organizational Behavior   | 10            | 25            |
|        | 2.  | Individual Behaviour- Biographical characteristics, Ability, Learning, Personality and emotions, Perception, Individual decision making, attitude and values, Job satisfaction –employee performance                               |               |               |
| II     | 3.  | Basic motivation concepts and its application- MBO, employee recognition program, employee involvement program, variable pay program, Special issues in motivation   | 10            | 25            |
|        | 4.  | Foundations of Group Behaviour: Nature and Types of Groups; Stages of Group Development; Group member resources, Group Structure; Group Tasks and Processes; Communication in groups. Group decision making, Work Teams- Teams Vs. |               |               |

|     |    |  |           |            |
|-----|----|--|-----------|------------|
|     |    | Groups, creating effective teams, issues in managing teams   |           |            |
| III | 5. | Conflict, Negotiations and Intergroup Behaviour: Sources of Conflict, Classification of Conflict, Conflict Process; Negotiations – Process & Issues; Intergroup Relations.   | 10        | 25         |
|     | 6. | Leadership –applying theories, Leadership styles and effectiveness. Trust and leadership, Power and Politics: Definition and Bases of Power; Power tactics, Organizational Politics; Ethics and Ethical behavior in Organizations. |           |            |
| IV  | 7. | Organization Structure, Common organizational designs and new options, why structures differ. Organizational Culture, creating and sustaining culture, How employees learn culture   | 10        | 25         |
|     | 8. | Organizational Change - Forces for Change; the Change Process; What can be changed, Resistance to change, Managing organizational change, Current change issues, Work stress and stress management                                 |           |            |
|     |    | <b>Total</b>   | <b>40</b> | <b>100</b> |

### Reference Books:

Luthans Fred: Organizational Behaviour, McGraw Hill, 2011

Nelson, Debra L and James C: Organizational Behaviour, Cengage Learning India Pvt. Ltd., 2010

Pareek Udai: Understanding Organizational Behaviour, Oxford University Press, 2010

Robbins Stephen: Organizational Behaviour, Prentice Hall of India, 2010

Singh B. P. and Chhabra T. N: Organization Theory and Behaviour, Dhanpat Rai and Co.(p) Ltd., 2012

#### Journals

Organizational Behavior and Human Decision processes

Journal of Organizational Behavior

Journal of Human Values

International Studies of Management & Organization

#### Websites

<http://papers.ssrn.com>

<http://www.nwlink.com/~donclark/leader/leadob.html>

**Semester: I**

**Paper No: 8**

**Course code: 1008**

**Paper: Business Statistics and Analytics for Decision Making**

**Marks: 100 (Internal 50 + External 50)**

**Credits: 4**

**Semester End Examination: 50 Marks**

**Continuous Internal Evaluation: 50 Marks**

**Duration of the Exam: 2 hours**

**Internal Evaluation Criteria:**

1. Assignments
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

*All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester*

**Course Outcome:**

On completion of this course, students will be able to analyse and solve various business related problems by using various mathematical techniques and statistical tools and apply these techniques in effective decision making

**Learning Outcome:**

This course will enable the student to

- understand the importance and scope of mathematics and statistics from the point of view of application to business
- apply mathematical and statistical techniques in business decision making

**Course Contents:**

| Module | No. | Topic   | Contact Hours | Weightage (%) |
|--------|-----|---|---------------|---------------|
| I      | 1.  | Applications of Matrix algebra: Markov's Brand Switching Model<br>National Income model, Prices under market equilibrium for two or more commodities                            | 10            | 25            |
|        | 2.  | Applications of Differential calculus: Elasticity of demand, Marginal function concept, Optimization of economic functions such as total cost, total profit, total utility etc. |               |               |
| II     | 3.  | Applications of Integral Calculus: Total function from Marginal function, Producer's Risk, Consumer's Risk, Learning curve  | 10            | 25            |
|        | 4.  | Probability   |               |               |
|        | 5.  | Random variables and distribution concept<br>Use of random variable and concept of conditional  |               |               |



|     |     |  |           |            |
|-----|-----|--|-----------|------------|
| III |     | Averages in decision making such as newspaper boys problem<br>Use of Bayes' theorem in decision making   |           |            |
|     | 6.  | Probability distributions: Binomial, Asset pricing model using binomial distribution, Poisson, Normal, Negative binomial, Hyper geometric, Geometric           |           | 25         |
|     | 7.  | Estimation: Point estimation, Interval estimation of mean, proportion, difference of mean, variance  |           |            |
|     | 8.  | Hypothesis testing, Use of Chi Square distribution, Independence of attributes, Testing goodness of fit  | 10        |            |
| IV  | 9.  | Applications of t distribution<br>Value of population mean, equality of population means, dependent and independent samples                                    |           | 25         |
|     | 10. | Applications of z distribution<br>Value of population mean, equality of population means, value of population proportion and equality of population proportion |           |            |
|     | 11. | Analysis of variance: one way and two way<br>Checking for the significantly different treatment  | 10        |            |
|     |     | <b>Total</b>   | <b>40</b> | <b>100</b> |

**Reference Books:**

R.S.Soni, Essential of Business Mathematics and Business Statistics, Ane Books Pvt. Ltd., 2009

G.S.Monga, Mathematics and Statistics for Economics, Vikas Publications, 2007

Mizrahi and Sullivan, Mathematics: An Applied Approach, Wiley, 2000

## Semester: II

**Paper No: 1**

**Course code: 2001**

**Paper: Indian Economy and Policy**

**Marks: 100 (Internal 50 + External 50)**

**Credits: 4**

**Semester End Examination: 50 Marks**

**Continuous Internal Evaluation: 50 Marks**

**Duration of the Exam: 2 hours**

**Internal Evaluation Criteria:**

1. Assignments
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

*All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester*

**Course Outcome:**

On completion of this course, students will be able to analyse the impact of economic policies on the business and relate micro and macro environmental forces and their impact on the Indian economy in effective decision making

**Learning Outcome:**

The student will be able to

- understand the role of economy specific to India
- analyse the impact of economic policies on the business

**Course Contents:**

| Module       | No. | Topic   | Contact Hours | Weightage (%) |
|--------------|-----|---|---------------|---------------|
| I            | 1.  | National Income, Savings and Investment                             | 05            | 25            |
|              | 2.  | Development and Planning, and the role of Planning Commission       | 05            |               |
| II           | 3.  | Agriculture; Rural development sector including microfinance, NBFCs | 05            | 25            |
|              | 4.  | Industrial Policy   | 05            |               |
| III          | 5.  | Public and Private Sectors, MSME sectors                            | 03            | 25            |
|              | 6.  | Infrastructure Development<br>Industrial labour                     | 03            |               |
|              | 7.  | Banking trends – KYC norms. Technologies – ATMs, Core banking       | 04            |               |
| IV           | 8.  | Role of FIs, and Financial Markets                                  | 10            | 25            |
|              | 9.  | Monetary policy, Fiscal Policy: Objectives and Trends               |               |               |
|              | 10. | Centre – State financial relationship                               |               |               |
| <b>Total</b> |     |   | <b>40</b>     | <b>100</b>    |

**Reference Books:**

K. P. M. Sundharam, GauravDatt, AshwaniMahajan, Indian Economy, S. Chand, 2013

N Gregory Mankiw, Economics: Principles & Applications, CengageLearning, 2012

Errol D'Souza, Macroeconomics, Pearson Education, 2012

H.L Ahuja, Macroeconomics - Theory and Policy, Sultan Chand, 2012

**Semester: II**

**Paper No: 2**

**Course code: 2002**

**Paper: Legal and Business Environment**

**Marks: 50**

**Credits: 2**

**Semester End Examination: 50 Marks**

**Continuous Internal Evaluation: Nil**

**Internal Evaluation Criteria:**

1. Assignments
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

*All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester*

### **Course Outcome:**

On completion of this course, students will become aware of the different legal aspects of business and the various legal matters that they will confront in the corporate and business environment

### **Learning Outcome:**

This course will enable the student to

- understand legal matters that they will be exposed in their business and professional life
- understand legal aspects of companies

### **Course Contents:**

| <b>Module</b> | <b>No.</b> | <b>Topic</b>  | <b>Contact Hours</b> | <b>Weightage (%)</b> |
|---------------|------------|---|----------------------|----------------------|
| I             | 1.         | Introduction to Law: Nature of law; law and ethics; law and morality; legal systems; bodies of law.                                       | 10                   | 25                   |
|               | 2.         | Sources of Law: Constitutional law; statutory law; delegated legislation; judicial precedents; treaties; and customs                      |                      |                      |
| II            | 3.         | Indian Contract Act   | 10                   | 25                   |
| III           | 4.         | Sale of Goods Act   | 10                   | 25                   |
|               | 5.         | Negotiable Instruments Act  |                      |                      |
| III           | 6.         | Competition Law: Anti-competitive agreements; abuse of dominance; and anti-competitive mergers  | 10                   | 25                   |
|               | 7.         | Overview of Company Law: Features of companies; types of companies; formation of companies, dividends, debentures, directors and meetings |                      |                      |
|               |            | <b>Total</b>  | <b>40</b>            | <b>100</b>           |

### **Reference Books:**

Bare Acts

Aggarawal, Students Guide to Mercantile and Commercial Law, Taxman Publications, 2007

**Semester: II**

**Paper No: 3**

**Course code: 2003**

**Paper: Corporate Finance**

**Marks: 100 (Internal 50 + External 50)**

**Credits: 4**

**Semester End Examination: 50 Marks**

**Continuous Internal Evaluation: 50 Marks**

**Duration of the Exam: 2 hours**

**Internal Evaluation Criteria:**

1. Assignments
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

*All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester*

**Course Outcome:**

On completion of this course, students will be able to apply time value of money in valuation, use different criteria for investment decision making, analyse the impact of capital structure on the value of the firm and assess working capital requirements of the firm

**Learning Outcome:**

This course will enable the student to

- apply the concept of time value of money in valuation of Stocks and Bonds
- analyze capital investments
- relate capital structure decisions of the firms on the value of the firm
- appreciate the role of cost of capital in capital investment decisions
- assess working capital requirements of a firm

**Course Contents:**

| Module | No. | Topic  | Contact Hours | Weightage (%) |
|--------|-----|--|---------------|---------------|
| I      | 1.  | Introduction to Financial Management   | 02            | 25            |
|        | 2.  | Time Value of Money and its Application  | 08            |               |
| II     | 3.  | Capital Investment Analysis – Pay Back – Accounting Rate of Return, Discounted Payback, NPV, IRR, MIRR | 10            | 25            |
| III    | 4.  | Capital Structure Theories – NOI Approach, NI Approach, MM Hypothesis – Capital Structure              | 10            | 25            |

|    |    |  |           |            |
|----|----|--|-----------|------------|
|    |    | Decisions  |           |            |
|    | 5. | Cost of Capital – Cost of debt, equity, preference shares, retained earnings, weighted average and marginal cost of capital          |           |            |
| IV | 6. | Working capital management – Working Capital cycle - assessing working capital requirements – financing working capital requirements | 10        | 25         |
|    |    | <b>Total</b>   | <b>40</b> | <b>100</b> |

**Reference Books:**

Brigham Eugene, Financial Management: Theory and Practice, Cengage Learning, 2012

Copeland, Weston, Shastri, Financial Theory and Corporate Policy, Pearson Education, 2009

Pandey I.M., Financial Management, Vikas Publishing, 2009

Prasanna Chandra, Financial Management, Tata McGraw Hill, 2008

**Semester: II**

**Paper No: 4**

**Course code: 2004**

**Paper: Business Research Methodology**

**Marks: 100 (Internal 50 + External 50)**

**Credits: 4**

**Semester End Examination: 50 Marks**

**Continuous Internal Evaluation: 50 Marks**

**Duration of the Exam: 2 hours**

**Internal Evaluation Criteria:**

1. Assignments
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

*All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester*

**Course Outcome:**

On completion of this course, students will be able to define research problem pertaining to businesses, frame hypothesis, collect data and analyse them, suggest solutions to the problems based on analysis and write research reports

**Learning Outcome:**

This course will help the students to

- understand and develop insights about different methods of research, research methodology, and design aimed at solving business problems
- design and execute Research Projects

**Course Contents:**

| Module | No. | Topic   | Contact Hours | Weightage (%) |
|--------|-----|---|---------------|---------------|
| I      | 1.  | Introduction to Research: Nature and Scope of Business Research, The Role of Research in Management Decision Making, The Research Process, Basic Terminologies used in Research, Defining Research Problem, Research Objectives and Framing Hypothesis, Preparing a Research Plan | 10            | 25            |
| II     | 2.  | Research Design Formulation: Research Design-Concept and types; Exploratory Research Design-Secondary data and Qualitative Research; Descriptive Research Design-Survey and Observation; Causal Research Design – Experimentation.  | 10            | 25            |
| III    | 3.  | Sources and Collection of Data: Secondary Data; Collection of Primary Data; Measurement and Scaling; Questionnaire and Form Design; Sampling: Design and Procedures; Fieldwork: Data Collection.  | 10            | 25            |
| IV     | 4.  | Presentation, Analysis and Interpretation of Data using analytical tools and software   | 10            | 25            |
|        | 5.  | Report writing, referencing and preparing bibliography  |               |               |
|        | 6.  | Contemporary issues in Research such as ethics  |               |               |
|        |     | <b>Total</b>  | <b>40</b>     | <b>100</b>    |

**Reference Books:**

Donald Cooper, Pamela Schindler, J K Sharma, Business Research Methods, McGraw Hill Education, India, 11th edition, 2012

Sachdeva J.K., Business Research Methodology, 3rd Edition, Himalaya Publishing, 2012

Thomas Edwards, Research Design & Statistics, McGraw Hill Education, India, 1st edition, 2012

T N Srivastava, ShailajaRego, Business Research Methodology, McGraw Hill Education, India, 1st edition, 2012

William Zikmund, BusinessResearch Methods, Cengage, 9<sup>th</sup> edition, 2012

**Semester: II**

**Paper No: 5**

**Course code: 2005**

## **Paper: Operations Management**

**Marks: 100 (Internal 50 + External 50)**

**Credits: 4**

**Semester End Examination: 50 Marks**

**Continuous Internal Evaluation: 50 Marks**

**Duration of the Exam: 2 hours**

### **Internal Evaluation Criteria:**

1. Assignments
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

*All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester*

### **Course Outcome:**

On completion of this course, students will be able to analyze the importance of Operations Management and how it can provide a competitive advantage in the marketplace; experiment with the knowledge of the issues related to designing and managing Operations and the techniques to do so.

### **Learning Outcome:**

This course will enable the student to

- understand the types of manufacturing systems
- appreciate the role of production and operations management functions in an organization
- compare production and operations management practices across various types of manufacturing systems
- evaluate the current operations management practices in organizations.

### **Course Contents:**

| <b>Module</b> | <b>No.</b> | <b>Topic</b>  | <b>Contact Hours</b> | <b>Weightage (%)</b> |
|---------------|------------|---|----------------------|----------------------|
| I             | 1.         | Introduction: Nature and Scope of Production and Operations Management; The production function– interface with other functional areas like marketing, finance, personnel, materials, service and business sectors. Difference between Manufacturing and service operations. Transformation Processes for manufacturing, service & hybrid organizations. Types of Manufacturing Systems and their impact. | 04                   | 25                   |
|               | 2.         | Plant Location: Importance of plant location & the location factors, Steps in choosing a plant location, Location Models and its applications   | 06                   |                      |
| II            | 3.         | Plant layout: objectives of a good layout, principles of layout, factors influencing layouts,   | 06                   | 25                   |

|              |    |  |           |            |
|--------------|----|--|-----------|------------|
|              |    | types of layouts – functional, line, static and cellular layouts, techniques of optimizing layouts, computerized layout models.  |           |            |
|              | 4  | Materials handling – objectives, principles and methods of efficient handling, Introduction to material handling equipment.  | 04        |            |
| III          | 5. | Production planning and control(PPC):Concept, Objectives of PPC;Role of PPC in Operations Management; Functions/Elements of PPC in detail, PPC in different Manufacturing Systems, Advantages & limitations of PPC function. | 10        | 25         |
|              | 6. | Resource Requirement Planning Systems: Introduction to MRP-I, MRP-II, ERP & SAP; Aggregate Planning and Master Production Schedule;MRP system structure; Performing the MRP Calculations(Logic of the MRP computer Program)  |           |            |
| IV           | 7. | Reliability, maintenance and plant services – objectives, types of maintenance – breakdown and preventive maintenance, safety. Emerging trends – Just – in time manufacturing, robotics, Supply chain Management.            | 10        | 25         |
| <b>Total</b> |    |  | <b>40</b> | <b>100</b> |

### Reference Books:

Ashwathappa, Bhat, Production and Operations Management, Macmillan (India) Limited, New Delhi, 2<sup>nd</sup> edition, 2012

Chary S., Production and Operations Management, McGraw Hill Education, India, 5<sup>th</sup> edition, 2012

Chase, Jacobs, Aquilano, Agarwal, Operations Management, McGraw Hill Education, India, 11<sup>th</sup> edition, 2012

Krajewsk J. Lee, Larry P. Ritzman, Manoj K. Malhotra, Operations Management, Pearson Education, 9<sup>th</sup> edition, 2010

**Semester: II**

**Paper No: 6**

**Course Code : 2006**

**Paper: Project Management**

**Marks: 100 (Internal 50 + External 50)**

**Credits: 4**

**Semester End Examination: 50 Marks**

**Continuous Internal Evaluation: 50 Marks**

**Duration of the Exam: 2 hours**

### Internal Evaluation Criteria:

1. Assignments
2. Case Studies



3. Quizzes and surprise tests

4. Presentations

*All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester*

### **Course Outcome:**

On completion of this course, students will be able to undertake project feasibility studies, identify projects, conduct project appraisal, execute various projects starting from project identification till project termination and apply various IT tools in order to execute projects efficiently.

### **Learning Outcome:**

The student will be able to

- understand concepts of project management
- execute various projects, starting from project identification till project termination
- apply IT tools in project management.

### **Course Contents:**

| <b>Module</b> | <b>No</b> | <b>Topic</b>   | <b>Contact Hours</b> | <b>Weightage (%)</b> |
|---------------|-----------|--|----------------------|----------------------|
| <b>I</b>      | <b>1</b>  | Project Management Concepts: Concept and characteristics of a project, importance of project management, types of project, project organizational structure, project life cycle, Statement of Work, Work Breakdown Structure, Characteristics of Project Manager.<br>Project Feasibility Studies: Project Identification; Market and Demand Analysis; Technical Analysis; Project Cost Estimate; Financial Appraisal of Single Projects; Financial Appraisal of Multiple Projects; Socio-Cost Benefit Analysis | <b>10</b>            | <b>25</b>            |
| <b>II</b>     | <b>2</b>  | Project Planning: Project Planning and Scheduling techniques; developing the project network using CPM/PERT; constructing network diagram; AON basics; Forward Pass and backward pass; Limitations of CPM/PERT; Project Crashing; Probability of Project Completion.<br>Resource Scheduling: Resource allocation method, splitting and multitasking, Multi project resources scheduling.   | <b>10</b>            | <b>25</b>            |
| <b>III</b>    | <b>3</b>  | Critical Chain Scheduling: Concept of critical chain scheduling; critical chain scheduling method, application of Critical chain scheduling and limitations.<br>Project performance Measurement and Control: Monitor and assess project performance, schedule, and cost. Earned value Management,  | <b>10</b>            | <b>25</b>            |

|           |          |   |           |            |
|-----------|----------|---|-----------|------------|
|           |          | performance measurement; Methods to monitor, evaluate, and control planned cost and schedule performance.   |           |            |
| <b>IV</b> | <b>4</b> | Project Closure/ Termination: Meaning of closure/ termination, project audit process, termination steps, final closure.<br>IT in Projects: Overview of types of softwares for projects, major features of softwares like MS Project, criterion for software selection.<br>Ethical issues involved in Sales and Distribution Management. | <b>10</b> | <b>25</b>  |
|           |          | Total   | <b>40</b> | <b>100</b> |

### Reference Books:

Carroll, J. (2011). Project Management in Easy Steps (1sted). New Delhi: McGraw Hill.

Horine, G (2010). Absolute Beginner's Guide to Project Management (2rded.). New Delhi: Pearson.

Larson, E. Gray, C., & Desai, G. (2013). Project Management::the managerial process (4thed). New Delhi: McGraw Hill.

Maylor, H. (2003). Project Management (3<sup>rd</sup>ed). .). New Delhi: Pearson.

### Semester: II

**Paper No: 7**

**Course Code: 2007**

**Paper: Human Resource Management**

**Marks: 100 (Internal 50 + External 50)**

**Credits: 4**

**Semester End Examination: 50 Marks**

**Continuous Internal Evaluation: 50 Marks**

**Duration of the Exam: 2 hours**

### Internal Evaluation Criteria:

1. Assignments
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

*All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester*

### Course Outcome:

On completion of this Course, students will be able to describe, analyse and evaluate the people, cultural, organizational aspects in the current businesses scenario by acquiring the knowledge and relevant skills like communication, interpersonal relationship, soft skills, leadership skills , with building the ethical and business centric attitude for supporting the corporate level strategies of the business

## Learning Outcome:

This course will enable the student to

- understand the role of human resource management, concepts and theories
- appreciates how HRM contributes to organizational strategy and planning
- develop the skills to analyze a firm's HRM system and evaluate its strengths and weaknesses and propose changes to improve.

## Course Contents:

| Module       | No. | Topic   | Contact Hours | Weightage (%) |
|--------------|-----|---|---------------|---------------|
| I            | 1.  | Human resource management – Definition, importance, process, scope, HR policies, HR as a factor of competitive advantage, Role of HR Managers   | 10            | 25            |
|              | 2.  | Manpower planning, Downsizing & outplacement, Job analysis and Design   |               |               |
| II           | 3.  | Recruitment, Selection, Orientation and placement   | 10            | 25            |
|              | 4.  | Performance appraisal, job evaluation, Appraisal methods, Designing effective PMS, performance counseling, Potential Appraisals, Career planning and Development, Counselling   |               |               |
| III          | 5.  | Compensation Management-, employee and executive remuneration, incentives, bonus, ESOPs, Fringe Benefits  | 10            | 25            |
|              | 6.  | Motivating employees-Motivation Theories and application, motivational strategies-incentive schemes, rewards, job rotation, enlargement, enrichment, empowerment, QWL, Job satisfaction, morale, Participative management |               |               |
| IV           | 7.  | HRD- Employee Training- Meaning, scope, importance, process, methods. Skill training, Management development, training evaluation,  | 10            | 25            |
|              | 8.  | Overview of Industrial Relations and Labour Laws. Ethical issues in human resources Management, Latest trends in HRM  |               |               |
| <b>Total</b> |     |   | <b>40</b>     | <b>100</b>    |

## Reference Books:

Armstrong Michael, HRM, Kogan Page Publishers, 2010

Mello Jeffery, Human Resource Management, Cengage Learning, 2008

Rao Subba P., Human Resource Management and Industrial Relations, Himalaya Publishing Co.

Ashwathappa K., Human Resource Management – Text and cases, Tata McGraw Hill Company, 2007

Mathis, R.L., Jackson, J.H, Human Resource Management, Thomson South Western, 2003

DeCenzo, D.A., Robbins, S.P., Fundamentals of Human Resource Management, Wiley India Edition, 2007

#### Journals

International Journal of Human Resource Management  
Human Resource Management Journal  
Human Resource Management

#### Websites

[www.business-standard.com](http://www.business-standard.com)  
[www.thehrpractice.in](http://www.thehrpractice.in)  
[www.hrmguide.in](http://www.hrmguide.in)  
[www.shrm.org](http://www.shrm.org)

#### **Semester: II**

**Paper No: 8**

**Course code: 2008**

**Paper: Quantitative Techniques**

**Marks: 100 (Internal 50 + External 50)**

**Credits: 4**

**Semester End Examination: 50 Marks**

**Continuous Internal Evaluation: 50 Marks**

**Duration of the Exam: 2 hours**

#### **Internal Evaluation Criteria:**

1. Assignments
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

*All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester*

#### **Course Outcome:**

On completion of this course, students will be able to formulate business models for various business problems and apply various operations research techniques in decision making in various managerial aspects of an organisation.

#### **Learning Outcome:**

This course will enable the student to

- understand the concept of Operations Research
- gain knowledge on the application of various OR techniques in decision making in management of all aspects of an organization.

**Course Contents:**

| Module | No. | Topic   | Contact Hours | Weightage (%) |
|--------|-----|---|---------------|---------------|
| I      | 1.  | <p><b>Introduction to OR:</b> Concepts, genesis, application potential to diverse problems in business and industry, scope and limitations.</p> <p><b>Assignment Problem (AP):</b> Concepts, formulation of model, Hungarian method of solution maximization / minimization, balanced / unbalanced prohibited assignments problems.</p> <p><b>Transportation problems (TP):</b> Concepts, Formulation of models, solution procedures for IFS and Optimality check, balanced / unbalanced, maximization / minimization – case of degeneracy, prohibited routing problems – post optimal sensitivity analysis.</p>                            | 10            | 25            |
|        | 2.  | <p><b>Linear Programming (LP):</b> Concepts, formulation of models, solution procedures for IFS and Optimality check, balanced / unbalanced, maximization / minimization - case of degeneracy, prohibited routing problems - post optimal sensitivity analysis.</p> <p><b>Linear Programming (LP):</b> Duality Principle Primal / Dual inter relation post optimal sensitivity analysis for changes in the b-vector, c-vector, addition / deletion of variables / constraints, dual simplex method, problems, limitations of LP vis-à-vis Non-linear programming problems, brief introduction to non LP methods an associated problems.</p> |               |               |
| II     | 3.  | <p><b>Network Analysis:</b> Minimal spanning, tree problems, shortest route problem, maximal flow in capacitated network concepts and solution algorithm as applied to problems project planning and control by use of CPM / Pert. Concepts: definitions of project jobs events; arrow diagrams - time analysis and derivation of the critical path. Concepts of floats (total free, interfering and independent) crashing of a CPM network. Probability assessment in PERT network.</p>  | 10            | 25            |
| III    | 4.  | <p><b>Queuing (waiting line) Models:</b> Concepts: Type of queuing systems (use of 6 character codes) Queues in series and parallel problems and based on the results of following models (M/m/1) single channel queue with Poisson arrival rate negative exponential service time, with and without limitations of queue size,</p>   | 05            | 25            |

|    |    |  |           |            |
|----|----|--|-----------|------------|
|    |    | (m/G/1) single channel with Poisson arrival and general service time, PK-formulae.   |           |            |
|    | 5. | <b>Digital Simulation:</b> Concepts area of application, random digits and methods of generating probability distributions, application to problems in queuing, inventory, new product profitability maintenance, etc.   | 05        |            |
| IV | 6. | <b>Game Theory:</b> Concepts - 2 person, n person game-zero sum games and non zero games; solution procedures to 2 person zero sum games; saddle point, mixed strategy sum games method for mx2 games. Graphical methods equivalence of game theory and linear programming models. Solution of 3x3 games by LP simplex method including duality application for maximizing / minimizing players strategy | 10        | 25         |
|    |    | <b>Total</b>   | <b>40</b> | <b>100</b> |

### Reference Books:

Hamdy A. Taha, Operations Research: An Introduction, Pearson, 2008

Anderson, Introduction to Management Science, Cengage Learning, 2008

## Semester III

**Semester: III**

**Paper No: 1**

**Course code: 3001**

**Paper: Indian Ethos, Business Ethics and Corporate Social Responsibility and Sustainability**

**Marks: 100 (Internal 50 + External 50)**

**Credits: 4**

**Semester End Examination: 50 Marks**

**Continuous Internal Evaluation: 50 Marks**

**Duration of the Exam: 2 hours**

### Internal Evaluation Criteria:

1. Assignments
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

*All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester*

### Course Outcome:

On completion of this course, students will be able to understand the importance of Indian Ethos and value systems, get exposure to social sector and current local as well as global needs of doing business ethically, transparently and sustainably by acquiring the knowledge and relevant skills with building the ethical and business centric attitude.

### Learning Outcome:

This course will enable the student to

- understand the value and significance of doing business ethically, ethical issues and dilemmas and their influence on decision making in business activities
- appreciate the significance of corporate governance from local and global perspective, doing business ethically, ethical issues and dilemmas and their influence on corporate decision making
- identify the need and importance for an organization to be a corporate citizen and the impact of CSR, and sustainability on corporate sector
- gain insight into the present day leadership imperatives and leadership challenges in the global scenario, and the role of women leaders

### Course Contents:

| Module | No. | Topic  | Contact Hours | Weight age (%) |
|--------|-----|--|---------------|----------------|
| I      | 1   | Ethics and “Business “ethics: What is ethics? Nature and objectives of ethics-, ethics and morality, ethics and religion, ethics and law, ethics and values. The 3 C’s of business ethics: compliance, contribution and consequences. Factors causing unethical behaviour.   | 10            | 25             |
|        | 2   | Environmental issues in Business Ethics. Workplace Ethics. Ethics in Marketing and Consumer Protection. Ethics in Accounting and Finance. Ethics in HR practices. Ethics in the board room. Professional ethics. Ethics and conflict of interest.  |               |                |
| II     | 3   | Value crisis in contemporary Indian Society – Value crisis at : the individual level, societal level, intellectual level, cultural level. The way out. The Good Life and its Values- Values: what are they? The Indian concept of values- the modern approach to the study of values – what is a good life? Value spectrum for a good life | 10            | 25             |
|        | 4   | Material Values. Societal Values. Psychological values. Aesthetic values. Moral and ethical values. Spirituality and Spiritual values. Human values. Values in work life. Human values in Management.  |               |                |
| III    | 5   | Corporate Governance- Evolution of corporate governance- Governance practices and regulation-Structure and development of boards-Role of capital market and government- Governance ratings-Future of governance- innovative practices- Transparency and disclosures; Some important  | 10            | 25             |

|    |   |  |           |            |
|----|---|--|-----------|------------|
|    |   | Reports on Corporate Governance - Case studies with lessons learnt-Highlights of Kumarmangalam Birla Committee for SEBI on Corporate Governance; CII's Desirable Corporate Governance Code; Cadbury Committee report for effective Corporate Governance; Blue ribbon Committee on improving the effective corporate audit committees; Naresh Chandra Committee on Corporate audit and governance; Corporate Governance Voluntary Guidelines 2009, Sarbanes Oxley and Clause 49 |           |            |
|    | 6 | Corporate Social Responsibility- Theoretical perspectives-Corporate citizenship-Business practices-CSR Management Philosophy; Objectives-Definition- Evolution- Need for CSR - Strategies for CSR-Challenges and implementation- CSR Charter; CSR Codes of Conduct; Core stake holders and Multi stake holders   |           |            |
| IV | 7 | Sustainable Development: concept, definition of sustainable development, need, importance, education, Philosophical development, Gandhian Thoughton Sustainable Development, Sustainable Development and social framework,equitable distribution, criticism. Meaning and Scope- Corporate Sustainability-Sustainability Terminologies and Meanings-Why is Sustainability an Imperative-Sustainability Case Studies-Triple Bottom Line (TBL).                                   | 10        | 25         |
|    | 8 | Corporate Sustainability Reporting Frameworks-Global Reporting Initiative Guidelines-National Voluntary Guidelines on Social, Environmental and Economic Responsibilities of Business-International Standards-Sustainability Indices-Principles of Responsible Investment-Challenges in Mainstreaming Sustainability Reporting   |           |            |
|    |   | Total  | <b>40</b> | <b>100</b> |

### Reference Books:

S. Balachandran, K C R Raja and BK Nair, Ethics, Indian Ethos and Management, Shroff Publishers, New Delhi, 2004

Swami Anubhavananda, Arya Kumar, Ethics in Management: Insights from Ancient Indian Wisdom, Anne Books, 2008

A B Rao, Business Ethics and Professional Values, Excel Books, 2009

Nirmala Tandon, Contemporary Indian Ethics, English Edition, 2003

Neeru Vasishth and Dr Namita Rajput, Business Ethics and Values (with case studies),Taxmann, 2010

Ronald Francis and Mukti Mishra, Business Ethics: An Indian Perspective, Tata McGrawHill, 2009

Laura P Hartman and AbhaChatterjee, Perspectives in Business Ethics,Tata McGraw Hill, 2006



P S Bajaj and Raj Agrawal, *Business Ethics: An Indian Perspective*, Biztantra, 2004

S G Hundekar, *Business Ethics and Human Values*, Excel Books, 2009

Swamy Dr Parthasarathy, *Human Values and Management*, Anne Books India, 2013

A.N. Tripathi, *Human Values*, New Age International (P) Ltd, 2006

Harvard Business Review on Corporate Ethics, Harvard Business School Press, 2010

K R Kim, *Essence of Good Management*, Times Business Series, 2011

*Doing Business Ethically*, Harvard Business Press, 1989

Agarwal K. Sanjay, 'Corporate Social Responsibility in India', SAGE Publications, 2008

Aras Guler and Crowther David, 'A Handbook of Corporate Governance and Social Responsibility', FIRST INDIAN REPRINT, Gower Publishing Limited, 2013

Chandratre K.R., and Navare, A.N., 'Bharat's Corporate Governance', Bharat Law House, 2010

Cloud Henry, 'Boundaries for Leaders', Harper Business, 2013

Coombs Timothy W. & Holladay Sherry J., *Managing Corporate Social Responsibility A Communication Approach*, Willey – Blackwell A John Wiley & Sons, Ltd., 2012

Crane Andrew, Matten Dirk and Spence Laura J. (Eds.), *Corporate Social Responsibility Readings and cases in global context*, First Indian Reprint, 2012

Crane Andrew, McWilliams Abigail, Matten Dirk, Moon Jeremy, Siegel Donald S. (Eds.), *The Oxford Handbook of Corporate Social Responsibility*, Oxford University Press Inc., New York, 2008

Aron Cramer , Zachary Karabell ; *Sustainable Excellence: The Future of Business in a Fast-Changing World*, 2010- Jenson Books Inc

## **Websites**

<https://www.globalreporting.org/Pages/default.aspx>  
<http://database.globalreporting.org/search/>  
<http://www.csrwire.com/>  
<http://www.oecd.org/corporate/>  
<https://aflcio.org/what-unions-do/social-economic-justice/corporate-accountability>  
<http://www.theacsi.org/>

## **Journals**

Business Ethics Quarterly  
 Business Strategy & the Environment  
 Ethical Corporation

The Journal of Corporate Citizenship  
Journal of Management & Governance  
Corporate Social-Responsibility and Environmental Management  
CSRwire  
Triple Pundit

**Semester: III**

**Paper No: 2**

**Course code: 3002**

**Paper: Entrepreneurship and Sectoral Specialization**

**Marks: 100 (Internal 100)**

**Credits: 4**

**Application Based Research Project on Entrepreneurship: 50 Marks**

**Sectoral Specialization Project: 50 Marks**

**Course Outcome:**

On completion of this course, students will be able to understand the requirements to start a new small/medium business enterprise and augment their entrepreneurial skills in the area of their interest by acquiring the knowledge and relevant skills like Planning, acquiring, organizing and disseminating resources, using analytical, leadership, communication, problem solving and decision making skills with a entrepreneurial mind set and business centric attitude. Sectoral Specialization in Management: focuses on the application of management concepts and principles to specific sectors to improve the performance of these sectors.

**Learning Outcome:**

This course will enable the student to

- understand the requirements to start a new business
- capture and evaluate the business opportunity and convert the viable idea in to a business proposition
- cultivate an entrepreneurial mind set
- exhibit effective decision-making skills, employing analytical and critical thinking ability to establish their own start up enterprise

**.Evaluation:**

Evaluation will be 100% internal. An application based research project will be evaluated for 50 marks at the mid of the semester and a Sectoral Project will be evaluated at the end of the semester for 50 marks.

**Course Contents:**

| Module | No. | Topic  | Contact Hours | Weight age (%) |
|--------|-----|--|---------------|----------------|
| I      | 1.  | Concept of Entrepreneurship and emergence of entrepreneurial class Theories of entrepreneurship Characteristics of entrepreneurial leadership, risk taking, decision taking and business planning. | 02            | 25             |

|    |   |   |    |    |
|----|---|---|----|----|
|    | 2 | Analysis of business opportunities, environmental scanning, Sectoral studies, process of generating business ideas, screening and selection   | 02 |    |
|    | 3 | Techno-economic feasibility studies. Development of detailed project report for implementation.   | 03 |    |
|    | 4 | Ancillary industry development; Identification of opportunities for ancillary industries. Entrepreneurial opportunities in service industries, transportation, distribution and agro industries.  | 03 |    |
| II | 1 | Institutional framework for entrepreneurship development in our country. Government policy, agencies supporting entrepreneurship & development, industrial estates, financial incentives, backward area benefits, schemes for the educated unemployed, fiscal incentives, procurement of industrial equipment, marketing support, source of finance : institutional and others. | 04 | 25 |
|    | 2 | Training for entrepreneurship development.  | 03 |    |
|    | 3 | Entrepreneurial behaviour, techno-economics innovation and entrepreneurship, socio-psychological factors influencing entrepreneurial development.   | 03 |    |
|    |   | Total   | 20 | 50 |

The following areas of sectoral specialization will be offered.

1. Agency and Broking
2. Any other sector of Interest to the students with specific approval of the Institute
3. BPO and KPO
4. Digital Marketing
5. Education Management
6. Food Processing
7. Health and Wellness Management
8. Horticulture
9. Hospitality Management
10. Insurance
11. Investment Banking
12. Logistics and Supply Chain Management
13. Management of Family Business
14. Mutual Funds
15. Pharma Management
16. Retail and Shopping Mall Management
17. Technology Management

**Semester: III**

**Paper No: 3**

**Course code: 3003**

**Paper: Summer Internship****Marks: 100 % Internal Evaluation****Credits: 6****Semester End Examination: Presentation and Project Report: 100 Marks****Learning Outcome:**

The summer project is expected to provide the student with a firsthand experience of working in an organization and understand the various business functions practically by observation and participation wherever feasible.

| Module | No. | Topic               | Contact Hours | Weight age (%) |
|--------|-----|---------------------|---------------|----------------|
| I      | 1.  | Hands on experience | 300           | 100            |

**Semester: III****Paper No: 4****Course code: 3004****Paper: Integrated Marketing Communication****Marks: 100 (Internal 50 + External 50)****Credits: 4****Semester End Examination: 50 Marks****Continuous Internal Evaluation: 50 Marks****Duration of the Exam: 2 hours****Internal Evaluation Criteria:**

1. Assignments
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

*All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester*

**Course Outcome:**

On completion of this course, students will get an overview of the range of tools available for Marketing Communications; develop an understanding of the basic principles of planning and execution in Marketing Communications; get acquainted with the concepts and techniques for developing and designing an effective IMC campaign.; get sensitized to the various facets of advertising, public relation and promotion management; develop a managerial perspective and an informed decision-making ability for effective and efficient tackling of promotional situations.

**Learning Outcome:**

This course will enable the student to

- understand the role of Advertising Agencies and other marketing organizations in designing an IMC campaign
- appreciate the role of Integrated Marketing Communication (IMC) in the overall marketing program of a firm
- analyse the various communication process models
- develop a marketing communication mix
- measure the effectiveness of an IMC program.

**Course Contents:**

| <b>Module</b> | <b>No</b> | <b>Topic</b>  | <b>Contact Hours</b> | <b>Weightage (%)</b> |
|---------------|-----------|---|----------------------|----------------------|
| I             | 1         | Introduction: Advertising and marketing mix; Purpose of advertising; Meaning and Role of IMC in Marketing process; one voice communication v/s IMC; Introduction to IMC tools; Role of Advertising Agencies and other marketing organizations providing marketing services. Enhancing brand equity through IMC.   | 10                   | 25                   |
| II            | 2         | Understanding communication process: Source, Message, and Channel factors; Communication process model; Communication response hierarchy – AIDA model, Hierarchy of effect model, Innovation Adoption model, Information Processing Model<br>Consumer Involvement - The Elaboration Likelihood (ELM) Model; Foote, Cone and Belding (FCB) Model.  | 10                   | 25                   |
| III           | 3         | Planning for Marketing Communication: Setting communication objectives; DAGMAR approach for setting ad objectives; Budgeting - Factors influencing budget; Theoretical approach to budgeting viz, Marginal analysis and Sales response curve; Methods to determine budget. Types of advertising appeals; Media planning and selection decisions – steps involved and information needed for media planning. | 10                   | 25                   |
| IV            | 4         | Developing the Integrated Marketing Communication Programme: IMC tools: Sales Promotion; Consumer & Trade Promotion tools; Push & Pull strategy; Public Relations & Publicity; Direct Marketing; Internet Marketing. Execution - Creative strategies in advertising, sales promotion, publicity, event sponsorships.  | 06                   | 25                   |
|               | 5         | Measuring Effectiveness and control of Promotional Programmes: Meaning and importance of measuring communication effectiveness, Measuring the effectiveness of IMC.<br>Advertising by marketers in rural areas.<br><br>Ethical aspects of advertising and promotion.  | 04                   |                      |

|  |  |              |           |            |
|--|--|--------------|-----------|------------|
|  |  | <b>Total</b> | <b>40</b> | <b>100</b> |
|--|--|--------------|-----------|------------|

## **References:**

### **(I) Books:**

- Batra,R.,&Myers,J., &Aaker,D.Advertising Management (5<sup>th</sup>ed.). New Delhi: Pearson. 2013
- Belch, G., Belch, M., & Purani, K. Advertising& Promotion - An Integrated Marketing Communications Perspective (9<sup>th</sup>ed.). New Delhi: McGraw Hill. 2013
- Clow, K. & Baack, D. Integrated Advertising, Promotion, and Marketing Communication (6<sup>th</sup>ed.). New Delhi: Pearson. 2013
- Jefkins, F. .Advertising (4<sup>th</sup>ed.). New Delhi: Pearson. 2013
- Jethwaney, J., & Jain, S. Advertising Management (2nd ed.). New Delhi: Oxford University Press.2012
- Shah, K .Advertising And Integrated Marketing Communications (1<sup>st</sup>ed.). New Delhi: McGraw Hill. 2014
- Sissors, J., & Baron, R. .Advertising Media Planning(7<sup>th</sup>ed.). New Delhi: McGraw Hill. 2013
- Terence,S.Integrated Marketing Communications in Advertising and Promotion (8<sup>th</sup>ed.). New Delhi: Cengage Learning. 2012

### **(II) Journals:**

- Journal of Current Issues and Research in Advertising. Columbia, USA: CtC Press
- Journal of Advertising Research. New York, USA: Advertising Research Foundation
- Journal of Advertising.Oxfordshire, United Kingdom: Taylor & Francis Ltd.

### **(III) Other Resources:**

- Advertising Standards Council Of India: [www.ascionline.org](http://www.ascionline.org)
- Brand week Magazine: [www.brandweek.com](http://www.brandweek.com)
- Media week Magazine: [www.mediaweek.com](http://www.mediaweek.com)

## **Semester: III**

**Paper No: 5**

**Course code: 3005**

**Paper: Product and Brand Management**

**Marks: 100 (Internal 50 + External 50)**

**Credits: 4**

**Semester End Examination: 50 Marks**

**Continuous Internal Evaluation: 50 Marks**

**Duration of the Exam: 2 hours**

## **Internal Evaluation Criteria:**

1. Assignments

2. Case Studies
3. Quizzes and surprise tests
4. Presentations

*All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester*

### **Course Outcome:**

On completion of this course, students will develop a theoretical foundation of Product Management and New Product Development; learn conceptual framework for managing brands strategically; develop insights into how to create profitable brand strategies by building, measuring and managing brand equity.

### **Learning Outcome:**

This course will enable the student to

- understand various issues involved in developing and managing products and brands
- identify brand values for brand positioning, brand elements for building brand equity and elements for measuring brand performance
- evaluate strategies adopted by marketers for growing and sustaining brands over time
- design branding strategies for products and services.

### **Course Contents:**

| <b>Module</b> | <b>No</b> | <b>Topic</b>   | <b>Contact Hours</b> | <b>Weightage (%)</b> |
|---------------|-----------|--|----------------------|----------------------|
| I             | 1         | The Theoretical Foundation: Competition & Product Strategy, product in theory & in practice, Product life cycle, product portfolio; Product Management & New Product Development: New product development process New product strategy, commercialization, managing Growth, Managing the mature Product    | 10                   | 25                   |
| II            | 2         | Branding & Brand Management: Identifying and Establishing Brand Positioning and Values; Planning and Implementing Brand Marketing Programs- Choosing Brand Elements to Build Brand Equity ; Designing Marketing Programs to Build Brand Equity ;Integrating Marketing Communications to Build Brand Equity | 10                   | 25                   |
| III           | 3         | Measuring and Interpreting Brand Performance: Developing a Brand Equity Measurement and Management System ;Measuring Sources of Brand Equity: Capturing Customer Mind-Set; Measuring Outcomes of Brand Equity: Capturing Market Performance  | 10                   | 25                   |
| IV            | 4         | Growing and Sustaining Brand Equity: Designing and Implementing Branding Strategies; Launching Brand Extensions Products, Managing   | 10                   | 25                   |

|  |  |  |           |            |
|--|--|--|-----------|------------|
|  |  | brands overtime and Geographic boundaries;<br>Strategies adopted by marketers for rural markets. |           |            |
|  |  | Ethical issues involved in Product and Brand<br>Management                                       |           |            |
|  |  | <b>Total</b>   | <b>40</b> | <b>100</b> |

## References:

### (I) Books:

Anandan, C. Product Management (2<sup>nd</sup>ed.). New Delhi: McGraw Hill. 2009

Baker, M. & Hart, S. Product Strategy and Management (2<sup>nd</sup>ed.). New Delhi: Pearson. 2013

Crawford, M & Benedetto, A. New Products Management (9<sup>th</sup>ed.). New Delhi: McGraw Hill. 2011

Dutta, K . Brand Management - Principles and Practices (1<sup>st</sup>ed.). New Delhi: Oxford University Press. 2012

Elliot, R&Percy, L. Strategic Brand Management (1<sup>st</sup>ed.). New Delhi: Oxford University Press. 2007

Keller, K., Rameswaram, M., & Jacob, I. Strategic Brand Management (3<sup>rd</sup>ed). New Delhi: Pearson. 2013

Lehman & Winer. Product Management (4<sup>th</sup>ed.). New Delhi: McGraw Hill. 2012

Moorti, YLR .Brand Management, The Indian Context (1<sup>st</sup>ed.). New Delhi: Vikas Publishing. 2003

Parameswaran. Building Brand Value: Five Steps to Building Powerful Brands (1<sup>st</sup>ed.). New Delhi: McGraw Hill. 2013

### (II) Journals:

Research Articles from:

Journal of Brand Management. Basingstoke, United Kingdom: Palgrave Macmillan

The Journal of Product and Brand Management. Bingley, United Kingdom: Emerald Group Publishing, Limited

### (III) Other Resources:

India Brand Equity Foundation: [www.ibef.org](http://www.ibef.org)

**Semester: III**

**Paper No: 6**

**Course code: 3006**

**Paper: Services Marketing**

**Marks: 100 (Internal 50 + External 50)**

**Credits: 4**



**Semester End Examination: 50 Marks**

**Continuous Internal Evaluation: 50 Marks**

**Duration of the Exam: 2 hours**

**Internal Evaluation Criteria:**

1. Assignments
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

*All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester*

**Course Outcome:**

On completion of this course, students will understand the significance of services marketing in the global economy; understand the deeper aspects of services marketing and the expanded services marketing mix; be able to design services marketing mix for services.

**Learning Outcome:**

This course will enable the student to

- understand the relevance of services sector in Indian economy
- differentiate between Services and Physical goods
- analyse the marketing challenges posed by services in comparison to physical goods
- evaluate the strategies adopted by service organisations in marketing services
- design strategies for marketing services.

**Course Contents:**

| Module | No | Topic  | Contact Hours | Weightage (%) |
|--------|----|--|---------------|---------------|
| I      | 1  | Introduction: What are Services? ; Why Study Services?; Role of service sector in the economy & its contribution to GDP; Distinctions between Services and Goods & its marketing implications; Services Marketing Mix<br>Customer Behaviour in Service Encounter: Categories of services (People-Processing, Mental-Stimulus Processing, Possession-Processing, and Information-Processing) and marketing strategies for each one of them; Customer Decision Making for services | 10            | 25            |
| II     | 2  | <b>Services: Marketing Mix:</b><br><b>Product:</b> Core and Supplementary Elements, Branding Services; <b>Pricing:</b> Role of Non-monetary Costs, Pricing Strategy and Revenue Management; <b>Place:</b> Service Distribution, Role   | 10            | 25            |

|     |   |   |           |            |
|-----|---|---|-----------|------------|
|     |   | of Customers in Service Delivery, Delivery through Intermediaries, Franchising, Electronic Channels, Self-Service Technologies;<br><b>Promotion:</b> Integrated Services Marketing Communication  |           |            |
| III | 3 | <b>Expanded Marketing Mix:</b><br><b>People:</b> Employees' Role in Service Delivery;<br><b>Process:</b> Service Blueprinting, Service Process Redesign; <b>Physical Evidence:</b> Servicescape, Service Environments<br>Customer Relationship Management (CRM) | 10        | 25         |
| IV  | 4 | <b>Service Quality:</b> Gaps Model; Measuring Service Quality (SERQUAL & SERVPERF).<br>Service Recovery   | 05        | 25         |
|     | 5 | <b>Managing Capacity and Demand:</b><br>Understanding Capacity & Demand Patterns in services, Strategies for Matching Capacity and Demands. Service Leadership<br>Marketing of services in rural areas;<br>Ethical issues involved in Services Marketing.       | 05        |            |
|     |   | <b>Total</b>  | <b>40</b> | <b>100</b> |

## References:

### (I) Books:

Douglas, H. Services Marketing (4<sup>th</sup>ed.). New Delhi: Cengage Learning. 2012

Fitzsimmons, J.A., & Fitzsimmons, M.J. Service Management: Operations, Strategy, Information Technology (7<sup>th</sup>ed.). New Delhi: McGraw Hill. 2011.

Lovelock, C., Wirtz, J., & Chatterjee, J. Services Marketing: People, Technology, Strategy (7<sup>th</sup>ed.). New Delhi: Pearson Education. 2012.

Nargundkar, R Services Marketing: Text and Cases (3<sup>rd</sup>ed.). New Delhi: McGraw Hill. 2010

Rao, K. Services Marketing: People, Technology, Strategy (2<sup>nd</sup>ed.). New Delhi: Pearson Education. 2012.

Verma, H. Services Marketing: Text and Cases (2<sup>nd</sup>ed.). New Delhi: Pearson Education. 2012

Zeithaml, V. A., Bitner, M.J., Gremler, D.D., & Pandit, A. Services Marketing: Integrating Customer Focus across the Firm (5<sup>th</sup>ed.). New Delhi: McGraw Hill. 2011.

### (II) Journals:

Journal of Services Marketing. Bingley, United Kingdom: Emerald Group Publishing, Limited

Journal of Services Research. Gurgaon, India: Institute for International Management and Technology

Services Marketing Quarterly. Bingley, United Kingdom: Emerald Group Publishing, Limited

## Semester: III

**Paper No: 7**

**Course code: 3007**

**Paper: Retail Management**

**Marks: 100 (Internal 50 + External 50)**

**Credits: 4**

**Semester End Examination: 50 Marks**

**Continuous Internal Evaluation: 50 Marks**

**Duration of the Exam: 2 hours**

**Internal Evaluation Criteria:**

1. Assignments
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

*All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester*

**Course Outcome:**

On completion of this course, students will develop insights into the essential principles of retailing and all functional areas of retailing; develop a perspective of the Indian retailing scenario and design a retail strategy in Indian context.

**Learning Outcome:**

This course will enable the student to

- understand the concepts and principles of retailing
- enhance her understanding about the changes in retail scenario of India and the world.
- analyse the elements of retail strategy in light of changing retail scenario
- develop a retail strategy especially in Indian context

**Course Contents:**

| Module | No | Topic   | Contact Hours | Weightage (%) |
|--------|----|---|---------------|---------------|
| I      | 1  | Retailing: Introduction to Retailing; An Overview of Retail; Retail In Key Regions of the World; Retail in India; Formats in Retail; Multichannel Retailing; Methods of Retail Expansion.         | 10            | 25            |
| II     | 2  | Retail Location – Factors affecting retail location decision – Site selection –Factors affecting site selection – Steps in selecting site – Location based retail strategies                      | 10            | 25            |
| III    | 3  | Store design – Interiors & exteriors - Store layout – Types of layouts – Factors affecting store layout – Retailing image mix – Store Facade, Visual Merchandising. In-store Technologies. Retail | 10            | 25            |

|    |   |   |           |            |
|----|---|---|-----------|------------|
|    |   | Communication mix – Sales promotion – Advertising - Public relation –Personal Selling – Steps in planning retail communication.   |           |            |
| IV | 4 | Retail Strategies – Differentiation strategies – Growth strategies – Expansion Strategies – Pricing strategies. Category Management. Supply chain Management in retail.   | 05        | 25         |
|    | 5 | E-retailing: E-retailing as a format, Assortment Planning for e-retailing,. Merchandising for e-retailing,. Inventory for e-retailing. Pricing and Promotional Strategy, E-retailing and supply chain management system, Element of trust in E-retailing.<br>Retailing in rural areas; Ethical issues in retailing. | 05        |            |
|    |   | <b>Total</b>  | <b>40</b> | <b>100</b> |

### Reference Books:

Berman, B., Evans, J & Mathur, M. Retail Management: A Strategic Approach, (11<sup>th</sup> ed.). New Delhi: Pearson. 2013

Cox, R. & Brittain, P. Retailing: An Introduction, (5<sup>th</sup> ed.). New Delhi: Pearson. 2015

Kotler, P., Keller, K, Koshy, A., & Jha, M. Marketing Management: A South Asian Perspective (14<sup>th</sup>ed.). New Delhi: Pearson Education. 2013

Levy, M., Wirtz, B., & Pandit, A. Retailing Management (8<sup>th</sup>ed.). New Delhi: McGraw Hill 2012

Lusch, R. Introduction to Retailing (7<sup>th</sup>ed.). New Delhi: Cengage Learning. 2012

Pradhan, S Retailing Management: Text and Cases (4<sup>th</sup> ed.). New Delhi: McGraw Hill. 2012

Sidhpuria, M Retailing Franchising (1<sup>st</sup> ed.). New Delhi: McGraw Hill. 2009

### (II) Journals:

Journal of Retailing. New York, USA: New York University

### Semester: III

**Paper No: 8**

**Course code: 3008**

**Paper: Digital and Social Media Marketing**

**Marks: 100 (Internal 50 + External 50)**

**Credits: 4**

**Semester End Examination: 50 Marks**

**Continuous Internal Evaluation: 50 Marks**

**Duration of the Exam: 2 hours**

### Internal Evaluation Criteria:

1. Assignments
2. Case Studies

3. Quizzes and surprise tests
4. Presentations

*All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester*

### **Course Outcome:**

On completion of this course, students will be able to contextualize marketing concepts in digital and social media marketing context; gain insights into various aspects of digital marketing; marketing analytics from the perspective of creating Customer engagement; be able to develop a digital marketing plan

### **Learning Outcome:**

This course will enable the students to

- develop a digital marketing plan
- develop marketing strategies in light of changing consumer media preferences.
- understand social media mix and evaluating success of digital marketing campaigns

### **Course Contents:**

| <b>Module</b> | <b>No</b> | <b>Topic</b>  | <b>Contact Hours</b> | <b>Weightage (%)</b> |
|---------------|-----------|---|----------------------|----------------------|
| I             | 1         | Evolution of digital marketing-The digital consumer & communities online-Digital marketing landscape, Search Engine Marketing-PPC and Online Advertising; Building a campaign using Google AdWords - define target audience, allocating budget, analysing the response and optimizing the campaign. | 10                   | 25                   |
| II            | 2         | Customer engagement; Affiliate marketing & strategic partnerships; Email marketing-Content strategies-CRM & CX in digital marketing. Mobile Marketing   | 10                   | 25                   |
| III           | 3         | The Social Media Mix; Plotting Your Social Media Marketing Strategy; Social Bookmarks and Social News; Blogs, Podcasts, and Vlogs, Twitter, Facebook, LinkedIn, Other Social Media Marketing Sites.   | 10                   | 25                   |
| IV            | 4         | Social listening; Integrating Digital and Social.- Media Strategies; Measuring the Results- Web analytics-Social media analytics.   | 10                   | 25                   |
| <b>Total</b>  |           |   | <b>40</b>            | <b>100</b>           |

### **Reference Books:**

Chaffey, D. Digital Marketing: Strategy, Implementation and Practice. (6<sup>th</sup>ed.). New Delhi: Pearson Education. 2017

Lee, N & Kotler, P .Social marketing: Influencing Behaviors for Good (4<sup>th</sup>ed.). New Delhi: Sage Publications. 2012

Solomon, M. Social Media Marketing (1<sup>st</sup>ed.). New Delhi: Pearson Education. 2014

Wood, M. Essential Guide to Marketing Planning. (3<sup>rd</sup>ed.). New Delhi: Pearson Education. 2012

## **SEMESTER IV**

**Semester: IV**

**Paper No: 1**

**Course code: 4001**

**Paper: Corporate Strategy**

**Marks: 100 (Internal 50 + External 50)**

**Credits: 4**

**Semester End Examination: 50 Marks**

**Continuous Internal Evaluation: 50 Marks**

**Duration of the Exam: 2 hours**

### **Internal Evaluation Criteria:**

1. Assignments
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

*All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester*

### **Course Outcome:**

On completion of this course, students will be able to describe, analyze and evaluate the environmental, social, cultural, economic, legal and organizational aspects of corporate strategy in the current businesses scenario by acquiring the knowledge and relevant skills like analytical, leadership, communication problem solving and decision making with building the ethical and business centric attitude.

### **Learning Outcome:**

This course will enable the student to

- understand basic concepts and theories in strategic management in corporate sector
- analyse strategic management techniques, strategy formulation and compare the alternatives in the context of rapidly changing technology
- apply appropriate strategic management tools to diagnose internal and external factors affecting organizations
- Evaluate strategies adopted for various purpose

### **Course Contents:**

| Module | No. | Topic  | Contact Hours | Weight age (%) |
|--------|-----|--|---------------|----------------|
| I      | 1.  | <b>Introduction to Strategic management</b><br>Concept of strategy, Corporate, Business and Functional Levels of Strategy ,Meaning and Characteristics of strategic management, strategic management Vs. operational management ,Strategic Management Process, Stakeholders in business and their roles in strategic management  | 10            | 25             |
|        | 2.  | Strategic intent, vision, mission, objectives and goals, Linking objectives to mission & vision. Critical success factors (CSF), Key Performance Indicators (KPI), Key Result Areas (KRA)Internal analysis,  |               |                |
| II     | 3.  | <b>Analyzing Company's Environment</b> -External Environment: Environmental appraisal ,Scenario planning – Preparing an Environmental Threat and Opportunity Profile (ETOP) Analyzing Industry Environment: Industry Analysis - Porter's Five Forces Model of competition, Entry & Exit Barriers, strategic Group analysis   | 10            | 25             |
|        | 4.  | Analyzing Company's Internal Environment: Resource based view of a firm, meaning, types & sources of competitive advantage, analyzing Company's Resources and Competitive Position, competitive advantage ,Core Competence, Distinctive competitiveness, Benchmarking as a method of comparative analysis, Value Chain Analysis Using Porter's Model, Organizational Capability Profile: Strategic Advantage Profile, Portfolio Analysis: Business Portfolio Analysis - BCG Matrix – GE 9 Cell Model |               |                |
| III    | 5   | <b>Strategy formulation and choice</b> - Corporate level Strategy Grand Strategies: Stability, Growth (Diversification Strategies, Vertical Integration Strategies, Mergers, Acquisition & Takeover Strategies, Strategic Alliances & Collaborative Partnerships), Retrenchment – Turnaround, Divestment, Liquidation, Outsourcing Strategies  | 10            | 25             |
|        | 6   | Business level strategy- Generic Competitive Strategies: Meaning of generic competitive strategies, Low cost, Differentiation, Focus – when to use which strategy Competing through Business Models -Competitive Advantage and Firm Resources -Generic Strategies  |               |                |
| IV     | 7.  | <b>Strategy Implementation &amp; Evaluation:</b> issues and barriers, Matching structure to strategy, Changing structures and processes, Building learning organization, implementing Functional strategies(HR, Marketing ,Finance, Operations)  | 10            | 25             |
|        | 8.  | Strategy Evaluation: Operations Control and Strategic Control - Symptoms of malfunctioning of strategy –Use of Balanced Scorecard for strategy evaluation, Sustainability & Strategic Management: Threats to sustainability, Integrating Social & environmental sustainability issues in strategic management, meaning of triple bottom line, people-planet-profits.   |               |                |
|        |     | <b>Total</b>   | <b>40</b>     | <b>100</b>     |

## Reference Books:

Arthur, A., Thompson, A., Strickland, J., Gamble, J., & Jain, A. Crafting and Executing Strategy: The Quest for Competitive Advantage – Concept and Cases (5<sup>th</sup> ed.). New Delhi: Tata McGraw-Hill, 2012.

Grant, R. Contemporary Strategic Management. Cengage Learning New Delhi: Wiley India 2010

Hitt, M., & Hoskisson, Management of Strategy: Concepts and Cases. New Delhi: 2012

Kazmi Azhar: Strategic Management and Business Policy, McGraw Hill Education India Pvt Ltd; 3 edition, 2008

Kazmi, A Strategic Management and Business Policy New Delhi: Tata McGraw-Hill  
Morden Tony: Principles of Strategic Management, Ashgate Publishing, Ltd., 2012

Rao Appa C., Rao Parvathiswara B. and Sivaramakrishna K.: Strategic Management and Business Policy, Paperback, 2008

Tomar and Yadav Rajender Kumar: Strategic Management, Gph Book: Ms-11, Paperback, 2007

Wheelen Thomas L.: Concepts in Strategic Management and Business Policy: Toward Global Sustainability, Pearson Education; Thirteenth edition, 2012

## Websites

<http://www.thepalladiumgroup.com>

<http://www.mckinsey.com>

## Journals

Vikalpa: The Journal for Decision Makers

Journal of Education for Business

Harvard Business Review

McKinsey Quarterly

## Semester: IV

**Paper No: 2 (M6)**

**Course code: 4002**

**Paper: Sales and Distribution Management**

**Marks: 100 (Internal 50 + External 50)**

**Credits: 4**

**Semester End Examination: 50 Marks**

**Continuous Internal Evaluation: 50 Marks**

**Duration of the Exam: 2 hours**

## Internal Evaluation Criteria:

1. Assignments
2. Case Studies
3. Quizzes and surprise tests
4. Presentations



*All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester*

**Course Outcome:**

On completion of this course, students will understand the various facets of the job of a sales manager; develop understanding of the decision-making aspects and implementation of decisions in sales and distribution management.

**Learning Outcome:**

This course will enable the student to

- understand the principles and functions of Sales and Distribution Management practiced by marketing organisations
- analyse the sales force management functions viz. recruitment, selection, training, compensation and controlling the sales force
- evaluate sales and distribution strategies adopted by organisations
- design sales force training programs and sales force territories.

**Course Contents:**

| Module | No | Topic   | Contact Hours | Weightage (%) |
|--------|----|---|---------------|---------------|
| I      | 1  | Introduction to Sales Management: Nature and scope of sales management, personal selling objectives, Types of sales management positions, Theories of personal selling, personal selling strategies, sales forecasting and budgeting decisions, emerging trends in selling.   | 10            | 25            |
| II     | 2  | Sales Force Management: Recruitment and selection of sales force, Training, motivating and compensating the Sales force, controlling the Sales force<br>Personal Selling Process, Sales Territories & Quotas: Selling process, relationship selling, Designing Sales Territories, sales quotas and sales organisation structures.<br>Strategic Sales Management.<br>Sales Analytics | 10            | 25            |
| III    | 3  | Distribution Management: Introduction, need and scope of distribution management, marketing channels strategy, levels of channels, institutions for channels- retailing wholesaling, designing channel systems, channel management. Channel Migration and Emergent Channels. Power and Conflict in Channel Management.  | 10            | 25            |
| IV     | 4  | Logistics and supply chain management:  | 10            | 25            |

|  |  |   |           |            |
|--|--|---|-----------|------------|
|  |  | Definition & scope of logistics, Components of logistics, inventory & warehouse management, Transportation, channel information systems, distribution management in international markets; Sales and Distribution management issues involved in rural markets;<br><br>Ethical issues involved in Sales and Distribution Management. |           |            |
|  |  | <b>Total</b>  | <b>40</b> | <b>100</b> |

## References:

### (I) Books:

Chopra, S. Meindl, P., & Kalra, D., Supply Chain Management: Strategy, Planning, and Operation (5<sup>th</sup>ed). New Delhi: Pearson, 2013

Gupta, S, Sales & Distribution Management (3<sup>rd</sup>ed.). New Delhi: Excel Books, 2010

Havaldar, K. & Cavale, Sales & Distribution Management, (2<sup>nd</sup>ed).  
New Delhi: McGraw Hill, 2011

Johnston. Sales Force Management (2nd ed). New Delhi: McGraw Hill. 2008

Kapoor, S., & Kansal, P. Basics Of Distribution Management: A Logistical Approach (2<sup>nd</sup>ed.).  
New Delhi: Prentice Hall India. 2013

Nag, A. Sales & Distribution Management (2nd ed). New Delhi: McGraw Hill. 2011

Panda, T., & Sahadev, S. Sales & Distribution Management (5<sup>th</sup>ed.).  
New Delhi: Pearson. 2013

Still, R., Cundiff, E., & Govoni, N. Sales Management: Decisions, Strategies & Cases (5<sup>th</sup>ed.).  
New Delhi: Pearson. 2007

### (II) Journals:

Journal of Personal Selling and Sales Management. New York, United States of America: Pi Sigma Epsilon National Educational Foundation, Inc.

Journal of Supply Chain Management. Oxford, United Kingdom: Blackwell Publishing Ltd.

**Semester: IV**

**Paper No: 3 (M7)**

**Course code: 4003**

**Paper: Consumer Behavior and Advanced Marketing Research**

**Marks: 100 (Internal 50 + External 50)**

**Credits: 4**

**Semester End Examination: 50 Marks**

**Continuous Internal Evaluation: 50 Marks**

**Duration of the Exam: 2 hours**

**Internal Evaluation Criteria:**

1. Assignments
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

*All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester*

**Course Outcome:**

On completion of this course, students will develop understanding of consumer behavior in global and Indian context; be able to analyse the environmental and individual influences on consumers; be able to apply advanced marketing research tools in Marketing decision making

**Learning Outcome:**

This course will enable the student to

- understand the consumer and the influence of cultural, social, personal and psychological factors on consumer's behavior
- analyse the consumer decision making process in context of the external and internal influences
- evaluate the various statistical techniques viz., discriminant analysis, factor analysis, cluster analysis and multidimensional scaling used in marketing research
- apply the various statistical techniques for analysing data of a market research study.

**Course Contents:**

| <b>Module</b>                          | <b>No</b> | <b>Topic</b>  | <b>Contact Hours</b> | <b>Weightage (%)</b> |
|--|-----------|---|----------------------|----------------------|
| <b>(A) Consumer Behavior</b>           |           |   |                      |                      |
| <b>I</b>                               | <b>1</b>  | Understanding the Consumer: Consumer Behaviour and the Marketing Concept, The Consumer Research.<br>Consumer as an Individual: Consumer Motivation, Personality and Consumer Behavior, Consumer Perception; Consumer Learning, Consumer Attitude Formation and Change | <b>10</b>            | <b>25</b>            |
| <b>II</b>                              | <b>2</b>  | Socio-Cultural settings and Consumer Behaviour: The Family and Social Class, Influence of Culture on Consumer Behaviour, Cross-cultural Consumer Behaviour; Consumer Decision Making Process; Consumer Behaviour of rural consumers                                   | <b>10</b>            | <b>25</b>            |
| <b>(B) Advanced Marketing Research</b> |           |   |                      |                      |

|            |          |  |           |            |
|------------|----------|--|-----------|------------|
| <b>III</b> | <b>3</b> | Marketing Research Process; Questionnaire designing, scaling and coding.<br>Factor Analysis – Basic Concept-Conducting factor analysis - Determining the number of factors and Interpreting Factors-Applications in Marketing.<br>Discriminant analysis-Basic concept--Conducting Discriminant analysis – Interpretation Applications in Marketing | <b>10</b> | <b>25</b>  |
| <b>IV</b>  | <b>4</b> | Cluster Analysis - – Basic Concept-Conducting Cluster analysis – Deciding on the number of clusters - Profiling clusters - Applications in Marketing<br>Multidimensional Scaling – Basic Concept-Conducting MDS – Deciding on the number of dimensions - Applications in Marketing<br>Ethical issues involved in Marketing research.               | <b>10</b> | <b>25</b>  |
|            |          | Total  | <b>40</b> | <b>100</b> |

### References:

#### (I) Books:

##### (A) Consumer Behavior

Blackwell. Miniard & Engel. Consumer Behaviour (1<sup>st</sup>ed.). New Delhi: Cengage Learning. 2008

Loudan & Della, B. Consumer Behaviour (4<sup>th</sup> ed.). New Delhi: McGraw Hill.2004

Majumdar, R. Consumer Behaviour: Insights from Indian Market (1<sup>st</sup>ed.). New Delhi: PHI Learning, 2012

Schiffman, L., Kanuk, L., & Kumar, R. Consumer Behaviour (10<sup>th</sup>ed.). New Delhi: Pearson.2013

Solomon, M. Consumer Behavior Buying, Having, And Being (10<sup>th</sup>ed.). New Delhi: PHI Learning.2012

Wayne, H., Consumer Behavior: A Marketer's Tool (1<sup>st</sup>ed.). New Delhi: Cengage Learning. 2010

##### (B) Advanced Marketing Research

Churchcill, G. Marketing Research: A South Asian Perspective (1<sup>st</sup>ed.). New Delhi: Cengage Learning. 2010

Green, P. Tull, D., & Albaum, G. Research for marketing decisions (5<sup>th</sup>ed.). New Delhi: McGraw Hill. 2012

Rackley, Jerry. Marketing Analytics Roadmap: Methods, Metrics, and Tools (1st ed). Aspire Publication.2016

Malhotra,N. Marketing Research: An Applied Orientation (6<sup>th</sup>ed.). New Delhi: Pearson. 2011

Nargundkar,R. Marketing Research: Text and Cases (3<sup>rd</sup>ed.). New Delhi: McGraw Hill. 2008

**(II) Journals:**

Journal of Consumer Research. Chicago, USA: University of Chicago Press

Journal of Consumer Behaviour. USA: John Wiley & Sons, Inc.

Journal of Consumer Marketing. Bingley, United Kingdom: Emerald Group Publishing, Limited

**Semester: IV**

**Paper No: 4 (M8)**

**Course code: 4004**

**Paper: B2B Marketing**

**Marks: 100 (Internal 50 + External 50)**

**Credits: 4**

**Semester End Examination: 50 Marks**

**Continuous Internal Evaluation: 50 Marks**

**Duration of the Exam: 2 hours**

**Internal Evaluation Criteria:**

1. Assignments
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

*All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester*

**Course Outcome:**

On completion of this course, students will understand the industrial marketing functions of firms; be able to design marketing mix for Business-to-Business Marketing

**Learning Outcome:**

This course will enable the student to

- understand the dimensions of marketing and strategies adopted by industrial marketers and retailers
- analyse the organized and unorganized retail scenario in India
- design marketing strategies for industrial markets and the retail sector

**Course Contents:**

| Module | No | Topic | Contact Hours | Weightage (%) |
|--------|----|-------|---------------|---------------|
|--------|----|-------|---------------|---------------|

|              |   |  |           |            |
|--------------|---|--|-----------|------------|
| I            | 1 | The Nature and Scope of Business Marketing Management; Understanding the Organisational Customer and Buying Behaviour; Segmenting the Business Market and Estimating Segment Demand.                             | 10        | 25         |
| II           | 2 | Market Opportunity Identification –Analysis and Evaluation; Customer relationship Management Strategies for Business Markets; Assessing Market Opportunities; Environmental Changes impacting supply chain power | 10        | 25         |
| III          | 3 | Strategic Market Planning; Product Strategy for Business Markets; Pricing Strategies for Business Markets;   | 10        | 25         |
| IV           | 4 | Managing Business Marketing Channels; Key Account Management; Business Marketing Communications – B2B Branding; Marketing Performance Measurement.   | 10        | 25         |
| <b>Total</b> |   |  | <b>40</b> | <b>100</b> |

### References:

#### (I) Books:

Havaldar, K. Business Marketing (3<sup>rd</sup>ed.). New Delhi: McGraw Hill.2010

Hutt, M. B2B Marketing: A South-Asian Perspective (11<sup>th</sup>ed.). New Delhi: Cengage Learning. 2013

Sarin, S Business Marketing: Concepts and Cases (3rd ed.). New Delhi: McGraw Hill. 2013

Vitale, R., Pfoertsch, W &Giglierano, J. Business to Business Marketing, (1st ed.). New Delhi: Pearson. 2013

#### (II) Journals:

Journal of Retailing. New York, USA: New York University

Journal of Business & Industrial Marketing. Bingley, United Kingdom: Emerald Group Publishing, Limited

### Semester: IV

**Paper No: 5 (M9)**

**Course code: 4005**

**Paper: International Marketing**

**Marks: 100 (Internal 50 + External 50)**

**Credits: 4**

**Semester End Examination: 50 Marks**

**Continuous Internal Evaluation: 50 Marks**

**Duration of the Exam: 2 hours**

### Internal Evaluation Criteria:

1. Assignments
2. Case Studies
3. Quizzes and surprise tests

#### 4. Presentations

*All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester*

#### **Course Outcome:**

On completion of this course, students will be able to understand the peculiarities of international marketing; devise marketing mix for international marketing

#### **Learning Outcome:**

This course will enable the student to

- understand the theoretical and conceptual principles of International marketing.
- develop and manage a strategic international marketing initiative.

#### **Course Contents:**

| <b>Module</b> | <b>No</b> | <b>Topic</b>  | <b>Contact Hours</b> | <b>Weightage (%)</b> |
|---------------|-----------|---|----------------------|----------------------|
| I             | 1         | Introduction to International Marketing<br>International Marketing vs. Domestic Marketing, Competitive or differential advantage, Management Orientations, MNCs and TNCs, Benefits of international marketing. International Marketing Environment, Political Environment, legal and Regulatory Environment, Socio-cultural Environment, Economic Environment, Technological Environment, Challenges in Global Marketing. International Trade Environment trade barriers, quotas, Implications of Tariffs, Types of Agreements, General Agreement on Tariffs and Trade (GATT), Functions and Objectives of WTO, Implication of WTO on International Marketing | 10                   | 25                   |
| II            | 2         | International Market Entry Strategies: Different Entry Modes and Market Entry Strategies, joint Ventures, Strategic Alliances, Direct Investment, Manufacturing and Franchising. International Product Policy and Planning, Product Adoption and Standardization, International Market Segmentation, Influences on Marketing Plan and Budget, International Product Marketing, Marketing of Services  | 10                   | 25                   |
| III           | 3         | International Pricing Policy: Price and Non-Price Factors, Methods of Pricing, International Pricing Strategies, Dumping and Price Distortion, Counter Trade. International Distribution and  | 10                   | 25                   |

|    |   |   |           |            |
|----|---|---|-----------|------------|
|    |   | Logistics Planning: Distribution – Definition and Importance, Direct and Indirect Channels, factors Involved in Distribution Systems, Modes of Transportation, International Packaging  |           |            |
| IV | 4 | International Promotional Strategies Communications Process, principles of communication, Status of Promotion, Promotion Appeals, Media Selection, Personal Selling, Public Relations and Publicity, Sales Promotion, advertising, e-marketing. Export Marketing Documentation: Significance of export documentation, the statutory control, declaration forms, disposal of export documentation form, major documents<br>Legal and Ethical issues involved in International Marketing. | 10        | 25         |
|    |   | <b>Total</b>  | <b>40</b> | <b>100</b> |

## References:

### (I) Books:

Graham, Cateora & Gilly. International Marketing (17<sup>th</sup>ed.). New Delhi: McGraw Hill. 2017

Hollensen & Banerjee. Global Marketing (4<sup>th</sup>ed.). New Delhi: Pearson. 2016

Keegan, W. Global Marketing Management (8<sup>th</sup>ed.). New Delhi: Pearson. 2017

### Semester: IV

**Paper No: 6 (M10)**

**Course code: 4006**

**Paper: Marketing to base of pyramid consumers**

**Marks: 50 (Internal 25 + External 25)**

**Credits: 2**

**Semester End Examination: 25 Marks**

**Continuous Internal Evaluation: 25 Marks**

**Duration of the Exam: 2 hours**

### Internal Evaluation Criteria:

1. Assignments
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

*All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester*

### Course Outcome:



On completion of this course, students will be able to understand the structure, importance and potential of Base of Pyramid consumers; design marketing strategies targeted to BOP Markets especially in the Indian context.

### Learning Outcome:

This course will enable the students to

- understand the applications of marketing concepts and practices in various spheres
- understand contemporary issues in marketing viz., marketing planning process, markets at Bottom of pyramids, e-retailing, social media marketing and CRM
- develop a marketing plan
- develop marketing strategies in light of changing consumer media preferences.

### Course Contents:

| Module | No | Topic   | Contact Hours | Weightage (%) |
|--------|----|---|---------------|---------------|
| I      | 1  | Understanding Poverty and the Base of the Pyramid; The Nature of the BOP Market; the Market Development Imperative; a Philosophy for Developing Products and Services for the BOP   | 5             | 25            |
| II     | 2  | Principles of Innovation for BOP Markets; Engaging the BOP; Local Growth Opportunities; Local Innovations and Global Opportunity; BOP Solutions for Developed Markets; Development as Social Transformation                     | 5             | 25            |
| III    | 3  | Consumption and marketing practices in BoP contexts; Conducting Marketing Research in BoP Markets; BoP Consumers and Producers; Producers and Entrepreneurs at the BoP. Informal Economy; Alternative Market initiatives at BoP | 5             | 25            |
| IV     | 4  | Innovative Indian marketing practices at the bottom of the pyramid. Analysis of Indian cases.   | 5             | 25            |
|        |    | <b>Total</b>  | <b>20</b>     | <b>100</b>    |

### Reference Books:

Pradhan, S .Retailing Management: Text and Cases (4<sup>th</sup> ed.). New Delhi: McGraw Hill. 2012

Prahalad, C.K., Fortune at the Bottom of the Pyramid, Eradicating Poverty through Profits (5<sup>th</sup>ed.). New Delhi: Pearson Education. 2011

Dalglish, C. &Tonelli, M., Entrepreneurship at the Bottom of the Pyramid(1<sup>st</sup>ed.). Routledge 2016

**Semester: IV**

**Paper No: 7 (M11)**

**Course code: 4007**

**Paper: Research Project (Year Long Project)**

**Marks: 100 (100 % Internal Evaluation)**

**Credits: 4**

**Application Based/ Research Project: 100 Marks**

**Learning Outcome:**

The Project will enable the student to

- critically review literature related to the topic of research
- demonstrate the capability of conducting research
- apply relevant tools to analyze data and interpret the results
- document the research work following well accepted norms for presenting research

**Evaluation:**

Evaluation will be 100% internal.

**Continuous Internal Evaluation: 50 Marks**

**Semester End Evaluation: 50 Marks**

| <b>Module</b> | <b>No.</b> | <b>Topic</b> | <b>Contact Hours</b> | <b>Weight age (%)</b> |
|---------------|------------|--------------|----------------------|-----------------------|
| I             | 1.         | Research     | 500                  | 100                   |