

MBA (Marketing Management)

DETAILED SYLLABUS

SEMESTER - I

1. PRINCIPLES OF MANAGEMENT :

Objectives: this course helps students to understand essential elements of management. They shall be exposed to basic concepts and techniques of analysis. Real life case studies shall be discussed to illustrate contemporary management practices.

Content:

Unit I (6 Sessions)

Historical Development: Definition of Management, Science or Art, Management and Administration, Development of Management Thought Contribution of Taylor and Fayol, Functions of Management, Types of Business Organization, Business Ethics and Social Responsibility: Concept, Shift to Ethics, Tools of Ethics.

Unit II (6 Sessions)

Planning: Nature & Purpose, Steps involved in Planning, Objectives, Setting Objectives, Process of Managing by Objectives, Strategies, Policies & Planning Premises, Forecasting, Decision-making.

Unit III (6 Sessions)

Organising: Nature and Purpose, Formal and Informal Organization, Organization Chart, Structure and Process, Departmentation by difference strategies, Line and Staff authority – Benefits and Limitations – De-Centralization and Delegation of Authority – Staffing – Selection Process – Techniques – HRD – Managerial Effectiveness.

Unit IV (6 Sessions)

Directing: Scope, Human Factors, Creativity and Innovation, Harmonizing Objectives, Leadership, Types of Leadership Motivation, Hierarchy of Needs, Motivation theories, Motivational Techniques, Job Enrichment, Communication, Process of Communication, Barriers and Breakdown, Effective Communication, Electronic media in Communication.

Unit V (6 Sessions)

Controlling: System and process of Controlling, Requirements for effective control, The Budget as Control Technique, Information Technology in Controlling, Productivity, Problems and

Management, Control of Overall Performance, Direct and Preventive Control, Reporting, The Global Environment, Globalisation and Liberalization, International Management and Global theory of Management.

SUGGESTED READINGS:

1. Weihrich Heinz and Koontz Harold - Management: A Global and Entrepreneurial Perspective (Mc Graw Hill, 12th Edition 2008)
2. Stoner, Freeman & Gilbert Jr - Management (Prentice Hall of India, Latest Edition)
3. Stephen P. Robbins, Organization Theory – Structure, Design and Applications, Prentice Hall of India, New Delhi, Third or later edition.
4. Bateman, Management (SIE), Tata McGraw-Hill Publishing Company, New Delhi.
5. Decenzo David, Robbin Stephen A, "Personnel and Human Resources Management", Prentice Hall of India, 1996.
6. Fraidoon Mazda, " Engineering Management", Addison Wesley, -2000.
7. Hillier Frederick S. and Hillier Mark S. - Introduction to Management Science: A Modeling and Case Studies Approach with Spreadsheets (Tata Mc Graw Hill, 2nd Edition 2008)
8. JAF Stomer, Freeman R. E and Daniel R Gilbert Management, Pearson Education, Sixth Edition, 2004.
9. Koontz - Principles of Management (Tata Mc Graw Hill, 1st Edition 2008).
10. Massie, Joseph L., Essentials of Management, Pearson Education.
11. Robbins & Coulter - Management (Prentice Hall of India, 8th Edition).
12. Robbins S.P. and Decenzo David A. - Fundamentals of Management: Essential Concepts and Applications (Pearson Education, 5th Edition).
13. Tripathy PC and Reddy PN, "Principles of Management", Tata McGraw-Hill, 1999.

2. QUANTITATIVE TECHNIQUES IN MANAGEMENT:

Objective: this course helps students to understand and formulate managerial situations in a decision theoretic framework. It focuses on developing skills in structuring and analyzing problems and to inculcate the attitude of developing an executable solution to the problem with the help of some advanced statistical techniques.

Content:

Unit I (4 Sessions)

Basic Statistical Methods: Measures of Central tendency and Dispersion.

Unit II (4 Sessions)

Decision Theory & Decision Tree: Probability – Definition and Rules of Probability, Baye's Theorem; Probability Distribution – Discrete distribution – (Binomial, Poisson & Multinomial), Continuous distribution – (Normal & Exponential).

Unit III (5 Sessions)

Statistical Tools & Techniques: Co-Relation & Regression; Single Linear Regression; Multiple Regression: Use of Software in Multiple Regression, Building Multiple Regression Models, Different types of models, Multicollinearity.

Unit IV (5 Sessions)

Forecasting Methods: Subjective Delphic, Nominal grouping and Jury of Opinion; Quantitative – Input-Output Model, Time Series Method, Moving Average, Exponential Smoothing, Linear Trend Line, Method of Least Square, Measuring error – MAD, MAPD, CE, MSE, MSPE.

Unit V (5 Sessions)

Estimation Theory and Hypothesis Testing: Sampling theory; Formulation of Hypotheses; Application of Z-test, t-test, F-test and Chi-Square-test in testing of the hypothesis. Techniques of association of Attributes & Testing.

Unit VI (7 Sessions)

Linear programming: Mathematical formulations of LP Models for product-mix problems; graphical and simplex method of solving LP problems; sensitivity analysis; duality. Transportation problem: Various method of finding Initial basic feasible solution and optimal cost. Assignment model: Algorithm and its applications. Game Theory: Concept of game; Two-person zero-sum game; Pure and Mixed Strategy Games; Saddle Point; Odds Method; Dominance Method and Graphical Method for solving Mixed Strategy Game. Queuing Theory.

SUGGESTED READINGS:

1. Quantitative Techniques in Management by Vohra, Tata McGraw-Hill, Latest edition.
2. Quantitative Techniques by Kothari, Vikas Publication, 1996, 3rded.
3. Business Statistics for Contemporary Decision Making by Ken Black (Fourth or later edition) Wiley Student Edition.
4. Statistics for Management by Richard I. Levin and David S. Rubin (Pearson Education).
5. Statistics for Management, T N Srivastava and Shailaja Rego, TMH.
6. Complete Business Statistics, Amir D Aczel and Jayavel Sounderpandian, TMH.
7. Business Statistics by J. K. Sharma (2nd Edition or later edition) Pearson
8. Mathematics and Statistics for Management, K. B. Akhilesh & S. B. Balasubrahmanyam, Vikas Publishing.
9. Statistical Method by Gupta, S.C., Himalaya Publication.
10. Business Statistics by R.S.Bharadwaj, Excel Books.
11. Comprehensive Statistical Methods by P.N. Arora, S. Chand.

3. MANAGERIAL ECONOMICS :

Objectives: To familiar students with the concepts and analytical tools from micro economic theory that are useful to managers in making decisions at the firm level.

Contents:

Unit I (5 Sessions)

Introduction: Nature, Scope and Significance of Managerial Economics, its Relationship with other Disciplines, Role of Managerial Economics in Decision Making, Decision Making under Risk and Uncertainty.

Unit II (6 Sessions)

Consumer Behaviour and Demand Analysis: Cardinal and Ordinal Approaches to Consumer Behaviour, Demand Functions, Determinants of Demand, Elasticity of Demand, Derivation of market Demand, Demand Estimation and Forecasting.

Unit III (6 Sessions)

Theory of Production and Cost: Managerial uses of Production Function, Short Run and Long Run Production Analysis, Isoquants, Optimal Combination of Inputs, Empirical Estimation of Production Functions; Traditional and Modern Theory of Cost in Short and Long Runs, Economies of Scale and Economies of Scope, Empirical Estimation of Cost Function.

Unit IV (6 Sessions)

Theory and Behaviour of Firm: Profit Maximization, Alternative Objectives of Business Firms, Price Output decisions under Perfect Competition, Monopoly, Monopolistic Competition and Oligopoly, Pricing Policies and Methods, Strategic Behaviour of Firms and Game Theory: - Nash Equilibrium, Prisoner's Dilemma – Price and Non-price Competition.

Unit V (7 Sessions)

Introduction to macro economics; national income, inflation, unemployment and poverty, consumption function, investment function, Government, foreign trade and foreign exchange rate functions, money demand and supply function, production function, factor market and aggregate supply function, state of macroeconomics.

SUGGESTED READINGS:

1. Gupta, G.S., Managerial Economics: Micro Economic, McGraw Hill.
2. Christopher R. Thomas & S. Charles Maurice (2006), Managerial Economics, Tata McGraw Hill, New Delhi.
3. Truett & Truett (2004), Managerial Economics, John Wiley & Sons Inc.
4. Petersen, H. Craig & Cris, L W (2004), Managerial Economics, Pearson Education.
5. Chaturvedi, D.D. & Gupta S.L. (2003), Managerial Economics: Text & Cases, Brijwasi Book Distributors and Publishers.
6. Salvatore, D (2004), Managerial Economics in a Global Economy, Irwin, Mc Graw-Hill.
7. Dholakia, R.H. & Oza, A.N., Micro Economics for Management Students, OUP, New Delhi.

8. Keating Berry and Wilson, J H., An Economic Foundation for Business Decision, Biztantra Publication, New Delhi.

4. MANAGERIAL ACCOUNTING :

Objectives: the objective of this course is to acquaint students with various concepts of accounting and highlight the decision-making and control focus of managerial accounting.

Content:

Unit I (6 Sessions)

Fundamentals of Accounting: Basic understanding of accounting, Conceptual framework of financial statements Business transactions to trial balance, Trial balance to Balance sheet and profit and loss account for non corporate and corporate entities, , Generally Accepted Accounting Principles.

Unit II (6 Sessions)

Asset Valuation: Valuation of Tangible Fixed Assets, Depreciation on fixed assets, valuation of assets under finance lease and intangible assets, amortisation and asset impairment, Valuation of inventories, valuation of investments.

Unit III (6 Sessions)

Understanding Corporate financial statements: Corporate Balance sheet, corporate profit and loss account, Notes to the accounts and significant accounting policies, understanding and constructing corporate cash flow statement, other financial reports- Auditors report and Directors report, corporate governance report.

Unit IV (6 Sessions)

Financial Statement Analysis: Financial Statement Analysis using the tool kit of Multi step Income statement, horizontal analysis, common size analysis, Trend analysis, Earning per share analysis, Ratio analysis, analysis of cash flow statement.

Unit V (6 Sessions)

Contemporary issues in financial Accounting: Global financial reporting, GAAPs and IFRSs, IAS, Indian GAAP and US GAAP, Foreign currency accounting, Inflation Accounting, Human Resource Accounting, Environment accounting, Responsibility Accounting.

SUGGESTED READINGS:

1. Ambrish Gupta – Financial Accounting for Management: An Analytical Perspective (Pearson Education, 3rd Edition 2009).
2. S.K.Bhattacharya, John Dearden – Accounting for Management (Vikas Publishing House) Third revised Edition, 2008).
3. Carl S. Warren, James M. Reeve, and Jonathan E. Duchac – Financial Accounting: Concepts, Methods, and Applications (Cengage Learning, 2009).
4. Robert Anthony & Hawkins- Accounting Test and Cases, Richard D. Irwin London.

5. S N Maheshwari, S K Maheshwari, A Text Book of Accounting for Management, Vikas Publishing, New Delhi
6. N Ramchandran, Ram Kumar Kakani, Financial Accounting for Management, Tata McGraw Hill, 2nd Edition.
7. Robert N Anthony, David F Hawkins, Kenneth A Merchant: Accounting: Text and Case, The McGraw- Hill companies, 12th Edition 2007.
8. Harrison and Horngren, Financial Accounting, Pearson Education, 6th Edition 2008.
9. P C Tulsian, Financial Accounting, Pearson Education, 2009.
10. Pru Marriot, J R Edwards and H J Mellett, Introduction to Accounting, Sage South Asia Edition,
11. Stice and Stice, Financial Accounting- Reporting and Analysis, Cengage Learning.

5. ORGANIZATIONAL BEHAVIOUR :

Objectives: This course provides framework to the students to understand the human behavior dynamics in work organizations through the study of the individual, the group and the organizational system.

Content:

Unit I (4 Sessions)

Organizational Behaviour (OB): Concept, nature, characteristics, conceptual foundations, determinants and importance; concept of knowledge management & Emotional Intelligence in contemporary business organisation.

Unit II (6 Sessions)

Perception: Concept, nature, process, importance. Management and behavioral applications of perception. Attitude: Concept, process, and importance. Attitude measurement. Personality: Concept, nature, types and theories of personality shaping. Learning: Concept and theories of learning.

Unit III (6 Sessions)

Motivation: Concept, principles, theories - content and process. Monetary and non-monetary motivation. Leadership: Concept, functions, styles, and theories of leadership-trait, behavioural, and situational.

Unit IV (4 Sessions)

Analysis of Interpersonal Relationship, developing interpersonal relationship. Group Dynamic: Definition of Group, stages of Group Development, Punctuated Equilibrium Model, Group Structure, Group Decision Making.

Unit V (8 Sessions)

Organizational power and politics: Concept of power, sources of power, classification of power, contingency approaches to power. Political implications of power. Dynamics of power and politics. Organizational Conflict: Concept, Sources, types, functionality and dysfunctionality of conflict. Classification of conflict-intra-individual, inter-personal, inter-group, and organizational. Resolution of conflict, meaning and types of grievance and process of grievance handling.

Unit VI (2 Sessions)

Organization System: foundations of organization structure, technology, work design and stress, organizational culture; Organizational Dynamics: organizational change and development.

SUGGESTED READINGS:

1. Understanding Organizational Behavior, by Udai Pareek, Oxford University Press.
2. Organizational Behavior by Mcshane and Radha Sharma, McGraw-Hill.
3. Organizational Behavior by Stephan Robbins, Pearson Education.
4. Human Behaviour at Works: Organizational Behaviour by Davis, Keith, Tata McGraw Hill.
5. Organizational Behaviour by Gregory Moorhead & Ricky W. Griffin, Jaico Publication.
6. Organizational Behaviour by K. Aswathappa, Himalaya Publishing House Pvt. Ltd.
7. Organizational Behaviour by Niraj Kumar, Himalaya Publishing House Pvt. Ltd.
8. Behavioural Process in Organizations by Pareek, Udai, Oxford and IBH, New Delhi.
9. Organizational Behaviour by Robbins, S.P, Pearson Education, New Delhi.
10. Organizational Behaviour by Luthans, Fred, McGraw Hill, New Delhi.
11. Behaviour in Organizations by Greenberg Pearson Publication.

6. MANAGERIAL COMMUNICATION :

Objectives: To train students to enhance their skills in written as well as oral Communication through practical conduct of this course. This course will help students in understanding the principles & techniques of business communication.

Content:

Unit I (4 Sessions)

Concepts of Communications: Definition, Forms of Communication, Objectives of Communication, Characteristics of Communication, Process of Communication, Communication, Roadblocks, Role of Verbal & Non-verbal Symbols in Communication, Barriers to Effective Communication, Overcoming Communication Barriers.

Unit II (9 Sessions)

Forms of Communication: (a) Written Communication: Principles of Effective Written Communication; Commercial Letters, Report Writing, Speech Writing, Preparing Minutes of Meetings; Executive Summary of Documents; E-mail: How to make smart e-mail (b) Non-verbal Communication, (c) Oral Communication: Art of Public Speaking, Listening Skills: Definition, Anatomy of poor Listening, Features of a good Listener, Role Play.

Applications of Communication: (a) Writing a Summer Project Report and Research Report, (b) Writing CVs & Application Letters, (c) Group Discussions & Interviews, (d) The Employment Interview.

Unit III (6 Sessions)

Important Parameters in Communication: (a) The Cross Cultural Dimensions of Business Communication, (b) Technology and Communication, (c) Ethical & Legal Issues in Business Communication, (d) Mass Communication: Mass Communication & Promotion Strategies, Advertisements, Publicity, and Press Releases. Media Mix, Public Relations, Newsletters.

Unit IV (3 Sessions)

Business Negotiation: Negotiation Process & its Management.

Unit V (8 Sessions)

Spoken Communication: Telephone, Teleconferencing, Challenges and etiquette, Oral Presentation: Planning presentation, Delivering presentation, Developing & displaying visual aids, Handling questions from the audience, Audio-visual CD.

SUGGESTED READINGS:

1. Scot, O. (2004), Contemporary Business Communication, Biztantra, New Delhi.
2. Lesikar, R.V. & Flatley, M.E. (2005), Basic Business Communication Skills for Empowering the Internet Generation, Tata McGraw Hill Publishing Company Ltd. New Delhi.
3. Ludlow, R. & Panton, F., The Essence of Effective Communications, PHI.
4. Adair, J. (2003), Effective Communication, Pan Mcmillan.
5. Thill, J. V. & Bovee, G. L. (1993), Excellence in Business Communication, McGraw Hill, NY.
6. Bowman, J.P. & Branchaw, P.P. (1987), Business Communications: From Process to Product, Dryden Press, Chicago.

7. COMMUNICATIVE ENGLISH LABORATORY-I:

Some tasks:

Make a list of nonverbal communication

How body language is culturally conditioned?

Take passages of descriptive, expressive and social functions and analyse them.

Expressive (for exposing feelings) language in English and your mother-tongue

Avoiding sexist language (e.g. poetess, chairman)

Mentally retarded should be replaced by mentally challenged. Make a list of similar expressions

- Say formulae's expressions (Thank you, sorry, hello, that's right) with proper Intonation.
- Make a list of words which should be avoided because they sound pompous. Which words would you use instead of them?
- How to express pleasure, regret, and approval?

- Time and tense are not the same. Give same examples.
 - Take similar vowels and consonants and practice them in pairs of words
 - Practice, stress and intonation in connected speech.
 - Conversation practice in familiar situations (Play the role of a tailor and a customer, for example)
 - Ask for specific information (can you tell me where the railway station is?)
 - Making a request (can I barrow your scooter, please?)
 - Asking for permission (Do you mind if I smoke?)
 - Say the following pairs of words
- a) Beg, bag, full, fool, sit, seat, same, shame, judge, jazz, major, measure.
- b) Progress as noun verb, similarly, object, record, and supplement, perfect (adj), perfect (v.)
- c) Say the following words with correct stress. teacher college, village, building, ago, above, apart, accuses, advice, education, examination, individual (The list is only illustrative and not exhaustive).

SEMESTER - II

1. BUSINESS ENVIRONMENT :

Objective: This course is intended to make the students aware of the Indian Economic Environment and the policy and planning framework underlying the economic system. As a result of this course, the student should be able to meaningfully follow and interpret major economic and environmental trends and government policy decisions and understand their implications on industry.

Content:

Unit I (4 Sessions)

Concept of business environment: Significance and nature, the interaction matrix of different environment factors, the process of environmental scanning, basic philosophies of capitalism and socialism with their variants.

Unit II (6 Sessions)

Politico-legal environment: Relationship between business and Government of India; Constitutional provisions affecting business; Introduction to some important business laws: MRTP, Industrial (development and regulation) Act 1951, FEMA, SEBI Act, Consumer Protection Act; Changing dimensions of these laws and their impact on business.

Unit III (6 Sessions)

Economic environment: Philosophy and strategy of planning in India; Problem of poverty; Concept of mixed economy: the public sector and the private sector, their changing roles; Industrial policy in India in recent years; Policy with regard to small scale industries and labour; The monetary policy, fiscal policy and union budget as an instrument of growth and their impact on business. Financial institutions and their relevance to business operations.

Unit IV (4 Sessions)

Technological and socio-cultural environment: Impact of technology on Organization, Process of Technological Adaptation and Development, Patents, Technological Collaborations, Government Guidelines, Technology Assessment at government level, ISO Standards and Bureau of Indian Standards. Impact of culture and values: Salient features of Indian culture and values and their implications for industrialization and economic growth; Emergence of middle class and consumerism; Development of business entrepreneurship in India; Social responsibility and Indian business.

Unit V (5 Sessions)

Liberalisation in India: The New Economic Policy; Globalisation; Policy changes for liberalisation-Industrial policy; Exim policy; Banking policy; FDI policy; Reforms in capital market; Structural reforms; Impact of reform measures, Salient Features of WTO.

Unit VI (5 Sessions)

Natural Environment: Economic Development and Pollution, Increased Pollution Levels, Changing role of Government, Regulations and its impact on business & industry, Green Marketing, Environmental Technology, Ecological implications of technology, Sustainable Development.

SUGGESTED READINGS

- 1) Paul, Justine- Business Environment: Text & Cases (Tata McGraw-Hill), Latest edition.
- 2) Cherunilam, Francis- Business Environment: Text & Cases (Himalaya Publishing). Latest edition.
- 3) Shaikh Saleem- Business Environment (Pearson), Latest edition.
- 4) Adhikari M- Economic Environment of Business (Excel Books), 2000, 8th ed, Sultan Chand.
- 5) Ghosh- Economic Environment of Business (Vikas), 2004.
- 6) Morrison J- The International Business Environment (Palgrave, 2003).
- 7) Agarwal R- Business Environment (Excel Books), 2002.
- 8) Bedi S K- Business Environment (Excel Books), 2004.
- 9) George A and Steiner G A- Business, Government and Society (Macmillan).
- 10) Ashwathappa - Business Environment (Himalaya Publishing), 2006, Latest Edition.

- 11) Kuppuswamy, B- Social Change in India (Vikas Publishing), Latest Edition.
- 12) Kreps- Microeconomics for managers (Norton), 2007.

2. COST AND MANAGEMENT ACCOUNTING :

Objective: The objective of this course is to acquaint students with various concepts of costing and highlight the decision-making and control focus of managerial accounting. Simple to gradually difficult case situations are taken up to the students.

Contents:

Unit I (4 Sessions)

Introduction: Accounting for Management, Role of Cost in decision making, Management Accounting and Cost Accounting as internal control tools, types of cost, cost concepts, full costing, overhead allocations, preparation of cost sheet.

Unit II (7 Sessions)

Marginal Costing: Cost, Volume, Profit analysis, P/V ratio, analysis and implications, Concept and uses of contribution, Breakeven point and its analysis for the various types of decision-making like single product pricing, multi product pricing, replacement, sales etc. Differential Costing and incremental costing:: concept, uses and applications, Method of calculation of these cost and its role in management decision making like sales, replacement, buying etc.

Unit III (7 Sessions)

Budgeting: Concept of Budget, Budgeting and Budgetary Control, Types of Budget, Static and Flexible Budgeting, Preparation of Cash Budget, Sales Budget, Production Budget, Materials Budget, Capital Expenditure Budget and Master Budget, Advantages and Limitations of Budgetary Control.

Standard Costing: Concept of standard costs, establishing various cost standards, calculation of Material Variance, Labour Variance, and Overhead Variance, and its applications and implications.

Unit IV (6 Sessions)

Responsibility Accounting: Concept and various approaches to responsibility accounting, concept of investment center, cost center, profit center and responsibility center and its managerial implications, Transfer Pricing Multinational transfer pricing, market based transfer pricing, cost-based transfer pricing, Cost of Quality and Time.

Unit V (6 Sessions)

Neo Concepts for Decision Making: Concept, distinctive features of Activity Based Costing, Cost Drivers, Cost of Activities, Cost object such as product, service, customer. Cost Management: concept, strategies and applications. Value Chain Analysis, Target Costing, Life Cycle Costing.

SUGGESTED READINGS:

- 1) Horngren et al- *Introduction to Management Accounting* (Pearson, 12th edition), 2002

- 2) Khan and Jain- *Management Accounting* (Tata McGraw-Hill, 2000) 3rd ed.
- 3) Pandey I M- *Management Accounting* (Vikas, 3rd edition), 2004.
- 4) Bhattacharyya S K and Dearden J- *Accounting for Management* (Vikas), 1987, 8th ed.
- 5) Sahaf M A- *Management Accounting: Principles and Practice* (Vikas), 2000.

3. MARKETING MANAGEMENT:

Objective: This course develops the student's basic analytical skills, conceptual abilities, and substantive knowledge in marketing through exercise in decision making in a variety of real-life marketing situations. It is intended to be foundation for those who plan to do further work in marketing in the second year. It is also designed to serve as a terminal course for those not intending to specialize in marketing.

Content:

Unit I (4 Sessions)

Nature and Scope of Marketing; Marketing Management, Philosophies; Marketing Environment; Consumer Behavior; Consumer Markets and Industrial Markets; Market measurement and forecasting.

Unit II (5 Sessions)

Market Segmentation, Targeting and Positioning, Segmenting Markets - Bases and Process, Market Segmentation and Product Differentiation, Target Market Selection, Positioning — Nature, Importance and Process of Marketing Research.

Unit III (5 Sessions)

Marketing Mix decision: Product Decisions, New Product Development; Product Mix, Branding and Packaging Decisions; Product Life Cycle; Pricing Decisions: Objectives and Determination, Methods of Setting Price and pricing strategies:

Unit (6 Sessions)

Promotion: Promotion Mix-Advertising, Sales Promotion, Personal selling; and Public Relations: Direct Marketing & Relationship Marketing; Placement: Channels of distribution: Levels and types of channels, functions and management of channel members: Channel Selection & Motivation; Management of Physical Distribution; Current trends in wholesaling and retailing; Marketing Organisation and Control.

Unit V (4 Sessions)

Developing marketing strategy: differencing and positioning the market offering, developing new product, managing life-cycle strategies, designing marketing strategy for market order challengers, followers and niches, Designing and managing global marketing strategies.

Unit VI (6 Sessions)

Emerging Trends & Issues in Marketing: Rural Marketing, CRM, Services marketing, B2B Marketing, Internet Marketing, Consumerism, Legal Issues, Broadening the marketing concept.

SUGGESTED READINGS:

1. Kotler, Philip, "Marketing Management: Analysis, Planning, Implementations and Control", Pearson Education, New Delhi, Latest Edition.
2. Saxena Rajan, "Marketing Management", Tata McGraw Hill, New Delhi , Latest Edition.
3. Stanton William J., "Fundamentals of Marketing", McGraw Hill, Latest Edition.
4. Kotler, Philip and Armstrong, Graw. "Principles of Marketing", Pearson Education, New Delhi 2004.
5. Neelamegham, S., "Indian Cases in Marketing", Vikas Pub. New Delhi.
6. Bull, Victor P., "Marketing Management: A Strategic Planning Approach", McGraw Hill, New York.
7. Czinkota, M.R., "Marketing Management", Pearson Education Asia, New Delhi 2004.
8. Michael, J. E., Bruce, J. W. and Williom, J. S., "Marketing Management", Tata McGrawHill, New Delhi, 13th Edition, 2004.
9. Louis E. Boone and David L. Kurtz, "Contemporary Marketing". Harcourt Collye Publishers, 2001.
10. Douglas, J. Darymple & Leonard J. Parsons, "Marketing Management: Text and Cases", Seventh Edition, John Wiley and Sons, 2002.
11. Pride, William, M., and O.C. Ferrell, "Marketing: Concepts and Strategies", Biztantra, New Delhi, 2005.

4. FINANCIAL MANAGEMENT :

Objective: The focus of this course is on the understanding of techniques and concepts and in showing their application to financial decision marketing situations.

Content:

Unit I (4 Sessions)

Introduction: Concept of finance, scope and objectives of finance; Profit maximization vs. Wealth maximization; Functions of Finance Manager in Modern Age; Financial decision areas, Time value of money, risk and return analysis, valuation of securities.

Unit II (8 Sessions)

Working Capital: Concept of Gross Working Capital & Net Working Capital, Various Approaches to Working Capital Management, Factors affecting working capital requirement. Working Capital Management: Management of cash, inventory and receivables. Working Capital Financing: Sources of short term financing, Role of commercial bank in working capital management; Commercial paper; Factoring and other tools of working capital management.

Unit III (6 Sessions)

Investment decision: Appraisal of project; Techniques of capital budgeting and its applications; Risk and Uncertainty in Capital Budgeting, Leverage analysis-financing, operating and combined leverage and its implications; EBIT-EPS analysis.

Unit IV (6 Sessions)

Financing Decision: Long-term sources of finance, potentiality of equity shares, preference shares, debentures and bonds as source of long-term finance; Concept and approaches of capital structure decision; NI, NOI, Traditional and Modigliani Miller Approach; Cost of equity share, preference share and debentures.

Unit V (6 Sessions)

Dividend Decision: Concept of retained earning and plough back of profits, relevancy and irrelevancy theory of dividend decision; Walter's model; Gordon's Model and Modigliani Miller model; Factor affecting dividend decision

SUGGESTED READINGS:

- 1) Pandey I M- *Financial Management* (Vikas, Latest Edition).
- 2) Van Horne- *Financial Management and Policy* (Pearson Education, 12th edition) 2003.
- 3) Knott G- *Financial Management* (Palgrave, 2004)
- 4) Khan and Jain- *Financial Management, Text, Problems & Cases* (Tata McGraw-Hill, Latest Edition)
- 5) Prasanna Chandra- *Financial Management: Theory and Practice* (TMH), Latest Edition.
- 6) Kirt C Butler- *Multi National Finance* (Vikas).
- 7) R P Rustagi- *Financial Management* (Galgotia) 2000, 2nd ed.
- 8) Lawrence J. Gitman- *Principles of Managerial Finance* 2004, Pearson Education N. Delhi.
- 9) Maheshwari, S.N.- *Financial Management – Principles & Practice* (Sultan Chand & Sons), Latest Edition.

5. PRODUCTION AND OPERATIONS MANAGEMENT:

Objective: This course attempts to help students learn operations management systems and analysis issues pertaining to management of productivity, manufacturing technology, and facilities, operations planning and control and management of materials and quality.

Content:

Unit I (2 Sessions)

Transformation process model: Inputs, process and outputs; Classification of operations; Responsibilities of Operations Manager; New Product Development, Selection and Design of Product / Services.

Unit II (4 Sessions)

Process types in manufacturing: project, jobbing, batch, line, mass, continuous; Process types in services: professional services, services shops, mass services; Plant location; Layout planning.

Unit III (8 Sessions)

Production Planning & Control: Production planning techniques for various process choices, techniques of production control. Forecasting & Capacity Planning, Methods of Forecasting, Overview of Operation Planning, Aggregate Production Planning, Production strategies, Capacity Requirement Planning, MRP, Scheduling, Supply Chain Management, Purchase Management, Inventory Management.

Unit IV (8 Sessions)

Quality management: Introduction; Meaning; Quality characteristics of goods and services; Tools and techniques for quality improvement: check sheet, histogram, scatter diagram, cause and effect diagram, Pareto chart, process diagram, statistical process control chart; Quality assurance; Total quality management (TQM) model; Service quality, concept of Six Sigma and its application.

Unit V (8 Sessions)

Productivity Improvement Techniques: Work study; Method study; Work measurement: time study: stop watch time study; Work sampling. Maintenance: maintenance policies for facilities and equipment; Time of failure; Preventive versus breakdown maintenance; Procedure for maintenance, total productive maintenance (TPM).

SUGGESTED READINGS

- 1) Adam Jr Everetl E. R J *Production and Operations Management* (Prentice-Hall), 2000 5th ed.
- 2) Chary- *Production and Operations Management* (Tata McGraw-Hill, 9th ed.)
- 3) Hill T- *Operations Management* (Palgrave, 2000)
- 4) Johnston R et al *Cases in Operations Management* (Pitman, 1993)
- 5) McGregor D *Operations Management* (McGraw-Hill, 1960)
- 6) Morton- *Production and Operations Management* (Vikas)
- 7) Haleem A- *Production and Operations Management* (Galgotia books, 2004)
- 8) Shanker Ravi- *Industrial Engineering* (Galgotia)
- 9) Chase- *Production and operation Management*, Irwin London; 7th ed.
- 10) Kanishka Bedi- *Production & Operations Management.-* (Oxford University Press)

6. HUMAN RESOURCES MANAGEMENT:

Objective: This course exposes students to the critical tasks and functions of Human Resources Management and understands the dynamics and processes of labour management relations. It helps students appreciate relevant tools and techniques to internalize and critical functions of human resources management, and sensitize students to human resources developments processes.

Content:

Unit I (5 Sessions)

Nature and the development of personnel management: historical context in India, the welfare tradition, the industrial relations tradition, the control of labor tradition, the professional tradition. Personnel function: personnel as a specialist function, policies, strategies, and operating plans of personnel, and the personnel activities. Human resource management (HRM): political, social, and social context of change, HRM within organization structure.

Unit II (6 Sessions)

Human resources planning: definition, purposes, processes and limiting factors; human resources information systems (HRIS): personnel records and statistics, the use of information systems in HRM, HR accounting and audit. The systematic approach to recruitment: recruitment policy, recruitment procedures, job analysis, job description, personnel specification, recruitment methods, and evaluation. The systematic approach to selection: the selection procedure, the design of application form, selection methods, the offer of employment, and evaluation of process.

Unit III (7 Sessions)

Training and development: purpose, methods, and issues in training and management development programs
Performance appraisal: definition, purpose of appraisal, procedures and techniques including 360 Degree Appraisal, the appraisal interview, and follow up. Reward management: job evaluation, purposes and methods, factors affecting compensation policy, effect of job evaluation on human relations, compensation systems: base and variable, fringe benefits, the legal framework on pays and benefits.

Unit IV (7 Sessions)

Discipline and grievance procedures: definition, disciplinary procedure model, the other procedures, grievance procedures and interview. Industrial relations: aspect of industrial relations (IR), nature and importance of union-management relations.

Unit V (5 Sessions)

Termination of employment: retirement, resignation, and termination of contract: layoff and exit interviews. Dealing with the human aspects of terminations: procedures for terminations, counseling, training and notice of dismissal.

SUGGESTED READINGS:

- 1) Bratton J and Gold J- *Human Resource Management: Theory and Practice* (Palgrave, 2003)
- 2) Gomez-Mejia et al- *Managing Human Resources* (Pearson Education, 3rd edition),
- 3) Ivansevich- *Human Resource Management* (Tata McGraw-Hill)
- 4) Aswathappa- *Human Resource Management* (Tata McGraw-Hill) HR and PM, 2003, 3rd ed.
- 5) Dessler- *Human Resource Management* (Prentice-Hall, 9th edition)
- 6) A.K.Singh, B.R.Duggal, Puneet Mohan- *Human Resource Management and Development* (Sun India Publication, 2004).
- 7) Mamoria, Mamoria & Gankar- *Dynamics of Industrial Relations in India*, Himalaya.
- 8) Gary Dessler- *Human Resource Mgt.*, Pearson/PHI
- 9) V.S.P. Rao- *Human Resource Management*, Excel Book
- 10) G.P.Sinha and P.R.V.sinha – *Industrial Relations and Labour Legislation in India*, Himalaya
- 11) P.L.Rao- *Human Resource Management*, Excel Books.
- 12) Baron– *Strategic Human Resources : Framework for general Managers*-John Wiley

- 13) S. C. Gupta– *Text Book of International HRM* – Macmillan
- 14) Greer– *Strategic Human Resource Management* – Pearson
- 15) Mamoria and mamoria– *Dynamics of Industrial Relation* , Himalaya Publishing
- 16) Venkat Ratnam– *Globalization and Labour Mgt. Relations*, Sage Publications, New Delhi

7. BUSINESS RESEARCH METHODOLOGY:

Objective: The objective of this course is to familiarize the students with the concepts, tools and techniques for undertaking research project in business and writing research reports in an acceptable form.

Content:

Unit I (4 Sessions)

Introduction: Concept of research and its applications in the various functions of management; Types of research. Types of business problems encountered by the research; Problems and precautions to the researcher in India. Process of research: Steps involved in research process; various methods of research design.

Unit II (8 Sessions)

Data collection: Sampling procedure; Sample size; Determination and selection of sample member; Types of data and various methods of collecting data; Preparation of questionnaire and schedule; Precautions in preparation of questionnaire and collection of data. Measurement & Scaling – Attitude Measurement, Sampling Methods – Probabilistic & Non Probabilistic Sampling, Sample Design & Procedures- Sample size Estimation, etc.

Unit III (14 Sessions)

Data Analysis and Interpretations: Frequency Distribution, Cross Tabulation and Hypothesis Testing, Descriptive Statistics, Univariate ('t' & 'z'), Bivariate (Anova, Chi-square), multiple regression, Factor analysis, Multi-Dimensional Scaling. Uses of Data Analysis Tools like SPSS and Excel.

Unit IV (4 Sessions)

Report Preparation: Types and layout of research report. Precautions in preparing the research report. Bibliography and Annexure in report. Drawing conclusions. Giving suggestions and recommendations to the concerned persons.

SUGGESTED READINGS:

1. Collis J and Hussey R- *Business Research* (Palgrave, 2003).
2. Cooper- *Business Research* (Tata McGraw-Hill).
3. Saunders- *Research Methods for Business Students* (Pearson Education, 3rd edition).
4. Beri- *Marketing Research* (Tata McGraw-Hill), 1993, 2nd ed.
5. David J. Luck and Ronald S. Ruben- *Marketing Research* (Prentice Hall of India), Latest Edition.
6. Kothari C.R. - *Research Methodology Methods and Techniques*. Wishwa Prakashan. 2004.

7. Malhotra, Naresh K.- *Marketing Research*. Pearson Education, Latest Edition.
8. Krishnaswamy K.N.,Sivakumar, Mathirajan- *Management Research Methodology*, Pearson.
9. Paneerselvam, R.- *Research Methodology*, PHI, New Delhi.
10. S.L. Gupta-*Marketing Research*-Excel.
11. Easwaran & Singh- *Marketing Research: Concepts, Practice and Cases* – Oxford.
12. Pati D- *Marketing Research*, Universities Press.
13. William MK Trochim- *Research Methods*, Biztantra.

GNU-CMS

8. COMMUNICATIVE ENGLISH LABORATORY-II :

Objectives: The objectives are to prepare the student to

- *Produce written communication of different forms such as paragraph, report, letter, etc.*
- *Make notes/ Summarize from a given passage*
- *Organize Meetings, prepare agenda, draft resolutions and write minutes.*
- *Make presentations and face interviews.*
- *Document sources and prepare bibliographies.*
- *The objectives of managerial oral communication; improving the facility of oral communication. Both Transmission and reception in six managerial situations such as (i) Information sharing (ii) Conversation (iii) Interview (iv) Committee (v) Negotiation (vii) Presentation.*

Module-I WRITING-I

Paragraph writing – topic sentence, cohesion and coherence – sentence linkers (so, but, however etc.), Preparation of a business report – writing a business proposal – format, length, structure.

Module-II WRITING-II

Preparing notes: writing business letters and E-Mail messages, Documentation: References, notes and bibliographies.

Module-III WRITING-III

Writing a curriculum vitae (both chronological and functional) along with an application for a job, Public relations: concept and relevance, PR in a business organization: handling the media.

Meeting and presentation (9 hours)

Organizing a meeting: preparing an agenda, chairing a meeting drafting resolutions, writing minutes, making an oral Presentation, Facing an interview.

Some Tasks:

1. *Write a paragraph with the topic sentence “Protection of environment should not be at the cost of development”. Identify the supporting details and sentence connectors.*
2. *Make notes from a given passage.*
3. *Prepare a short bibliography on the list of books prescribed in this course.*
4. *Write a letter complaining to a firm, which supplied defective computers.*
5. *Write a functional CV of your own.*

6. Prepare an agenda of Mock meeting.
 7. Imagine that you are chairing the meeting. How would you go about it?
 8. How would you propose a vote of thanks?
 9. Make an oral presentation on a new product your company has brought out/make a seminar presentations.
 10. Make a checklist for preparing for an interview.
 11. Hold a mock job interview.
 12. Prepare the agenda for a meeting you are organizing.
- (The list is only illustrative and not exhaustive).

SEMESTER-III

1. STRATEGIC MANAGEMENT:

Objective: This course conveys the concept of strategy and its usefulness by exposing students to a variety of organizational situations. It enables students to look at organizations in their totality and appreciates the interrelationship among different functions. It will help students understand the strategy of organizations and thereby enable them in making major decisions, formulating policies and participate in implementation of corporate strategies.

Contents:

Unit I (6 Sessions)

Introduction: Strategic management (SM) , Business Policy (BP) and Business Plan; Basic concepts of SM; Impact of Globalisation and e-Com; Theories of organisational adaptation; Creating a learning organisation; Basic model of SM; Strategic decision making; Impact of Internet; Firm and its environment.

Unit II (6 Sessions)

Scanning the environment: Environmental scanning; Industry analysis; Competitive intelligence; Forecasting; Synthesis of external factors; ETOP Study.

Internal scanning: Organisational analysis; resource-based approach; value chain analysis; Scanning functional resources; Strategic audit;

Unit III (6 Sessions)

Strategy formulation: Situational analysis: SWOT analysis, TOWS Matrix; Corporate strategy; Strategies for growth and diversification; Process of strategic planning; Stages of corporate development; Portfolio analysis; Corporate parenting; Functional strategy; Core competencies; Strategic choice.

Unit IV (6 Sessions)

Strategy implementation and control: Organising for action; Developing programmes, budgets and procedures; How strategy to be implemented? Strategy implementation through structure, values, and ideologies; McKinsey's 7s

framework; Acquisition of resources and competence; Organization life cycle; Management & Control, Activity-based costing; Strategic Information Systems

Unit V (6 Sessions)

Other strategic issues: Strategic issues in managing technology and innovation; Strategic issues in entrepreneurial ventures and small businesses; Strategic issues in not-for-profit organisations

SUGGESTED READINGS

- 1) Arthur, A, Thomson and Strickland, A. J., Strategic Management – Concept and Cases, Tata McGraw Hill, New Delhi.
- 2) Srinivasan R, Strategic Management – The Indian Context, PHI.
- 3) Pitts R A and Lei D- *Strategic Management: Building and Sustaining Competitive Advantage* (Vikas, 3rd edition), 2003.
- 4) Thompson A and Strickland A J- *Strategic Management: Concepts and Cases* (Tata McGraw- Hill, 2002)
- 5) Wheelen T L and Hunger J D- *Concepts in Strategic Management and Business Policy* (Pearson Education, 2004)
- 6) White C- *Strategic Management* (Palgrave, 2004)
- 7) Beamish P- *Asia-Pacific Cases in Strategic Management* (Tata McGraw-Hill, 2000)
- 8) David F R- *Strategic Management: Concepts and Cases* (Pearson Education).
- 9) Dess G- *Strategic Management: Creating competitive Advantage* (Tata McGraw- Hill) — M. Hill International, N. York.
- 10) Hunger J D and Wheelen T L- *Essentials of Strategic Management* (Prentice-Hall, 3rd edition)
- 11) Johnson and Scholes- *Exploring Corporate Strategy: Text and Cases* (Prentice-Hall).
- 12) Porter M- *Competitive Strategy* (Macmillan) 1998.

2. MANAGEMENT INFORMATION SYSTEM :

Objective: Information system is vital to the management, organisation, operation, and product of organization. This course prepares the ground in fundamentals of what information systems are, how they affect the organisation, and how they can make business more competitive and efficient. It helps in understanding and learning the usage of information technology in day-to-day operation, in managing the business and providing useful products and services to the customers.

Content:

Unit I (3 Sessions)

Introduction: MIS and information systems; Management support system and classifications.

Unit II (6 Sessions)

Role of MIS: Strategic advantage with MIS; Systems approach to problem solving; Business Process Reengineering (BPR); Internet worked enterprise in MIS: Internet, Intranet, Extranet; Enterprise communication and collaboration.

Unit III (6 Sessions)

Decision support systems: MIS support for decision making; Decision support systems; Tools of business support systems: what if analysis, sensitivity analysis, goal seek analysis, optimisation analysis, data mining for decision support.

Unit IV (6 Sessions)

Developing MIS systems: System Development Cycle; System Analysis; System Design (DFD and ER diagrams).

Unit V (7 Sessions)

Applications: Cross-functional MIS; ERP; CRM; SCM; Transaction processing; Artificial intelligent technologies in business: neural network, fuzzy logic, genetic algorithm, virtual reality; Executive Information System; Expert Support Systems; Security and Ethical challenges

Unit VI (2 Sessions)

Research Project: Each student will write a research paper on a specific Information System related issue of their choice. This paper may include the following:

- Historic Development
- Examination of Current Issues
- Exploration of the Actual or Expected Impact on Employees, Industry or Government,
Presentation of available Alternatives if Applicable
- References

SUGGESTED READINGS

- 1) Laudon K C and Laudon J P- *Management Information Systems: Managing the Digital Firm* (Prentice-Hall, 8 edition)
- 2) O'Brien J- *Management Information System* (Tata McGraw-Hill, 5 editions), Galgotia.
- 3) Oz E- *Management Information System* (Vikas, 3^r edition)
- 4) Jawedkar W S- *Management Information System* (Tata McGraw-Hill, 2nd edition) 2003.
- 5) Mudrick R G- *An information system for modern management 2001, 3^r, Pearson.*
- 6) Mahadeo Jaiswal, *Management Information System (Oxford University Press)*

3. MANAGEMENT RESEARCH PROJECT – I:

Objective: The purpose of this course is to enable students to study an industry in its totality and appreciate the use of an integrated approach in understanding the environmental issues and problems. A group of three to four students are asked to study a specific industry and the major players in that industry in group.

The group is required to submit a technical report on concerned industry at the end of Semester. The group will identify the industry and the major companies in that industry for the purpose of study in the beginning of the semester and will start working on it. The detailed synopsis of the study will be prepared by the group and approved by the faculty in the beginning. The group will prepare the report and it will be evaluated on the basis of written report, presentation and viva-voce.

4. PERSONALITY GROWTH LAB-I:

Objective: This is an extra-syllabic component of the MBA programme, central to the individual pursuing this course for a future managerial position in the corporate world. This involves identification and re-identification of a self in both space and time making allowances for the situational dynamics under the pressure of formal and structural changes in society and Government from time to time. Hence, personality of an individual is not a mask but an expressive face that changes contours and eye-focus, redefining the individual's vision of reality. This flexibility of response to his space time is reflected in the individuals' choice of words, gestures, expressions and particularly in the rhythm of his speech, action or/and writing, also in his inter personal relationship. Therefore the module is seminal to a personality, which believes in goal setting and accomplishment without any interference from his private and personal space-time.

Content: Workshops on following aspects of Personality

- Mind Power & Mind Power Management
- Assertive Skills
- Positive Attitude
- Looking Your Best
- Time Management
- Public Speaking
- Interpersonal Effectiveness
- Resume & Interview Facing Skills
- Taking an Interview
- Panel discussion-monitored / anchored
- Group discussions with a leader or controlling authority
- Open forum-discussions
- Presentations at a Seminar / AGM etc.

5. INTERNATIONAL MARKETING MANAGEMENT:

Objective: The basic objective of this course is to acquaint the students with environmental, procedural, institutional and decisional aspects of International Marketing.

Content:

Unit I (4 Sessions)

Growth of international business: Globalisation, its Effects, Benefits & Costs, Multinationals; Firm-specific and location-specific advantages, Role of MNC's in developing countries. Environment of international business: economic, political, legal and cultural environment, Scenario analysis & country-wide-risks of investments decisions. International Trade: Theories of International Trade- Absolute Advantage Theory, Comparative Cost Theory, Opportunity Cost Theory, Hecksher-Ohlin Theory, Vernon's Theory of International Product Life Cycle.

Unit II (6 Sessions)

International Marketing: Meaning, Nature and Importance; International Marketing Orientation: E.P.R.G. – Approach: An overview of the International Marketing Management Process; International Marketing Environment. International Market Segmentation and Positioning; Screening and Selection of Markets; International Market Entry Strategies: Exporting, licensing, Contract Manufacturing, Joint Venture M & A, Setting-up of Wholly Owned Subsidiaries Aboard, Strategic Alliances. International business Competitive strategies: Porter's model; Prahalad and Doz's strategy model.

Unit III (6 Sessions)

International Product and Pricing Strategies: Product Designing: Product Standardization Vs. Adaptation; Managing Product Line, New Product Development; Pricing for International Markets: Factors Affecting International Price Determination; Price Quotations and Terms of Sale. Managing International Distribution and Promotion: Distribution Channel Strategy – International Distribution Channels, their Roles and Functions; Selection and Management of Overseas Agents; International Distribution Logistics; Planning for Trade Fairs and Exhibitions; International Promotion Mix – Advertising and other Modes of Communication.

Unit IV (6 Sessions)

Balance of trade and balance of payments: Constituents of Capital Account and Current Account, Reasons and remedies for Adverse Balance of Payment. Convertibility of Capital Account. Foreign exchange; Theories of Foreign Exchange rate determination-Mint Parity Theory, Purchasing Power Parity Theory, Balance of Payment Theory, Interest Rate Parity Theory, Role of world bodies like World Bank, IMF, IBRD and WTO in International Trade, Critical issues in trade.

Unit V (6 Sessions)

India and World Trade, Import and Export Policy, Direction and Quantum of India's Exports, Institutional Infrastructure for Export Promotion, Export Promotion Councils, Public Sector Trading Agencies, ECGC, Commodity Boards. Procedure and Documents-Registration of Exporters, Export Quotations, Production and

Clearance of Goods for Exports, Shipping and Transportation, Insurance, Negotiation of Documents, Instruments of Payments-Open Account, Bills of Exchange, Letter of Credits-Export Finance.

Unit VI (2 Sessions)

Research Project: Each student will write a research paper on a specific International Business related issue of their choice. This paper may include the following:

- Historic Development
- Examination of Current Issues
- Exploration of the Actual or Expected Impact on Employees, Business, Industry or Government, Presentation of available Alternatives if Applicable
- References

SUGGESTED READINGS

1. Onkvisit, Sak and Shaw, J.J-International Marketing: Analysis and Strategy (PHI).
2. Aswathappa- International Business (Tata McGraw-Hill, 2002)
3. Daniels- International Business (Pearson Education) 2004.
4. Paul J- International Business (Prentice-Hall, 2004)
5. Deresky H- International Business (PHI, 2003)
6. Hill C W- International Business (Tata McGraw-Hill,2002.)
7. Varma M L- International Trade (Vikas, 2003)
8. Taggart- The Essence of International Business (PHI)
9. Thakur, M., Burton & Gene, E- International Management (Tata McGraw Hill).
10. Hodgetts, R. and Luthens, F- International Management (McGraw Hill Inc 2003).
11. Deresky-International Management: Managing across borders and culture (Pearson Education)s.

6. SALES AND DISTRIBUTION MANAGEMENT:

Objective: Objective of this course is to acquaint the students with the concepts, tools and techniques of sales and distribution management in Indian context. It will also expose the students with the current practices in the field.

Content:

Unit I (7 Sessions)

Personal Selling & Marketing Strategy: Sales Management. Personal Selling and Salesmanship, Setting Personal Selling Objectives and Formulating Personal Selling Strategies. Organizing the Sales Effort: The Effective Sales Executive. The Sales Organization, Sales Department Relationship. Distributive Network Relationship.

Unit II (8 Sessions)

Sales Force Management: Personnel Management in Selling Field. Recruiting and Selecting Sales Personnel. Planning Executing and Evaluating Sales Training Programme. Motivating and Compensating Sales Personnel.

Managing Expenses of Sales Personnel. Sales Meeting and Contests. Controlling Sales Personnel - Evaluating and Supervising. Controlling the Sales Efforts: The Sales Budgets. Quotas. Sales Territories. Sales Control and Cost Analysis.

Unit III (7 Sessions)

Marketing Channel - Context: Marketing Channel - Structure and Function, Analytical Framework for Channel Design and Implementation. Channel Design: Demand. Supply and Competition: Segmentation for Marketing Channel Design: Service Outputs. Supply-Side Channel Analysis: Channel Flows and Efficiency Analysis, Channel Structure and Membership Issues. Gap Analysis. Vertical Integration: Owning the Channel.

Unit IV (8 Sessions)

Channel Implementation and Performance Measurement: Channel Power, Conflict Management, Implementing Channel Decisions, Legal Issues in Distribution Management. Channel Institutions: Retailing, Wholesaling, Logistics and Supply Management, Franchising, Non-Store Retailing and Electronic Channels. Contemporary issues in sales and distribution management.

SUGGESTED READINGS

1. Still, R. R. & Cundiff, E. W., Govoni, N. A. P., Sales Management, Prentice Hall of India.
2. Coughlan A.T., Anderson E., Stern L.W and Ansary A.E., Marketing Channels, Pearson Education.
3. Donaldson B- Sales Management: Theory and Practice (Palgrave, 1998)
4. Sahu P K and Raut K C- Salesmanship and Sales Management (Vikas, 3rd edition)
5. Spiro- Sales Management (Tata McGraw-Hill)
6. Davar R S- Salesmanship and Publicity (Vikas, 16th edition)
7. Rama Mohana Raok Services Marketing (Pearson Education)

7. CONSUMER BEHAVIOUR :

Objective: The basic objective of this course is developing an understanding about the consumer decision-making process and its application in marketing function of firms.

Content:

Unit I (8 Sessions)

Nature and scope of consumer behavior, the application of consumer behavior principles to strategic marketing, Consumer Decision Making: four views of consumer decision making- Economic man, Cognitive man, Emotional man, Passive man Consumer Decision process, Factors influencing consumer decision making process, Comprehensive models of consumer decision making: Nicosia Model, Howard-Sheth model, Engel-Kollat-Blackwell model Sheth's Family decision making model.

Unit II (8 Sessions)

Individual determinants of behavior: Personality, Perception, Attitudes (Structural models of attitudes: Tri-

component attitude model, multi attribute model, the measurement of attitudes-scaling techniques and projective techniques), learning and motivation.

Unit III (7 Sessions)

Group influence (the influence of Culture & sub culture, Characteristics of Culture, The measurement of culture), Social Class: The measurement of social class, reference group and family, Family life Cycle (FLC), Lifestyle profiles of the social class(AIO & VALS), Consumer Psychographics: Constructing a psychographic inventory, application of psychographic analysis, Opinion Leadership Process : Measurement of opinion leadership.

Unit IV (7 Sessions)

Consumer Research, Diffusion of Innovations: The diffusion process, the adoption process, A profile of the consumer innovator. Consumer Behavior Applications for Profit and Not - For - Profit organization.

SUGGESTED READINGS:

1. Leon G. Schiffman & Leslie Lazar Kanuk: Consumer Behavior, Pearson PHI.
2. Batra & Kazmi, Consumer Behavior, Excel Books.
3. Hawkins, Best & Concy, Consumer Behaviour, Tata McGraw Hill.
4. Peter. D. Bennett Harold H. Kassarian: Consumer Behaviour (PHI).
5. Srivastava, Khandoi, Consumer Behaviour, Galgotia publications.
6. M.S.Raju & Dominique. Xardel, Consumer Behaviour, Vikas Publications.
7. Loudon & Della Bitta, Consumer Behavior, Tata McGraw Hill,
8. Soloman, Consumer Behaviour: Buying, Having and Being, Pearson / PHI.
9. Kardes, F.R. Consumer Behaviour and managerial Decision making, Pearson
10. Nair – Consumer Behaviour and Marketing Research , Himalaya.
11. H.Assael, Consumer Behavior, Biztantra.
12. Jain & Bhatt, Consumer Behaviour, S. Chand.
13. Alok,Sinha & Sharma, Customer Relationship Management, Biztantra.

8. INTEGRATED MARKETING COMMUNICATION:

Objective:

To acquaint the students with concepts and techniques in the application for developing and designing an effective advertising and promotional programme.

Content:

Unit I (12 Sessions)

Introduction to IMC, IMC programme situation analysis, objectives for IMC programme. Definition, objectives, functions and classification of advertising, direct marketing, sales promotion, public relation, publicity and personal selling. Advertising Agency: functions & structure of modern agency, functions of the advertising

department and advertising manager. Client – Agency Relationship (CAR), Selection of agency.

Unit II (6 Sessions)

Communication Process: advertising versus other forms of mass communication, planning the communication program, the communication mix, building of IMC program: Creative strategy-Copy, message, advertising appeals, AIDA concept Creation and production in advertising: TV commercials, Radio Jingles, Print ads.

Unit III (6 Sessions)

General and special characteristics of different media: Media planning, selection and evaluation. Measuring advertising effectiveness: The rationale of testing- pretesting, concurrent testing & post testing, opinion recognition and recall, inquiries and sales measures, measurement of print media, E-Advertising.

Unit IV (6 Sessions)

Advertising Budget: Approach and procedures for determining the size of the budget character of items to be charged to advertising, Administration and control of budget. Regulation of Advertising - Self Regulation by advertising Media (ASCI), Ethics & Social Responsibility in Advertising, E-advertising.

SUGGESTED READINGS:

1. Kazmi & Batra, - Advertising and Sales Promotion, Excel Books
2. Batra, Myers & Aaker, - Advertising Management, Pearson education/PHI
3. Clow & Baack, Integrated advertising, Promotion, Marketing communication and IMC plan, Pearson Education/PHI
4. Wells, Burnett, Moriarty, Advertising: Principles and practice , Pearson
5. Parag Diwan, Advertising Management, Deep & Deep Publications.
6. Manendra Mohan, Advertising Management, New Delhi, TMH, 1995.
7. Chunawalla, Sethia, - Advertising: Theory and Practice, Himalya Publication House.
8. Russel and Lane, Klepner's Advertising Procedure, New Delhi : Prentice Hall of India.
9. Belch & Belch - Advertising and Promotions: An integrated marketing communication perspective, TMH.
10. Jethawaney & Jain, Advertising Management, Oxford University Press.
11. Wells, Advertising : Principles and Practice, Pearson / PHI
12. Jefkins, Advertising, Pearson.
13. Sharma & Singh – Advertising: Planning and Implementation, PHI.

SEMESTER - IV

1. ENTREPRENEURSHIP AND MANAGEMENT OF INNOVATIONS :

Objective: Developing entrepreneurship abilities in the students by exposing them to the business opportunities and imparting skills and techniques of exploring these opportunities through the formulation of a bankable project. It is also aimed to study the formalities of setting up of a company and its management. .

Content:

Unit I (6 Sessions)

Entrepreneurship: Definition of Entrepreneur, Entrepreneurial motivation and barriers; Internal and external factors; Types of entrepreneurs; Theories of entrepreneurship; Classification of entrepreneurship. Creativity and Innovation: Creative Problems Solving, Creative Thinking, Lateral Thinking, Views of De Bono, Khandwala and others, Creative Performance in terms of motivation and skills.

Unit II (6 Sessions)

Creativity and Entrepreneurial Plan: Idea Generation, Screening and Project Identification, Creative Performance, Feasibility Analysis: Economic, Marketing, Financial and Technical; Project Planning, Evaluation, Monitoring and Control, segmentation, Targeting and positioning of Product, Role of SIDBI in Project Management.

Unit III (6 Sessions)

Operation problems: Incubation and Take-off, Problems encountered Structural, Financial and Managerial Problems, Types of Uncertainty. Institutional support for new ventures: Supporting organizations; Incentives and facilities; Financial Institutions and Small-scale Industries, Govt. Policies for SSIs.

Unit IV (4 Sessions)

Family and non-family entrepreneurs: Role of Professionals, Professionalism vs. family entrepreneurs, Role of Woman entrepreneur, Sick industries, Reasons for Sickness, Remedies for Sickness, Role of BIFR in revival, Bank Syndications.

Unit V (8 Sessions)

Introduction to Innovation management, Managing Innovation within Firms, Business strategy & organization Knowledge, New Product Strategy & Managing New Product Development, Role of Technology in Management of innovation, Managing for Intellectual Property Right.

SUGGESTED READINGS:

- 1) Couger, C- *Creativity and Innovation* (IPP, 1999)
- 2) Nina Jacob, - *Creativity in Organisations* (Wheeler, 1998)
- 3) Jonne & Ceserani- *Innovation & Creativity* (Crest) 2001.
- 4) Bridge S et al- *Understanding Enterprise: Entrepreneurship and Small Business* (Palgrave, 2003)

- 5) Holt- *Entrepreneurship: New Venture Creation* (Prentice-Hall) 1998.
- 6) Singh P and Bhandarkar A- *Winning the Corporate Olympiad: The Renaissance Paradigm* (Vikas)
- 7) Dollinger M J- *Entrepreneurship* (Prentice-Hall, 1999).
- 8) Tushman, M.L. & Lawrence, P.R. (1997)- *Managing Strategic Innovation & Change*. Oxford.
- 9) Jones T. (2003)- *Innovating at the Edge: How Organizations Evolve and Embed Innovation Capability*. Butterworth Heinemann, U.K.
- 10) Amidon, D. M. (1997)- *Innovation Strategy for the Knowledge Economy: The Kan Awakening*. Butterworth-Heinemann, New Delhi, India.

2. MANAGEMENT CONTROL SYSTEMS:

Objective: The course intends to acquaint students with the control systems design and its implementation in profit as well as non-profit organizations in order to achieve desired goals and objectives.

Content:

Unit I (4 Sessions)

An Overview: Nature, Scope and Concept of Management Control Systems. Organizational Goals, Strategic Planning and Implementations, Organization Structure, Contingency Theory, Organizational Climate, Position of Controller in the Organization Structure of an Organization.

Unit II (8 Sessions)

The Management Control Process: Programming, Budgetary Planning and Procedures, Budgetary Control, Analysis of Variances, Flexible Budgeting, Zero-base Budgeting, Performance Budgeting, Accounting Aspects of Control including Internal Audit and Control and Value for Money. Analyzing Financial Performance Reports, Performance Measurement, Management compensation

Unit III (8 Sessions)

Management Control Structure: Responsibility Centre- Revenue and Expense centers e, Responsibility Accounting, Cost Centre, Profit Centre, Inter-divisional Transfer Pricing, Measurement of Divisional Performance including Performance Evaluation-Qualitative and Quantitative, Investment Centre. Measuring and Controlling Assets Employed.

Unit IV (5 Sessions)

Behavioral Aspects of Management Control: Motivation and Morale, Goal Congruency, Participative and Responsive Management, Human as a Part of Information Process. Learning Curves.

Unit V (5 Sessions)

Variations in Management Control: control for differentiated strategies, modern control methods, service organizations, financial services organizations, Multinational organizations, management control of projects.

SUGGESTED READINGS:

1. Anthony, R.N and Govindarajan, V.- *Management Control Systems*, Irwin, Latest Edition.
2. Emmanuel, C and Otley, D.- *Accounting for Management Control*, Nostrand Reinhold, 1985.
3. Ghosh, P.K. and Gupta, G.S.- *Cost Analysis and Control*, Vision, 1985.
4. Glynn, J.J.- *Value for Money: Auditing in Public Sector*, Prentice Hall, 1985.
5. Maciariello, J. A and Kirby, C.J.- *Management Control System*, Prentice Hall, 1994.

3. MANAGEMENT RESEARCH PROJECT – II :

The purpose of this course is to enable the students to study in-depth at least one specific issue related to any of the courses of study. The group consisting of two to three students will identify the issue in the beginning of the semester and will prepare detailed synopsis of the research project study. The project may be based on primary data or secondary data depending upon the nature of the topic and the research design. The project will be evaluated on the basis of written report, presentation and viva-voce.

4. PERSONALITY GROWTH LAB-II:

Objective: This is an extra-syllabic component of the MBA programme, central to the individual pursuing this course for a future managerial position in the corporate world. This involves identification and re-identification of a self in both space and time making allowances for the situational dynamics under the pressure of formal and structural changes in society and Government from time to time. Hence, personality of an individual is not a mask but an expressive face that changes contours and eye-focus, redefining the individual's vision of reality. This flexibility of response to his space time is reflected in the individuals' choice of words, gestures, expressions and particularly in the rhythm of his speech, action or/and writing, also in his inter personal relationship. Therefore the module is seminal to a personality, which believes in goal setting and accomplishment without any interference from his private and personal space-time.

Workshops on following aspects of Personality:

- Understanding self and Others: Johari's Window and Transactional Analysis (TA). Meaning of personality: What personality is? Personality pattern; Symbols of Self; Molding the personality pattern; Persistence and change.
- Evaluation of personality: Sick personalities and Healthy Personalities 24 Carats of Winning Personality
- Facility of expression stemming from clarity of thought, Unity of Thought-Speech- Action, Negotiation Skills, Presentation Techniques, Telephonic Conversation, Preparing CV, One to one discussion / consultation, Facing an Interview and Interviewing Skills, Job Interviews + Taking an Interview.

- Panel discussion-monitored / anchored, Group discussions with a leader or controlling authority, Open forum-discussions, Presentations at a Seminar / AGM etc., Stress Management, Effective Selling Techniques.
- Facing an irate mob, Crisis Management, Event management, Taking a Press Conference, Power Etiquette, Wit & Humor.

SUGGESTED READINGS:

- 1) Friedman- *Personality: Classic Theories and Modern Research* (Pearson, 2nd edition) 2004.
- 2) Hurlock E- *Personality Development* (Tata McGraw-Hill).
- 3) Iyer V- *How to Develop a Powerful & Positive Personality* (Sterling Publishers).

5. SERVICES MARKETING :

Objective: To acquaint the students with concepts and techniques in the management of services marketing and help them learn the issues in managing unconventional challenges in service marketing.

Content:

Unit I (4 Sessions)

Introduction: Difference between product and services marketing; Characteristics of services; Classification of services; Paradigms in services marketing. Service marketing system: Service quality; Understanding customer expectations and zone of tolerance; Segmentation and zone of tolerance; Targeting and positioning of service. Role of Services in Economy.

Unit II (6 Sessions)

Services marketing mix: Augmented marketing mix; Developing the service product/intangible product; Service product planning; Service pricing strategy; Services promotions; Services distributions. Physical evidence: Role of communication in service marketing; People and internal communication; Process of operations and delivery of services; Role of technology in services marketing.

Unit III (8 Sessions)

Service Quality: Quality Issues and Quality Models (Gaps model, SERVQUAL); Demand-supply Management. Services failure, service recovery, Customer retention, Customer Relationship management, designing of service strategy.

Unit IV (8 Sessions)

Marketing of Services in Practice - Tourism Services Marketing, Marketing of Transportation & Logistics Management, Marketing of Financial Services, Marketing of Communication Services, Media & Advertising Service Marketing, Marketing of Healthcare Services, Marketing of Consultancy Services, Marketing of Retail Services. Marketing of Educational Services, Marketing of Public Services.

Unit V (4 Sessions)

Services in global perspective: International marketing of services; recent trends; Principal driving force in global marketing of services; Key decisions in global marketing; Services strategy and organizing for global marketing.

SUGGESTED READINGS:

- 1) Baron S and Harris K- *Services Marketing: Text and Cases* (Palgrave, 2003)
- 2) Lovelock- *Services Marketing: People, Technology and Strategy* (Pearson Education, 5th edition).
- 3) Zeithaml, V. A and Bitner, M. J. - *Services Marketing* (Tata McGraw-Hill).
- 4) S. L. Gupta *Marketing of Services* (Sultan Chand).
- 5) Rama Mohana Raok *Services Marketing* (Pearson Education).
- 6) Govind Apte- *Services Marketing* (Oxford Univ. Press).
- 7) P.Srinivasan- *Services Marketing*. PHI.
- 8) Bhattacharjee- *Services Marketing*, Excel Books.
- 9) Nargundkar – *Service marketing* , TMH.
- 10) Nimit & Monika Chowdhary- *Text book of Marketing of Services: The Indian Experience*, MacMillan India Limited
- 11) Jha – *Service Marketing* , Himalaya.
- 12) Andersen & Kotler- *Strategic marketing for Non Profit Organisations*, PHI/Pearson.
- 13) Kotler, Bowel & Makens- *Marketing for Hospitality and Tourism*, Pearson.
- 14) T K Panda- *Customer Relationship Management in Service Industry*-Excel.
- 15) Rama Mohana Rao, K.- *Services Marketing*, Pearson Education.
- 16) Newton M. P. Payne, A.- *The Essence of Services Marketing*. New Delhi, PHI.
- 17) Ravi Sankar- *Services Marketing*, Excel Books.
- 18) Clow & Kurtz- *Services Marketing*, 2e, Biztantra.

6. STRATEGIC MARKETING AND BRAND MANAGEMENT :

Objective:

To have an understanding and application of marketing tools and techniques in a strategic perspective. To study different aspects of brand management.

Content:

Unit I (15 Sessions)

Strategic Marketing: Introduction to Strategic Marketing, Opportunity Analysis. Formulating Marketing Strategies for New Market Entries, Growth Markets. Matured Markets, Decline Markets, Marketing Strategies for the new Economy. Organizing and Planning for Effective Implementation, Measuring and Delivering Marketing Performance.

Unit II (15 Sessions)

Brand Management: Strategic Issues in Brand Management. Brand Equity. Brand Building, Brand Loyalty, Lessons in Branding, Brand Valuation. Emerging Horizons in Branding. Myths in Branding. Contemporary Issues In Strategic Marketing & Brand Management.

SUGGESTED READINGS:

1. Cravens, D W. - *Strategic Marketing*, Homewood Illinois, Richard D. Irwin.
2. Kaynak, E and Savitt, R. - *Comparative Marketing Systems*. New York, Praegar.
3. Porter, M. E. - *Competitive Advantage: Creating, Sustaining Superior Performance*. New York, Free Press.
4. Aaker, David, A. - *Managing Brand Equity*. New York, Free Press.
5. Cowley, Don. - *Understanding Brands*,. London, Kogan Page.
6. Murphy, John, A. - *Brand Strategy*. Cambridge, The Director Books.
7. Steward, P. - *Building Brands Directly*. London, Macmillan.

7.RETAIL MANAGEMENT:

Objective: This course is aimed at providing students with a comprehensive understanding of the theoretical and applied aspects of retail management.

Content:

Unit I (4 Sessions)

Overview of retailing environment. Definition, importance, functions and scope of Retailing; Evolution of Retail Competition, - The Wheel of Retailing, the Accordion, the Retail Life Cycle; Emerging Trends in Retailing; The Retail Scenario in India; Retail Formats. Types of Retail Outlets, Market structure and control; Planning and development.

Unit II (8 Sessions)

Situational analysis: Retail institutions by ownership; Retail institutions by store-based strategy mix; Web, non-store-based, and other forms of nontraditional retailing; Targeting customers and gathering information; Communicating with customers; Retail promotions-Staying ahead of competition. Retail store location-Traffic flow and analysis-population and its mobility-exterior and layout-Customer traffic flows; Trading-area analysis; Site selection; Store design and layout; Display.

Unit III (10 Sessions)

Managing retail business: Retail organization and HRM; Operations management: financial and operations dimensions; Supply Chain Management-Warehousing-Role of IT in supply chain management. Merchandise Planning-Stock turns, Credit Management, Retail Pricing, Return on per sq. feet of space. Managing retail services; Service characteristics; Branding: perceptions of service quality.

Unit IV (4 Sessions)

Delivering the product: Retail Information Systems; Developing and implementing plans; People in retailing; Out-of-store retailing: different types.

Unit V (4 Sessions)

International retailing: Internationalization and Globalization; Shopping at World stores; Going International; The Internationalization process; Culture, business and international management. Emerging formats-Issues and Options; Retail Equity, Technology in Retailing.

SUGGESTED READINGS:

- 1) Levy IM. And Weitz B.A (2004), Retailing Management, 5th ed., Tata McGraw Hill.
- 2) Berman B. Evans J. R. (2004), Retail Management, 9th Edition, Pearson Education.
- 3) Bajaj C; Tuli R., Srivanstava N.V. (2005), Retail Management, Oxford University Press, Delhi.
- 4) Dunne P.M, Lusch R.F. and David A. (2002), Retailing, 4th ed., South-Western, Thomson Learning.
- 5) Newman A J and Cullen P- Retailing: Environment and Operations (Vikas, 2002)
- 6) Varley R and Rafiq M- Principles of Retail Management (Palgrave, 2004)
- 7) Lamba- The Art of Retailing (Tata McGraw-Hill, 2001)

