

SNDT Women's University

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Syllabus – Masters of Business Administration – Marketing Management



**SNDT Women's University
1, Nathibai Thackersey Road,
Mumbai 400 020
Revised – 2018-19**

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. Further, it 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
			15	30	15	14	350	400		750

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
			16	30	14	16	400	350		750

SCHEME: Semester III

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

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 Management		2				50	--	50
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
			11	26	11	12	325	325		650

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 Monopoly, its characteristics; Short run and Long run equilibrium under monopoly; Price Discrimination by a monopolist Monopolistic competition, its Characteristics; Individual equilibrium and Group equilibrium Oligopoly, its characteristics; Game theory.	10	25
Total			40	100

Reference Books:

Ahuja, H.L., Managerial economics (8thed.). New Delhi: S.Chand, 2011

Damodaran, S, Managerial Economics (2nded.). New Delhi: Oxford University Press, 2010

Dwiwedi, D.N. Micro Economics: Theory & Applications (2nded.). New Delhi: Pearson Education. 2011

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

Mankiw, G. Economics: Principles & Applications (6thed.). New Delhi: Cengage Learning. 2012

Salvatore, D., & Srivastava, R. Managerial Economics: Principles and Worldwide Applications (7thed.). New Delhi: Oxford University Press. 2012

Thomas, C.R. & Maurice, C.S. Managerial Economics (10thed.). 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 Management of written and oral communication	06	25

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

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:

Module	No.	Topic	Contact Hours	Weight age (%)
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
		Total	40	100

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

Harsolekar Dinesh, 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
		Total	40	100

Reference Books:

Etzel, M., Walker, B, Stanton, W., & Pandit, A.. Marketing, (14thed). New Delhi: McGraw Hill Education, 2009

Kotler, P., Keller, K, Koshy, A., & Jha, M. Marketing Management: A South Asian Perspective (14thed). New Delhi: Pearson Education. 2013

Lamb; Hair; Sharma & McDaniel. MKTG, 1/e (1sted). New Delhi: Cengage Learning, India 2009

Ramaswami & Namakumari. Marketing Management: Global Perspective Indian Context (4thed). New Delhi: Macmillan (India) Limited. 2013

Saxena, R. Marketing Management (5thed). 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: - Historical Perspective of Computer and Information Technology; How a Computer works – Hardware and Software components and their characteristics from a user/buyer’s perspective; - Basics of networking (LAN/ WAN/ MAN) and various means to access internet (Dial-up, leased, DSL, VSAT, wireless) from a buyer’s perspective - 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 - Usage of Word processing - 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: - Usage of spreadsheet – Basic tables and charts - Formulas (e.g. add, subtract, multiply, divide) – application in creating budget sheets - Functions (e.g. average, sum, date-time, etc) – application in student averages - Conditional logic (e.g. if, countif, sumif) - application - Analysing scenarios, sensitivity analysis - Creating pivot tables	08	

		- Lookup functions (e.g. VLookup functions in Excel)		
III	5.	Introduction to databases: - Concept, characteristics, objectives - Spreadsheets vs Databases - Advantages & limitations - Entity, attribute, schema, subschema	02	25
	6.	- Application to analyse survey results of a marketing campaign using a database tool such as MS Access - Project Management, e.g. MS Project for defining tasks, start/ end dates, identifying critical tasks, etc.	08	
IV	7.	E-commerce and its impact on organization	05	25
	8.	Emerging technologies, concepts and the organization of future - Social Media & Its Impact – Sentiment Analysis - Cloud computing – Infrastructure-as-a-Service, Platform-as-a-Service, Software-as-a-Service - Mobile computing - Big Data & Analytics – Volume, Variety and Velocity of data - Internet of Things, Machine-2-Machine	05	
		Total	40	100

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 Guericio Traveler, 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.	Management: 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.	Planning: 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.	Organizing: 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 departmentation	10	25
	4.	Organizational Culture: Cultural Diversity, Multi Ethnic Workforce, Organizing Knowledge resource. Managerial skills--Assessing culture, interaction across business functions, collaboration, networkingskills,		
III	5.	Leading: 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.	Controlling: 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. Managerial skills-Acquiring power, Active listening, Disciplining		
		Total	40	100

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		
		Total	40	100

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 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 Use of random variable and concept of conditional Averages in decision making such as newspaper boys problem Use of Bayes' theorem in decision making		
III	6.	Probability distributions: Binomial, Asset pricing model using binomial distribution, Poisson, Normal, Negative binomial, Hyper geometric, Geometric	10	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		
IV	9.	Applications of t distribution Value of population mean, equality of population means,	10	25

		dependent and independent samples		
	10.	Applications of z distribution 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 Checking for the significantly different treatment		
		Total	40	100

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 (%)
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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 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		
Total			40	100

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:

Module	No.	Topic	Contact Hours	Weightage (%)
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		
		Total	40	100

Reference Books:

Bare Acts

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

G.K.Kapoor, Business Law including Company Law, New Age International, 2008

P C Tulsian, Business Law, Tata McGrawHill, 2005

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 Decisions	10	25
	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
		Total	40	100

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		
		Total	40	100

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, 9th 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:

Module	No.	Topic	Contact Hours	Weightage (%)
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, types of layouts – functional, line, static and cellular layouts, techniques of optimizing layouts, computerized layout models.	06	25
	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
		Total	40	100

Reference Books:

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

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

Chase, Jacobs, Aquilano, Agarwal, Operations Management, McGraw Hill Education, India, 11th edition, 2012

Krajewsk J. Lee, Larry P. Ritzman, Manoj K. Malhotra, Operations Management, Pearson Education, 9th 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:

Module	No	Topic	Contact Hours	Weightage (%)
I	1	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. 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	10	25
II	2	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. Resource Scheduling: Resource allocation method, splitting and multitasking, Multi project resources scheduling.	10	25
III	3	Critical Chain Scheduling: Concept of critical chain scheduling; critical chain scheduling method, application of Critical chain scheduling and limitations. Project performance Measurement and Control: Monitor and assess project performance, schedule, and cost. Earned value Management, performance measurement; Methods to monitor, evaluate, and control planned cost and schedule performance.	10	25
IV	4	Project Closure/ Termination: Meaning of closure/ termination, project audit process, termination steps, final closure. IT in Projects: Overview of types of softwares for projects, major features of softwares like MS Project, criterion for software selection. Ethical issues involved in Sales and Distribution Management.	10	25
		Total	40	100

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 (3rded). .). 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		
		Total	40	100

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

www.thehrpractice.in

www.hrmguide.in

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.	Introduction to OR: Concepts, genesis, application potential to diverse problems in business and industry, scope and limitations. Assignment Problem (AP): Concepts, formulation of model, Hungarian method of solution maximization / minimization, balanced / unbalanced prohibited assignments problems. Transportation problems (TP): 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.	10	25

	2.	<p>Linear Programming (LP): 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>Linear Programming (LP): 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>Network Analysis: 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>Queuing (waiting line) Models: 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, (m/G/1) single channel with Poisson arrival and general service time, PK-formulae.</p>	05	25
	5.	<p>Digital Simulation: Concepts area of application, random digits and methods of generating probability distributions, application to problems in queuing, inventory, new product profitability maintenance, etc.</p>	05	
IV	6.	<p>Game Theory: 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</p>	10	25
		Total	40	100

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 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	10	25
	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, GandhianThoughton Sustainable Development, Sustainable Development and social framework,equitable distribution, criticism. Meaning and Scope- Corporate	10	25

		Sustainability-Sustainability Terminologies and Meanings-Why is Sustainability an Imperative-Sustainability Case Studies-Triple Bottom Line (TBL).		
	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	40	100

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

NirmalaTandon, Contemporary Indian Ethics, English Edition, 2003

NeeruVasishth 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:

Module	No	Topic	Contact Hours	Weightage (%)
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	10	25

		services. Enhancing brand equity through IMC.		
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 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. Advertising by marketers in rural areas. Ethical aspects of advertising and promotion.	04	
		Total	40	100

References:

(I) Books:

Batra,R.,&Myers,J., &Aaker,D.Advertising Management (5thed.). New Delhi: Pearson. 2013

Belch, G., Belch, M., &Purani, K.Advertising& Promotion - An Integrated Marketing Communications Perspective (9thed.). New Delhi: McGraw Hill. 2013

Clow, K. &Baack, D. Integrated Advertising, Promotion, and Marketing Communication (6thed.). New Delhi: Pearson. 2013

Jefkins, F. .Advertising (4thed.). 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 (1sted.). New Delhi: McGraw Hill. 2014

Sissors, J., & Baron, R. .Advertising Media Planning(7thed.). New Delhi: McGraw Hill. 2013

Terence, S.Integrated Marketing Communications in Advertising and Promotion (8thed.). 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

Brand week Magazine: www.brandweek.com

Media week Magazine: 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 willdevelop 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

- understandvarious 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:

Module	No	Topic	Contact Hours	Weightage (%)
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 brands overtime and Geographic boundaries; Strategies adopted by marketers for rural markets. Ethical issues involved in Product and Brand Management	10	25
Total			40	100

References:

(I) Books:

Anandan, C. Product Management (2nded.). New Delhi: McGraw Hill. 2009

Baker, M. &Hart, S. Product Strategy and Management (2nded.). New Delhi: Pearson. 2013

Crawford, M&Benedetto, A.New Products Management (9thed.).New Delhi: McGraw Hill. 2011

Dutta, K . Brand Management - Principles and Practices (1sted.). New Delhi: Oxford University Press. 2012

Elliot, R&Percy, L.Strategic Brand Management (1sted.). New Delhi: Oxford University Press. 2007

Keller, K., Rameswaram, M., &Jacob, I.Strategic Brand Management(3rded). New Delhi: Pearson. 2013

Lehman&Winer.Product Management (4thed.).New Delhi: McGraw Hill. 2012

Moorti, YLR .Brand Management, The Indian Context(1sted.). New Delhi: Vikas Publishing. 2003

Parameswaran.Building Brand Value: Five Steps to Building Powerful Brands (1sted.). 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

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 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	Services: Marketing Mix: Product: Core and Supplementary Elements, Branding Services; Pricing: Role of Non-monetary Costs, Pricing Strategy and Revenue Management; Place: Service Distribution, Role of Customers in Service Delivery, Delivery through Intermediaries, Franchising, Electronic Channels, Self-Service Technologies; Promotion: Integrated Services Marketing Communication	10	25
III	3	Expanded Marketing Mix: People: Employees' Role in Service Delivery; Process: Service Blueprinting, Service Process Redesign; Physical Evidence: Servicescape, Service Environments Customer Relationship Management (CRM)	10	25
IV	4	Service Quality: Gaps Model; Measuring Service Quality (SERQUAL & SERVPERF). Service Recovery	05	25
	5	Managing Capacity and Demand: Understanding Capacity & Demand Patterns in services, Strategies for Matching Capacity and Demands. Service Leadership Marketing of services in rural areas;	05	

		Ethical issues involved in Services Marketing.		
		Total	40	100

References:

(I) Books:

Douglas, H. Services Marketing (4thed.). New Delhi: Cengage Learning. 2012

Fitzsimmons, J.A., & Fitzsimmons, M.J. Service Management: Operations, Strategy, Information Technology (7thed.). New Delhi: McGraw Hill. 2011.

Lovelock, C., Wirtz, J., & Chatterjee, J. Services Marketing: People, Technology, Strategy (7thed.). New Delhi: Pearson Education. 2012.

Nargundkar, R Services Marketing: Text and Cases (3rded.). New Delhi: McGraw Hill. 2010

Rao, K. Services Marketing: People, Technology, Strategy (2nded.). New Delhi: Pearson Education. 2012.

Verma, H. Services Marketing: Text and Cases (2nded.). New Delhi: Pearson Education. 2012

Zeithaml, V. A., Bitner, M.J., Gremler, D.D., & Pandit, A. Services Marketing: Integrating Customer Focus across the Firm (5thed.). 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 Communication mix – Sales promotion – Advertising - Public relation – Personal Selling – Steps in planning retail communication.	10	25
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. Retailing in rural areas; Ethical issues in retailing.	05	
		Total	40	100

Reference Books:

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

Cox, R. & Brittain, P. Retailing: An Introduction, (5thed.). New Delhi: Pearson. 2015

Kotler, P., Keller, K, Koshy, A., & Jha, M. Marketing Management: A South Asian Perspective (14thed.). New Delhi: Pearson Education. 2013

Levy, M., Wirtz, B., & Pandit, A. Retailing Management (8thed.). New Delhi: McGraw Hill 2012

Lusch, R. Introduction to Retailing (7thed.). New Delhi: Cengage Learning. 2012

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

Sidhpuria, M Retailing Franchising (1st 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:

Module	No	Topic	Contact Hours	Weightage (%)
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
Total			40	100

Reference Books:

Chaffey, D. Digital Marketing: Strategy, Implementation and Practice. (6thed.). New Delhi: Pearson Education. 2017

Lee, N & Kotler, P .Social marketing:Influencing Behaviors for Good (4thed.). New Delhi: Sage Publications. 2012

Solomon, M. Social Media Marketing (1sted.). New Delhi: Pearson Education. 2014

Wood, M. Essential Guide to Marketing Planning. (3rded.). 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.	Introduction to Strategic management 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.	Analyzing Company's Environment -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	Strategy formulation and choice- 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.	Strategy Implementation & Evaluation: 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.		
		Total	40	100

Reference Books:

Arthur, A., Thompson, A., Strickland, J., Gamble, J., & Jain, A. Crafting and Executing Strategy: The Quest for Competitive Advantage – Concept and Cases(5thed.). 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

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 Personal Selling Process, Sales Territories & Quotas: Selling process, relationship selling, Designing Sales Territories, sales quotas and sales organisation structures. Strategic Sales Management. 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: 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; Ethical issues involved in Sales and Distribution Management.	10	25
Total			40	100

References:

(I) Books:

Chopra, S. Meindl, P., & Kalra, D., Supply Chain Management: Strategy, Planning, and Operation (5thed). New Delhi: Pearson, 2013

Gupta, S, Sales & Distribution Management (3rded.). New Delhi: Excel Books, 2010

Havaldar, K. & Cavale, Sales & Distribution Management, (2nded).
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 (2nd 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 (5th ed.). New Delhi: Pearson. 2013

Still, R., Cundiff, E., & Govoni, N. Sales Management: Decisions, Strategies & Cases (5th 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:

Module	No	Topic	Contact Hours	Weightage (%)
(A) Consumer Behavior				
I	1	Understanding the Consumer: Consumer Behaviour and the Marketing Concept, The Consumer Research. Consumer as an Individual: Consumer Motivation, Personality and Consumer Behavior, Consumer Perception; Consumer Learning, Consumer Attitude Formation and Change	10	25
II	2	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	10	25
(B) Advanced Marketing Research				
III	3	Marketing Research Process; Questionnaire designing, scaling and coding. Factor Analysis – Basic Concept-Conducting factor analysis - Determining the number of factors and Interpreting Factors-Applications in Marketing. Discriminant analysis-Basic concept--Conducting Discriminant analysis – Interpretation Applications in Marketing	10	25
IV	4	Cluster Analysis - – Basic Concept-Conducting Cluster analysis – Deciding on the number of clusters - Profiling clusters - Applications in Marketing Multidimensional Scaling – Basic Concept-Conducting MDS – Deciding on the number of dimensions - Applications in Marketing Ethical issues involved in Marketing research.	10	25
		Total	40	100

References:

(I) Books:

(A) Consumer Behavior

Blackwell. Miniard & Engel. Consumer Behaviour (1sted.). New Delhi: Cengage Learning. 2008

Loudan&Della, B. Consumer Behaviour (4thed.). New Delhi: McGraw Hill.2004

Majumdar, R. Consumer Behaviour: Insights from Indian Market (1sted.). New Delhi: PHI Learning, 2012

Schiffman, L., Kanuk, L., & Kumar, R. Consumer Behaviour (10thed.). New Delhi: Pearson.2013

Solomon, M. Consumer Behavior Buying, Having, And Being (10thed.). New Delhi: PHI Learning.2012

Wayne, H., Consumer Behavior: A Marketer's Tool (1sted.). New Delhi: Cengage Learning. 2010

(B) Advanced Marketing Research

Churchcill, G. Marketing Research: A South Asian Perspective (1sted.). New Delhi: Cengage Learning. 2010

Green, P. Tull, D., &Albaum, G. Research for marketing decisions (5thed.). 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 (6thed.). New Delhi: Pearson. 2011

Nargundkar,R. Marketing Research: Text and Cases (3rded.). New Delhi: McGraw Hill. 2008

Zikmund, W. Business Research Methods (8thed.). New Delhi: Cengage Learning. 2010

(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
		Total	40	100

References:**(I) Books:**

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

Hutt, M. B2B Marketing: A South-Asian Perspective (11thed.). 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:

Module	No	Topic	Contact Hours	Weightage (%)
I	1	Introduction to International Marketing 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 Logistics Planning: Distribution – Definition and Importance, Direct and Indirect Channels, factors Involved in Distribution Systems, Modes of Transportation, International Packaging	10	25
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 Legal and Ethical issues involved in International Marketing.	10	25
Total			40	100

References:

(I) Books:

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

Hollensen&Banerjee.Global Marketing (4thed.). New Delhi: Pearson.2016

Keegan, W.Global Marketing Management (8thed.). 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;	5	25

		Engaging the BOP; Local Growth Opportunities; Local Innovations and Global Opportunity; BOP Solutions for Developed Markets; Development as Social Transformation		
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
		Total	20	100

Reference Books:

Pradhan, S .Retailing Management: Text and Cases (4thed.). New Delhi: McGraw Hill. 2012

Prahalad, C.K., Fortune at the Bottom of the Pyramid, Eradicating Poverty through Profits (5thed.). New Delhi: Pearson Education. 2011

Dalglis, C. &Tonelli, M., Entrepreneurship at the Bottom of the Pyramid(1sted.). 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

Module	No.	Topic	Contact Hours	Weight age (%)
I	1.	Research	500	100