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**Syllabus of Master of Business Administration-Marketing Management (MBA-MM)  
for the academic year 2022-23**

**Course No:** MMBM1001T  
**Course Title:** Management Fundamentals  
**Duration of Exam:** 3 hrs

**Contact Hrs/week:** 4hrs  
**Credits:** 3  
**Maximum Marks:** 100

**Course Objective:**

To acquaint the students with the basic concepts of management and discuss managers' role and responsibilities. Also highlight the contemporary issues related to management principles and practices.

**Course Learning Outcomes:**

- ❖ To understand the basic concepts of Management
- ❖ To explicate managerial skills and functions
- ❖ To conceptualise functions of management and demonstrate effective leadership in the arena of management
- ❖ To amalgamate management principles with management practices.
- ❖ To sensitise about contemporary issues in management

**Unit-I**

Management-Concepts, Functions, Significance of management, Management and Administration, Levels of management. Principles of Management: Henry Fayol and F.W.Taylor, Approaches/Schools of Management Thought-Classical, Neo-Classical and Modern.

**Unit-II**

Managerial Roles; Types of Managers; Management levels and skills; Challenges of Management. Era of Dynamic Engagement; New Organisational Environment; Globalisation and Management; Diversity and Cross Cultural Management; Quality management

**Unit-III**

Planning: Concept, Nature, Processes and Frameworks of Planning; Types of plans and planning premises; Organising, approaches in Organisation Design and Structuring, Span of Management, Authority and Responsibility relationship, Delegation and Decentralisation; Direction as Management Function.

**Unit-IV**

Decision Making: Concept and Significance, types of Decisions, Processes of Decision Making; Techniques of decision-making and Forecasting. Management by Objectives (MBO), Management Control: - Concept, features, process and Techniques.

**Unit-V**

Contemporary Issues in Management and relevant Case Studies, Lessons from Army, NGOs and Civil Administration on Managerial Practices and Issues.

**Note:**

- ❖ Teaching Pedagogy besides classroom teaching will essentially include simulation, case studies, role plays and games.
- ❖ Teaching-learning Process will involve input from those who have demonstrated excellence in the area i.e. Practitioner's view will be incorporated.

**Reference Books and Suggested Readings**

- ❖ Koontz, Harold and Weihrich, Heinz. "Management", McGraw Hill, New York. 5<sup>th</sup> edition.
  - ❖ Stoner, James A.F. and Freeman, R. Edward, "Management". New Delhi. 6<sup>th</sup> edition.
  - ❖ Mathew, M.J "Business Management" Sheel Sons Publishers, Jaipur. 1<sup>st</sup> edition.
  - ❖ Robbins, Stephens, P. :Organisational Behaviour, Prentice Hall of India, New Delhi.
  - ❖ Newstrom and Keith Davis - Organisational Behaviour – Human Behaviour at work, Tata McGrawHill, New Delhi.
  - ❖ Luthans Fred - Organisational Behaviour, Tata McGrawHill, New Delhi.
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**Reference Books and Suggested Readings:**

- Malhotra, Naresh K and Dash, Satyabhushan, Marketing Research- An applied Orientation 6<sup>th</sup> Edition- Pearson.
- Grewal, D. & Levy, M. Marketing- 2<sup>nd</sup> Edition Tata McGraw Hill Education Pvt. Ltd.
- Britt and Boyd (ed.), Marketing Management and Administrative Action, Tata McGraw Hill
- P Kotler and Armstrong, Principles of Marketing, Prentice Hall India
- R Saxena, Marketing Management, Tata McGraw Hill.

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**Syllabus of Master of Business Administration-Marketing Management (MBA-MM)  
for the academic year 2022-23**

Course No. **MMBMM1001**  
Course Title: **Management Accounting**  
Duration of Examination: **3 Hrs**

Contact Hrs/Week: **4 Hrs**  
Credit: **03**  
Maximum Marks: **100**

**Course Objective(s)**

The basic purpose of this course is to develop a strategic and policy perspective with respect to the principles of accounting and utilization of accounting information for general purpose decision making in an organization. The emphasis is on core ideas and techniques with reinforced understanding using practical examples.

**Course Learning Outcomes**

- ❖ Understanding how accounting decisions affect real company practices.
- ❖ Understand the concepts of Depreciation and Inventory valuation and the methods employed by Indian Companies.
- ❖ Strengthening the foundations of the analytical approach to Managerial decision-making.
- ❖ Understanding consumer behaviour.
- ❖ Understanding the production problem and how managers make input purchase decisions.
- ❖ Understanding the various market structures and how supply is determined in each.
- ❖ Understanding the external environment, common information problems faced/created by managers.

**Unit-I**

**Accounting Theory:** Concept, Importance, Scope, Generally Accepted Principles of Accounting, Indian Accounting Standards, IFRS, Harmonization of Accounting Standards, preparation of Financial Statements, Corporate Balance Sheet – Terms, Contents, Format and Analysis.

**Unit-II**

**Depreciation Accounting and Inventory Valuation:** Meaning and Techniques of Depreciation, Methods employed by Indian Companies, Inventory Valuation, Methods, policies of Indian Companies.

**Unit-III**

**Presentation and Disclosure of Accounting Information:** Presentation of Financial Position, Financial statements of companies. Analysis of Accounting Information: Financial Statement Analysis, interpretation of accounting information

**Unit-IV**

Cash Flow Statement, Preparing a statement of Cash Flows.

**Unit-V**

**Responsibility Accounting and Divisional Performance Measurement,** Transfer Pricing: Definition, Objectives and Methods of Transfer Pricing, Recent developments in the field of Accounting.

**Note:**

- ❖ Teaching Pedagogy besides classroom teaching will essentially include simulation, case studies, role plays and games.
- ❖ Teaching-learning Process will involve input from those who have demonstrated excellence in the area i.e. Practitioner's view will be incorporated.

**Reference Books and Suggested Readings**

- ❖ Anthony, R.N., Hawkins, F.D., & Merchant, K.A. Accounting: Text and Cases. Tata McGraw Hill.
- ❖ Arora, R.K.. Financial Accounting: Fundamentals, Analysis and Reporting Wiley.
- ❖ Hilton, R.W., & Platt, D.E. Managerial Accounting. Tata McGraw Hill.
- ❖ Horngren, T.C., Datar, S.M., & Rajan, M.V.. Horngren's Cost Accounting: A Managerial Emphasis. Pearson.
- ❖ Horngren, T.C., Datar, S.M., & Rajan, M.V. Cost Accounting, Student Value Edition . Pearson.
- ❖ Horngren, T.C., Sundem, G.L., Schatzberg, J., & Burgstahler, D.. Introduction to Management Accounting, Pearson.
- ❖ Needles B.E., Powers, M., & Crosson, S.V. . Principles of Financial Accounting, South-Western College/West.
- ❖ Narayanaswamy, R.. Financial Accounting: A Managerial Perspective. Prentice Hall of India.
- ❖ Spiceland, D., Thomas, W.M., & Herrmann, D. Financial Accounting, McGrawHill.
- ❖ Vij, M. Management Accounting. Excel Books,.



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**Syllabus of Master of Business Administration-Marketing Management (MBA-MM)**  
**for the academic year 2022-23**

Course No. MMEM11003T  
Course Title: Statistical Approaches in Marketing  
Duration of Examination: 3 Hrs

Contact Hrs/Week: 4 Hrs  
Credit: 03  
Maximum Marks: 100

**Course Objective(s)**

Understanding the practical applications of relevant tools and techniques in solving Managerial Problems and their uses for Business Analytics. It also enables the use of statistical, graphical and algebraic techniques wherever relevant in the field of management.

**Course Learning Outcomes:**

- To discuss and understand the key terminology, concepts tools and techniques used in business statistical analysis.
- Critically evaluate the underlying assumptions of analysis tools and discuss the issues surrounding sampling and their significance.
- To critically examine the uses and limitations of statistical analysis.
- Solve a range of problems using the techniques covered and conduct basic statistical analysis of data with ease.

**Unit-I**

**Introduction to Statistics:** Concept, Characteristics, Functions, Relevance of Statistics for other areas of study, Types of Statistical Methods, Limitation of Statistics.

**Collection of Data and editing of Data:** Concept of Data Collection, types of data, difference between primary and secondary data, methods of collecting primary data, methods of collecting secondary data, Approximation and Accuracy, Statistical Errors.

**Unit – II**

**Classification and Tabulation:** Concept of data collection, Characteristics and Objectives of Classification, Rules and Types of classification, Illustrations on classification, Definition, Characteristics and objectives of Tabulation, Rules and types of Tables, Illustrations on Tabulation.

**Diagrammatic and Graphical Representation:** Concept, Characteristics and objectives of Diagrammatic representation, Rules for Diagrammatic Representation, Advantages and Disadvantages of Diagrammatic representation, Types of Diagrams with illustrations, Layout of a graph, Types of Graphs with illustrations.

**Unit – III**

**Measures of Central Tendency:** Concept and characteristics of central tendency/average, Types of Average, Arithmetic Average/Mean: Concept, Methods of Computation, Weighted Arithmetic Average, mathematical properties, Median: Concept, Methods of Computation, Properties, Mode: Mode: Concept, Methods of Inspection, Empirical Relation.

**Measures of Dispersion:** Definition, Characteristics, Properties, Advantages and Disadvantages, Types of Measures of Dispersion, Range: Concept, Application, Methods of Computation, Mean Deviation: Concept, Methods of Computation, Standard Deviation: Concept, Methods of Computation.

**Unit – IV**

**Skewness:** Concept, Characteristics and Types of Skewness, Difference between Dispersion and Skewness, Different Measures of Skewness: General Measures, Karl Pearson's.


**Kurtosis:** Concept, Characteristics of Kurtosis, Importance of Kurtosis, Methods of Kurtosis (without numerical).

**Unit – V**

**Correlation:** Concept, Uses and Types of Correlation, Measures of Simple Correlation: Karl Pearson's coefficient of Linear correlation, Spearman's Rank Correlation Method, Concurrent Deviation Method.

**Regression:** Concept, Uses and Types of Regression, Methods of Simple Regression Analysis: Graphical, Algebraic.

**Application of Business Analysis:** Marketing Analytics, Supply Chain analytics, Human resource analytics and Digital Marketing Analytics.





**Syllabus of Master of Business Administration-Marketing Management (MBA-MM)  
for the academic year 2022-23**

**Course No.** MMB101001  
**Course Title:** Managerial Economics  
**Duration of Examination:** 3 Hrs

**Contact Hrs/Week:** 4 Hrs  
**Credit:** 03  
**Maximum Marks:** 100

**Course Objective(s):**

The objective of this course is to acquaint the students with concepts and techniques used in economic theory and to enable them to apply this knowledge in business decision making.

**Course Learning Outcomes:**

- Understanding of Core theoretical concepts and their application in business decision making.
- To develop understanding and awareness about functioning of local and global business environment and culture.
- To demonstrate a global outlook with the ability to identify aspects of the global business.
- Development of capability to identify the challenges and issues which need to be addressed through managerial decision making
- Development of responsiveness to contextual social issues/ problems and exploring solutions, understanding business ethics

**Unit – I**

**Managerial Economics:** Meaning, nature and scope of managerial economics, Role of Micro and Macro-Economic Analysis in formulation of Business Policies; Concepts in Decision Making: Marginal Principle, Choice and Opportunity Costs, Discounting Principle. Kautalya's Arthshastra and managerial economics.

**Unit – II**

**Demand Analysis:** Demand and Law of Demand, Determinants of Demand, Individual and Market Demand, Elasticity of Demand: Price, Income and cross elasticity of demand, Demand Forecasting, Consumer's Surplus, Indifference Curve Analysis.

**Unit – III**

**Production and Cost Analysis,** Production Function, Law of Diminishing Returns, Isoquants, Law of Returns to Scale, Classification of Costs, Average-Marginal Relationships-Long-run and Short-run cost functions, Economies of Scale.

**Unit – IV**

**Market Structures:** Spectrum of Market Structures, Price Determination under Perfect Competition, Monopoly, Monopolistic Competition and Oligopoly, Price Discrimination.

**Unit – V**

**Macroeconomic Variable:** Circular flow of Economic Activity, National Income, GDP, GNP and NNP, Methods for measuring National Income, Inflation: Concept, Causes and Consequences, Business Cycle: Features and Phases, Causes of Business Cycle.

**Note:**

- ❖ Teaching Pedagogy besides classroom teaching will essentially include simulation, case studies, role plays and games.
- ❖ Teaching-learning Process will involve input from those who have demonstrated excellence in the area i.e. Practitioner's view will be incorporated.

**Reference Books and Suggested reading**

- ❖ Allen, W. B., Doherty N. A., Weigelt, K., & Mansfield E. Managerial Economics: Theory, Applications and Cases, W. W. Norton & Company.
- ❖ Ahuja, H.L., Managerial Economics, S. Chand Publishing- 8<sup>th</sup> Edition
- ❖ Dwivedi, D.N., Managerial Economics, Vikas Publishing – 7<sup>th</sup> Edition Mankiw. N. Gregory, Economics Principles and Applications, Cengage Learning
- ❖ Mankiw.N. Gregory, Principles of Microeconomics, Cengage Learning
- ❖ Samuelson. Pual A. & William B. Nordhaus, Economics, Tata Mac Graw Hill
- ❖ Salvatore, Managerial Economics in Global Economy, Thomson Learning, Mumbai.

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**Syllabus of Master of Business Administration-Marketing Management (MBA-MM)  
for the academic year 2022-23**

**Course No:** MBMM1003  
**Course Title:** Communication for Professional Excellence  
**Duration of Exam:** 2hrs

**Contact Hrs/week:** 3 hrs  
**Credits:** 2  
**Maximum Marks:** 50

**Course Objective(s):**

The aim of this course is to help the marketing management students skillfully communicate to better cater to the marketing needs of the businesses.

**Course Learning Outcomes:**

- Catering to disciplinary knowledge, understanding & acquisition of basic Marketing Communication skills.
- To develop communication skills for better decoding of verbal & non-verbal clues relevant for better marketing of business solutions in various functional areas.
- Development of capability to identify the challenges and issues which need to be addressed through managerial communications.
- Development of capabilities to manage organizational and cross cultural communication.

**Unit-I**

**Communication Foundations:**

**Initial Skill- Centric Exploratory Exercise:** Field based (intra-departmental) marketing of goods / services of students' choice. Identifying basic pitching skills, persuasive skills, telephonic skills, phonetics etc. of the students and underlining their weak/strong marketing aspects.

**Introductory Base Building:** Importance and purpose of marketing communication; Types of communication; Communication process as applied in marketing; Principles of communication; Legal and Ethical constraints in marketing communication; Potential communication barriers in a marketing scenario; Use of technology in marketing communication.

**Unit-II**

**Written Communication in Marketing:** Principles of Business Writing, Business Letters, Report Writing, Memos, Routine Messages, Agenda, Minutes of Meeting, Press notes, Orders, Letters of Complaints, Circulars, Letters of Appreciations and Resumes, Drafting of Advertising Brochures, Creation of Sales Pitch Letters.

**Unit-III**

**Honing Marketing Oriented Personality Traits:** Usage of non-verbal communication in glamorizing marketing tactics, Mock interviews for marketing job profiles, Participating in Group Discussions, Telephonic Conversation, Handling Press Conferences, Basic Phonetics, Symbols and Sounds, Dress Etiquettes, Body Etiquettes.

**Concluding Skill- Centric Experiential Exercise:** Gap analysis of Marketing Communication exercise based on re-doing the initial exploratory exercise at University level (of Unit 1). Minimizing gaps through case studies.

**Note:**

- ❖ Teaching Pedagogy besides classroom teaching will essentially include simulation, case studies, role plays and games.
- ❖ Teaching- Learning Process will involve input from those who demonstrated excellence in the area i.e. Practitioner's view will be incorporated.

**Reference Books and Suggested Readings:**

- John M. Penrose Jr., Robert W. Rasberry, Edition: 5<sup>th</sup>, Business Communication for Managers: An Advanced Approach, Cengage Learning.
  - Mallika Nawal, Business Communication, Edition: 1<sup>st</sup> Cengage Learning.
  - Meenakshi Raman & Sangeeta Sharma, Technical Communication Principles and Practice, Oxford University Press.
  - Sanjay Kumar & Pushp Lata, Communication Skills, Oxford University Press.
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Syllabus of Master of Business Administration-Marketing Management (MBA-MM)  
for the academic year 2022-23

Course No. - MMEMMC005T

Course Title: Cultural and Philosophical Foundations of Management  
Duration of Examination: 2 Hrs

Contact Hrs/Week: 3 Hrs

Credit: 02

Maximum Marks: 50

**Course Objective(s):**

The course is designed to impart holistic approach to management by integrating cultural and philosophical foundation relevant to applications of management

**Course Learning Outcomes:**

- ❖ The learners will be able to understand the cultural and philosophical foundations of management education.
- ❖ The learners will be exposed to the contributions made by major eastern and western philosophers.

**Unit I:** Introduction to Eastern and Western philosophies on education and understanding human nature, Philosophical foundations of management, Application of Trusteeship theory in management.

**Unit II:** The psychological foundations of values and its impact on behavior, Morality and business, Consciousness and capitalism, Theory of Justice and management. Doctrine of karma and Kant's postulate of morality.

**Unit III:** Insights from Indian and Western literature on Management, Insights from folklores and folktales, Insights on enlightened management practices from fictions, understanding enlightened management practices in cultural context, cultural intelligence and organizational performance.

**Note:**

- ❖ Teaching Pedagogy besides classroom teaching will essentially include simulation, case studies, role plays and games.
- ❖ Teaching-learning Process will involve input from those who have demonstrated excellence in the area i.e. Practitioner's view will be incorporated.

**Reference Books and Suggested Readings**

- ❖ Kao, H.S.R., Sinha, D. & Wilpert, B. (1999). *Management and Cultural Values: The indigenization of organizations in Asia*.
  - ❖ Kao, H.S.R., & Sinha, D. (1988). *Social Values and Development: Asian Perspectives*.
  - ❖ Memmi, D. *Comparative Foundations of Eastern and Western Philosophies*.
  - ❖ Smith, A. *The Theory of Moral Sentiments*.
  - ❖ Hume, D. *An enquiry concerning the principles of morals*.
  - ❖ Locke, J. *An essay concerning understanding of human nature*.
  - ❖ Klafehn, J., Banerjee, P. M., & Chiu, C. (2008). *Navigating cultures: The role of meta-cognitive cultural intelligence*. In S. Ang & L. Van Dyne (Eds.), *Handbook of cultural intelligence: Theory, measurement and applications* (pp. 318-331). Armonk, NY: M.E. Sharpe.
  - ❖ House, R. J., Javidan, M., Hanges, P. J., & Dorfman, P. W. (2002). *Understanding cultures and implicit leadership theories across the globe: An introduction to project GLOBE*. *Journal of World Business*, 37(1), 3-10. [http://dx.doi.org/10.1016/S1090-9516\(01\)00069-4](http://dx.doi.org/10.1016/S1090-9516(01)00069-4).
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**Syllabus of Master of Business Administration-Marketing Management (MBA-MM)  
for the academic year 2022-23**

**Course No.** MBAB10001  
**Course Title:** Organisational Behaviour  
**Duration of Examination:** 3 Hrs

**Contact Hrs/Week:** 4 Hrs  
**Credit:** 04  
**Maximum Marks:** 100

**Course Objective(s):**

The objective of this course is to help learners to gain an understanding of organisational behaviour and processes and facilitate them to adopt a strategic approach of managing people and ensuring positive organizational performance. It will also help them understand individual, group and organizational behaviour for the purpose of increasing individual and organizational effectiveness.

**Course Learning Outcomes**

- ❖ Understanding the concept of organizational behaviour
- ❖ Strengthening the foundations of individual behaviour with an understanding of human personality, perception, learning and emotions
- ❖ Understanding the basic process of interpersonal relationship
- ❖ Understanding how managers can use the models to enhance motivational levels of employees
- ❖ Understand the concept of stress and learn to manage it
- ❖ Understanding the Behaviour approach to Managerial decision-making
- ❖ Develop an understanding of teams and groups in organizations

**Unit I: Foundations of Organizational Behaviour**

Meaning and systematic study of O.B; Contribution of behavioural sciences to O.B.; Contingency model of O.B; OB in a global perspective; Organizational Behaviour Opportunities and Challenges for Managers

**Unit II: Introduction to Individual Behaviour**

Personality: Determinants, Measurement, Different Traits; Perception: Process, Factors, Attribution Theory; Attitudes, Values and Emotions

**Unit III: Foundations of Learning and Motivation at Work**

Learning: Learning Approaches and Measurement, Motivation at Work: Introduction, Content Models of Motivation, Process Models of Motivation, Use of Motivation

**Unit IV: Group and Interpersonal Dimensions**

Formation, classification, stages and group dynamics; Group decision making; teams, transactional analysis; conflict management.

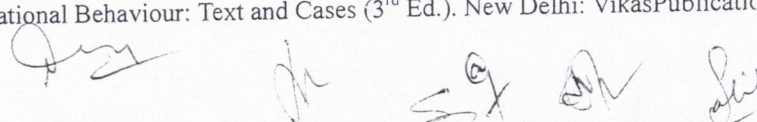
**Unit V: Organizational Dimensions**

Leadership, Stress and Well-being at work: Introduction, Sources, Reaction and Management of Stress, Organization Structure and Design

**Note:**

- ❖ Teaching Pedagogy besides classroom teaching will essentially include simulation, case studies, role plays and games.
- ❖ Teaching- Learning Process will involve input from those who demonstrated excellence in the area i.e. Practitioner's view will be incorporated.

**Reference Books and Suggested Readings**

- ❖ F. Luthans: Organizational Behavior, ed. vii, PHI, New Delhi.
  - ❖ L.M. Prasad: Organization Theory and Behavior, HPH, New Delhi.
  - ❖ Mullins L. J.: Management and Organizational Behavior, Pearson-Education, N. Delhi.
  - ❖ Nelson, D. L., Quick, J.C., & Khandelwal, P. Organizational Behaviour: A SouthAsian Perspective, 7<sup>th</sup> Ed.). India: Cengage Learning India Pvt. Ltd.
  - ❖ Newstrom J W and K Davis: Organizational Behavior: Human Behavior at Work, ed. V, New Delhi: Tata McGraw.
  - ❖ Pareek, U. & Khanna, S. Understanding Organizational Behaviour (4<sup>th</sup> Ed.). New Delhi: Oxford University Press.
  - ❖ Robins, S.P. and Sanghi, S.: Organizational Behavior, ed. xi, Pearson-Education, New Delhi.
  - ❖ Sakaran, U., Organizational Behavior, TMH, N. Delhi.
  - ❖ Singh, K. (2015). Organizational Behaviour: Text and Cases (3<sup>rd</sup> Ed.). New Delhi: VikasPublication.
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**Syllabus of Master of Business Administration-Marketing Management (MBA-MM)**  
**for the academic year 2022-23**

Course No. MMB21100027  
Course Title: Business Environment  
Duration of Examination: 3 Hrs

Contact Hrs/Week: 4 Hrs  
Credit: 04  
Maximum Marks: 100

**Course Objective:**

The course facilitates the learners to understand various aspects of economic, social, political and cultural environment of India thereby by enabling them in gaining a deeper insights of the environmental factors influencing business organization.

**Course Learning Outcomes:**

- Enabling better imbibition of business environment from political, economic, social, technological, ecological and legal angles.
- To develop understanding and awareness about functioning of local and global business environment and culture.
- Development of responsiveness to contextual social issues/ problems and exploring relevant managerial solutions.
- To develop analytical skills for better situational judgment relevant for better business solutions in various functional areas.
- Development of inter-connections of theory with practice.

**Unit-I**

**Initial Skill- Centric Exploratory Exercise-** Identifying success & failure factors of a company of choice. Foundational need analysis for skillful business environment exploration.

**Introductory Concept Building:** Concept, need and importance of Business Environment; Elements of environment -Internal, External, Macro, Micro; Classification of Marketing oriented Industries (based on (i) nature of activity (ii) competitive structure); Competitive marketing analysis, Environment analysis ,

**Unit-II**

**Marketing Dynamics of Political & Economic Environment:** Political and Economic roles of Government and associated marketing tactics; Classification of functions of politically run government systems with impetus on applied marketing strategies; Political roles of Government- Regulatory role, Promotional role, Entrepreneurial role. Brief note on NITI Aayog; Planning Commission vs NITI Aayog, Nature and Structure of Market Economy; Economic Policies; Factors affecting economic environment; Monetary and Fiscal Policy: Role of regulatory institutions in Indian financial system-RBI and SEBI.

**Unit-III**

**Contemporary Social, Legal and Technological Environment:** Bridging society, business and culture through marketing; Socio-cultural factors affecting consumer preferences, habits, beliefs, societal trends; Factors affecting social orientation of business; Social responsibility of business to shareholders, employees, consumers and community, Corporate Social Consciousness. A brief of Indian Company Law, Intellectual Property Rights & Laws; Sources of innovative technological dynamics; Technology & Competitive advantage

**Unit-IV**


**Emerging trends in Business Environment:** Liberalization, Privatization and Disinvestments; Special Economic Zone (SEZ) and their role and impact in International business Environment; World Trade Organization (WTO); Consumer rights and Consumerism, Corporate Governance-meaning, reasons for growing demand of corporate governance, significance of corporate governance.

**Unit-V**

**Global aspects of business environment:** Environmental Responsibility of business enterprises, Globalization, EXIM policy and role of EXIM bank, FERA & FEMA, FDI policy.

**Concluding Experiential Exercise:** Gap Analysis of Skillful Business Environment exploration based on re-doing the initial exploratory exercise (of Unit I). Minimizing gaps through case studies.

**Note:**

- ❖ Teaching Pedagogy besides classroom teaching will essentially include practical exercise, simulation, case studies, role plays and games.
  - ❖ Teaching-learning Process will involve input from those who have demonstrated excellence in the area i.e. Practitioner's view will be incorporated.
  - ❖ Learners are advised to use latest edition of the book
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**Reference Books and Suggested Readings:**

- K. Aswathappa, Essentials of Business Environment.
- Francis Cherunilam, Business Environment: Text and Cases, Publisher: Himalayan Publishing House.
- Shaikh & Saleem, Business Environment, Pearson Education.
- Paul Justin, Business Environment, Publisher: The McGraw Hill Companies.

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**Syllabus of Master of Business Administration-Marketing Management (MBA-MM)  
for the academic year 2022-23**

**Course No:** MBABMT2023  
**Course Title:** Entrepreneurship, Creativity and Innovation  
**Duration of Exam:** 3hrs

**Contact Hrs/week:** 4hrs  
**Credits:** 4  
**Maximum Marks:** 100

**Course Objective(s):**

The objective of this course is to help the students to develop an entrepreneurial mindset and gain an understanding of the entire entrepreneurial process through analysis of various situations. Additionally, the purpose of the course is also to gain insights about the critical role of creativity and innovation to the development of new products and services in entrepreneurial start-ups.

**Course Learning Outcomes**

- ❖ Explain the meaning and significance of entrepreneurship and understand the process of entrepreneurial action.
- ❖ Understand the entrepreneurial mindset and personality.
- ❖ Understand the importance of idea generation, identifying opportunities and the value of a business plan.
- ❖ Understand the role of creativity and innovation in entrepreneurship
- ❖ Examine strategies for growth and identify the human resource challenges for managing growth.
- ❖ Understand the concept of social entrepreneurship and appreciate how social entrepreneurs mobilize scarce resources to affect social change.
- ❖ Understand how established firms can develop an entrepreneurial culture and the challenges of doing so.

**Unit I:** Entrepreneurship and the Entrepreneurial process

**Unit II:** The Entrepreneurial mindset and personality.

**Unit III:** Idea generation, identifying opportunities and evaluation.

**Unit IV:** Creativity and Innovation.

**Unit V:** Managing Growth, Social entrepreneurship and Innovation, Corporate Entrepreneurship

**Note:**

- ❖ Teaching Pedagogy besides classroom teaching will essentially include simulation, case studies, role plays and games.
- ❖ Teaching- Learning Process will involve input from those who demonstrated excellence in the area i.e. Practitioner's view will be incorporated.
- ❖ The list of cases and other specific references including recent articles will be announced by the instructor at the time of launching the course.

**Reference Books and Suggested Readings:**

- ❖ Barringer, B. R & Ireland, R.D. (2013). *Entrepreneurship Successfully Launching New Ventures*. Pearson.
- ❖ Drucker, P. F. (2006). *Innovation and Entrepreneurship: Practice and Principles*. Elsevier.
- ❖ Fagerberg, J., Mowery, D. C., & Nelson, R. R. (Ed.). (2006). *The Oxford Handbook of Innovation* Oxford University Press.
- ❖ Hisrich, R., Manimala, M.J., Peters, M.P., & Shepherd, D.A. (2015). *Entrepreneurship* (9<sup>th</sup> ed). McGraw Hill.
- ❖ Kaplan, J. M. (2012). *Patterns of Entrepreneurship* (4 Ed.). John Wiley & Sons.
- ❖ Khandwalla, P. (2003). *Corporate creativity*. New Delhi: Tata McGraw Hill
- ❖ Kuratko, D.F., & Rao, T.V. (2014). *Entrepreneurship: A South-Asian Perspective*. Cengage Learning.
- ❖ Mullins, W. J. (2004). *New business road test*. Prentice Hall. Mullins, W. J. & Komisar, R. (2009). *Getting to Plan B: Breaking Through to a Better Business Model*. Harvard Business Press.
- ❖ Roy, R. (2011). *Entrepreneurship* (2ed.). New Delhi: Oxford University Press.





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**Syllabus of Master of Business Administration-Marketing Management (MBA-MM)  
for the academic year 2022-23**

Course No. **NIMBMM10071**  
Course Title: **Operations Management**  
Duration of Examination: **3 Hrs**

Contact Hrs/Week: **4 Hrs**  
Credit: **03**  
Maximum Marks: **100**

**Course Objective**

The course is designed to enable the learners to create and evaluate decision making alternatives in planning, scheduling, control and productivity improvement in production and operations function in both manufactories and service organizations. The course would emphasize on bringing about effectiveness and efficiency in operations by job and work design, process design, layout design. It will also focus on design, control and management of systems related to production resources planning, quality, scheduling, maintenance, inventory and environment and safety. Importance of supply chain management and operating in a lean environment is also to be highlighted.

**Course Learning Outcomes**

- ❖ Understand the nature and scope of operations management in both manufacturing and services.
- ❖ Appreciate the linkage of operations strategy with competitive strategy.
- ❖ Appreciate the facility location decision and its long term impact on business.
- ❖ Ability to take decision about choice of processing systems, processes and their flows.
- ❖ Ability to analyse processing and work systems with respect to simplification and work standards.
- ❖ Develop analytical skills to undertake operations planning, scheduling and control decisions.
- ❖ Build knowledge and skills about quality management concept and tools and to develop the concept of TQM.
- ❖ Analyse various inventory control models and applications and introduce supply chain management.
- ❖ Appreciate role of integration of various Operations management systems particularly with respect to environment, safety, sustainability and social accountability.

**Unit I**

**Operations Management:** Definition, Functions in organization, Historical evolution, Relationship with other functional areas, OM as a competitive weapon, OM Decisions. **Operations Strategy:** Definition, Managing Strategy, Competitive Strategy, Richardson, Taylor & Gordon Frameworks for operational strategy, Strategy and Operational Effectiveness.

**Unit II**

**Product Design:** Typology of products, Product life cycle, Technology lifecycle, The Product Development Process, Product Architecture, New Product Development & Economic cost, Product Development in Services., **Process Design:** Definition, Linking processes, Typology of processes, Process decisions, Flexibility in manufacturing, Process choice, Characteristics of different production systems, Process designs in Services.

**Unit III**

**Facility Location:** Factors affecting facility planning at Global – Macro & Micro level, Methods for evaluating location based decisions, **Facility Layout:** Basic principles, Types of layouts – Process, Product/Line, Fixed, Group/Cellular, Concept of Line balancing and Assembly line balancing, **Facility Capacity Planning:** Measures of capacity, capacity planning process (when, what, how), Capacity expansion strategies, Service operations & system capacity.

**Unit IV**

**Quality Management & Control:** Definition Attributes of Quality, Quality Principles, Dimensions of Design & Conformance quality, Philosophies of Quality, PDCA cycle, **Total Quality Management:** Definition, Concepts and Guiding principles for TQM, Customer Satisfaction Management, Quality Function Deployment, Models for TQM, Concept of Quality Circles.

**Unit V**

**Material Requirement Planning (MRP):** Process, MRP pre-requisites, Planning Factors, Benefits, QFD, Introduction to MRP-II, **Enterprise Resource Planning (ERP):** Concept & Origin of ERP, Characteristics of ERP, Benefits of ERP, ERP Implementation - Methodology, Principles, Guidelines & Causes of failure, Post ERP Implementation, **Supply Chain Management (SCM):** Concept & Origin of SCM, Important elements of SCM, SCOR Model, Stevan's model of Supply Chain Integration.

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**Note:**

- ❖ Teaching Pedagogy besides classroom teaching will essentially include simulation, case studies, role plays and games.
- ❖ Teaching-Learning Process will involve input from those who have demonstrated excellence in the area i.e. Practitioner's view will be incorporated.

**Reference Books and Suggested Readings:**

- ❖ Gaither Norman & Frazier Greg (2011), Operations Management, 9<sup>th</sup> Edition, Cengage Learning India Pvt. Ltd..
- ❖ Singla Rai Ashim (2010), Enterprise Resource Planning, 2<sup>nd</sup> Reprint, Cengage Learning India Pvt. Ltd..
- ❖ Evans & Collier (2007), Operations Management: An Integrated Goods and Services Approach, 1<sup>st</sup> Indian Reprint 2007, Thomson Learning.
- ❖ Krajewski Lee, Ritzman Larry & Malhotra Manoj (2007), 1<sup>st</sup> Reprint 2007, Pearson Prentice Hall.
- ❖ Adam Jr. & Ebert, R.J, Production and Operations Management (2010), 5<sup>th</sup> Edition, Prentice Hall of India Pvt. Ltd..
- ❖ Dr. Banerjee Biswajit, Operations Management and Control (2009), 2<sup>nd</sup> Edition 2009, S. Chand & Company Ltd. New Delhi.



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**Syllabus of Master of Business Administration-Marketing Management (MBA-MM)**  
**for the academic year 2022-24**

**Course No.** MMIBMIC008T  
**Course Title:** Financial Management  
**Duration of Examination:** 3 Hrs

**Contact Hrs/Week:** 4 Hrs  
**Credit:** 03  
**Maximum Marks:** 100

**Course Objective(s):**

The course is designed to provide an understanding of the essential elements of the broad strategic framework of financial decision making in a large corporate organisation. The paper will examine the role of finance managers of modern corporate firms in order to achieve the objective of wealth maximization

**Course Learning Outcomes:** After successfully completing this course learners will be able to:

- ❖ Understand the evolution and growth of finance function. The objective of the firm – Shareholders' wealth maximization.
- ❖ Make Capital Investment decisions with the help of DCF & Non-DCF techniques. Calculating and interpreting the cost of capital for companies.
- ❖ Analyse Financing options available to firms, Trade-off between debt and equity, Criteria for deciding the optimal financing mix.
- ❖ Evaluate how much profit to reinvest and how much to return to owners as dividends?
- ❖ Understand the concept of working capital and the working capital policies to manage cash and account receivable for a company.

**Unit I: Introduction to Managerial Finance**

Financial Management – An Overview, Evolution of Finance, Objective of finance manager: Alternatives & Selection, Creating Shareholders' Value, Concept of Time Value of Money.

**Unit II: Investment Decisions**

Capital Budgeting Decisions, Estimation of Cash Flows, Project Evaluation Techniques – Non- DCF and DCF tools, Capital Budgeting practices of finance managers, Cost of Capital - Meaning and Concept, Calculation of WACC, CAPM and DDM Approaches\

**Unit III: Financing Decisions**

Concept of Leverage, EBIT-EPS Analysis, Capital Structure Theories and Value of the firm - Net Income Approach, Net Operating Income Approach, Traditional Approach, Modigliani Miller Model, Determining the optimal Capital Structure, Checklist for Capital Structure Decisions, Financing policies in practice

**Unit IV: Dividend Decisions**

Theories of Dividend – Irrelevance & Relevance of dividend, Types of dividend policies, Factors determining Dividend Policy, Dividend Policies in practice

**Unit V: Working Capital Management**

Components of Working Capital, Determinants of Working Capital, Policies of Working Capital, Estimation of Operating Cycles, Cash Management, Receivables Management, Inventory Management

**Note:**

- ❖ Teaching Pedagogy besides classroom teaching will essentially include simulation, case studies, role plays and games.
- ❖ Teaching-Learning Process will involve input from those who have demonstrated excellence in the area i.e. Practitioner's view will be incorporated.

**Reference Books and Suggested Readings:**

- ❖ Financial Management, I.M. Pandey, Vikas Publishing House
  - ❖ Financial Management, Text Problems and Cases, M.Y. Khan & P.K. Jain Tata Mc Graw Hill
  - ❖ Financial Management and Policy, Van Horne, Prentice Hall India
  - ❖ Financial Management Theory and Practice. Parsana Chandra Tata Mc Graw Hill Pvt. Ltd.
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**Syllabus of Master of Business Administration-Marketing Management (MBA-MM)**  
for the academic year 2022-23

**Course No.** MMBM1C0007  
**Course Title:** Human Resource Management  
**Duration of Examination:** 3 Hrs

**Contact Hrs/Week:** 4 Hrs  
**Credit:** 03  
**Maximum Marks:** 100

**Course Objective(s)**

The objective of the course is to sensitize learners to the systems and strategies in managing people professionally in view of the rapidly evolving aspirations of individuals, and changing business contexts. The course is designed to familiarize learners with human resource policies and practices that they need to know regardless of their field of managerial functions. The course highlights the need for well-designed human resource policies that promote employee motivation and performance, and in achieving organizational objectives. The course will provide basic concepts, techniques, and practices of human resource management in diverse contexts.

**Learning Outcome**

- ❖ Participants will be able to understand the importance of managing human resources professionally, in view of the constantly changing aspirations of individuals, the business context, and organizational dynamics in health sector;
- ❖ Participants will be able to understand the foundations of managing human resources in organizations, in terms of systems, strategies and practices;
- ❖ Participants will be able to appreciate the need for well-designed HR policies that enhances employee motivation and performance;
- ❖ Participants will be able to learn tools and techniques of human resource management systems;
- ❖ The entire course is based on case studies and students will be able to understand the dynamics of managing people from real world examples.

**Unit I Introduction to Human Resource Management**

**Human Resource Management:** Foundations and Principles of Managing People in Organizations: Concepts and Perspectives; Contemporary issues and challenges in managing human resources **Models of HRM:** The Harvard Model, The Michigan Model

**Unit II Manpower Management**

**Human Resource Planning:** Steps, Factors; **Job Analysis:** Job Description & Job Specification; **Recruitment:** Steps, Sources & Methods of Recruitment, **Selection:** Stages in Selection Process, Selection Tests, Reliability & Validity in Selection, **Induction:** Objectives, Procedure and Techniques, **Succession Planning, Succession Planning, Job Evaluation:** Objectives, Methods: Quantitative & Non Quantitative

**Unit III Training and Development**

**Training:** Purpose & Principles, Training Need Analysis, Methods of Training, **Executive Development:** Need, Techniques of Management Development, **Promotions:** Types, **Transfers:** Purpose, Procedure, **Separation:** Resignation, Dismissal, Suspension, Retrenchment, Lay-off, **Performance Appraisal:** Process, Methods-Traditional & Modern, Problems

**UNIT IV Compensation, Benefits and Employee Welfare**

**Compensation:** Objectives, Factors, Components, Benefits, **Quality of Work Life, Employee Engagement:** Levels, Building Blocks, **Employer Branding**

**Unit V Industrial Relations**

**Industrial Relation:** Objectives, Nature, Scope, Preventive & Settlement Machinery, **Trade Unions:** Objectives, Functions, Classification, Problems, **Grievance:** Forms, Causes, **Collective Bargaining:** Process

**Note:**

- ❖ Teaching Pedagogy besides classroom teaching will essentially include simulation, case studies, role plays and games.
- ❖ Teaching-learning Process will involve input from those who have demonstrated excellence in the area i.e. Practitioner's view will be incorporated.

**Reference Books and Suggested reading**

- ❖ Armstrong, M. Armstrong's Handbook of Human Resource Management Practice, Kogan Page
  - ❖ Dessler, G. , Human Resource Management, Pearson Education ,13<sup>th</sup> Edition
  - ❖ DeCenzo, D. A., & Robbins, S. P. (2010). Fundamentals of Human Resource Management, John Wiley & Sons.
  - ❖ E. Schuster Human Resource Management, Concept ,Cases and Readings, PHI
  - ❖ Fisher, Schoenfeldt and Shaw, Managing Human Resource, Cengage Learning
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**Syllabus of Master of Business Administration-Marketing Management (MBA-MM)  
for the academic year 2022-23**

**Course No:** MBAB0101  
**Course Title:** Business Law  
**Duration of Exam:** 3hrs

**Contact Hrs/week:** 4hrs  
**Credits:** 3  
**Maximum Marks:** 100

**Course Objective:**

To acquaint the students with legal aspects of business and to introduce different business laws applicable in India context.

**Course Learning Outcomes:**

After successfully completing this course learners will be able to: implement managerial practices governing business within the legal framework in Indian context

**Unit- I**

Legislative Process, Definition, scope and sources of business Law, Kinds of Law, civil, criminal; courts of law; Company – Types, stages in the formation of a company; Elements of Company Law, Contents of Memorandum of Association; Articles of Association

**Unit – II**

Shares – Meaning and Kinds, Procedure for the issue and allotment, transfer and transmission of Shares; Issue of shares at premium and at discount, Forfeiture of shares. Debentures – meaning and types, difference between shares and Debentures.

**Unit – III**

Contract Act: Nature and classification of Contracts; the sales of good act, essentials of contract of sale; types of negotiable instruments: by statute and by custom or usage. Consumer Protection Act,

**Unit IV:**

The Sale of Goods Act 1930: Introduction, Formalities of the contract of sale, Distinction between 'sale and hire-purchase agreement, Conditions and Warranties, Transfer of property as between the seller and the buyer, Rights of an unpaid seller

**Unit V: Other Laws**

Consumer Protection Act, Competition Act, Intellectual Property Rights: Patents, Copy Right, Geographical Indications, Trade Mark; GST

**Note:**

- ❖ Teaching Pedagogy besides classroom teaching will essentially include simulation, case studies, role plays and games.
- ❖ Teaching- Learning Process will involve input from those who demonstrated excellence in the area i.e. Practitioner's view will be incorporated.

**Reference Books and Suggested Readings**

- ❖ Boatright, J.R.: Ethics and the Conduct of Business, ed. vi, 2006, Pearson Education.
- ❖ Fernando, A.C.: Corporate Governance- Principles, Policies and Practices, ed. i, 2006, Pearson Education.
- ❖ Gulshan, S.K.: Mercantile Law, ed. iii, 2007, Excel Books.
- ❖ Kuchhal, M.C.: Business Law, ed. iv, 2005, Vikas Publishing.
- ❖ Velasquez, M.G.: Business Ethics- Concepts and Cases, ed. vi, 2007, Pearson Education.

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**Syllabus of Master of Business Administration-Marketing Management (MBA-MM)  
for the academic year 2022-23**

**Course No:** MMBM100N11  
**Course Title:** Indian Ethos and Business Ethics  
**Duration of Exam:** 2 hrs

**Contact Hrs/week:** 3hrs  
**Credits:** 2  
**Maximum Marks:** 50

**Objective:** The purpose of the course is to acquaint the students with Ethics and Indian Ethos and its significance to managerial decision making.

**Course Learning Outcomes:**

- Understanding of Core theoretical concepts and their application in business decision making.
- To develop understanding about the Indian Ethos and its relevance to managerial decision making.
- Philosophical perceptive of various religious and ethical values for better understanding of local and global business environment and culture.
- Development of capabilities with purity of mind to face ethical dilemmas in business,
- Understanding of Karm Yaga and Pursharth for success in business,
- Development of responsiveness to contextual social issues/ problems and exploring solutions, understanding business ethics.

**UNIT 1**

Business ethics – Nature, characteristics and needs; Ethical issues in functional areas of Management, Role of scriptures in understanding ethics, Ethical Dilemma, Effect of ethical dilemmas in business and on its stakeholders, Causes of Ethical dilemmas, Theories of business ethics

**UNIT II**

Indian Ethos: Concept, Culture and Management, Role of Indian Ethos in Managerial Practices, Basic learning's from Vedas, Mahabharata, Guru Granth Sahib, Quran, Bhagwat Geeta.

**UNIT III**

Values and ethics, Values & Purity of Mind, Indian Values & Wisdom relevant to modern management, Professionalism and Karma Yoga, Developing Code of Ethics and Conduct, Professional ethics for functional managers, Ethics in Global business.

**Reference Books and Suggested Readings:**

- ❖ Chakraborty S. K., Ethics in Management- Vedantic Approach, New Delhi, Oxford India Ltd, 1995
- ❖ Fernando A.C., Business Ethics: An Indian Perspective, Pearson, 2009
- ❖ Weiss, Business Ethics Concepts and Cases, 1<sup>st</sup> edition Cengage Learning, 2009
- ❖ Murthy, C S R, Business Ethics, Himalaya Publishing House, Mumbai, 2009
- ❖ Hosmer, L.T. Richard D. Irwin, The Ethics of Management

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**Syllabus of Master of Business Administration-Marketing Management (MBA-MM)  
for the academic year 2022-23**

Course No. MMBMM1000251  
Course Title: Value Based Marketing Leadership  
Duration of Examination: 2 Hrs

Contact Hrs/Week: 3Hrs  
Credit: 02  
Maximum Marks: 50

**Course Objective(s)**

To facilitate value based marketing approach for promoting leadership that is in consonance with the employees and society at large.

**Course Learning Outcomes:**

- ❖ The students will be exposed to various theories of leadership in the context of growing organizational crisis of values.
- ❖ The students will be exposed to different cases and models to create value-based organizational culture.
- ❖ To augment marketing approaches with ethics and values for attaining public acceptability of managerial practices.
- ❖ The students will be exposed to value-based stake-holder analyses.

**Unit I:** Leadership – Various theories, Transactional and transformational leadership styles, Charismatic leadership, authentic leadership, and Value-based leadership.

**Unit II:** Organizational culture – perspectives, models and challenges; Synergy between corecompetencies and organizational culture; Virtue based organizational culture, Miami's seven-step process for creating value framework, Creating a culture of value-based leadership.

**Unit III:** High performing organizational models – key components, intellectual and psychological capital, employee involvement; Stakeholder theory and value creation, Value-based social engagement.

**Note:**

- ❖ Teaching Pedagogy besides classroom teaching will essentially include practical exercise, simulation, case studies, role plays and games.
- ❖ Teaching-learning Process will involve input from those who have demonstrated excellence in the area i.e. Practitioner's view will be incorporated.

**Reference Books and Suggested Readings:**

- ❖ Senge P.M. (1990). The Fifth Discipline: The Art & Practice of The Learning Organization
  - ❖ Senge, P.M. (1994) The Fifth Discipline Field book: Strategies and Tools for Building a Learning Organization
  - ❖ Collins, J. (2001). Good to Great: Why Some Companies Make the Leap...And Others Don't.
  - ❖ Bennis, W.G. and Thomas, R.J. (2002). Geeks and Geezers: How Era, Values, and Defining Moments Shape Leaders.
  - ❖ Kraemer, H.M. (2011). From Values to Action: The Four Principles of Values-Based Leadership
  - ❖ George, B. Authentic Leadership: Rediscovering the Secrets to Creating Lasting Value, Kindle edition.
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**Syllabus of Master of Business Administration-Marketing Management (MBA-MM)**  
**for the academic year 2022-23**

Course No. MMB17100051  
Course Title: **Marketing Management**  
Duration of Examination: **3 Hrs**

Contact Hrs/Week: **4 Hrs**  
Credit: **04**  
Maximum Marks: **100**

**Course Objective:**

The objective of this course is to facilitate understanding of the conceptual framework of marketing and its applications in drawing maximum managerial mileage out of it.

**Course Learning Outcomes:**

- To develop marketing oriented analytical skills for better situational judgment relevant for better business solutions.
- Understanding of core theoretical concepts of modern marketing and their application in business decision making.
- To demonstrate an outlook with the ability to identify aspects of the global marketing arena and generate subsequent market responsiveness.
- Development of marketing acumen to contextualize consumer issues/ problems and exploring solutions and opportunities for lead generation.

**Unit-I**

**Initial Skill-Centric Exploratory Exercise:** Role play oriented marketing of any product of student's choice with special impetus on product knowledge, pricing, distribution, promotion and packaging aspects.

**Introduction to Marketing Management:** Meaning, nature, scope and importance of marketing; Core Marketing concepts: Needs, Wants, Demands; Evolution of Marketing. Marketing Basics- Production concept, Product concept, Selling Concept, Marketing Concept, Holistic Marketing Concept. Marketing mix, Market segmentation, targeting and positioning.

**Unit-II**

**Product Decisions:** Concept of a product, Classifications of products, Types of Product Value- Functional value, Monetary value, Social value & Psychological value; Product line and product mix; Product life cycle- strategic implications and applicable marketing strategies, New Product Development process.

**Pricing Decisions & Tactics:** Factors affecting pricing determinations, Pricing policies and strategies, Types of pricing; Discounts and rebates.

**Unit-III**

**Distribution Channels:** Nature, functions, and types of distribution channels; Distribution channel intermediaries; Channel management decisions; Retailing and wholesaling.

**Promotion Tools & Tactics:** Communication Process as applied in marketing; Promotion Mix-advertising, personal selling, sales promotion, publicity and public relations.

**Unit-IV**

**Marketing Research:** Meaning and scope of marketing research; Marketing research process, Approaches to Market research.

**Creating Values in marketing;** Brand: Meaning, role & scope; Generating Customer value through product levels, Value based Branding; Packaging, labeling, Warranties and Guarantees; Creating marketing value through Corporate Social Responsibility; Creating value through service marketing.

Value-based Marketing Approaches- The Occidental Approach, The Oriental Approach (Functional, Aesthetic, Symbolic, Spiritual value).

**Unit-V**

**Recent Development in Marketing:** International Marketing, Social media marketing, Green marketing, Cyber marketing; Relationship marketing, Socially responsible marketing.

**Issues & Future of Marketing:** Legal, social and ethical constraints in marketing, Pros and cons of buzz and viral marketing, Future of marketing.

**Concluding Skill- Centric Experiential Exercise:** Gap analysis of role-play based marketing exercise based on re-doing the initial skill- centric exploratory exercise (of Unit 1). Minimizing gaps through case studies.

**Note:**

- ❖ Teaching Pedagogy besides classroom teaching will essentially include simulation, case studies, role plays and games.
  - ❖ Teaching-Learning Process will involve input from those who have demonstrated excellence in the area i.e. Practitioner's view will be incorporated
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**Reference Books and Suggested Readings:**

- Sharma J K, Business Statistics, 4<sup>th</sup> edition, Pearson Education, 2018.
- Gupta, S.C., Fundamentals of Statistics, 7<sup>th</sup> edition, Himalayan Publishing House, 2018.
- Gupta, S. P., Statistical Methods, 43<sup>rd</sup> edition, Sultan Chand, 2014.
- Levin R.I., & Rubin S. David, Statistics for Management, Pearson Education, 7<sup>th</sup> Edition, 2015.
- Dr. Aditham B. Rao, Quantitative Techniques in Business, Jaico Publishing House



**Syllabus of Master of Business Administration-Marketing Management (MBA-MM)  
for the academic year 2022-23**

Course No. MMB111005A  
Course Title: Research Methodology  
Duration of Examination: 3 Hrs

Contact Hrs/Week: 4 Hrs  
Credit: 04  
Maximum Marks: 100

**Course Objective:**

To acquaint the learners with the basic concepts of business research and enable them to develop skills and knowledge needed to analyse data using appropriate statistical analytical tools and techniques.

**Course Learning Outcomes:** By the end of the course, learners will be able to:

- ❖ develop an understanding of Conceptual Framework of Research Methods and commonly used data analysis techniques
- ❖ practically demonstrate application of SPSS for Data Analysis
- ❖ locate and evaluate secondary sources of research data

**Unit I : Business Research: An Introduction**

Introduction to Basic Concepts; Stages in the Research Process; Problem Definition, Research Objectives, Types of Research; Significance of Business Research in Management Decision Making; Business Research in Practice.

**Unit II: Research Design & Data Collection Technique**

Classification of Research Design; Exploratory, Descriptive & Conclusive Research Designs; Causal Research; Secondary data- Nature, Sources & Advantages; Primary Data- Nature, Types, Means & Issues in Obtaining Primary Data.

**Unit III: Measurement, Attitude Scales & Questionnaire Design**

Concept of Measurement, Scales of Measurement- Their Types & Properties; Measurement of Attitudes & Scaling Procedure; Questionnaire Design and Testing

**Unit IV: Sampling, Hypothesis Testing and Data Preparation**

Sampling Theory, Design and Issues; Central Limit Theorem; Hypothesis Testing- Concept and Procedure; Data Preparation Process

**Unit V: Statistical Analysis Using SPSS & Reporting of Research Findings**

Introduction to SPSS; Analyzing Data Using SPSS---T-test, ANOVA, Correlation & Factor Analysis; Interpretation of Results; Reporting Research Findings

**Note:**

- ❖ Teaching Pedagogy besides classroom teaching will essentially include simulation, case studies, role plays and games.
- ❖ Teaching-Learning Process will involve input from those who have demonstrated excellence in the area i.e. Practitioner's view will be incorporated.

**Reference Books and Suggested Readings:**

- ❖ Cooper, D. R., & Schindler, P. S. (2012). *Business Research Methods*. (12<sup>th</sup> Edition), New Delhi: Tata McGraw-Hill.
- ❖ Malhotra, N. K & Dash, S. (2011). *Marketing Research: An Applied Orientation*. (Sixth Edition), New Delhi: Pearson Education.
- ❖ Monippally, Mathukutty M and Pawar, Badrinarayan Shankar (2010). *Academic Writing: A Guide for Management Students and Researchers*. New Delhi, Response (Sage).
- ❖ Zikmund, W. G. (2012) *Business Research Methods*. (8<sup>th</sup> Edition), Cengage Learning





- ❖ Lata & Nair Personnel Management & Industrial Relations ,S. Chand
- ❖ Mamoria, C. B., Rao, V. S. P., Personnel Management, Himalya Publishing House, New Delhi
- ❖ Monoppa & Saiyadain, Personnel Management, Tata McGraw Hill, New Delhi.
- ❖ Pattanayak, B., Human Resource Management. PHI (EEE)
- ❖ Sengupta, D., Human Resource Management. Biztantra

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**Syllabus of Master of Business Administration-Marketing Management (MBA-MM)  
for the academic year 2022-24**

**Course No:** MMB71100657  
**Course Title:** International Business  
**Duration of Exam:** 3hrs

**Contact Hrs/week:** 4hrs  
**Credits:** 4  
**Maximum Marks:** 100

**Course Objective(s):** The course aims to introduce learners to the international business, trading and financial environment. The course also creates awareness about emerging issues such as outsourcing and environmental sustainability in the context of international business.

**Learning Outcomes:** After completing the course, the learners will be able to:

- ❖ Explain the process of globalization, its impact on the evolution and growth of international business and to appreciate the changing dynamics of the diverse international business environment (including various modes of entry);
- ❖ Know the theoretical dimensions of international trade and intervention measures adopted; to appreciate the significance of different forms of regional economic integration and understand the concept of Balance of payment account and its components;
- ❖ Explain the significance of different forms of regional economic integration and to appreciate the role played by various international economic organisations such as the WTO, UNCTAD, IMF and World Bank;
- ❖ Assess international financial environment, and basic features of the foreign exchange market – its characteristics and determinants;
- ❖ Examine the concept and form of foreign direct investment, and to create awareness about emerging issues in international business such as outsourcing and ecological issues

**Unit I: Introduction to International Business**

International Business: Meaning Nature Scope and Importance of International Business. International business contrasted with domestic businesses – complexities of international business; Internationalization stages and orientations; Modes of entry into International businesses. International Business Environment: Economic, demographic, cultural and political, legal environment. Globalization and its growing importance in the world economy, Impact of Globalization.

**Unit II: International Trade**

Theories of International trade - Absolute advantage theory, Comparative advantage theory, The Heckscher-Ohlin theory of trade, New trade theory; Tariff and Non-Tariff Barriers. BOP-Balance of payment account and its components.

**Unit III: Regional Economic Integration & Cooperation**

Forms of regional integration; Integration efforts amongst countries in Europe, North America and Asia: EU, NAFTA and SAARC; Cost and benefits of regional economic integration. International Economic Organisations: WTO, UNCTAD, World Bank, and IMF.

**Unit IV: International Financial Environment**

Foreign exchange rate meaning and nature, Types of exchange rate systems- fixed and floating, Arbitrage, Hedging and Speculation. Exchange rate Determination: Types of Exchange rates, Factors affecting exchange rate- relative inflation rates, interest rates, relative interest rates, relative income levels, government controls, expectations.

**Unit V: Foreign Direct Investment**

FDI-Reason for FDI, Modes of FDI, Types of FDI- Greenfield investment, Brownfield investments, Mergers & Acquisition, Strategic alliances; Benefits and drawbacks of FDI. FDI in India.

**Note:**

- ❖ Teaching Pedagogy besides classroom teaching will essentially include practical exercise, simulation, case studies, role plays and games.
- ❖ Teaching-learning Process will involve input from those who have demonstrated excellence in the area i.e. Practitioner's view will be incorporated.
- ❖ Learners are advised to use latest edition of the book

**Practical Exercises:** The learners are required to:

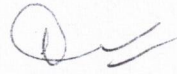
- ❖ Identify entry modes of various companies into international business and carry out SWOT analysis for each company.
- ❖ Analyse various regional economic integrations and their impact on Indian business environment.



- ❖ Collect data to assess trends in foreign direct investment flows in India and draw a comparative with other emerging economies.

**Reference Books and Suggested Readings**

- ❖ Bennett, R. (2012). International Business. London: Pearson Education.
- ❖ Charles, W. L. H., & Jain, A. K. (2008). International Business, New York: McGraw Hill Education. Czinkota,
- ❖ M. R., Ronkainen, I. A., & Moffett, M. H. (1998). International Business. Nashville: Southwestern Publishing Group.
- ❖ Daniels, J. D., Radenbaugh, L. H., Sullivan, D. P., & Salwan, P. (2016). International Business. London: Pearson Education.
- ❖ Griffin, R. W., & Pustay, M. W. (2002). International Business-A Managerial Perspective. New Jersey: Prentice Hall.
- ❖ Menipaz, E., & Menipaz A. (2011). International Business: Theory and Practice. New Delhi. Sage Publications India Pvt. Ltd.















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**Syllabus of Master of Business Administration-Marketing Management (MBA-MM)**  
**for the academic year 2022-23**

**Course No:** MMBM2C001T  
**Course Title:** Consumer Behaviour  
**Duration of Exam:** 3hrs

**Contact Hrs/week:** 4hrs  
**Credits:** 4  
**Maximum Marks:** 100

**Course Objective**

- To familiarize with the different facets of consumer behaviour.
- To create awareness of the theories of motivation and perception as applied in consumer behaviour.
- To acquaint with the communication and consumer decision making.
- To create awareness about the application of consumer behaviour in special types of markets.

**Course Learning Outcomes**

- ❖ Develop an understanding of factors that influence consumer buying behaviour.
- ❖ Appreciate mental processes that precede the act of purchase.
- ❖ Learn models that map and explain consumer buying processes.
- ❖ Learn to how to base marketing decisions on consumer insights.
- ❖ Understand the influence of socio-cultural factors on consumer behaviour.

**Unit I**

**Introduction to Consumer Behaviour :** Meaning and scope of consumer behaviour; relationship between consumer behaviour and behavioural sciences; applications of consumer behaviour in different areas of marketing; Consumer behaviour model(s): Howard and Sheth, Nicosia and Engle and Blackwell model, Cultural, Social and Economic factors affecting consumer behaviour, Consumer Research Process, emerging trends in consumer behaviour.

**Unit II**

**Consumer Decision making:** Consumer influence and diffusion of innovations, Opinion Leadership, Consumer Decision Process, Brand Evaluation, Pre-purchase and Post-purchase evaluation.

**Unit III**

**Intrinsic influences and their applications on Consumer behaviour:** Consumer motivation, Personality and consumer behaviour, Consumer perception, consumer learning, Consumer Attitude formation and Change. Communication and Consumer behaviour, Lifestyle marketing;

**Unit IV**

**Extrinsic influences and their applications on Consumer behaviour:** Environment and Situational influences, Societal influences on consumer behaviour, Group influences, Households and families, Social class, Reference Groups, Influence of culture on consumer behaviour

**Unit-V**

**Consumer behaviour and Strategic applications:** Consumers segmentation and Targeting strategies, Consumer satisfaction product and service Quality, evaluation of consumer loyalty, Purchase intentions and switching behaviour.

**Note:**

- ❖ Teaching Pedagogy besides classroom teaching will essentially include practical exercise, simulation, case studies, role plays and games.
- ❖ Teaching-learning Process will involve input from those who have demonstrated excellence in the area i.e. Practitioner's view will be incorporated.

**Reference Books and Suggested Readings**

- ❖ Leon G. Schiffman and Keslie, L. Kam K.: Consumer Behaviour, PHI, New Delhi.
  - ❖ Batra & Kazmi: Consumer Behaviour, Excel Books, New Delhi.
  - ❖ Kotler, Keller, Koshy and Jha: Marketing Management, Pearson Education
  - ❖ Lindquist, J. D., & Sirgy, J. M. Consumer behaviour. New Delhi: Cengage Learning.
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**Syllabus of Master of Business Administration-Marketing Management (MBA-MM)  
for the academic year 2022-23**

**Course No:** MMBM2C002T  
**Course Title:** Strategic Management  
**Duration of Exam:** 3hrs

**Contact Hrs/week:** 4hrs  
**Credits:** 4  
**Maximum Marks:** 100

**Course Objective:**

To explore the major strategic interventions by organizations' top management involving resources and performance measures at corporate, business and tactical levels via application of business models/ frameworks /analysis charts /caselets etc.

**Course Learning Outcomes:**

- ❖ Rationalizing the usage of long-term and short-term business strategies as per the dynamics of business environment.
- ❖ Imparting competitive advantage to firms by formulating flexible market strategies via application of related corporate level models/ frameworks through case study approach.
- ❖ Enabling strategy analysis and its subsequent implementation in favor of the firm developing it via various techniques of strategy analysis.
- ❖ Conceptualization of tools of strategic control & evaluation and simultaneously comprehending the emerging trends in strategic management.

**Unit-1**

**Introduction to Strategies:** Scope and Importance of Strategies and Strategic Management; Strategic Intent through Vision, Mission, Goals and Objectives; Core Competencies; Competitive Advantage and Sustainable Competitive Advantage.

**Unit-II**

**Strategy Formulation:** Strategy Formulation; Process of Strategy Formulation; Types of Competitive Strategies- Offensive and Defensive; Strategy formulation during crisis (Crisis Strategy Formulation)

**Corporate and Business level Strategies and Related Models:** Stability, Expansion, Retrenchment and Combination Strategies; Horizontal and Vertical Integration; Porter's Generic Strategies; Case Study Approach in understanding the application of Mckinsey's 7S Framework; Ansoff's matrix.

**Unit-III**

**Strategy Analysis:** Corporate Portfolio Analysis (BCG Matrix, GE 9 Cell Model); Life Cycle Analysis; SWOC Analysis; Competitor Analysis, Industry Analysis (Porter's Five Forces Model).

**Strategy Implementation:** Case Study Approach in understanding- Structural, Behavioural, Functional and Operational Implementation.

**Unit-IV**

**Strategic Control and Evaluation:** Introduction to Strategic Evaluation and Strategic Control; Strategic Control Process; Techniques of Strategic Evaluation and Control; Barriers to Strategy Evaluation.

**Unit -V**

**Recent trends in Strategic Management:** Blue Ocean Strategy, Red Ocean Strategy, Role of Contemporary Organizational Systems in Strategic Evaluation; Internet Strategies for Traditional Business, Strategic Success Factors in E-commerce, Reflective Strategic Management.

**Note:**

- ❖ Teaching Pedagogy besides classroom teaching will essentially include practical exercise, simulation, case studies, role plays and games.
- ❖ Teaching-learning Process will involve input from those who have demonstrated excellence in the area i.e. Practitioner's view will be incorporated.
- ❖ **Case Study:** Applying Strategic Management via case study approach.

**Reference Books and Suggested Readings**

- ❖ A Nag, Strategic Management: Analysis, Implementation, Control. Vikas Publication (2013).
  - ❖ Azhar Kazmi, Strategic Management and Business Policy, 3rd Edition, Tata Mcgraw Hill (2008).
  - ❖ Nitish Sengupta and J.S Chauhan, Strategic Management, Vikas Publication (2013).
  - ❖ Hill, Strategic Management: An Integrated Approach, 2009 Edition Wiley (2012).
  - ❖ John A. Parnell, Strategic Management, Theory and Practice Biztantra (2012).
  - ❖ Gupta, Gollakota and Shrinivasan, Business Policy and Strategic Management- Concepts and Application, Prentice Hall of India (2005).
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**Synopsis of Master of Business Administration-Marketing Management (MBA-MM)  
for the academic year 2022-23**

Course No: MMB2000BT

Contact Hrs/week: 3Hrs

Course Title: Written Analysis of Cases/Articles

**Course Objective:**

- ❖ Help students to understand application of different concepts

**Course Learning Outcomes:** By the end of the course, students will be able to:

- ❖ develop practical understanding of application of concepts in different situations

**Course Contents:**

The list of cases and other specific references including recent articles will be announced by the instructor at the time of launching the course. The guidelines and detailed instructions about Written Analysis of Cases/Articles will be given by instructor

**Evaluation and Distribution of Marks:** The details of distribution of marks is given below:

Written Analysis of Cases/Articles :	25
Viva Voce	25
<b>Total</b>	<b>50</b>

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**Syllabus of Master of Business Administration-Marketing Management (MBA-MM)  
for the academic year 2022-23**

**Course No:** MMBM2001T  
**Course Title** Academic and Report Writing

**Contact Hrs/week:** 3Hrs

**Course Objective:**

- ❖ Help students develop scholarly writing skills to become successful writers in their academic and post-academic careers.
- ❖ Engage students in the cognitive processes and social community of writers so that after completing their studies they continue to write and publish in their areas of specialization.
- ❖ To learn APA latest Edition Style used worldwide in most scholarly publications.

**Course Learning Outcomes: By the end of the course, students will be able to:**

- ❖ develop a structured and modulated process of scholarly writing
- ❖ raise their awareness about the dynamics of written communication in a scholarly context
- ❖ develop advanced techniques for writing briefly yet clearly
- ❖ use appropriate strategies for scholarly writing
- ❖ select and use correct formats for scholarly writing tasks
- ❖ locate and evaluate secondary research data
- ❖ write an annotated bibliography
- ❖ demonstrate an ability to assess peer work
- ❖ use a documentation style suitable for advanced research
- ❖ organize findings in a research paper format
- ❖ use standard English in a major research report and contributing documents
- ❖ plan, develop and use visuals for research paper writing
- ❖ collaborate to solve research and writing problems
- ❖ use word processing and electronic media for written communication tasks

**Course Overview:**

This course explores the dynamics of scholarly writing and helps students understand the methods of citation, conventions of style and organization, and critical thinking skills necessary for research writing. They will develop skills needed to investigate and assess both primary and secondary sources for their reliability and value to a particular research work. Students learn research writing process while exploring issues related to organization and usage.

**Course Contents:**

Course topics focus on students' disciplines and include writing abstracts, annotated bibliographies, critiques, and literature reviews. Also discussed is plagiarism and citation of sources. Strategies for reading critically, organizing and developing thoughts, choosing appropriate vocabulary, and revising their own writing are also covered.

**Pedagogy:**

Through a series of discussions, writing tasks and assignments, students are exposed to a variety of research and scholarly writing steps and situations that will help them to learn to associate research goals and receiver responses with textural variations involving the organization and development of content, syntactic constructions, and document design.

Whenever possible, students work on assignments they have for discipline-related courses, and individualized attention is given.

An important feature of this course will be individual seminars. The seminars will be student-run, not teacher-run; therefore, students will need to bring ideas, concerns, and/or questions to the seminars.

**Evaluation and Distribution of Marks:** The details of distribution of marks is given below:

Seminar/Presentation:	50%
Viva Voce	50%
<b>Total</b>	<b>100</b>

**Reference Books and Suggested Readings**

- ❖ Monippally, Mathukutty M and Pawar, Badrinarayan Shankar (2010). Academic Writing: A Guide for Management Students and Researchers. New Delhi, Response (Sage).
- ❖ Alexander, Alison & Potter, W. James (Eds.). (2001). *How to publish your communication research: An insider's guide*. Thousand Oaks: Sage.



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- ❖ Aimack, John C. (2006). *Research and thesis writing: A textbook on the principles and techniques of thesis construction for the use of graduate students in universities and colleges*. New Delhi: Cosmo.
  - ❖ American Psychological Association. (Latest Edition) *Publication manual of the American Psychological Association*. Washington, DC: Author.
  - ❖ Bailey, Stephen (2006). *Academic writing: A handbook for international students*. (2nd ed.). London: Routledge.
  - ❖ Berry, Ralph (1986). *How to write a research paper journals* (2nd ed.). Oxford: Pergamon.
  - ❖ Day, Abby (2007). *How to get research published in journals* (2nd ed.). Hampshire: Gower.
  - ❖ Hamp-Lyons, Liz & Heasley, Ben (2006). *Study writing: A course in writing skills for academic purposes*. (2nd ed.). Cambridge: Cambridge University Press.
  - ❖ Huff, Anne Sigismund (1999). *Writing for scholarly publication*. Thousand Oaks: Sage.
  - ❖ Leki, Ilona (2010). *Academic writing: Exploring processes & strategies*. (2nd ed.). Cambridge: Cambridge University Press.
  - ❖ Wolcott, Harry F. (1990). *Writing up qualitative research*. Newbury Park: Sage.

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**Syllabus of Master of Business Administration-Marketing Management (MBA-MM)  
for the academic year 2022-23**

**Course No:**  
**Credits:** 4

**Course Title:** Project/Field Work  
**Maximum Marks:** 100

**Course Objective:**

The objective of this course is to integrate theoretical knowledge of learners with the practical world by undertaking Project/Field Work of contemporary relevance for dealing with a variety of complex problems.

**Content:**

At the end of 2<sup>nd</sup> Semester, learners have to undertake Project/Field Work of 7 to 8 weeks with an industrial, business or service organization or large establishments by taking up a project study approved by the department. The performance of the students shall be evaluated based on the feedback given by the Mentor/Company supervising manager, reports submitted, presentation made by them on the study, attendance and Viva-Voce examination conducted by a panel of examiners appointed by the Department including practicing managers or otherwise as per University Ordinance/Statutes.

**Evaluation:** The details of distribution of marks is given below:

Project Report and Presentation	50
Viva Voce	50
<b>Total</b>	<b>100</b>

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**Syllabus of Master of Business Administration-Marketing Management (MBA-MM)  
for the academic year 2022-23**

Course No: MMBM20003T  
Course Title: Retail Management  
Duration of Exam: 3hrs

Contact Hrs/week: 4hrs  
Credits: 4  
Maximum Marks: 100

**Course Objective:**

The course is aimed at providing students with a comprehensive understanding of theoretical and applied aspects of retail management.

**Learning Outcomes:**

- ❖ Understanding of Core theoretical concepts and their application in retailing
- ❖ To develop retail management strategies by understanding customers' preferences for the long-term sustainability of the business
- ❖ To demonstrate a global outlook about functioning of local and global business environment and engaging customers.
- ❖ Developing responsiveness towards social /ethical issues in retailing and sensitivity in managing customers.

**Unit-I**

**Retailing:** Characteristics of retailing, Retailer's Role in Supply Chain, Evolution of Retailing, Social and Economic Significance of Retailing, Emerging trends in retail industry, Retail formats, Services Retailing.

**Unit-II**

**Retail Locations:** Importance of Location decisions, Types of retail locations, Site Evaluation, Store Design and Layout, Trade Area Characteristics, Factors affecting trade area size, measuring the trade area for a retail site, Competition in the trade area.

**Unit-III**

**Merchandise Management:** Buying Organization, Merchandise Category, Managing Inventory Turnover, Merchandise Management Process, Developing an Assorting Plan Control System for Managing Inventory.

**Unit-IV**

**Pricing:** Introduction, Factors influencing pricing decisions, Pricing Strategies, Considerations on setting retail prices, Setting Pricing- Cost Base Pricing, Markdowns, Pricing techniques for increasing sales and profits, Variable Pricing and Price Discrimination, Legal and Ethical Issues in Pricing.

**Unit-V**

**Customer Relation Management:** Customer Loyalty, Customer Relationship Management Process, Collecting Customer Data, Customer data analysis and identifying target customers, Developing an implementation of CRM programmes. Ethical issues in Retailing.

**Note:**

- ❖ Teaching Pedagogy besides classroom teaching will essentially include practical exercise, simulation, case studies, role plays and games.
- ❖ Teaching-learning Process will involve input from those who have demonstrated excellence in the area i.e. Practitioner's view will be incorporated.

**Reference Books and Suggested Readings**

- ❖ Levy M. Weitz B. Pandit A.(8E)- Retailing Management. Mc Graw Hill Education
- ❖ Berman B., Evans J.R. Retail Management- A Strategic Approach. Pearson Education
- ❖ Pradhan Swapna (4<sup>th</sup> Edition). Retailing Management- Text and Cases. Mc Graw Hill Education
- ❖ Bajaj C, Tuli R, Srivastava N.V. (2<sup>nd</sup> Edition), Retail Management, Oxford University Press, Delhi.
- ❖ Dion James and Topping T. (3<sup>rd</sup> Edition), Retail Business, Self-Counsel Press

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**Syllabus of Master of Business Administration-Marketing Management (MBA-MM)**  
**for the academic year 2022-23**

**Course No:** MMBD120001T  
**Course Title:** Advertising and Sales Promotion  
**Duration of Exam:** 3hrs

**Contact Hrs/week:** 4hrs  
**Credits:** 4  
**Maximum Marks:** 100

**Course Objective:**

To explicate the nuances in the field of knowledge intensive advertising scenario and equip the students with techniques of sales promotion.

**Course Learning Outcomes:** By the end of the course, students will be able to:

- ❖ conceptualize advertising as a competitive tool of marketing
- ❖ understanding the nature and importance and impact of sales promotion
- ❖ relate advertising messages with the type of product and services
- ❖ understanding the methods of budget allocation
- ❖ learning about metrics that can be used to assess sales promotion results

**Unit-I**

**Advertising-** Meaning, Concept and its Role in Marketing Process, Ethical, Legal and Social aspects of Advertising, Advertising during crises, Advertising as Marketing Tool, Types of Advertising, Organization Structure of Advertising Department, Advertising Budget Process.

**Unit-II**

**Media Selection-** Types of Media, Overview of Media Planning, Media Plan, Establishing media objectives, Television- advantages, limitations, buying television time, methods of buying time, buying Radio time, time classification, Audience information.

**Unit-III**

**Media-** Role of Magazine, Classification, Advantages, Disadvantages, Future of magazines, Role of Newspapers, Types of Newspaper Advertising, Advantages, Disadvantages, Future of Newspaper, Support Media Industry and its scope; Electronic Media (Television, Radio) & Social media marketing..

**Unit-IV**

**Sales Promotion-** Concept, Scope and its Role, Growth of sales promotion, Customer oriented sales promotion, Objectives and Techniques, Trade oriented sales promotion, Disadvantages of sales promotion.

**Unit-V**

**International Advertising and Promotion:** Role and Importance, international environment affecting Advertising and Promotion, Global vs Localized Advertising, Advertising and Promotional Ethics, Social, Ethical and Economic aspects of Advertising.

**Note:**

- ❖ Teaching Pedagogy besides classroom teaching will essentially include hands-on projects, simulation etc
- ❖ Teaching- Learning Process will involve input from those who demonstrated excellence in the area i.e. Practitioner's view will be incorporated.

**Reference Books and Suggested Reading:**

- ❖ George E. Belch, Michael A. Belch and Keyoor Purani, Advertising and Promotion- An integrated Communication perspective, Ninth Edition, McGraw Hill Education Pvt Ltd. New Delhi.
  - ❖ S. A. Chunawalla and K. C. Sethia, Foundations of Advertising-Theory and Practice, Himalaya Publishing House.
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**Syllabus of Master of Business Administration-Marketing Management (MBA-MM)**  
**for the academic year 2022-23**

**Course No:** MBAM2003T  
**Course Title:** Integrated Marketing Communication  
**Duration of Exam:** 3hrs

**Contact Hrs/week:** 4hrs  
**Credits:** 4  
**Maximum Marks:** 100

**Course Objective:**

This course introduces students to the basic concepts of advertising, public relations, publicity, direct marketing, online marketing, personal selling & sales promotion and the way the business organizations carry out such marketing communication interventions.

**Course Learning Outcomes:**

- ❖ To emphasize on marketing communication in a way that finds appropriate industry application.
- ❖ Decode various elements of Integrated Marketing Communication mix and the conditions that signify the applicability of a particular IMC promotion mix.
- ❖ Conceptualizing the various media tools & techniques to glorify the brand image of business organizations.
- ❖ Develop a marketing communication based acumen for comprehending the emerging forms of communication that are both effective and efficient.

**Unit I**

**Marketing Communication:** Definition, Objectives of Marketing Communication; Factors contributing to IMC; Participants in IMC; IMC Promotion Mix; IMC Management & Planning Model, Challenges in IMC; Changing Trends of Marketing Communication during Crisis

**Unit II**

**Message Design:** Message Creation; Message strategy design considerations; Source of the message; Message integration; The Creative Concept Development; Creative planning, Communications appeals and execution.

**Unit III**

**Media Management:** Media Types and their characteristics; Setting Media objectives; Considering key media concepts; Media planning; Media Strategy; Media buying; Media research.

**Unit IV**

**Advertising Management:** Meaning, Nature and Scope of Advertising, Types of advertising; Process of Advertising; Testing of Advertising Effectiveness; Preparation and Choice of Methods of Advertising Budget; Ethical and Social Issues in Advertising.

**Unit V**

**Emerging Concepts and Issues in Marketing Communications:** Sponsorship; Role of E-Commerce in Marketing Communication; Corporate Communication; Public Relations-Types of PR; Sales Promotion-Different types of Sales Promotion; Publicity-Types of Publicity; Personal Selling; Direct marketing; Event Management, Challenges and Opportunities in IMC during crises.

**Note:**

- ❖ Teaching Pedagogy besides classroom teaching will essentially include practical exercise, simulation, case studies, role plays and games.
- ❖ Teaching-learning Process will involve input from those who have demonstrated excellence in the area i.e. Practitioner's view will be incorporated.

**Reference Books and Suggested Readings**

- ❖ Siraj M Joseph & Rahtz Don R : Integrated Marketing Communication – A Strategic Approach, Cengage Learning 2. Kenneth Clow & Donald Baack: Integrated Advertising, Promotion, and Marketing Communications, Pearson Education, Limited
- ❖ Copley Paul: Marketing Communications Management Concepts & theories, Cases and Practices; Butterworth- Heinemann Publication
- ❖ Duncon: Integrated Marketing Communications, Tata McGraw Hills

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**Syllabus of Master of Business Administration-Marketing Management (MBA-MM)**  
**for the academic year 2022-23**

Course No. **MMBM20006T**  
Course Title: Digital Marketing  
Maximum Marks: 100

Contact Hrs/Week: 4 Hrs  
Credit: 04

**Course Objective(s):**

To create an understanding about fundamentals of digital marketing ecosystem, tools, techniques and technologies used by various organizations and equip learners with the basic skills to be a highly effective digital marketer.

**Course Learning Outcomes**

- ❖ Understanding consumer behaviour on digital media
- ❖ Learning to develop digital strategy
- ❖ Understanding social media marketing
- ❖ Understanding social media, web analytics

**Unit I**

**Introduction to Digital Marketing:** Fundamental Concepts of Digital Marketing, Developing and Nurturing a Digital Culture, Digital Marketing-Way Forward, Global impact of Digital Marketing.  
**SEO Introduction:** Introduction to SEO, How Search Engines Work, Keyword Research, On-Page Optimization, Website Management and Optimization, Off-Page SEO, Planning A New Website, Market Your Optimized Website, Analytics and Measurement

**Unit II**

**Digital Channels:** Search Engine Optimization (SEO), Content Marketing, PPC and Digital Analytics, Google Ads Fundamentals Programmatic Buying  
**Social Media, Mobile Marketing and Digital Strategy:** Demystifying Digital Channels: Social media, Facebook Marketing, Youtube and Video Marketing, Twitter Marketing, Email and Mobile Marketing, Marketing Automation, Website Conversion Rate Optimization, Digital Marketing Strategy

**Unit III**

**Advanced Social Media Marketing Tools & Techniques:** Introduction to Social Media Creating a Social Media Strategy, Understanding Paid Earned and Owned Social Media, Social Sharing, Blogging for Business, Finding and Communicating with Influencers, Video and YouTube-YouTube Advertising, Social Networking and Facebook-Facebook Advertising, Microblogging and Twitter-Twitter Advertising, Online Reputation Management, Social Media Measurement, Social Media Analytics, Pinterest Marketing, Marketing through LinkedIn, Instagram

**Unit IV**

**Advance Web Analytics:** Performance Analysis: Elements of Social Media, Web, Mobile and Content Analytics.

**Advanced PPC Tools & Techniques:** Psychology of Search, Buying Funnel, Understanding Keyword Organization, Keyword Match Types, Negative Keywords and Managing Search Terms, Keyword Research, Creating Compelling Ads Advanced Ad Features, Ad Testing Ad Extensions, Campaign Types Budget and Reach, Location and Language Targeting,

**Unit V**

**Digital Marketing Tools hands-on Experience**

Google Analytics	Google Trends	Google Ads	Google Data Studio
YouTube Analytics	Facebook Ads	Bing Ads	Linkedin Ads
Hootsuite	Semrush	SE Ranking	Social Studio
SpyFu	Google Tag Manager	Buffer	& many more..

**Note:**

- ❖ Teaching Pedagogy besides classroom teaching will essentially include hands-on projects, simulation etc
- ❖ Teaching- Learning Process will involve input from those who demonstrated excellence in the area i.e. Practioner's view will be incorporated.

**Reference Books and Suggested Readings**

- ❖ Internet Marketing: Strategy, Implementation and Practice, 3/E Dave Chaffey, Pearson Education



- ❖ Strauss J., Frost R., E-Marketing, Pearson Education (Pearson Prantice Hall), 3rd edition, 2009
- ❖ Albert T C and Sanders B W., E-Business Marketing, Prentice Hall publishers, 2nd edition, 2007
- ❖ Online Marketing: A customer led approach, Gay, Charles worth and Esen, Oxford University Press, 2007
- ❖ Principles of Internet Marketing, 2/E Ward Hanson, Thompson Press

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**Syllabus of Master of Business Administration-Marketing Management (MBA-MM)  
for the academic year 2022-23**

**Course No:** 21121200077  
**Course Title:** Essentials of Supply Chain Management  
**Duration of Exam:** 3hrs

**Contact Hrs/week:** 4hrs  
**Credits:** 4  
**Maximum Marks:** 100

**Course Objective:**

The objective of the course is to acquaint the students with key concepts and techniques that will allow analyzing, managing and improving supply chain processes for different industries and markets. Also able to understand how to align the management of a supply chain with corporate goals and strategies. To understand the foundational role of logistics as it relates to transportation and warehousing.

**Course Learning Outcomes:**

- ❖ Develop a sound understanding of the important role of supply chain management in today's business environment.
- ❖ Become familiar with current supply chain management trends.
- ❖ Understand and apply the current supply chain theories, practices and concepts utilizing case problems and problem-based learning situations

**Unit-I**

**Introduction to Supply Chain Management:** Concept of supply chain- opportunities and challenges of supply chain, decision phases in supply chain, evolution of supply chain management, supply chains and value chains, model for strategy formulation in supply chain management, supply chain coordination: bullwhip effect, Push and Pull Strategy, supply chain management in the 21<sup>st</sup> century, managing supply chain during Covid-19 crises.

**Unit-II**

**Planning and Sourcing:** Strategic decisions in supply chain management, Planning and sourcing supply chain operations, components of supply chain management, Forecasting in supply chain- role of forecasting in supply chain, factors affecting demand forecasting, inventory management, procurement, vendor selection, contract negotiation, consumption management, supply-demand uncertainties, Core competencies in supply Chains.

**Unit-III**

**Logistics in supply chain management:** Concept of Logistics and logistics management, role of logistics in supply chain management, service providers in supply networks, importance of logistics management, inventory flow, information flow, logical operating arrangements, third-party logistics, supply chain synchronization.

**Unit-IV**

**Transportation in supply chain management:** Transportation selection, transportation functionalities, principles and participants, drivers of transportation decisions-factors affecting transportation decisions, modes of transportation, transportation administration, Cargo-concept of cargo, types of cargo.

**Unit-V**

**Information Technology in Supply Chain Management:** Role of information technology in supply chain management, Introduction to IT enabled supply chain management, Benchmarking-supply chain benchmarking, benchmarking process and procedure, recent trends in supply chain management, Supply Chain IT framework, Bullwhip effect- causes and mechanism to counter Bullwhip effect, green supply chain management, world class supply chain management.

**Note:**

- ❖ Teaching Pedagogy besides classroom teaching will essentially include hands-on projects, simulation etc
- ❖ Teaching- Learning Process will involve input from those who demonstrated excellence in the area i.e. Practitioner's view will be incorporated.

**Reference Books and Suggested Readings**

- ❖ Hugos M. Essentials of Supply Chain Management, John Wiley & Sons, Inc.
- ❖ Mohanty R. P. and Deshmukh, S. G. Supply Chain Management-Theories and Practices, Indian Text edition.
- ❖ Bowersox, D.J. Closs. D and Cooper, M.B. Supply Chain Logistics Management- McGraw-Hill Pvt. Ltd.

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- ❖ Oakden, R. Leonaite, K. A framework for supply chains: Logistics operations with an Asia-Pacific perspective-Tata Mc Graw Hill.

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**Syllabus of Master of Business Administration-Marketing Management (MBA-MM)  
for the academic year 2022-23**

**Course No:** MMBP20008T  
**Course Title:** Total Quality Management  
**Duration of Exam:** 3hrs

**Contact Hrs/week:** 4hrs  
**Credits:** 4  
**Maximum Marks:** 100

**Course Objective:**

Understand the concept and culture of total quality management and develop skills to use SQC techniques and other quality tools in solving quality related problems.

**Course Learning Outcomes:**

- ❖ To decode the novel concepts of quality and total quality management applied in holistic management.
- ❖ Comprehend the nuances of Statistical Process Control as applied in manufacturing and operations management.
- ❖ To understand the various quality tools and techniques as applicable in continuous improvement of tactical and operational management aspects.
- ❖ Develop the understanding of Six Sigma as the latest competitive weapon.

**Unit I**

**Fundamentals of Quality:** Definitions, Quality and Quality Management, Difference between Quality Control and Quality Assurance, Relevance of Quality in an organization, Quality Management Principles.

**Fundamentals of Total Quality Management:** Definitions, Guiding Principle, TQM Implementation, TQM Models, Benefits and obstacles in TQM.

**Unit II**

**Quality Philosophies:** Philosophies- Deming, Joseph Juran, Philip Crosby, Armand Feigenbaum, Genichi Taguchi, Kaoru Ishikawa.

**Cost of Quality:** Prevention Cost, Appraisal Cost, Internal-failure Cost, External Failure Cost, Cost of Quality Models (Optimum Cost of Quality model & Par Value model)

**Unit III**

**Statistical Process Control:** Conceptual Approach to SQC, Difference between Variable & Attributes with reference to SPC, Causes of variation in quality; Acceptance sampling; Inspection vs. acceptance sampling; Quality indices and operating characteristic curves; Single and double sampling plans; Control charts for attributes; Control charts for variables; Interpretation of control charts.

**Quality Tools and Techniques:** Tools- flowcharts, check sheets, histograms, Pareto chart, Scatter diagram, Control chart, Cause-and-effect diagram; Continuous improvement techniques; Benchmarking process; Six-sigma approach.

**Unit IV**

**Six Sigma:** Definition and concepts, Six-sigma in organizations, Steps for implementation, calculating Sigma Level Quality, Six-Sigma Implementation Teams, Six-Sigma and Quick Response manufacturing, Six-Sigma and Lean Practices.

**Total Quality Management:** TQ through Quality Circles, TQ through 5S, TQ through QMS, TQ through Cost of Quality, TQ through benchmarking, Kaizen, TPM.

**Unit V**

**Quality Standards and Business Excellence Models:** Quality System Standards, Bureau of Indian Standards, Agmark Grading and Stabilization of Agricultural and Allied Commodities, Quality Control of India, Concepts of ISO, Types of Quality Audits, Application of ISO series- ISO-14000.

**Quality Awards and Certification:** TATA Business Excellence Model (TBEM), Malcolm Baldrige Criteria for Quality Audits, Measuring Service Quality using SERVQUAL.

**Note:**

- ❖ Teaching Pedagogy besides classroom teaching will essentially include hands-on projects, simulation etc
- ❖ Teaching- Learning Process will involve input from those who demonstrated excellence in the area i.e. Practitioner's view will be incorporated.

**Reference Books and Suggested Readings**

- ❖ Besterfield, D.H., Michna, C.B., Besterfield, G.H. and Sacre, M.B., Total Quality Management, ed.iii, Fifth impression, 2007.



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**Syllabus of Master of Business Administration-Marketing Management (MBA-MM)  
for the academic year 2022-23**

**Course No:** MMBM20009T  
**Course Title:** Decision Science  
**Duration of Exam:** 3hrs

**Contact Hrs/week:** 4hrs  
**Credits:** 4  
**Maximum Marks:** 100

**Course Objective:**

To develop understanding of the application of operations research techniques and tools in business decision making.

**Course Learning Outcome:**

- ❖ To augment business problems understanding with their sustainable solutions to facilitate effective decision making.
- ❖ To comprehend various tools and techniques of decision making
- ❖ To connect decision making theories with practice for holistic conceptualised learning

**Unit I**

**Operation Research:** Meaning, Features, Methodology, Types of Models, Tools, Scope and Limitations.

**Linear Programming:** Introduction to linear programming, Formation of LPP, Graphic method, Simplex method, Duality problem and Conversion of a primal into its dual.

**Unit II**

**Assignment Problems:** Introduction, Hungarian method, Variations of the assignment problem, Travelling Salesman Problem.

**Transportation Problems:** Minimization and maximization transportation problems, Transshipment problems.

**Unit III**

**Game Theory:** Introduction, Two Person sum games, Pure strategies, Mixed strategies (Graphical, Algebraic Methods to be covered).

**Decision Theory:** Definition, Stages of Decision-Making Theory, Components of Decision Making, Concept of Payoff, Opportunity Loss, Decision Making- Under Certainty, Under Risk, Under Uncertainty, Expected Opportunity Loss, Expected value of Perfect Information, Constructing Decision tree diagrams.

**Unit IV**

**Queuing Theoretic Model:** Basic components of waiting line process, Basic structure of waiting line processes, Queuing theory assumptions, Single channel- Single phase models.

**Inventory Control:** Fundamentals of inventory, Inventory costs, Basic EOQ model, Discount model of EOQ, Inventory decisions, ABC classification, VED analysis and introduction to other classifications.

**Unit V**

**Simulation:** Concept and application, Basic Monte-Carlo approach.

**Replacement Theory:** Pre-requisites Failure mechanism of items, Assumptions, Replacement Decisions, Types of Replacement problems, Numerical problems to Replacement of Items which deteriorates with time only.

**Note:**

- ❖ Teaching Pedagogy besides classroom teaching will essentially include hands-on projects, simulation etc
- ❖ Teaching- Learning Process will involve input from those who demonstrated excellence in the area i.e. Practitioner's view will be incorporated.

**Reference Books and Suggested Readings**

- ❖ Sharma J K, Operations Research, Theory and Applications, 4th Edition, 2010, Macmillan New Delhi.
  - ❖ Wayne L. Winston, Operations Research: Applications and Algorithms, 4th Edition (5th Indian Reprint 2010), Cengage Learning India Private Limited New Delhi.
  - ❖ K. Shridhara Bhat, Essentials of Operations Research & Quantitative Techniques, 1st Edition, Himalaya Publishing House, Mumbai.
  - ❖ Anand Sharma, Operations Research, Reprint 2007, Himalaya Publishing House, Mumbai.
  - ❖ Kalavathy S, Operations Research, 2nd Edition, 2009, Vikas Publishing House Pvt. Ltd. New Delhi.
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**Syllabus of Master of Business Administration-Marketing Management (MBA-MM)  
for the academic year 2022-23**

Course No: MMBM200187  
Course Title: Marketing Analytics  
Duration of Exam: 3hrs

Contact Hrs/week: 4hrs  
Credits: 4  
Maximum Marks: 100

**Course Objective**

The course will introduce marketing analytics and its commonly used tools. It would focus on developing an understanding of the data available to marketing managers and the tools for generating insights from data and how such insights are used in marketing decision making. Students would get hands-on opportunity for learning these skills.

**Course Learning Outcomes**

- ❖ Understand the importance of data and analytics in marketing decisions
- ❖ Ability to apply key marketing analytics tools and techniques
- ❖ Understand the marketing decision-making process and the role of marketing analytics in better decisions
- ❖ Ability to apply marketing analytics procedures to business problem solving
- ❖ Ability to analyze complex issues, think critically and communicate effectively
- ❖ Awareness of ethical issues related to marketing data collection and use of analytics

**Unit I:** Introduction to Marketing Analytics: Meaning and scope of marketing analytics, Sources of marketing data, Marketing metrics and measurements, Offline and digital marketing measures and Marketing analytics in the age of big data.

**Unit II:** Product analytics: Pricing and revenue management; Segmentation, targeting and positioning; Marketing mix analytics; Assortment optimization; New product and service design.

**Unit III:** Customer Analytics: Customer lifetime value, Customer choice, Market basket analysis and Cross-selling and optimization.

**Unit IV:** Emerging issues in marketing Analytics: Data collection and Protection laws

**Unit V:** Ethical use of data and analytics; Future of marketing analytics.

**Note:**

- ❖ Teaching Pedagogy besides classroom teaching will essentially include hands-on projects, simulation etc
- ❖ Teaching- Learning Process will involve input from those who demonstrated excellence in the area i.e. Practitioner's view will be incorporated.

**Reference Books and Suggested Reading:**

- ❖ Blattberg, R. C., Do- Kim, B., & Neslin, S. A. (2008) *Database marketing: analyzing and managing customers*. New York: Springer.
- ❖ Jeffery, M. (2010). *Data Driven Marketing*. Wiley.
- ❖ Lilien, G. L., Rangaswamy, A., & De Bruyn, A. (2017). *Principles of Marketing Engineering and Analytics*. DecisionPro.
- ❖ Stephan, S. (2013). *Marketing Analytics: Strategic models and Metrics* (1<sup>st</sup> Ed.). Create space Independent Publishing.
- ❖ Venkatesan, R., Farris, P., & Wilcox, R. T. (2014). *Cutting-edge marketing analytics: real world cases and data sets for hands on learning*. Pearson Education.

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- ❖ Juran, J.M., and Gryna, F.M., Quality Planning and Analysis, ed.iii, 1993, McGraw Hill International Editions.
  - ❖ Feigenbaum.A.V. "Total Quality Management, McGraw Hill, 1991.
  - ❖ Schroeder, R.G., Operations Management: Contemporary Concepts and Cases, 2000, McGraw-Hill International Editions.
  - ❖ Stevenson, W.J., Operations Management, ed.vii, 2002, McGraw-Hill International Editions.
  - ❖ Oakland.J.S. "Total Quality Management Butterworth - Heinemann Ltd., Oxford. 1989.
  - ❖ Narayana V. and Sreenivasan, N.S. Quality Management - Concepts and Tasks, New Age International 1996.

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**Synopsis of Master of Business Administration-Marketing Management (MBA-MM)  
for the academic year 2022-23**

**Course No:** MMB2001111  
**Course Title:** Industrial Marketing  
**Duration of Exam:** 3hrs

**Contact Hrs/week:** 4hrs  
**Credits:** 4  
**Maximum Marks:** 100

**Course Objective:**

To lay a foundation for an understanding of the complex dimensions of industrial marketing.

**Course Learning Outcome**

- ❖ To facilitate learning and application of business to business marketing tactics
- ❖ To conceptualise the basic marketing mix from industrial perspective
- ❖ To lay foundation of distribution and promotion of industrial goods
- ❖ To extrapolate the concepts of consumer goods and services to cover industrial logistics and its subsequent distribution

**Unit - I**

The Industrial Marketing system and the Industrial Marketing concept; Industrial goods demand and product characteristics; Industrial market levels and product types; The industrial customer; Industrial buyer motives and institutional buyers.

**Unit - II**

Organizational Buying: Buy-Grid Model; Phases in purchasing decision process & their marketing implications; Buying centers; value analysis & vendor analysis.

**Unit - III**

Industrial market segmentation; Bases for segmenting industrial market-macro and micro variables; Targeting the industrial product; Positioning the industrial product; Industrial product life cycle, product mix, Service component-the provision of parts, technical assistance, terms of sales.

**Unit - IV**

Industrial distribution channel component-Industrial distributors; Formulation of channel strategy-conditions influencing channel structure; Brief introduction to Marketing Logistics; The price component-conditions affecting price competition in industry scenario, cost factor, the nature of demand, pricing policies in industry competition.

**Unit - V**

Industrial promotional component- Industrial advertising functions-establishing recognition, supporting and motivating salesmen and distributors measurement of advertising effectiveness. Personal selling as applicable in industrial marketing-Personnel profiles selection and training, supervisions compensation sales promotion. Trade shows and exhibits as an industrial marketing tool, Promotional novelties in industrial marketing.

**Note:**

- ❖ Teaching Pedagogy besides classroom teaching will essentially include hands-on projects, simulation etc
- ❖ Teaching- Learning Process will involve input from those who demonstrated excellence in the area i.e. Practioner's view will be incorporated.

**Reference Books and Suggested Reading:**

- ❖ Corey, E Raymond. Industrial marketing: cases and concepts. 3<sup>rd</sup> ed. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1983.
  - ❖ Hill, Richard. Etc. Industrial Marketing. Homewood Illinois, Richard d Irwin, 1975.
  - ❖ Corey, E Raymond. Industrial marketing: cases and concepts. 3<sup>rd</sup> ed. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1983.
  - ❖ Gross, A C. etc. Business Marketing. Boston, Houghton Mifflin, 1993.
  - ❖ Hill, Richard. Etc. Industrial Marketing. Homewood Illinois, Richard d Irwin, 1975.
  - ❖ Reeder, Robert R etc. Industrial Marketing: Analysis, Planning and Control. Englewood Cliffs, New Jersey, Prentice Hall Inc, 1991.
  - ❖ Webster, F E. Industrial Marketing Strategy. 2<sup>nd</sup> ed. New York, John Wiley, 1979.
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**Syllabus of Master of Business Administration-Marketing Management (MBA-MM)**  
**for the academic year 2022-23**

**Course No:**  
**Credit:** 4

**Course Title:** Project on Consumer Behaviour  
**Maximum Marks:** 100

<b>Course Objectives:</b>	The objective of this course is to provide insight into consumer psychology with special focus on how consumers think, feel and respond to marketing stimuli. The course aims to equip the participants to view marketing phenomena from customer's perspective
<b>Course Learning Outcome :</b>	<ul style="list-style-type: none"><li>❖ Develop an understanding of factors that influence consumer buying behaviour.</li><li>❖ Appreciate mental processes that precede the act of purchase.</li><li>❖ Learn models that map and explain consumer buying processes.</li><li>❖ Learn to how to base marketing decisions on consumer insights.</li><li>❖ Understand the influence of socio-cultural factors on consumer behaviour.</li></ul>
<b>Course Content :</b>	The guidelines and detailed instructions to complete Project Work will be given by academic and corporate mentor(s) allocated by the Department.
<b>Evaluation and Distribution of Marks :</b>	This project report to be evaluated by concerned faculty supervisor as per the distribution of marks given below. Distribution of Marks: Viva Voce: 50 Report Evaluation: 50

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**Syllabus of Master of Business Administration-Marketing Management (MBA-MM)**  
**for the academic year 2022-23**

Course No: MMBM2C005T  
Course Title: Global Marketing  
Duration of Exam: 3hrs

Contact Hrs/week: 4hrs  
Credits: 4  
Maximum Marks: 100

**Course Objective:**

The course facilitates the learners with the understanding of various aspects of global marketing. This will enable them in gaining a deeper conceptualization of international marketing factors influencing business organization and skill them in the appropriate direction.

**Course Learning Outcomes:**

- ❖ Enabling better imbibition of global marketing strategies for an international outlook from management perspective.
- ❖ To develop understanding and awareness about functioning of global business environment and culture.
- ❖ Development of responsiveness to contextual social issues/ problems and exploring relevant managerial solutions.
- ❖ To develop knowledge skills for better situational judgment relevant for better global business solutions in various functional areas of marketing.

**Unit-I**

**Initial Skill- Centric Exploratory Exercise-** Identifying success & failure factors of a global company of choice. Foundational need analysis for skillful global marketing exploration.

**Introductory Concept Building:** Meaning of Global Marketing; Criteria for a global firm; Determinants of exchange rates and currency fluctuations in global scenario; The impact of culture, values, beliefs on global marketing; Significance of high and low context cultures in global marketing.

**Unit-II**

**Global Segmentation, Positioning & related concepts:** Criteria & Bases for Market Segmentation; Hurdles in global market positioning and Marketing Mix; Customizing product features & adaptations chosen for specific global markets; Concept of Parallel imports, Gray markets & Anti-dumping legislations.

**Unit-III**

**Strategic Global Marketing:** Global Marketing Strategies - Approaches and applications; Drivers of global marketing; Global Competitor Analysis (Grid Method); Foreign Market Entry Decisions; Mergers & Acquisitions in global scenario; Global expansion & retrenchment strategies.

**Unit-IV**

**Emerging trends in Global Marketing:** Special Economic Zone (SEZ) and their role and impact in International business Environment; World Trade Organization (WTO); Sources of innovative technological dynamics; Technology & Competitive advantage, Technology S-curve, Technology transfer & Levels of technology transfer.

**Unit-V**

**Global aspects of business environment:** Environmental Responsibility as reflected in international marketing; Global advertising communication appeals for establishing global brands; EXIM policy; Role of EXIM bank; FERA & FEMA, FDI policy.

**Concluding Experiential Exercise:** Gap Analysis of skillful global marketing exploration based on re-doing the initial exploratory exercise (of Unit 1). Minimizing gaps through case studies.

**Note:**

- ❖ Teaching Pedagogy besides classroom teaching will essentially include practical exercise, simulation, case studies, role plays and games.
- ❖ Teaching-learning Process will involve input from those who have demonstrated excellence in the area i.e. Practitioner's view will be incorporated.

**Reference Books and Suggested Readings:**

- ❖ Globalization of Business, Abbas J. Ali, Jaico Publishing House, Mumbai, 3rd Edn., 2009
- ❖ International Business, Justin Paul, Tata McGraw-Hill Publishing Company Limited, New Delhi.
- ❖ International Marketing, Francis Cherunilam, Himalaya Publishing House, Mumbai.
- ❖ International Marketing Management – An Indian Perspective, Varshney RI, Bhattacharya B, Sultan Chand & sons. New Delhi
- ❖ International Marketing, P.K. Vasudeva, Excel Books, New Delhi
- ❖ International Marketing (SIE), Cateora and Philip, Tata McGraw-Hill

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**Syllabus of Master of Business Administration-Marketing Management (MBA-MM)**  
**for the academic year 2022-23**

**Course No.** MB212C004T  
**Course Title:** Entrepreneurship Development  
**Duration of Examination:** 3 Hrs

**Contact Hrs/Week:** 4 Hrs  
**Credit:** 04  
**Maximum Marks:** 100

**Course Objective**

- ❖ To create understanding of the concept and process of entrepreneurship
- ❖ To develop a practical understanding of formulating a business proposal
- ❖ To understand various functional plans for starting new business

**Course Learning Outcomes**

- ❖ Explain the meaning and significance of entrepreneurship and understand the process of entrepreneurial action.
- ❖ Understand the entrepreneurial mindset and personality.
- ❖ Understand the importance of idea generation, identifying opportunities and the value of a business plan.
- ❖ Understand the role of creativity and innovation in entrepreneurship

**Unit I**

**Entrepreneurship:** Concept, knowledge and skills requirement; characteristic of successful entrepreneurs; role of entrepreneurship in economic development; entrepreneurship process; factors impacting emergence of entrepreneurship; managerial vs. entrepreneurial approach and emergence of entrepreneurship.

**Unit II**

**Starting the venture:** generating business idea – sources of new ideas, methods of generating ideas, creative problem solving, opportunity recognition; environmental scanning, competitor and industry analysis; feasibility study – market feasibility, technical/operational feasibility, financial feasibility; drawing business plan; preparing project report; presenting business plan to investors.

**Unit III**

**Functional Plans:** marketing plan – marketing research for the new venture, steps in preparing marketing plan, contingency planning; organizational plan – form of ownership, designing organization structure, job design, manpower planning; Financial plan-cash budget, working capital, Performance income statement Performance cash flow, performance balance sheet, break even analysis.

**Unit IV**

Need for funds, technology and facilities, Acquisition, Allocation and Administration of Funds, Sources of Finance: Debt or equity financing, commercial banks, venture capital; financial institutions supporting entrepreneurs

**Unit V**

Legal Issues: Intellectual property rights patents, trademarks, copy rights, trade secrets, licensing; franchising. Project Identification (Feasibility study), Project Formulation, Preparation of Formal Project Report, Project Appraisal, Social Cost Benefit Analysis.

**Note:**

- ❖ Teaching Pedagogy besides classroom teaching will essentially include simulation, case studies, role plays and games.
- ❖ Teaching-learning Process will involve 20% input from those who have demonstrated excellence in the area i.e. Practitioner's view will be incorporated.

**Reference Books and Suggested Readings**

- ❖ Baumbach C.M. & Mancuso, J.R., Entrepreneurship and Venture Management, Taraporevala, Bombay, 1981.
  - ❖ Khanka S.S., Entrepreneurial Development, S. Chand & Company, New Delhi, 2001.
  - ❖ Desai, V., Management of a Small Scale Industry, 3rd ed., Himalaya, Bombay, 1986.
  - ❖ Taub, R.P. & Taub D.L., Entrepreneurship in India's Small Scale Industries, Manohar, New Delhi, 1989.
  - ❖ Tewari, V.K., Philip J. & Pandey, A.N., Small Industry Success and Failure Concept, New Delhi, 1981.
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**Syllabus of Master of Business Administration-Marketing Management (MBA-MM)**  
**for the academic year 2022-23**

**Course No:** \_\_\_\_\_  
**Course Title:** Intellectual Property Rights

**Contact Hrs/week:** 3hrs  
**Credits:** 02

**Course Objective:**

The course is intended to sensitize the students about the importance of Intellectual Property in the global economy & to empower them for its practical usage in business scenario.

**Course Learning Outcomes:** On successful completion of this course learners should be able to:

- ❖ distinguish and explain various forms of IPRs.
- ❖ identify criteria's to fit one's own intellectual work in particular form of IPRs.
- ❖ apply statutory provisions to protect particular form of IPRs.
- ❖ understand international regime relating to IPRs

**Unit-I**

Introduction to IPR: Historical Backdrop: Introduction, Definition and Classification of Intellectual Property; Functions of General Agreement on Tariffs and Trade (GATT) & World Trade Organization (WTO); TRIPS & TRIMS. Management of Intellectual Assets and Intellectual Property portfolio: Common Features of the Intellectual Property Rights; Rights obligations of intellectual property owner; Concept of Infringement; Legal remedies; Commercial exploitation of Intellectual Property.

**Unit -II**

Patents: Patentable and Non patentable inventions; Legal requirements for patents; Types of patent applications; Patent document: specification and claims; Important registration procedural aspects of patents.  
Industrial Designs & Geographical Indication: Industrial Designs: Kinds of Industrial Designs, Basic requirements, Procedure, Violation & Remedies. Geographical Indication: Definition, What can be registered, Who can apply, Rights, Term, Restrictions.

**Unit -III**

Trade marks: Trade Marks: Definitions, Classification of trademarks, Classifications of goods and services, Trade marks procedure, Trademarks enforcement: Infringement and passing off, Remedies.  
Copy rights: Terms of copyrights, Procedure of copyright, Assignment of copy right, Copyright infringement, Remedies

**Note:**

- ❖ Teaching Pedagogy besides classroom teaching will essentially include case studies
- ❖ Teaching-learning Process will involve input from those who have demonstrated excellence in the area i.e. Practitioner's view will be incorporated.

**Reference Books and Suggested Readings::**

- ❖ David Rainbridge (2003). Intellectual Property. Pearson Education.
- ❖ Ramappa, T. (2000). Intellectual property rights under WTO: Task before India. Wheeler Publishing.
- ❖ Maskus Keith E. (2000). Intellectual Property Right in the global economy. Institute for International Economies, Washington.
- ❖ Ganguli, Prabudha (2001). IPR- Unleashing the Knowledge Economy. Tata McGraw-Hill Publishing Co. Ltd.

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**Syllabus of Master of Business Administration-Marketing Management (MBA-MM)**  
**for the academic year 2022-23**

**Course No:** MME120014T  
**Course Title:** Product and Brand Management  
**Duration of Exam:** 3hrs

**Contact Hrs/week:** 4hrs  
**Credits:** 4  
**Maximum Marks:** 100

**Course Objective:**

To acquaint the students with essential methods of managing products and brands and subsequently develop strategies for brand management. Also grant practical implementation of product-centric projects including the role of the product manager, product concepts and theory, team building and management etc.

**Course Learning Outcomes:**

- ❖ To apply the fundamental concepts of product and brand development and management.
- ❖ To use tools and metrics to analyze competitors and develop positioning strategies.
- ❖ To recognize the importance of using teams and organization to coordinate multiple interdisciplinary tasks in order to create and manage products within an organization.
- ❖ To use portfolio analysis and the product life cycle to understand how an organisation manages its product mix.

**Unit-I**

**Introduction to Product Management:** Concept of Product, Product Levels, Product Hierarchy, Classification of Product, Product Mix, Product Lines, Competition & Product Strategy, Product life cycle, Product portfolio.

**Basic Understanding of Brands:** Concept of Branding, Functions of Brand; Significance of Brands; Different Types of Brands; Service Brands, Experiential Brands, Symbolic brands.

**Unit-II**

**Product & Brand Research Strategies:** Product Management, basic significance of product research, new product development process, testing and commercialization, Product Launch Decisions, Strategic Brand Management process, Building a strong brand- Brand positioning, Establishing Brand values, Brand vision, Brand Elements.

**Unit-III**

**Brand Communications:** Sources of brand communication, brand image building, brand aesthetics, brand loyalty programs; brand promotion methods, role of brand ambassadors, mascots, celebrity endorsements, on-line brand promotions, branding strategies in changing marketing environment, brand reinforcement & brand crisis management.

**Unit-IV**

**Brand Life Cycle, Adoption & Extension:** Introduction to Brand Life Cycle; Brand Adoption Practices; Pitfalls of brand adoption & positioning; Different types of brand extensions; Factors influencing decision for extension; Re-branding and re-launching; Co-branding.

**Unit-V**

**Brand Performance:** Measuring brand performance, Growing and Sustaining Brand Equity- designing and implementing branding strategies, global branding strategies, developing a Brand Equity Management System, Brand audit, Brand equity measurement, Brand leverage, blueprint for creating brand organization drivers & its principles, challenges & opportunities in branding, Brand equity measurement approaches

**Note:**

- ❖ Teaching Pedagogy besides classroom teaching will essentially include practical exercise, simulation, case studies, role plays and games.
- ❖ Teaching-learning Process will involve input from those who have demonstrated excellence in the area i.e. Practitioner's view will be incorporated.

**Reference Books and Suggested Readings**

- ❖ Kevin Lane Keller, Strategic Brand Management Building, Measuring and Managing, Prentice Hall, 3<sup>rd</sup> Edition, 2007.
- ❖ Moorthi YLR, Brand Management- I edition, Vikas Publishing House, 2012.
- ❖ Lan Batey, Asian Branding- A Great way to fly, PHI, Singapore, 2002.
- ❖ Paul Tmepoal, Branding in Asia, John Willy, 2000.
- ❖ Ramesh Kumar, Managing Indian Brands, Vikas Publication, India, 2002.
- ❖ Jagdeep Kapoor, Brandex, Biztranza, India, 2005.

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**Synabus of Master of Business Administration-Marketing Management (MBA-MM)  
for the academic year 2022-23**

Course No: MMBA120015T  
Course Title: Marketing of Services  
Duration of Exam: 3hrs

Contact Hrs/week: 4hrs  
Credits: 4  
Maximum Marks: 100

**Course Objective**

This course aims at enabling students to apply marketing concepts and principles to the unique challenges of services marketing to create customer value.

**Course Learning Outcomes:**

- ❖ Understanding of core theoretical concepts and their relevance in Services sector
- ❖ To develop services marketing strategies by understanding customers' stance for the long-term sustainability of the Organizations
- ❖ To demonstrate a global outlook about functioning of services industry
- ❖ Development of responsiveness towards social /ethical issues and sensitivity while offering Services to the consumers.

**Unit-I**

**Introduction to Services marketing:** Meaning, Significance and Characteristics of Services, Difference between Services and Tangible Products, Service Sector, Classification of Services, Opportunities in Service Sector.

**Unit II**

**Service Expectations and Perceptions:** Types of Expectations, Zone of Tolerance, Factors influencing Customer Expectations of Service, Issues involving Customer's Service Expectations, Customer Perceptions, Service Encounters- The building blocks for Customer Perceptions, GAP Model of Service Quality. Changing service expectations during the crises.

**Unit III**

**Services Marketing Mix:** Service Innovation and Design; Important considerations for Service Innovations, Types of Service Innovations, Stages in Service Innovation and Development; Service Blueprinting, Physical Evidence and Service Scape: Strategic Role of Service Scape, Framework for understanding Service Scape effects on behaviour.

**Unit-IV**

**Employees Role in Service Delivery:** Service Culture, Role of Service Employees, Effects of Employees Behaviour on Service Quality Dimensions, Strategies for delivering Service Quality through people, Role of Customer in Service Delivery, Significance of E-Services in the contemporary times, Strategies for Enhancing Customer Participation.

**Unit-V**

**Services Marketing Communication:** Need for Coordination in Marketing Communication, Key Service Communication Challenges, Approaches to Pricing Services-Cost based Pricing, Competition based Pricing, Demand based Pricing, Ethical Aspects in Service Marketing.

**Note:**

- ❖ Teaching Pedagogy besides classroom teaching will essentially include simulation, case studies, role plays and games.
- ❖ Teaching-learning Process will involve 20% input from those who have demonstrated excellence in the area i.e. Practitioner's view will be incorporated.

**Reference Books and Suggested Readings:**

- Zeithaml V.A., Bitner M.J. and Pandit A. (6th Edition), Services Marketing, McGraw Hill education
  - Lovelock C H. & Writz, J. (8th Edition). Service Marketing: People, Technology, Strategy, Pearson Education
  - Srinivasan, R. (4th Edition), Marketing-The Indian Context, PHI Learning Pvt. Ltd
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Course No: NMBU20231  
Course Title: Customer Relationship Management  
Duration of Exam: 3hrs

Contact Hrs/week: 4hrs  
Credits: 4  
Maximum Marks: 100

**Course Objective:**

To understand the need and importance of developing healthy customer relations by imparting theoretical & experiential understanding to students.

**Course Learning Outcomes:**

- ❖ Understanding of Core theoretical concepts and their application in managing relations with customers.
- ❖ To develop customer relationship management strategies by understanding customers' preferences for the long-term sustainability of the Organizations
- ❖ To demonstrate a global outlook about functioning of local and global business environment and engaging customers.
- ❖ Development of responsiveness towards social /ethical issues and sensitivity in managing customers ethically.

**Unit-I**

**Introduction:** Definition Need and Importance of CRM, Conceptual Framework of Customer Relationship Management; Evolution of CRM; Transactional vs Relationship Approach; CRM as a Strategic Marketing Tool; CRM- Significance to the stakeholders.

**Unit-II**

**Understanding Customers:** Characteristics of Customer Relationships- Promise- Trust- Commitment- Satisfaction- Quality- E-Service Competition- Customer Value- Customer Defections- Customer loyalty- Loyalty Programs; Customer Profile Analysis; Customer Perception; Expectations Analysis; Customer Behaviour in Relationship Perspectives; Customer lifetime value; Selection of Profitable customer segments.

**Unit III**

**CRM Structures:** Elements of CRM: CRM process: Strategies for Customer acquisition; Retention and Prevention of defection; The Value Pyramid; CRM roadmap for business applications; Customer life cycle- Attracting- Retaining and growing Customers- Lifetime Customer Value(LCV)- Customer Equity- Recency-Frequency Monetary Value(RFM) Model.

**Unit-IV**

**CRM Planning and Implementation:** Strategic CRM planning process; Customer- Product Profitability Analysis-Value profit Chain- Differences between Customer Retention and Acquisition Orientation of a firm; Implementation issues in CRM; CRM tools; Analytical CRM; Operational CRM; Role of CRM Managers.

**Unit-V**

**Trends in CRM:** Emergence of CRM- database marketing- data warehousing and data mining- pitfalls of IT focus in RM- ethical issues- customer privacy; e- CRM Solutions; Data Mining for CRM; Criteria for evaluating CRM software packages, The Past, Present and Future of CRM

**Note:**

- ❖ Teaching Pedagogy besides classroom teaching will essentially include simulation, case studies, role plays and games.
- ❖ Teaching-learning Process will involve 20% input from those who have demonstrated excellence in the area i.e. Practitioner's view will be incorporated.

**Reference Books and Suggested Readings**

- ❖ Jagdish N Sheth, Parvatiyar Atul, G Shainesh, Customer Relationship Management: Emerging Concepts, Tools and Applications, Mcgraw Hill Education, 2017.
- ❖ Alok Kumar et al, Customer Relationship Management: Concepts and Applications, Biztantra
- ❖ H. Peeru Mohamed and A. Sahadevan, Customer Relationship Management, Vikas Publishing 2005
- ❖ Jim Catheart, The Eight Competencies of Relationship selling, Macmillan India, 2005
- ❖ Ed Peelen , Customer Relationship Management, Pearson Education, 2009

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**Syllabus of Master of Business Administration-Marketing Management (MBA-MM)  
for the academic year 2022-23**

Course No: **MMBM20017T**  
Course Title: Green Marketing  
Duration of Exam: 3hrs

Contact Hrs/week: 4hrs  
Credits: 4  
Maximum Marks: 100

**Course Objective:**

To empower the students with the knowledge of sustainable form of business in Contemporary scenario through the emerging concept of environmental (Green) marketing.

**Course Learning Outcomes:**

- Transcribing knowledge of marketing domain into the contemporary issues of environmental management.
- Learning to cater to ecological concerns by application of marketing mix for promoting green consumption.
- Be able to decipher the nuances of Green advertising and be aware of fraudulent advertising in the garb of environmentalism.
- Analyzing the future trends that can escalate the advent of environmental marketing for increasing the organizational brand image.

**Unit-I**

**Overview of Green Marketing:** Meaning and Significance of Green Marketing; Green Marketing Mix (Green product, price, place, promotion, packaging); Ethics and Social responsibility of Green Marketing.

**Unit-II**

**Strategic Green Planning:** Integrating green perspective into mission, vision, objective, strategy and marketing tactics; Integration between environment and Consumption; Sustainable marketing action to influence pre purchase decisions, consumption and post purchase decisions.

**Unit-III**

**Environmental STP and Branding:** Green Segmentation, Targeting and Positioning; Communicating Green Marketing Value; Integrated Green marketing communication- message strategy; Green branding; Green Branding Strategy Matrix (Defensive Greens, Extreme Greens, Lean Greens, Shaded Greens); Certification labeling.

**Unit-IV**

**Green Advertising and Green SCM:** Meaning and Tools of Green Advertising; Concept of Green Washing; Mitigation strategies of Green washing; Legal issues in environmental advertising; Basics of Green Logistics and Green supply chain management.

**Unit-V**

**Future Trends in Green Marketing:** Packaging Decisions; Pricing decisions in the ambit of Green Marketing; Global trends in environmental marketing; Green marketing as a sustainable tool; Emerging forms of Green Marketing; Challenges and Opportunities in way of Green Marketing.

**Note:**

- ❖ Teaching Pedagogy besides classroom teaching will essentially include simulation, case studies, role plays and games.
- ❖ Teaching-learning Process will involve 20% input from those who have demonstrated excellence in the area i.e. Practitioner's view will be incorporated.

**Reference Books and Suggested Readings**

- ❖ Green Marketing: Theory, Practice and Strategies by Robert Dehlstrom
- ❖ The New Rules of Green Marketing: Strategies, Tools and Inspiration for Sustainable Branding by Jacquelyn A. Ottman
- ❖ Street Smart Sustainability by David Mager and Joe Sibilia.

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Course No. MBA12001AT  
Course Title: International Marketing  
Duration of Examination: 3 Hrs

Contact Hrs/Week: 4 Hrs  
Credit: 04  
Maximum Marks: 100

**Course Objectives:**

To familiarize with the learners with the basics of international marketing and subsequently acquaint them with foreign policy compatible marketing mix.

**Course Learning Outcomes:**

- ❖ To facilitate global outlook on basic tenets of marketing concepts.
- ❖ To conceptualize the relatedness between EXIM policy and changing marketing dynamics
- ❖ To develop an international outlook on marketing mix (product, price, place, promotion etc.)
- ❖ To help the students in identifying the suitable modes of foreign market entry.
- ❖ To acquaint the students with the intricacies associated with international marketing.

**Unit I:**

Introduction Definition and scope, bases of international trade; methods of entry, major international economic institutions and trading blocks, WTO and sectoral impacts.

**Unit II**

Product and Pricing Decisions Foreign market identification; product decisions; price and non-price factors; pricing decisions and methods.

**Unit III**

Promotion and Distribution International promotion; cross-cultural dimensions of advertising; distributional channels; institutional infrastructure for exports.

**Unit IV**

Export Policy and Procedures EXIM policy and export assistance, export-import procedure and formalities; export finance.

**Unit V**

Export Documentation and Import outline Export documentation; import documents; negotiation of documents; outline of import procedures.

**Note:**

- ❖ Teaching Pedagogy besides classroom teaching will essentially include simulation, case studies, role plays and games.
- ❖ Teaching-learning Process will involve 20% input from those who have demonstrated excellence in the area i.e. Practitioner's view will be incorporated.

**Reference Books and Suggested Readings**

- ❖ Terpstra & Sarathi: International Marketing, Hardcourt Asia, 8th Edition.
- ❖ Caterora & Graham: International Marketing, Pearson Education, 2000.
- ❖ Keegan, Warren J.: Global Marketing Management, Pearson Education, 2007.
- ❖ Nabhi Jain: How to Start Import, Jain Book Depot, 2007.

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Course No: MMBM20019T  
Course Title: Agriculture and Rural Marketing  
Duration of Exam: 3hrs

Contact Hrs/week: 4hrs  
Credits: 4  
Maximum Marks: 100

**Course Objective:**

To necessitate an understanding of the agricultural and rural marketing to students so that they can develop a holistic acumen.

**Course Learning Outcomes:**

- ❖ To acquaint the learners with the demands & expectations of rural consumers in contemporary times.
- ❖ To identify STP approach that resonates with the rural consumer markets.
- ❖ To lay impetus on agricultural marketing and the way it can be glamorised for better business returns,

**Unit-I**

Rural Marketing- concept and scope of Rural Marketing, Rural development as a core area, efforts put for rural development in five years plans, Rural markets- its characteristics and importance, Environmental factors.

**Unit II**

Rural Consumer Behaviour- Rural Consumer vs Urban Consumer Behaviour, Relevance of marketing mix for rural markets, Retail formats and classification of retailers, Relationship between agriculture and food retailing, Issues in rural marketing.

**Unit III**

Segmentation, Targeting and Positioning for rural markets, market forces, components of different product strategies, Pricing strategies, Promotional Strategies and Distribution strategies for rural consumers, Principles of cooperation, overview of agribusiness cooperatives, process of cooperative formation, cooperative legislation, governance in agribusiness cooperatives.

**Unit-IV**

Agriculture Markets-concept, nature and its scope, importance and objectives of agriculture marketing, challenges in agriculture marketing, Agriculture Marketing and its economic importance, Agriculture produces and their market. Financing agribusiness cooperatives, business development planning for cooperatives, MIS for agribusiness cooperatives.

**Unit-V**

Export potential for agri-products, Role of government and non-government agencies in the development of rural and agriculture sectors, Marketing strategies for seed, Fertilizers, Pesticides, Farm equipments, Logistics & supply chain management and Information Technology in agri-business- from vertical integration to virtual integration, translating from made-to-stock to build-to-order.

**Note:**

- ❖ Teaching Pedagogy besides classroom teaching will essentially include simulation, case studies, role plays and games.
- ❖ Teaching-learning Process will involve 20% input from those who have demonstrated excellence in the area i.e. Practitioner's view will be incorporated.

**Reference Books and Suggested Readings:**

- ❖ Kohls, R.L. and Uhl, J.N. Marketing of agricultural products. Ninth edition, Pearson
- ❖ Acharaya, S.S. Agricultural Marketing in India, Oxford and IBH publishing company.
- ❖ Dogra, b. and Ghuman, K. Rural Marketing-concepts and practices. Tata Mcgraw-Hill Publishing Co. limited, New Delhi.
- ❖ Krishnacharyulu, C.S.G. and Ramakrishnan, L. Rural Marketing- Text and Cases. Second edition, Pearson.

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Course No: **MMB10200207**  
Course Title: Purchasing and Materials Management  
Duration of Exam: 3hrs

for the academic year 2022-23

Contact Hrs/week: 4hrs  
Credits: 4  
Maximum Marks: 100

**Course Objective:**

To generate awareness among the students and assist them in imbibing the basics of purchasing and materials management as applied in supply chain management.

**Course Learning Outcomes:**

- ❖ Conceptualization of basic tenets of material management and its subsequent allocation for optimum utilization.
- ❖ Lay emphasis on store management & develop acumen for automated systems for handling the same.
- ❖ Introduce the novel concept of JIT & dynamics of purchasing.

**Course Objective:**

The objective of the course is to generate awareness among the students and assist them in imbibing the basics of purchasing and materials management as applied in supply chain management. To sensitize the students on the materials management functions – Planning, Purchase, Controlling, Storing, Handling, Packaging, Shipping and Distributing, and Standardizing.

**Course Learning Outcomes:**

- ❖ Identifying the scope for integrating materials management function over the logistics and supply chain operations.
- ❖ Integrate the organization wide materials requirement to develop an overall plan (MRP).
- ❖ Identify, study, compare, and evaluate alternatives, select and relate with a good supplier.
- ❖ Apply various purchasing method and inventory controlling techniques into practice.
- ❖ Analyzing the materials in storage, handling, packaging, shipping distributing and standardizing.

**Unit-I**

**Material Management-** Concept, Importance and Objectives, Functions of materials management, Scope of Material Management, Integrated Materials Management- its scope, need and objectives, Material Requirement Planning (MRP), Computer applications to material requirement planning process.

**Unit-II**

**Standardization-** Concept of standardization, relevance of standardization, Indian standards, Techniques of Standardization, Variety reduction, Codification, methodology of codification, advantages and disadvantages of codification, classification of materials, Purchasing and Material Planning, Material planning process, Material budgeting and accounting.

**Unit-III**

**Stores and stores management-** Concept of Stores management, stores layout, storage media, automatic warehousing, overall scheme and type of automatic warehouse, Material handling-importance, objectives and methods of material handling, Bulk material handling, Cost reduction in material handling, Handling waste materials.

**Unit-IV**

**Purchasing-** Concept and objectives of Purchasing, Functions and duties of purchase department, Different methods of purchasing, Purchasing Cycle, Purchasing activities, Purchase Order, Industrial purchasing, Dynamic purchasing.

**Unit-V**

**Emerging Trends in Purchasing-** Just in time purchasing, prerequisites and elements of Just in time purchasing, Purchasing negotiation skills-Strategy and planning, Legal aspects in purchasing, The Indian Contract Act-1872, The Sales of Goods Act-1930, Special purchase Contracts.

**Note:**

- ❖ Teaching Pedagogy besides classroom teaching will essentially include simulation, case studies, role plays and games.
- ❖ Teaching-learning Process will involve 20% input from those who have demonstrated excellence in the area i.e. Practitioner's view will be incorporated.

**Reference Books and Suggested Readings:**

- ❖ Jain, K.C and Patidar, J. Purchasing and materials Management, S. Chand & Company Ltd., New Delhi.
- ❖ Nair, N.K., Purchasing and materials Management, Vikas publishing house.



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**Syllabus of Master of Business Administration-Marketing Management (MBA-MM)**  
**for the academic year 2022-23**

**Course No:** KMEM20011T  
**Course Title:** Advanced Supply Chain Management  
**Duration of Exam:** 3hrs

**Contact Hrs/week:** 4hrs  
**Credits:** 4  
**Maximum Marks:** 100

**Course Objective**

To develop an understanding of the importance of supply chain strategies in the formulation of the business strategy and the conduct of supply chain operations. To develop an in-depth understanding of supply chain operating areas and their interrelationship. To strengthen integrative management analytical and problem-solving skills.

**Course Learning Outcomes:**

- ❖ Develop specialized and extensive knowledge of scientific theories and methods relevant to managing supply chains and operations within supply chains.
- ❖ Able to present and communicate professional issues relevant to SCM and logistics, on an expert- as well as a common level.
- ❖ Able to identify operational challenges/problems in supply chains and logistics systems and to assert the relevance of models and methods to resolve them.
- ❖ Develop and apply acquired knowledge and skills within new areas of research and its applications.
- ❖ Preparing for research or case projects analysis coupled with written and oral presentation of the findings.

**Unit 1**

**Supply Chain Strategies:** Competitive and supply chain strategies, achieving strategic fit, challenges in achieving and maintaining strategic fit, Designing Supply Chain Networks- role of distribution in supply chain, factors influencing distribution network design, Design options for distribution network, online sales and distribution network, impact of online sales in different Industries, distribution networks in practice.

**Unit 2**

**Alliances and Outsourcing:** Strategic alliance in supply chain, third-party logistics, fourth-party logistics, retailer-supplier partnership, issues in strategic alliance, Agile supply chain- concept, characteristics and barriers to agility, creating an agile supply chains.

**Unit 3**

**Supply Chain across boundaries:** Domestic vs Global supply chain, strategic issues in global supply chains, Cross-Border logistics, risks associated in global supply chain scenario, risk types, Free trade zone, Reverse supply chain- scope and design, challenges in reverse supply chain, trends in managing reverse supply chain, reverse logistics and environmental impacts.

**Unit 4**

**Supply Chain Risk Management:** concept and nature, categories of supply chain risks, supply chain vulnerability, models of supply chain risk management, role of IT in managing risk, success factors in risk management process, approaches to mitigate risks, SCM and SCOR Model, managing uncertainty in supply chain-safety inventory, role of IT in inventory management.

**Unit 5**

**Corporate Social Responsibility:** Supply chain responsibility, green supply chain management, green procurement, green manufacturing, green marketing, Regulatory compliance- Multimodal Transport of Goods Act 1993, Free trade and warehousing zones Act 2005, GST, VAT, CENVAT, Ethical practices- procurement, manufacturing, marketing, designing and implementing ethical code, ethical issues in supply chain, Supplier ethics management (Sem).

**Note:**

- ❖ Teaching Pedagogy besides classroom teaching will essentially include practical exercise, simulation, case studies, role plays and games.
- ❖ Teaching-learning Process will involve input from those who have demonstrated excellence in the area i.e. Practitioner's view will be incorporated.

**Reference Books and Suggested Readings**

- ❖ D. K. Mahalik, IT-Enabled Supply Chain Management, first edition, SSDN Publishers and Distributors
  - ❖ Janat Shah, Supply Chain Management- Text and Cases, second edition, Pearson
  - ❖ Michael Hugos, Essentials of Supply Chain Management, John Wiley & Sons, Inc.
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- ❖ Sunil Chopra, Peter Meindl and D. V. Kalra, Supply Chain Management- Strategy, Planning and Operation, Pearson
- ❖ R. P. Mohanty and S. G. Deshmukh, Supply Chain Management-Theories and Practices, Indian Text edition.
- ❖ V. V. Sople, Supply Chain Management- Text and Cases, Pearson.

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**Syllabus of Master of Business Administration-Marketing Management (MBA-MM)**  
**for the academic year 2022-23**

**Course No:** NMBA120010  
**Course Title:** Logistics and Distribution Management  
**Duration of Exam:** 3hrs

**Contact Hrs/week:** 4hrs  
**Credits:** 4  
**Maximum Marks:** 100

**Course Objective:**

The objective of the course is to explore the major concepts evolved in the direction of logistics and distribution management so that students get acquainted with the knowledge intensive supply chain management domain. Also to comprehend the foundational role of logistics, logistics processes, such as logistics planning and strategy, customer service, procurement, transport, inventory, warehousing, and handling.

**Course Learning Outcomes:**

- ❖ Analyze how logistical decisions (e.g., facilities, inventory, and transportation) impact the performance of an organisation as well as the entire supply chain.
- ❖ Analyze the strengths and weaknesses of various transportation modes and its impact on the effective supply chains.
- ❖ Develop the strategies that can be taken to find the best paths to route vehicles to deliver and collection of goods and material etc.

**Unit-I**

**Logistics-Introduction & Integration:** Concept of Logistics, Role of logistics in strategy formulation, Logistics and supply chain management; Inbound and outbound logistics, Factors impacting logistics; Logistics growth drivers; Importance of logistics in supply chain; key issues in logistics and supply chain management.

**Unit-II**

**Transportation elements in Logistics:** Legal classification of Carriers, Role of transportation in logistics and supply chain management; Modes of transportation- Ocean Transport, Air Transport, Road Transport, Rail Transport, Inland transport & pipeline transportation, Outsourcing of Logistics Services, Shipping Intermediaries and Formalities.

**Unit-III**

**Logistics Delivery & Fulfilment:** Concept of Utilization, Palletization and Containerization; Multimodal transportation and its advantages; Warehousing- location, functionality & classification, Safety and security in warehouses. Principles of insurance, Fire insurance, Marine insurance and maritime fraud.

**Unit-IV**

**Material Handling & Packaging:** Principles of material handling; Equipment's for material handling; Factors involved in material handling decisions; Packaging alternatives; Bar Coding & RFID; Trends & advances in packaging operations.

**Unit-V**

**Emerging Trends in Logistics:** Reverse logistics as competitive strategy; Logistics and supply chain management alliances-3PL+4PL=7PL, Concept, Principles, Advantages and outsourcing; Risks in logistics outsourcing; Mitigation of risks in logistics outsourcing, recent developments in logistics, Transport and mobility technologies, Green logistics, Cold chain logistics, Block chain and big data analytics in logistics.

**Note:**

- ❖ Teaching Pedagogy besides classroom teaching will essentially include simulation, case studies, role plays and games.
- ❖ Teaching-learning Process will involve 20% input from those who have demonstrated excellence in the area i.e. Practitioner's view will be incorporated.

**Reference Books and Suggested Readings::**

- ❖ S.L. Ganapathi & S.K. Logistics Management, Oxford Publications.
  - ❖ S.K. Bhattacharya, Logistics Management; Definition, Dimension and Functional Applications, S. Chand Publications.
  - ❖ Alan Rushton, Phil Croncher, Peter Baker, The Handbook of Logistics and Distribution Management.
  - ❖ V.V Sople, Logistics: Management 3rd ed.
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**Syllabus of Master of Business Administration-Marketing Management (MBA-MM)**  
**for the academic year 2022-23**

**Course No.** MM1B0120002T  
**Course Title:** Project on Digital Marketing  
**Duration of Examination:** 3 Hrs

**Contact Hrs/Week:** 5 Hrs  
**Credit:** 04  
**Maximum Marks:** 100

<b>Course Objective</b>	4 <sup>th</sup> Semester students of any department who may be on the job training may opt to undertake Project Work in lieu of the elective course while on the job training ( OJT) in a factory, industry or organisation
<b>Course Content</b>	The guidelines and detailed instructions to complete the Project will be given by the mentors allocated by the Department
<b>Evaluation and Distribution of Marks</b>	<p>This project report to be evaluated by faculty member of other department nominated by Head and Viva Voce shall be conducted by the concerned faculty as per the distribution of marks given below.</p> <p><b>Distribution of Marks:</b></p> <p>Viva Voce: 50 Report Evaluation: 50</p>

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Syllabus of Master of Business Administration-Marketing Management (MBA-MM)  
for the academic year 2022-23

Course No:  
Credit: 20

Course Title: Dissertation (OJT)  
Maximum Marks: 300

**Course Objective:**

The objective of this course is to integrate theoretical knowledge of learners with the practical world by undergoing On-the-Job-Training (OJT) in organisation(s) with a view to achieve maximum integration between theory and practice. The learners shall expose themselves to all-important aspects as per courses learned during the course of study with special emphasis on major/minor functional area to opted by learner.

**Course Learning Outcomes:** On successful completion of OJT learners should be able to:

- ❖ learn, understand and sharpen the real time technical / managerial skills required at the job.
- ❖ understand the current technological developments relevant to the subject area of training.
- ❖ create conditions conducive to quest for knowledge and its applicability on the job.

**Content:**

At the end of 3<sup>rd</sup> Semester, learners will have an option to choose either option-I or II. Option-II requires learners to undergo OJT for entire semester with any reputed industrial, business or service organization or large establishments. OJT will be facilitated by Training and Placement Officer (TPO) of the University and detailed guidelines for undertaking the OJT Project will be given by the Industrial Supervisor/ Faculty Mentor(s)/ TPO/Supervisor. The learners are required to maintain Student's Diary/ Daily Log of activities. The main purpose of writing daily diary is to cultivate the habit of documenting and to encourage the students to search for details. It develops the students' thought process and reasoning abilities. The students should record in the daily training diary the day to day account of the activities. The daily training diary should be signed after every day by the Industrial Supervisor/ in charge of the section where the student has been working. Student's Diary and Project Report should be submitted by the students along with attendance record and an evaluation sheet duly signed and stamped by the industry to the Department immediately after the completion of the training. It will be evaluated on the basis of the following criteria:

- ❖ Regularity in maintenance of the diary.
- ❖ Adequacy & quality of information recorded.
- ❖ Thought process and recording techniques used.
- ❖ Organization of the information

**Project Report:**

After completion of OJT, learners should prepare a comprehensive report to indicate what he has observed and learnt in the training period. The student may contact Industrial Supervisor/ Faculty Mentor(s)/TPO// Supervisor(s)/ Co-Supervisor(s) for compilation of the report on corporate learning's and outcomes. Daily diary will also help to a great extent in writing the industrial report since much of the information has already been incorporated by the learner into the daily diary. The training report should be signed by the Supervisor, TPO and Faculty Mentor. Learner is required to ensure that the Project report meet the following criteria:

- ❖ Originality.
- ❖ Adequacy and purposeful write-up.
- ❖ Organization, format, language etc.
- ❖ Variety and relevance of learning experience.
- ❖ Practical applications, relationships with basic theory and concepts taught in the course

**Evaluation and Distribution of Marks:** The evaluation will be based on the following criteria:

- ❖ Quality of content presented.
- ❖ Proper planning for presentation and effectiveness of presentation.
- ❖ Depth of knowledge and skills.
- ❖ Attendance record, daily diary, departmental reports shall also be analyzed along with the Internship Report.
- ❖ Seminar presentation will enable sharing knowledge & experience amongst students & teachers and build communication skills and confidence in students.

The performance of the students shall be evaluated on the basis of below mentioned parameters by Supervisor(s) or by a panel of examiner(s) including Head of Department, Practicing Manager/Supervisor /Faculty member nominated by Head of Department from within the Department as per the distribution of marks given below.

Project Report	: 200
Student's Diary/ Daily Log of activities	: 100
Presentation	: 100
Viva Voce	: 100
Total	: 500

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