

MBA (Marketing)*(Course code – 36)***CURRICULUM****1st YEAR - I SEMESTER**

Sl.No.	Code	Course
1	MBCP 1001	Management Concepts
2	MBCP 1002	Managerial Economics
3	MBCP 1003	Accounting for Managers
4	MBCP 1004	Business Environment
5	MBCP 1005	Research Methodology
6	MBCP 1006	Organisational Behaviour
7	MBCP 1007	Business Law

1st YEAR - II SEMESTER

1	MBCP 2001	Financial Management
2	MBCP 2002	Marketing Management
3	MBCP 2003	Human Resources Management
4	MBCP 2004	Operations Research
5	MBCP 2005	Strategic Management
6	MBCP 2006	Business Ethics
7	MBCP 2007	Operations Management

2nd YEAR - III SEMESTER

1	MBMM 3001	Consumer Behaviour
2	MBMM 3002	Marketing Research
3	MBMM 3003	Industrial Marketing
4	MBMM 3004	Logistics and Supply Chain Management
5	MBMM 3005	Retail Marketing
6	Elective – I (Syllabus will be updated soon)	
7	Elective – II (Syllabus will be updated soon)	

2nd YEAR - IV SEMESTER

1	MBMM 4001	Rural Marketing
2	MBMM 4002	Services Marketing
3	MBMM 4003	Advertising & Sales Promotion
4	MBMM 4004	Customer Relationship Management
5	MBMM 4005	Global Marketing
6	MBMM 4006	Project Work
7	Elective – III (Syllabus will be updated soon)	
8	Elective – IV (Syllabus will be updated soon)	

PAPER: I

MANAGEMENT CONCEPTS

Objectives

- Providing conceptual understanding of Management Concepts
- Familiarizing the students with the contemporary issues in Management
- Enable them to apply the concepts in the management organization

UNIT - I

Introduction to Management - Nature and Functions of Management - Levels in Management - Social Responsibilities of Business - Managerial Skills – Manager and Environment - An Overview of Staffing, Directing and Controlling Functions

UNIT – II

Planning - Steps in Planning Process - Short Range and Long Range Planning - Flexibility in Planning - Characteristics of a sound Plan - Management by Objectives (MBO) - Policies and Strategies - Scope and Formulation- Decision Making - Techniques and Processes.

UNIT – III

Organising - Organisation Structure and Design - Delegation of Authority and Decentralisation – Line and Staff Relationships - Emerging Trends in Corporate Structure, Strategy and Culture - Impact of Technology on Organisational design - Formal and Informal Organisation.

UNIT – IV

Communication – Types and Process of Communication - Barriers of Communication - Communication Effectiveness - Organisational Creativity and Innovation Entrepreneurial Management - Management of Innovation

UNIT – V

Comparative Management Styles and approaches - Best Management Practices across the world - Japanese Management Practices - Management of Diversity - Benchmarking

References:

Koontz, Weirich & Aryasri, PRINCIPLES OF MANAGEMENT, *Tata McGraw-Hill, New Delhi, 2004*

Tripathi & Reddy, PRINCIPLES OF MANAGEMENT, *Tata McGraw-Hill, New Delhi, 2008*

Laurie Mullins, MANAGEMENT AND ORGANISATIONAL BEHAVIOUR, *Pearson, New Delhi, 2007*

Meenakshi Gupta, PRINCIPLES OF MANAGEMENT, *PHI Learning, New Delhi, 2009*

**PAPER – II
MANAGERIAL ECONOMICS**

Objectives

- To introduce the economic concepts
- To familiarize with the students the importance of economic approaches in managerial decision making
- To understand the applications of economic theories in business decisions

UNIT – I

General Foundations of Managerial Economics - Economic Approach - Circular Flow of Activity - Nature of the Firm - Objectives of Firms - Demand Analysis and Estimation - Individual, Market and Firm demand - Determinants of demand - Elasticity measures and Business Decision Making - Demand Forecasting.

UNIT-II

Law of Variable Proportions - Theory of the Firm - Production Functions in the Short and Long Run - Cost Functions – Determinants of Costs – Cost Forecasting - Short Run and Long Run Costs –Type of Costs - Analysis of Risk and Uncertainty.

UNIT-III

Product Markets -Determination Under Different Markets - Market Structure – Perfect Competition – Monopoly – Monopolistic Competition – Duopoly - Oligopoly - Pricing and Employment of Inputs Under Different Market Structures – Price Discrimination - Degrees of Price Discrimination.

UNIT-IV

Introduction to National Income – National Income Concepts - Models of National Income Determination - Economic Indicators - Technology and Employment - Issues and Challenges – Business Cycles – Phases – Management of Cyclical Fluctuations - Fiscal and Monetary Policies.

UNIT – V

Macro Economic Environment - Economic Transition in India - A quick Review - Liberalization, Privatization and Globalization - Business and Government - Public-Private Participation (PPP) - Industrial Finance - Foreign Direct Investment(FDIs).

REFERENCES

Yogesh Maheswari, MANAGERIAL ECONOMICS, *PHI Learning, NewDelhi, 2005***Gupta G.S.**, MANAGERIAL ECONOMICS, *Tata McGraw-Hill, New Delhi***Moyer &Harris**, MANAGERIAL ECONOMICS, *Cengage Learning, NewDelhi, 2005***Geetika, Ghosh & Choudhury**, , MANAGERIAL ECONOMICS, *Tata McGrawHill, NewDelhi, 2011*

PAPER –III
ACCOUNTING FOR MANAGERS

Objectives

- To acquaint the students with the fundamentals principles of Financial, Cost and Management Accounting
- To enable the students to prepare, Analyse and Interpret Financial Statements and
- To enable the students to take decisions using Management Accounting Tools.

UNIT-I

Book-keeping and Accounting – Financial Accounting – Concepts and Conventions – Double Entry System – Preparation of Journal, Ledger and Trial Balance – Preparation of Final Accounts –Trading, Profit and Loss Account and Balance Sheet with adjustment entries, simple problems only - Capital and Revenue Expenditure and Receipts.

UNIT-II

Depreciation – Causes – Methods of Calculating Depreciation – Straight Line Method, Diminishing Balance Method and Annuity Method - Ratio Analysis – Uses and Limitations – Classification of Ratios – Liquidity, Profitability, Financial and Turnover Ratios – Simple problems only.

UNIT-III

Funds Flow Analysis – Funds From Operation, Sources and Uses of Funds, Preparation of Schedule of Changes in Working Capital and Funds Flow Statements – Uses and Limitations - Cash Flow Analysis – Cash From Operation – Preparation of Cash Flow Statement – Uses and Limitations – Distinction between Funds flow and Cash Flow – only simple problems

UNIT-IV

Marginal Costing - Marginal cost and Marginal costing - Importance - Break-even Analysis - Cost Volume Profit Relationship – Application of Marginal Costing Techniques, Fixing Selling Price, Make or Buy, Accepting a foreign order, Deciding sales mix.

UNIT-V

Cost Accounting - Elements of Cost - Types of Costs - Preparation of Cost Sheet – Standard Costing – Variance Analysis – Material Variances – Labour Variances – simple problems related to Material and Labour Variances only

[Note: Distribution of Questions between Problems and Theory of this paper must be 60:40 i.e., Problem Questions: 60 % & Theory Questions: 40 %]

REFERENCES

Jelsy Josheph Kuppapally, ACCOUNTING FOR MANAGERS, *PHI, Delhi, 2010.*

Paresh shah, BASIC ACCOUNTING FOR MANAGERS, *Oxford, Delhi, 2007*

Ambrish Gupta, FINANCIAL ACCOUNTING FOR MANAGEMENT, *Pearson, Delhi, 2004*

Narayanaswamy R, FINANCIAL ACCOUNTING , *PHI, Delhi, 2011*

PAPER: IV

BUSINESS ENVIRONMENT

Objectives

- To acquaint students with the issues of domestic and global environment in which business has to operate
- To understand the opportunity and challenges of global business environment
- To relate the Impact of Environment on Business in an integrated manner
- To provide an understanding of the role of business in society

UNIT – I Business and its environment

Dynamics of Business and its Environment – Definition, Types of Environments. - Corporate Governance and Social Responsibility - Ethics in Business. – Business Ethics in India

UNIT – II Economic System

Economic Systems and Management Structure - Family Management to Professionalism - Resource Base of the Economy - Land, Forest, Water, Fisheries, Minerals - Environmental Issues.

UNIT – III Infrastructure and current issues in Business Environment

Infrastructure - Economic- Social, Demographic Issues, Political context - Productivity Factors, Human Elements and Issues for Improvement -.

UNIT – IV Global trends in Business and Management

Global Trends in Business and Management – International Relations Multi-National Companies, Multi-National Companies in India,

UNIT – V Foreign Capital and Collaboration

Foreign Capital, Needs for Foreign Capital, Trends in Indian Industry, Foreign Development Investment, FDI and the Indian Stock market

References:

Keith-Davis & William Frederick, BUSINESS AND SOCIETY, McGraw-Hill, Tokyo.Iran

Worthington and Chris Britton, THE BUSINESS ENVIRONMENT, Prentice Hall

Namita Gopal, BUSINESS ENVIRONMENT, 2nd Edition, Tata McGraw Hill Education Pvt. Ltd. New Delhi, 2010

PAPER-V
RESEARCH METHODOLOGY

Objectives

- To enable the students to know about the information needs of Management
- To introduce the concept of Scientific Research and the methods of conducting Scientific Enquiry and
- To introduce the Statistical Tools of Data Analysis.

UNIT-I

Research – Qualities of Researcher – Components of Research Problem – Various Steps in Scientific Research – Types of Research – Hypotheses Research Purposes - Research Design – Survey Research – Case Study Research.

UNIT-II

Data Collection – Sources of Data – Primary Data – Secondary Data - Procedure Questionnaire – Sampling methods – Merits and Demerits – Experiments – Observation method – Sampling Errors - Type-I Error & Type-II Error.

UNIT-III

Statistical Analysis – Introduction to Statistics – Probability Theories – Conditional Probability, Poisson Distribution, Binomial Distribution and Properties of Normal Distributions – Hypothesis Tests – One Sample Test – Two Sample Tests / Chi-Square Test, Association of Attributes - Standard deviation – Co-efficient of variations .

UNIT-IV

Statistical Applications – Correlation and Regression Analysis – Analysis of Variance – Partial and Multiple Correlation – Factor Analysis and Conjoint Analysis – Multifactor Evaluation – Two-Factor Evaluation Approaches.

UNIT-V

Research Reports – Structure and Components of Research Report – Types of Report, characteristics of Good Research Report, Pictures and Graphs, Introduction to SPSS.

[Note: Distribution of Questions between Problems and Theory of this paper must be 40:60 i.e., Problem Questions: 40 % & Theory Questions: 60 %]

REFERENCES

Panneerselvam, R., RESEARCH METHODOLOGY, *Prentice Hall of India, New Delhi, 2004.*
Kothari CR , RESEARCH METHODOLOGY-METHODS AND TECHNIQUES, *New Wiley Eastern Ltd., Delhi, 2009.*

PAPER: VI

ORGANISATIONAL BEHAVIOUR

Objectives

- To understand and appreciate the fact that why & how of human behaviour in organisations is critical for its success and to orient the managers - to-be to develop people skills to make and run the work-place effective, innovative and stake-holder centric.

UNIT - I

Organisational Behaviour: Introduction, Definition, Nature & Scope - Basic Concepts of OB - Individual & Organisational Image and Self Image -self-esteem & self-efficacy- Theoretical constructs and models of Organisational Behaviour.

UNIT – II

Perception and Learning - Personality and Individual Differences - Motivation and Job Performance - Values, Attitudes and Beliefs - Stress Management

UNIT – III

Group Dynamics - Leadership - Styles - Approaches - Power and Politics in Organisation

UNIT – IV

Organisational Structure - Organisational Climate and Culture - Organisational Change and Development.

UNIT – V

Trends in Organisational Behaviour – Consciousness – Conscience Management – Organisational Vision and Employee alignment with vision- Gender Sensitivity – Competency Level and behavioral Dimensions

References:

Fred Luthans, ORGANISATIONAL BEHAVIOUR, *Tata McGraw-Hill, New Delhi*
Stephen Robbins, ORGANISATIONAL BEHAVIOUR, *Pearson, New Delhi*

BUSINESS LAW

Objectives

- To introduce the statutory provision that affects the business decision
- To provide legal understanding and exposure to the important commercial laws
- To understand the legal framework related to contract
- To familiarise about legal aspects about negotiable instruments
- To understand the legal regulations about the company

UNIT – I The Indian Contract Act, 1872

Law of Contract - Agreement - Offer - Acceptance - Consideration - Capacity of Contract
Contingent Contract - Quasi Contract - Performance - Discharge - Remedies to breach of Contract.

UNIT – II The Indian Partnership Act, 1932 & Sales of Goods Act 1930

Definition of Partnership and its essentials, Rights and duties of Partners: Authority of a Partner, Minor as a Partner, Registration of a firm, Dissolution of Firms. Sales of Goods – Definition of a Contract of Sales, Essentials of a Contract of Sales of Goods, Kinds of Goods,

UNIT – III The Negotiable Instruments Act, 1832, Law of Insurance

Negotiable Instruments - Notes, Bills, Cheques - Crossing - Endorsement - Holder in due course - Holder in value - Contract of Agency. Law of Insurance: Fundamental Principles of Law of Insurance, Types of Policies, Kinds of Losses

UNIT – IV The Indian Companies Act, 2013

Company - Formation - Memorandum - Articles - Prospectus - Shares - Debentures - Directors Appointment - Powers and Duties - Meetings - Proceedings – Management - Accounts - Audit Oppression and Mismanagement - Winding up.

UNIT –V Factory Act, Industrial Dispute Act, Minimum Wages Act & Workmen Compensation Act, 1923

Factory Act – Licensing and Registration of Factories, Health, Safety and Welfare measures - Industrial Disputes Act – Objects and scope of the Act, Effects of Industrial Dispute, Administration under the Act.

References:

Kapoor G,K & Dhamija S, COMPANY LAW, 17th Edition, Taxman Publication, Pvt. Limited, NewDelhi, 2014

Daniel Albuquerque, LEGAL ASPECTS OF BUSINESS, 2nd edition, Oxford University Press, NewDelhi, 2013

Pathak, LEGAL ASPECTS OF BUSINESS, Tata McGraw- Hill Publishing Company Limited, NewDelhi, 2010.

M.M. Sulphery & Azhar Basheer, LAWS FOR BUSINESS, PHI Learning Pvt. Ltd. New Delhi, 2011.

**PAPER-VIII
FINANCIAL MANAGEMENT**

Objectives

- To know the various sources of finance
- To understand the various uses for finance and
- To familiarize oneself with the techniques used in financial management.

UNIT-I

Financial Management – Financial goals - Profit vs. Wealth Maximization; Finance Functions – Investment, Financing and Dividend Decisions – Cost of Capital – Significance of Cost of Capital – Calculation of Cost of Debt – Cost of Preference Capital – Cost of Equity Capital (CAPM Model and Gordon's Model) and Cost of Retained Earnings – Combined Cost of Capital (weighted/Overall).

UNIT-II

Capital Budgeting – Nature of Investment Decisions – Investment Evaluation criteria – Net Present Value (NPV), Internal Rate of Return (IRR), Profitability Index (PI), Payback Period, Accounting Rate of Return (ARR) – NPV and IRR comparison.

UNIT-III

Operating and Financial Leverage – Measurement of Leverages – Effects of Operating and Financial Leverage on Profit – Analyzing Alternate Financial Plans - Combined Financial and Operating Leverage – Capital Structure Theories - Traditional approach - M.M. Hypotheses – without Taxes and with Taxes – Net Income Approach (NI) – Net Operating Income Approach (NOI) - Determining capital structure in practice.

UNIT- IV

Dividend Policies – Issues in Dividend Decisions – Relevance Theory – Walter's Model – Gordon's Model – Irrelevance Theory – M-M hypothesis - Dividend Policy in Practice – Forms of Dividends – Stability in Dividend Policy – Corporate Dividend Behaviour.

UNIT-V

Management of Working Capital – Significance and types of Working Capital – Calculating Operating Cycle Period and Estimation of Working Capital Requirements – Financing of Working Capital and norms of Bank Finance – Sources of Working capital – Factoring services– Various committee reports on Bank Finance – Dimensions of Working Capital Management.

[Note: Distribution of Questions between Problems and Theory of this paper must be 40:60 i.e., Problem Questions: 40 % & Theory Questions: 60 %]

REFERENCES

- Khan MY, Jain PK**, BASIC FINANCIAL MANAGEMENT, *Tata McGraw Hill, Delhi* , 2005.
Chandra, Prasanna. FINANCIAL MANAGEMENT, *Tata McGraw Hill, Delhi*.
Bhabatosh Banerjee, FUNDAMENTALS OF FINANCIAL MANAGEMENT, *PHI, Delhi*, 2010
Chandra Bose D, FUNDAMENTALS OF FINANCIAL MANAGEMENT, *PHI, Delhi*, 2010
Preeti Singh, FUNDAMENTALS OF FINANCIAL MANAGEMENT, *Ane*, 2011.

**PAPER-IX
MARKETING MANAGEMENT**

Objectives

- To familiarize with the basic concepts, and techniques of marketing management
- To understand the behaviour of consumers
- To create awareness of marketing mix elements, and
- To analyse and solve marketing problems in the complex and fast changing business environment.

UNIT-I

Introduction to Marketing and Marketing Management, Marketing Concepts - Marketing Process Marketing mix - Marketing environment. - Consumer Markets and buying behaviour - Market segmentation and targeting and positioning.

UNIT-II

Product Decisions - concept of a Product - Product mix decisions - Brand Decision - New Product Development – Sources of New Product idea - Steps in Product Development - Product Life Cycle strategies- Stages in Product Life Cycle,

UNIT-III

Price Decisions - Pricing objectives - Pricing policies and constraints - Different pricing method - New product pricing, Product Mix pricing strategies and Price adjustment strategy.

UNIT-IV

Channel Decision - Nature of Marketing Channels –. Types of Channel flows - Channel functions - Functions of Distribution Channel – Structure and Design of Marketing Channels -Channel co-operation, conflict and competition – Retailers and wholesalers.

UNIT - V

Promotion Decision - Promotion mix - Advertising Decision, Advertising objectives - Advertising and Sales Promotion – Developing Advertising Programme – Role of Media in Advertising - Advertisement effectiveness - - Sales force Decision.

REFERENCES

K.S. Chandrasekar, MARKETING MANAGEMENT TEXT AND CASES, *Tata McGraw-Hill Publication, New Delhi.2010*

Govindarajan, MARKETING MANAGEMENT CONCEPTS, CASES, CHALLENGES AND TRENDS, *Prentice Hall of India, New Delhi. 2009*

Philip Kotler, MARKETING MANAGEMENT- ANALYSIS PLANNING AND CONTROL, *Prentice Hall of India, New Delhi,*

Ramaswamy. V S & Namakumari. S, MARKETING MANAGEMENT-PLANNING IMPLEMENTATION AND CONTROL, *Macmillan Business Books, New Delhi, 2002,*

**PAPER – X
HUMAN RESOURCES MANAGEMENT**

Objectives

- To understand and appreciate the importance of the human resources vis-a-vis other resources of the organisation
- To familiarize the students with methods and techniques of HRM
- To equip them with the application of the HRM tools in real world business situations.

UNIT-I

Human Resources Management - Context and Concept of People Management in a Systems Perspective - Organisation and Functions of the HR and Personnel Department - HR Structure and Strategy; Role of Government and Personnel Environment including MNCs.

UNIT – II

Recruitment and Selection - Human Resource Information System [HRIS] - Manpower Planning - Selection – Induction & Orientation - Performance and Potential Appraisal - Coaching and Mentoring - HRM issues and practices in the context of Outsourcing as a strategy .

UNIT-III

Human Resources Development –Training and Development Methods - Design & Evaluation of T&D Programmes - Career Development - Promotions and Transfers - Personnel Empowerment including Delegation - Retirement and Other Separation Processes.

UNIT-IV

Financial Compensation- -Productivity and Morale - Principal Compensation Issues & Management - Job Evaluation - Productivity, Employee Morale and Motivation - Stress Management - Quality of Work Life.

UNIT – V

Building Relationships – Facilitating Legislative Framework - Trade Unions - Managing Conflicts - Disciplinary Process - Collective Bargaining - Workers Participation in Management - Concept, Mechanisms and Experiences.

REFERENCES

Venkata Ratnam C. S. & Srivatsava B. K., PERSONNEL MANAGEMENT AND HUMAN RESOURCES, *Tata Mc-Graw Hill, NewDelhi,*

Aswathappa, HUMAN RESOURCE MANGEMENT, *Tata McGraw Hill, NewDelhi, 2010*

Garry Dessler & Varkkey, HUMAN RESOURCE MANAGEMENT, *Pearson, New Delhi, 2009*

Alan Price, HUMAN RESOURCE MANAGEMENT, *Cengage Learning, NewDelhi, 2007*

Pravin Durai, HUMAN RESOURCE MANGEMENT, *Pearson, New Delhi, 2010*

Snell, Bohlander & Vohra, HUMAN RESOURCES MANAGEMENT, *Cengage, NewDelhi, 2010*

OPERATIONS RESEARCH

Objectives:

- To introduce various optimization techniques of operations research
- To facilitate the use of Quantitative Technique in various functional areas

UNIT-I

Stages of Development of Operations Research, Applications of Operations Research, Limitations of Operations, Introduction to Linear Programming, Graphical Method, Simplex Method, Duality.

UNIT-II

Transportation Problem, Assignment Problem, Inventory Control – Introduction to Inventory Management, Basic Deterministic Models, Purchase Models, Manufacturing Models without Shortages and with Shortages.

UNIT-III

Shortest Path Problem - Minimum Spanning Tree Problem - CPM/PERT, Crashing of a Project Network.

UNIT-IV

Game Theory- Two Person Zero-sum Games -Graphical Solution of (2 x n) and (m x 2) Games - LP Approach to Game Theory - Goal programming - Formulations.

UNIT-V

Introduction to Queuing Theory - Basic Waiting Line Models: (M/M/1):(GD/a/a), (M/M/C):GD/a/a).

References

1. **Panneerselvam, R**, OPERATIONS RESEARCH, Prentice-Hall of India, New Delhi, 2006.
2. **G.Srinivasan**, OPERATIONS RESEARCH, PHI Learning, NewDelhi,2010
3. **Tulsian & Pandey**, QUANTITATIVE TECHNIQUES, Pearson, NewDelhi, 2002
4. **Vohra**, Quantative Techniques in Management, Tata McGrawHill, NewDelhi, 2010

**PAPER-XII
STRATEGIC MANAGEMENT**

Objectives

- Integrating the knowledge gained in functional areas of management
- helping the students to learn about the process of strategic management, and
- helping the students to learn about strategy formulation and implementation

UNIT-I

Concepts of Strategy - Levels at which strategy operates; Approaches to strategic decision making; Mission and purpose, objectives and goals; Strategic business unit (SBU); Functional level strategies

UNIT-II

Environmental Analysis and Diagnosis - Environment and its components; Environment scanning and appraisal; Organizational appraisal; Strategic advantage analysis and diagnosis; SWOT analysis

UNIT-III

Strategy Formulation and Choice - Modernization, Diversification Integration - Merger, take-over and joint strategies - Turnaround, Divestment and Liquidation strategies - Strategic choice - Industry, competitor and SWOT analysis - Factors affecting strategic choice; Generic competitive strategies - Cost leadership, Differentiation, Focus, Value chain analysis, Bench marking, Service blue printing

UNIT-IV

Functional Strategies: Marketing, production/operations and R&D plans and policies- Personnel and financial plans and policies.

UNIT-V

Strategy Implementation - Inter - relationship between formulation and implementation - Issues in strategy implementation - Resource allocation - Strategy and Structure - Structural considerations - Organizational Design and change - Strategy Evaluation- Overview of strategic evaluation; strategic control; Techniques of strategic evaluation and control.

REFERENCES

Azhar Kazmi, STRATEGIC MANAGEMENT & BUSINESS POLICY, *Tata McGraw-Hill Publishing Company Limited, New Delhi 2008.*

Vipin Gupta, Kamala Gollakota & Srinivasan, BUSINESS POLICY & STRATEGIC MANAGEMENT, *Prentice Hall of India Private Limited, New Delhi, 2008.*

Amita Mittal, CASES IN STRATEGIC MANAGEMENT, *Tata McGraw-Hill Publishing Company Limited, New Delhi 2008.*

Fred R. David, STRATEGIC MANAGEMENT CONCEPT AND CASES, *PHI Learning Private Limited, New Delhi, 2008.*

PAPER-XIII
BUSINESS ETHICS

Objectives:

- To introduce the concept and importance of business ethics and corporate governance
- To know the facets of ethics management
- To know the ethical values and Indian ethos in Management

UNIT-I: Introduction: Meaning – Definition –Scope – Ethical Values and Theories- Myths –Ethics Vs Morality- Ethical Issues in the functional Areas of Business Management – Cross-Country Perspectives on Business Ethics.

UNIT-II: ETHICS MANAGEMENT: Ethical Dilemma – Ethical Decision Making – Ethical Reasoning – Ethical issues – Ethics Management Programmes – Benefits of Managing Ethics in Work Place – Organisation Ethics Development System (OEDS) – Code of ethics –Value based leadership.

UNIT-III: Ethical Values in Work Place: Characteristics- Types- Importance – Work Ethics – Work Culture – Professional Ethics- Environmental Ethics – Challenges of Cyber Age.

UNIT-IV: CORPORATE GOVERNANCE: Meaning –Mechanism- Principles – Code of Corporate Governance – Audit Committee – Role of Independent Directors – Protection of Stakeholders – Corporate Social Responsibility –Issues in Corporate Governance- Emerging Trends.

UNIT-V: INDIAN ETHOS IN MANAGEMENT: Principles – Approaches – Role of Gita – Karma Yoga – Wisdom Management- Gandhian Ethics- Spirituality- Humanism - Morals Standards in Indian Ethics.

References:

1. **Bhatia, S.K.**, Business Ethics and Corporate Governance, Deep & Deep Publication.
2. **B.N Ghosh**, Business Ethics and Corporate Governance, Mc Graw Hill.
3. **Daniel Albuquerque**, Business Ethics, Oxford Univ. Press
4. **Laura P. Hartman**, Perspectives in Business Ethics, Tata Mc Graw Hill.
5. **Chakraborty, S.K.**, Management by Values, Oxford Univ. Press

OPERATIONS MANAGEMENT

Objectives:

- To understand the concepts and techniques of Operations Management.
- To use the above for improving the Operational Productivity of Organizations.

UNIT-I

Introduction to Operations Management - Process Planning - Plant Location - Plant Lay out - Introduction to Production Planning. Inventory Control: Review of Basic Models of Inventory, P & Q system of Inventory

UNIT-II

Systems Concept of Production, Types of Production System, Productivity, Value Engineering, Make or Buy Decision. Capacity Planning, Forecasting: Models of forecasting

UNIT-III

Nature of Aggregate Planning Decisions, Aggregate Planning Strategies, Aggregate Planning Methods: Material Requirement Planning: Single Machine Scheduling:

UNIT-IV

Work Study: Method Study – Recording Techniques, Steps in Method Study, Principles of Motion Economy, Time Study. Quality Control: Introduction, need for Controlling Quality, Definition of a Quality System, Classification of Quality Control Techniques,

UNIT-V

Maintenance Planning and Control: Maintenance Objectives, Replacement, Group Replacement Vs Individual Replacement – Trade-off. Reliability:

References

1. **Panneerselvam. R;** Production and Operations Management, 3rd Edition, PHI Learning, Delhi, 2013.
2. **Joseph G. Monks:** Operations Management - Theory and Problems, (McGraw Hill).
3. **Everett E. Adam & Ronald J. Ebert:** Production and Operations Management, (Prentice Hall, 1994).
4. **William J. Stevenson:** Production/Operations Management, Richard Irwin.
5. **Norman Gaither:** Production and Operations Management, (The Dryden Press).
6. **Jack R. Meredith-** The Management Of Operation, (John Wiley & Sons).
7. **S.N. Chary,** Production and Operations Management, (Tata McGrawHill).
8. **Jay Heizer & Barry Render:** Operations Management, Prentice Hall International, Inc. 2001, International Edition.

MBA (Marketing) - III Semester

**PAPER - XV
CONSUMER BEHAVIOUR**

Course Code: 36

Paper Code: MBMM 3001

Objectives

- To understand the conceptual foundations of consumer buying behavior
- To create awareness of the theories of motivation and perception as applied in consumer behavior, and
- To acquaint with the communication and consumer decision making

UNIT - I

Consumer Behaviour and Marketing Action - An overview - Consumer involvement - Decision-making processes - Purchase Behaviour and Marketing Implications - Consumer Behaviour Models

UNIT - II

Environmental influences on Consumer Behaviour - Cultural influences - Social class - Reference groups and family influences - Opinion leadership and the diffusion of innovations - Marketing implications of the above influences.

UNIT - III

Consumer buying behaviour - Marketing implications - Consumer perceptions – Learning and attitudes - Motivation and personality – Psychographics - Values and Lifestyles, Click-o-graphic.

UNIT - IV

Strategic marketing applications - Market segmentation strategies - Positioning strategies for existing and new products, Re-positioning, Perceptual Mapping - Marketing communication - Store choice and shopping behaviour - In-Store stimuli, store image and loyalty - Consumerism - Consumer rights and Marketers' responsibilities.

UNIT - V

The Global Consumer Behaviour and Online buying behaviour - Consumer buying habits and perceptions of emerging non-store choices - Research and applications of consumer responses to direct marketing approaches - Issues of privacy and ethics.

REFERENCES

- Bennet and Kassanjian**, CONSUMER BEHAVIOUR, *Prentice Hall of India, New Delhi*
- Michael R. Solomon**, Consumer Behaviour, PHI Learning Private Limited, New Delhi, 2011
- Ramanuj Majumdar**, CONSUMER BEHAVIOUR, *Prentice Hall of India, New Delhi, 2011*
- Loudon and Della Bitta**, CONSUMER BEHAVIOUR: CONCEPTS AND APPLICATIONS, *Tata McGraw Hill. New Delhi, 2007*
- Berkman & Gilson**, CONSUMER BEHAVIOUR: CONCEPTS AND STRATEGIES, *Kent Publishing Company.*
- Efraim Turban, Jae Lee, David King, & I-I. Michael Chung**: *Electronic Commerce: Managerial Perspective, Pearson Education Inc., 2000.*

MBA (Marketing) - III Semester

**PAPER-XVI
MARKETING RESEARCH**

Course Code: 36

Paper Code: MBMM 3002

Objectives

- To introduce the basic concepts of research and methodology of conducting researches in marketing domain, and
- To provide a foundation to pursue a professional career in Marketing Research domain.

UNIT – I

The Marketing Research System - Definition of MR - Basic and Applied Research – The Marketing Research Process - Types of Research - Steps in Marketing Research Process - Research Design - Data Sources - Marketing Information System – International Market Research.

UNIT-II

Sampling Process in Marketing Research– Sampling Design and Procedure – Sampling Methods – Non probabilistic sampling Techniques – Probabilistic sampling Techniques - Sample Size determination - Sampling Errors.

UNIT-III

Measurement & Scaling in Marketing Research: Measurement concept – Sources of variation in Measurement, Validity & reliability of Measurement - Attitude measurement – Scaling Procedure

UNIT-IV

Data Instruments - Data Collection- Online data collection - Collection of Secondary Data – Collection of Primary Data Methods - Field Operations - Errors and Difficulties in Data Processing, Coding and Editing.
Data Analysis - Hypothesis Testing - Report Writing - Presentation of Data.

UNIT- V

Application of Marketing Research: Product Research – Motivation research – Advertising Research – Sales Control Research – Rural Marketing research - Export Marketing research.

REFERENCES

Naresh K. Malhotra, MARKETING RESEARCH: AN APPLIED ORIENTATION,
Pearson Education, Asia.

Paul E. Green & Donald S. Tull, RESEARCH FOR MARKETING DECISIONS. *PHI Learning Private Limited, New Delhi, 2009*

Donald R. Cooper & Schindler, MARKETING RESEARCH CONCEPT & CASES, *Tata McGraw-Hill Publishing Company Limited, New Delhi, 2006*

S.C. Gupta, MARKETING RESEARCH, *Excel Books India, 2007*

Objectives:

- To help the learner distinguish between consumer marketing and industrial marketing
- To understand the nuances of industrial marketing, and
- To learn to formulate industrial marketing strategies and also design industrial marketing mix elements

UNIT-I

Introduction to Industrial Markets - Industrial Marketing System, Concepts and Characteristics - Types of Industrial Markets - Industrial Buyer Behaviour.

UNIT-II

Strategic Industrial Marketing (S.T.P.) - Marketing Information Systems and Marketing Research – B2B Commerce.

UNIT-III

Classification of Industrial Products and Services - New Product Development and Introduction - Industrial Product Management - Pricing Decisions in Industrial Markets.

UNIT-IV

Formulating Channel Strategies and Physical Distribution decisions – Channel Management -Promotional Strategies for Industrial Goods/ Services.

UNIT - V

Developing Marketing Strategies and Programs for Industrial Goods / Services.
– Formulating channel strategy – Pricing strategy- Promotional strategy – Sales force automation.

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MBA (Marketing) - IV Semester

PAPER-XVIII

LOGISTICS AND SUPPLY CHAIN MANAGEMENT

Course Code: 36

Paper Code: MBMM3004

Objectives

- To introduce process and functions of physical distribution system
- To introduce the major building blocks, functions, business process, performance metrics and decision making in supply chain network, and
- To provide an insight into the role of Internet Technologies and electronics commerce in supply chain management

UNIT - I

Physical distribution : Participation in the physical distribution functions – The environment of physical distribution – Channel design strategies and structures – electing channel members – Setting distribution objectives and tasks – Target markets and channel design strategies.

UNIT - II

Managing the marketing channel - Product, Pricing and Promotion issues in channel Management and Physical Distribution - Motivating channel members - Evaluating channel member performance - Vertical marketing systems - Retail co-operatives, Franchise systems and corporate marketing systems.

UNIT - III

Supply Chain: Building Blocks of a Supply Chain Network – Performance Measures in Decisions in the Supply chain World – Models for Supply chain Decision Making.

UNIT - IV

Supply Chain Inventory Management: Economic Order quantity Models – Recorder Point Models – Multichannel Inventory systems – Supply chain Facilities Layout – Capacity Planning – Inventory optimization – Dynamic Routing and Scheduling.

UNIT-V

Relation to ERP: E-procurement – E-Logistics – Internet Auctions – E-markets – Electronic Business Process – Optimization Business Object in SCM.

REFERENCES

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Richard R. Still, Edward W. Cundiff & Norman A.P. Govani, SALES MANAGEMENT, *Prentice-Hall India*.

MBA (Marketing) - III Semester

**PAPER-XIX
RETAIL MARKETING**

**Course Code: 36
3005**

Paper Code: MBMM

Objectives

- To understand the concept, process and management of retail business
- To develop an understanding of the retail strategy and planning process, and
- To have an understanding of merchandise process

UNIT – I

An overview of Retailing - Types of stores - Product Retailing vs. Service Retailing - Non store Retailing - Retail strategy - Achieving competitive advantage and positioning Retailing environment - Legal, Social, Economic, Technological, issues - Trends in the Indian Retailing Industry.

UNIT-II

Retail store location and layout - Country/Region analysis - Trade area analysis - Site evaluation and selection - Store design and layout - Comprehensive store planning - Exterior design and layout - Interior store design and layout - Interior design elements.

UNIT-III

Planning merchandise needs and merchandise budgets - Methods for determining inventory evaluation - Assortment planning, buying and vendor relations - Merchandise pricing - Price strategies - Psychological pricing - Mark-up and markdown strategies.

UNIT-IV

Communicating with the retail customer - Retail promotion mix-Advertising - Sales promotion - Publicity - Retail selling process - Retail database- In-store customer service.

UNIT - V

Globalization and changing retail formats – Online retailing - International Retailing – Opportunities and Challenges - Market entry formulas - New customized formats (customized stores, portable stores, merchandise depots, retail theater, service malls, customer-made stores, interactive kiosk 'shopping arcades')

REFERENCES

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Giridhar Joshi, INFORMATION TECHNOLOGY FOR RETAIL, *Oxford University Press, New Delhi.2009*

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MBA (Marketing) - IV Semester

PAPER-XX RURAL MARKETING

**Course Code: 36
MBMM4001**

Paper Code:

Objectives

- To create awareness about the applicability of the concepts, techniques and processes of marketing in rural context
- To familiarize with the special problems related to sales in rural markets, and
- To help understand the working of rural marketing institutions.

UNIT- I

Rural Economy - Rural - Urban disparities-policy interventions required - Rural face to Reforms - The Development exercises in the last few decades.

UNIT-II

Rural Marketing - Concept and Scope - Nature of rural markets - attractiveness of rural markets - Rural Vs Urban Marketing - Characteristics of Rural consumers - Buying decision process - Rural Marketing Information System - Potential and size of the Rural Markets.

UNIT-III

Selection of Markets - Product Strategy - Product mix Decisions - Competitive product strategies for rural markets.

UNIT-IV

Pricing strategy - pricing policies - innovative pricing methods for rural markets - promotion strategy - appropriate media - Designing right promotion mix - promotional campaigns.

UNIT - V

Distribution - Logistics Management - Problems encountered - selection of appropriate channels - New approaches to reach out rural markets – Electronic choupal applications.

REFERENCES

Balaram Dogra & Karminder Ghuman, RURAL MARKETING: CONCEPT & CASES, *Tata McGraw-Hill Publishing Company, New Delhi, 2008*

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MBA (Marketing) - IV Semester

PAPER-XXI SERVICES MARKETING

Course Code: 36

Paper Code: MBMM 4002

Objectives

- To familiarize with the special characteristics of services relevant for marketing
- To analyze the customer satisfaction and complaint management in services
- To evaluate the financial implications of improvement in services, and
- To acquaint with CRM application in service marketing.

UNIT-I

Marketing of Services - Introduction - Growth of the Service Sector - The Concept of Service - Characteristics of Services - Classification of Services - Designing the Service Blueprinting, Using Technology - Developing Human Resources - Building Service Aspirations.

UNIT-II

Marketing mix in services marketing - The seven Ps - Product Decisions - Pricing Strategies and Tactics - Promotion of Services and Placing or Distribution Methods for Services - Additional Dimensions in Services Marketing - People, Physical Evidence and Process – Internet as a service channel.

UNIT-III

Strategic Marketing Management for Services - Matching Demand and Supply through Capacity Planning and Segmentation - Internal Marketing of a Service - External versus Internal Orientation of Service Strategy.

UNIT-IV

Delivering Quality Services - Causes of Service-Quality Gaps - The Customer Expectations versus Perceived Service Gap - Factors and Techniques to Resolve this Gaps in Service - Quality Standards, Factors and Solutions - The Service Performance Gap Key Factors and Strategies for Closing the Gap - Developing Appropriate and Effective Communication about Service Quality.

UNIT – V

Marketing of Services with special reference to Financial Services - Health Services - Hospitality Services including Travel, Hotels and Tourism - Professional Services - Public Utility Services - Communication Services - Educational Services.

REFERENCES

Ravi Shanker, SERVICES MARKETING: THE INDIAN PERSPECTIVE, *Excel Books, New Delhi, 2008*

Rajendra Nargundkar, SERVICES MARKETING: TEXT & CASES, *Tata McGraw-Hill Publishing Company, New Delhi, 2008*

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MBA (Marketing) - IV Semester

PAPER-XXII ADVERTISING & SALES PROMOTION

Course Code: 36

Paper Code: MBMM 4003

Objectives

- To understand the process of marketing communications.
- To understand and integrate marketing communications theory and concepts with all elements of the promotional mix, and
- To acquaint students with approaches and methods to develop, execute and evaluate advertising campaigns.

UNIT - I

Advertising - an introduction- Origin and Development - Definition and Classification - Planning Framework - Organising Framework - the Advertiser and the Advertising Agency interface - Strategic Advertising Decisions - Setting Advertising Objectives - The Budget Decision - Preparing the Product and Media Brief

UNIT-II

Copy Decisions - Visualization of Ad Layout - Elements of Ad Copy and Creation Principles of verbal versus visual thinkers - Styles and Stages in advertising copy creation- Copy (Pre-) Testing methods and measurements.

UNIT-III

Media Decisions - Media Planning and Selection - Concepts of Reach, Frequency, Continuity, and Selectivity - Measures of Media Cost Efficiency – Media (Readership / Viewership) Research - The Internet as an Advertising Medium - Tracking Website visits, page views, hits, and click-stream analysis - permission marketing and privacy - ethical concerns.

UNIT-IV

Measuring Advertising Effectiveness - Control of Advertising by practitioners, media and the market - Advertising in the International Market-place - Advertising and Principles of Integrated Marketing Communication and Image Building.

UNIT - V

Sales Promotion - Rationale, Types - Consumer and Trade Promotions - Sales Promotion Strategies and Practices, Cross Promotions, Surrogate Selling, Bait and Switch advertising issues.

Brand Equity - Concepts and Criteria, Building, Measuring and Managing Brand Equity, Linking Advertising and sales promotion to achieve 'brand-standing' - Leveraging Brand Values for business and non-business contexts.

REFERENCES

Kazmi & Batra, ADVERTISING & SALES PROMOTION, *Excel Books*, 2008
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Kruti Shah & Alan D'souza, ADVERTISING & PROMOTION, *Tata McGraw-Hill Delhi*, 2009
Kelley & Jugenheimer, ADVERTISING MEDIA PLANNING A BRAND MANAGEMENT APPROACH, *Prentice Hall, India*. 2008.

MBA (Marketing) – IV Semester

PAPER-XXIII

CUSTOMER RELATIONSHIP MANAGEMENT

**Course Code: 36
MBMM4004**

Paper Code:

Objectives

- To understand the concepts and principles of CRM
- To appreciate the role and changing face of CRM as an IT enabled function, and
- To enable managing Customer Relationship.

UNIT - I

CRM concepts - Acquiring customers, - Customer loyalty and optimizing customer relationships - CRM defined - success factors, the three levels of Service/ Sales Profiling - Service Level Agreements (SLAs), creating and managing effective SLAs.

UNIT - II

CRM in Marketing - One-to-one Relationship Marketing - Cross Selling & Up Selling - Customer Retention, Behaviour Prediction - Customer Profitability & Value Modeling, - Channel Optimization - Event-based marketing. - CRM and Customer Service - The Call Centre, Call Scripting - Customer Satisfaction Measurement.

UNIT - III

Sales Force Automation - Sales Process, Activity, Contact- Lead and Knowledge Management - Field Force Automation. - CRM links in e-Business - E-Commerce and Customer Relationships on the Internet - Enterprise Resource Planning (ERP), - Supply Chain Management (SCM), - Supplier Relationship Management (SRM), - Partner relationship Management (PRM).

UNIT-IV

Analytical CRM - Managing and sharing customer data - Customer information databases - Ethics and legalities of data use - Data Warehousing and Data Mining concepts - Data analysis - Market Basket Analysis (MBA), Click stream Analysis, Personalization and Collaborative Filtering.

UNIT- V

CRM Implementation - Defining success factors - Preparing a business plan requirements, justification and processes. - Choosing CRM tools - Defining functionalities - Homegrown versus out-sourced approaches - Managing customer relationships - conflict, complacency, Resetting the CRM strategy. Selling CRM .internally - CRM development Team - Scoping and prioritizing - Development and delivery - Measurement.

REFERENCES

Alok Kumar Rai, CUSTOMER RELATIONSHIP MANAGEMENT CONCEPT & CASES,
Prentice Hall of India Private Limited, New Delhi. 2011

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MBA (Marketing) - IV Semester

**PAPER-XXIV
GLOBAL MARKETING**

Course Code: 36

Paper Code: MBMM 4005

Objectives

- This course is designed to provide knowledge of marketing management in the international scenario, and
- To enable the student to appreciate the nuances of international marketing environment and develop marketing strategies for the dynamic international markets.

UNIT-I

The international marketing environment - Political and legal systems - Multilateral and Geographical Groupings - Culture and Business Customs - Economic and Financial dimensions.

UNIT –II

Understanding the global consumer market - Scope and challenges of international marketing - Assessing international market opportunities - Marketing Research.

UNIT-III

International marketing management - Planning and organization - Market entry strategies - Export, joint ventures and direct investments.

UNIT –IV

Global product management - standardization vs. differentiation - Product planning and development - Marketing industrial products and services globally - Pricing for international markets.

UNIT – V

Global logistics management - International distribution systems - Global advertising and promotional strategies - Sales management - Developing marketing strategies and programs for international markets.

REFERENCES

Keiefer Lee & Steve Carter, GLOBAL MARKETING MANAGEMENT, *Oxford University*, 2009

Micheal R.Czinkota and Ilkka A.Ronkainen, GLOBAL MARKETING, *CENGAGE Learning*, 2007

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