



Master of Business Administration

SEMESTER I

1. Management Concepts & Theories
2. Organizational Behaviour
3. Business Environment
4. Managerial Communication
5. Managerial Accounting
6. Managerial Economics
7. Statistics for Management

Management Concepts & Theories

1. Management : definitions , nature and scope of management, functions and process of management, evolution of management theory from Taylor , Fayol , Drucker to the present. Growth of professional management in India. Ethics in management.

2. Managerial Planning : planning process, types of plans, strategic vs. operational plans, models of strategy formulation , linking strategy to structure.

3. Decision Making : managerial decision-making process and models, steps in rational decision -making, creativity and group decision -making.

4. Organizations : organizational theories and design , various forms of organization structures, span of management principles of coordination, authority, power, delegation and decentralization.

5. Managerial Control: relationship between planning and control -limitations of control , types of control systems and techniques – management by exception, budgetary control , functional and dysfunctional aspects of budgetary control , internal control systems , internal audit and management audit.

Suggested Readings :

1. Principles of Management- G. Murugesan, Laxmi Publications.
2. Essential of Management - Koontz and O ' Donnell, TMH.
3. Introduction to Management - Fred Luthans - Mc Graw
4. The Practice of Managemnt- Peter . F. Drucker
5. Management- S toner, Freeman and Gi lbert
6. Management- Griffin
7. Management- Holt
8. Management- Tasks and Responsibilities - Peter . F. Drucker
9. Professional management- Theo Haimann
10. Organization Theory and Design – Richard L. Draft
11. Management - Richard L. Draft
12. People and Pe rformance by Peter F . Drucker

Organizational Behavior

1. Fundamentals of Organizational Behavior: evolution of organizational behavior, individuals and Organizations, forces affecting organizational behavior, Changing work force and employment relations, impact of globalization and information technology on organizational behavior.

2. Individual Dimensions in Organizational Behavior: individual differences – perceptions, interests, aptitude, attitude, learning, personality, creativity.

3. Group Dynamics : group behavior, team development, group cohesiveness – group decision making process, Effective teams, organizational conflicts & conflict resolution, interpersonal skills, Johari Window and transactional analysis.

4. Motivation: theories and models of motivation, Leadership, theories of leadership & leadership styles.

5. Management of Change : resistance to change, change models, change agents. Organizational effectiveness. Organizational climate and culture, learning organizations.

Suggested Readings:

1. Organizational Behavior – PK Ghosh, Laxmi Publications
2. Organizational Behavior – Robbins .
3. Organizational Behavior - Fred Luthans
4. Human Behavior at Work - Keith Davis
5. Organizational Theory and Design – Daf t
6. The Fifth Discipline - Peter Senge
7. The Seven Habits of highly Effective People - Stephen Covey
8. Understanding Organizational Behaviour – Uday Parekh
9. The Five Minds - Howard Gardner
10. All the books by Edward De Bono
11. Work in the 21 st Century – Landy and Jeffrey

Business Environment

1. Business as a social system : internal and external environment, stakeholder map of business, role of government in economic activity and its impact on business in India. Business Ethics and Corporate Social responsibility. Issues in corporate governance.

2. Economic Structure of India : economic planning in India, transition from mixed economy to a market economy, outlines of Public and Private sectors. Characteristics of industrial, service and agricultural sectors. Regional and sectoral imbalances, Dualism, Trends in GDP.

3. Monetary and Fiscal System of India: overview of India's monetary policy, fiscal policy, role of RBI, the banking sector, Indian financial system, money market and capital markets, stock exchanges and stock market reforms in India. Industrial finance in India – role of development financial Institutions and commercial banks, N B F C ' s . Financing of exports and imports , EXIM and ECGC . Issues in taxation and government expenditure – FRBM Act, the problem of fiscal deficit.

4. Indian Society , Culture and Politics: social problems of India, Impact of modernization on Indian society, demography, gender , environmental issues.

5. International Business Environment: India as a player in the International market place – its position and prospects, the role of multi -national companies in India . FDI & FI I ' s in India .

Suggested Readings:

1. Business Environment- Dr. Francis Cherunilam, HPH.
2. Business Environment – C.A.Francis
3. Business, Government & Society – Arthur Gold Smith.
4. Ethical choices - shekar
5. India Development Reports
6. India in Transition – Jagdish Bhagwathi
7. India's Economic policy – Bimal Jalan
8. Is there a Indian way of thinking – A.K. Ramanujam
9. A Million Mutinies- V.S. Naipual
10. International Business Environment by Daniels & Radbaugh
11. India in the Era of Economic Reforms – Sachs, Jaffrey, Varshney ,
12. Ashutosh and Rajpai , Nirupam , New Delhi , Oxford , 1999 .
13. Fiscal Policy , Public Policy and Governance – Shome , Parthasarathi
14. Eight Lectures on India's Economic Reforms – Srinivasan.T.N
15. Fiscal Policy Developments in India 1950 - 2000 – Sury
16. India's Economic Performance and Reforms : A Perspective for the New Millenium – Swamy , Subramanian
17. Imagining in India – Nandan Nilekani

Managerial Communication

- 1. Introduction:** nature of managerial communication, the communication process. Effective communication and barriers to communication, communication skills; writing, reading, logic ,analysis and listening .
- 2. Communication for Problem Solving:** problem solving– communication model for case analysis and reporting in detail. Group discussion, in -class or work shop exercises and assignments.
- 3. Writing Skills :** exercises in drafting letters, memos, e-mail, proposals, resume writing, reports and executive summaries. The structure and process of creating business messages .
- 4. Oral Communication :** exercises in speaking , discussing , listening and negotiating , body language and kinesics , business etiquettes .
- 5. Business Presentations :** hands– on with excel and office power point .

Suggested Readings:

1. Business and Managerial Communication- Sengupta, Sailesh, PHI.
2. Better Business Communication – Denish Murphy
3. Written Executive Communication - Shurter
4. Model Business Letters - Gartis ide.
5. Business Communicat ion – Lesikar – Pettit - Flatery .
6. MLA' s Handbook.
7. Business Research Methods- Cooper and Schneider
8. Business Research Methods - Zikmund

Managerial Accounting

1. Introduction to Accounting : meaning, accounting concepts and conventions –Financial Accounting V/ s Management Accounting– Recording, classifying and summarizing business transactions leading to preparation of final accounts of sole proprietary , merchandizing manufacturig and service businesses using Excel .

2. Company Final Accounts in India : requirements of Companies Act of 1956 with respect to preparation of Final Accounts of Companies - Annual Reports an ditscontents.

3. Financial statement Analysis : techniques of financial statement analysis: Horizontal analysis ,Vertical analysi s, Trend Analysis, Ratio Analysis (Profitability, Liquidity, Solvency and Capital market ratios), preparation of fund flow & cash flow statement using Excel .

4. Excel applications : preparation and Analysis of Income Statement, Balance Sheet, Cash Flow Statement, Ratios and Projections using excel.

5. Cost accounting : elements of Costs, Classification of costs,Preparation of Cost Sheet, Cost accounting systems: Job costing ,process costing , contract costing and service costing , Marginal costing and use of break - even analysis in decision - making – Relevant costs for marketing and production decisions- Cost Drivers and Activity Based Costing.

Suggested Readings:

1. Business Accounting and Financial Management- Subhash Chandra, PHI.
2. Financial Accounting : A Managerial perspective – R .Narayan swamy.
3. Introduction of Management Accounting- Horngren , Sundem, Stratton.
4. Cost and Managerial Account ing - Duncan Willamson
5. Cost accounting for Business Managers-Asish K Bhattacharayya.
6. Management and Cost Accounting- Colin Drury
7. Management Accounting – Hensen Mowen
8. Financial Analysis and Modelling – Chandan Sen Guptha

Managerial Economics

1. Managerial Economics : introduction, basic concepts, application in business decision – making. Demand and Supply Analysis, determinants, equilibrium, elasticity, demand forecasting and estimating methods.

2. Theory of consumer behavior : consumer preferences, indifference curves, budget constraint, utility maximization and the derivation of the consumer demand curve .

3. Production and Cost Analysis : production functions – cost functions and profit functions, total , average and marginal costs, returns to factors and scale, short run v/s long run decisions, derivation of the supply curve.

4. Market Analysis : market forms, perfect, competition, monopoly, monopolistic, oligopoly. Output and price determination. Cartels and collusion, mergers and acquisitions and government regulations in the form of price directives, taxes, subsidies, anti-trust action and competition policies.

5. National Income Accounting : concepts of GDP , NI , percapita income , PPP National income accounting in India . Business cycles and business forecasting. Measuring business cycles using trend analysis, macro economic indicators in business cycle measurement , Coping strategies for business .

Suggested Readings:

1. Essentials of Business Economics- D N Dwivedi, Vikas Publications.
2. Managerial Economics - Dominick Salvatore .
3. Managerial Economics - Gupta and Mote
4. Economics - Samuelson & Nordhaus
5. Managerial Economics by Peterson and Lewis
6. Micro Economics – Dominick Salvatore
7. Macro Economics – Palmer and others
8. Macro Economics - Koutinyas

Statistics for Management

1. Quantitative data interpretation in managerial decision making: collection– classification–tabulation– frequency distribution– charts using excel, measures of central tendencies and dispersion– using visual explorations in MS excel .

2. Correlation and regression : multiple correlation – basic probability concepts – conditional probability – Bayes theorem – use MS excel PH STAT 2 .

3. Probability distributions : binominal Poisson and normal distributions using excel – estimation – point and interval – using Excel .

4. Statistical Decision Theory : hypothesis testing for means and proportions and for difference of means and proportions – analysis of variance.

5. Sampling : sampling techniques, random sampling, random numbers table, Monte Carlo simulation , Chi – square tests , time series forecasting, hands-on with MS excel .

Suggested Readings:

1. Golden Statistics- N.P. Bali, Laxmi Publications.
2. Statistics for Managers – using Microsoft excel – Levine, Stephan & others
3. Statistics for Management – Richard Levin and Rubin [excel version]
4. Statistics – Murray Spiegel , Schaum Series
5. Probability and Statistics – Murray Speige l, Schaum Series
6. Quantitative Business Analysis – Text & Cases – Samul Bodiley & others
7. Business Statistics – Kazmier , Schaum Series
8. Basic Business Statistics – Bereuram and Levine
9. Quantitative Methods – Anderson , Sweeny & William



Master of Business Administration

SEMESTER II

1. Marketing Management
2. Human Resource Management
3. Corporate Finance
4. Quantitative Methods
5. Legal aspects of Business
6. Operations Management
7. Management Information Systems

Marketing Management

1. Introduction to Marketing Management : nature of marketing management, Types of products/ services. Marketing concepts: Product, Production, Selling, Marketing and Societal, Concepts Marketing environment, elements of Marketing Mix. Classification of goods & services.

2. Consumer Behavior : consumer & buyer behavior process, models of consumer behavior. Market research and market intelligence. Marketing information system .

3. Market Segmentation and Targeting : concept of segmentation and targeting, basis for segmentation. Segmentation for consumer and industrial products, Product positioning .

4. Product & Price: product Mix and Product Line, levels of product, new product development, product life cycle strategies. Branding, types of brands, brand building, measuring brand equity. Packaging and labeling. Pricing : General pricing approaches, new product pricing strategies, Public policy and pricing.

5. Promotion and Place Mix: elements of promotion mix, Marketing communication process, Publicity, Advertising and public relations. Personal selling and sales promotion. Direct marketing and online marketing. Distribution channels and logistics management, Channel design and administration, Public policy and distribution decisions .

Suggested Readings:

1. Fundamentals of Marketing- Vikas Saraf, Pawan Thakur, Laxmi Publication
2. Marketing Management – Philip Kotler , Prentice Hall India , (New edition)
3. Basic Marketing – Perault
4. Fundamentals of Marketing – William Stanton
5. Principles of Marketing – Philip Kotler and Garry Armstrong
6. Marketing Management – Rajan Saxena
7. Marketing Management – Zickmund
8. Marketing – Ramesh Kumar

Human Resource Management

1. Perspectives in HRM : role of HR managers, sub - systems of HRM, HR functions and policies Organization for HRM, Development of HRM in India, Recent trends in HRM, Impact of globalization on HRM.

2. HR Planning, Recruitment and Selection: scope of HR planning, Job analysis, job design Job description and job evaluation, methods of recruitment. Testing for selection of employees, use of psychological test, selection process, interviews errors in selection .

3. Training and Development: induction and Orientation, methods of training, training manual, training under ISO and QS Certification. Supervisory, Executive and Management development programmes. Career development .

4. Performance Management: KRA and KPAs, Traditional vs Modern method of performance management . Potential appraisal, Feed back systems. Job evaluation.

5. Compensation Planning : wages and salary , Administration perks, Fringe benefits, Bonus, Incentives. Compensation surveys. Productivity, Performance linked, Pay structure. Compensation review and structuring .

Suggested Readings:

1. A Textbook of Human Resource Management- R S Dwivedi, Vikas Publications.
2. HR and Personnel Management – Keith Davis
3. Personnel Management – Flippo
4. Human Resource Management – T .V.Rao
5. Human Resource Management – Pattanaik
6. Human Resource Management – Micheal Arms trong
7. Human Resource Management – Gary Desseler

Corporate Finance

1. Goal of the Firm : profit maximization vs wealth maximization, Value creation, Agency problems, Social responsibility, Role of financial management, Time value of money, Valuation of securities– stocks and bonds. Concept of risk and returns of securities, using probability distribution to measure risk, risk and return in portfolio context (using excel) .

2. Capital Budgeting : estimating cash flows – initial , intermediate and terminal Cash flows on incremental basis, Capital budgeting decision rules, Payback, ARR, DCF techniques – NPV, IRR, P I, using excel .

3. Cost of Capital : cost of debt, preferred stock, equity, computing WACC, The CAPM approach, Adjusting WACC for risk. Long–term financing, Public issue of debt , Preferred stock and Common stock ,Term loans.

4. Capital Structure Theories : traditional view vs MM hypothesis, MM position I & II , Capital structure designing in practice – EBIT – EPS analysis the pecking order theory. Dividend decisions, Relevance vs irrelevance of dividends.

5 . Working Capital Management and Finance : cash management, Receivables management and Inventory management. Working capital finance in India.

Suggested Readings:

1. Business Accounting and Financial Management- Subhash Chandra, PHI
2. Fundamentals of Financial Management – Van Horne and Wachowitz
3. Financial Policy and Management – Van Horne , 12th edition .
4. Financial Management – Prasanna Chandra
5. Corporate Finance – Brigham and Erhardt
6. Corporate Finance – Ross, Wetfield & Jaffer

Quantitative Methods

1. Scientific methods: induction, deduction, theory, concepts, constructs, definitions, variables, models, laws, hypothesis, syllogism, levels of abstraction. Fallacies of reasoning. The nature of research in Management, Exercises in writing a research proposal .

2. Principles of research design: types of basic research methods and secondary research methods, sampling design, measurement and measurement scales. Data collection methods, observational studies, experimentation. Qualitative methods of research.

3 . Analysis and presentation of Data: use of statistical techniques, style manuals. Exercises in writing management reports.

4 . Linear programming: types of linear programming, simplex method, primal and dual, sensitivity analysis, resource allocation, production planning, product mix and capital budgeting decisions using softwares.

5. Transportation and assignment problem: sequencing problems, Decision making under risk and uncertainty, decision trees. MS excel solver for all the above models.

Suggested Readings:

1. Research Methodology & Operations Research- H. R. Ramnath, HPH.
2. Business Research Methods – Zikmund
3. Marketing Research – Malhotra N . K.
4. Business Research Methods – Donald R . Coopers and Schindler
5. Foundations of Behavioural Research – F.N . Kerlinger
6. MLA Handbook for Researchers – ML A Association
7. APA Manual
8. Social Research Methods – Bryan
9. Case Study Method of research – Robert K Yin
10. Designing Qualitative research – Marshall and Rossman
11. Research Design & Methods – Kennet G . Bordeaux & Others
12. Marketing Research with SPSS – Corl Mc . Daniel & Gates
13. Marketing Research – Churchil & Lacobucci

Legal Aspects of Business

1 . Outlines: Industries Development and Regulation Act Competition Act (IDRA). Foreign exchange management act. (FEMA) ,

2. Outlines: Company Law, provisions of Indian Companies Act 1956 relating to incorporation, management and administration. Filing of returns, Remedies against mismanagement and oppression. Powers of investigation by the Government, Issues relating to good corporate governance.

3. Outlines: intellectual property rights, Patents and Trade marks Act, copyrights act, geographical appellation.

4. Outlines: security Market Laws, Security and Exchange Board of India Act (SEBI), Securities contract act, Laws pertaining to stock exchanges, SARFESI Act.

5. Outlines : consumer protection act and Information technology act .

Suggested Readings:

1. Business Law for Managers- P. K. Goel, Wiley.
2. A Manual of Business Laws – S.N. Maheshwari and S. K.Maheshwari
3. Business Law for Management – K.R.Bulchandani
4. Business Environment : Texts and Cases – Francis Cherunilam
5. Business and Corporate Laws – S.S.Gulshan and G.K .Kapoor
6. Bare Acts of respective legislations

Operations Management

1. Operations Management : product strategies – Product life cycle –Productive system types – Impact of technology and organization of the operations function – Requirements of forecasting for operations .

2. Plant Location and Types of Plant Layout : product planning and control– Inventory planning and control – Materials requirements planning – Planning production in aggregate terms.

3. Job Designing : work study and time study – Statistical quality control methods – Japanese manufacturing systems – Flexible manufacturing system – Operations systems of the future .

4. Total Quality Management: trends in quality management benchmarking and business process reengineering , Kaizen – Six Sigma Motorola systems – Quality criteria based on Deming prize –Malcolm Baldrige Award . Quality Management Systems , ISO Standards .

5. Supply Chain Management : concept of SCM. Operating model for supply chain . Managing the external and internal supply chain . Global SCM and sourcing .

Suggested Readings:

1. Operations Management and Productivity Techniques- Mukherjee, P. N. , Kachwala, T. T., PHI.
2. Modern Production Management– Buffa Elwood. S and Rakesh K. Saren, John Wiley and Sons, 2003.
3. Production and Operation Analysis – Steven Nahmas
4. Cases in Production / Operations Management – K.N . Krishnaswamy
5. The Benchmarking Management Guide – American Productivity and Quality Center, Productivity Press , USA , 1993 .
6. Total Quality Management – Dale H. esterfield and others – Pearson Education, New Delhi, 2003.
7. Total Quality Management – Pornima Choudhary – Pearson Education – New Delhi, 2002.
8. Total Quality Management – Sridhar Bhatt .
9. Supply chain Management theory and practices – Mohanty and Deshmukh, Biztantra 2005.

Management Information Systems

1.Information Systems : data vs Information, Strategic role of information in management , Organization as an information system. TPS, MIS ,DSS, ESS, OAS, Networking concepts, telecommunications networks.

2. Systems Development: the concept of systems development life cycle (SDLC), Types of SDLC, Use of flow charts.

3.Application Technologies: ERP concepts, Evolution of ERP , ERP packages, SAP , Baan , MFG -PRO, Oracle, ERP Evaluation, ERP and BPR , ERP Implementation , Extended ERP , Case studies.

4. Web Publishing : web publishing , Types of web sites , Web surfing , E -Commerce , B2B , B2C ,C 2 C , E – commerce security issues , Ethical issues

5. Practicals on ERP : . Functional modules in business.

Suggested Readings:

1. Management Information Systems- Dr. P. Mohan, HPH.
2. MIS – Kennett G . Lauden and Jane P . Lauden
3. MIS – James A. O' Brien
4. MIS- C.S . V.Murthy
5. Computer Today – S.K. Basudev
6. ERP Concepts – V.K. Garg
7. Project Management for business, engineering & technology: principles & practice– Nicholas, John .M & Steynl , Hermann
8. Project Management– Harvey Maylor– 1999 , New Delhi, Macmillan pub
9. www.pmi.org



Master of Business Administration in Marketing

Semester III

1. Elective - I - Advertising Management
2. Elective - II - Consumer Behaviour
3. Entrepreneurship
4. Project Management
5. Project Work Diary
6. Summer Internship Report
7. Elective - III - Sales Promotion Management

Advertising Management

Unit 1-

Advertising : types of advertisement , advertise ability and advertising aids , Advertising planning and decision making .

Unit 2-

Advertising Campaign Planning : setting advertising goals and objectives, The DAGMAR Approach . Messages strategies and tactics ,Creative approaches, Copy writing and testing , Advertising copy design and communication strategy , Copy - visualization layout , Advertising appeals and themes , Classification of advertisement copies , Essentials of a good copy . Exercises in drafting advertisement copy .

Unit 3-

Advertising Media : types of media , media planning and scheduling ,Advertisement budgets,approaches to advertising ,budgeting.Measuring advertising effectiveness . Advertising strategies for rural markets.

Unit 4-

Advertising Agencies : profile of major advertising agencies in India and abroad , Rural advertising , social advertising , ethics in advertising ,advertising standards council of India (ASCI) .

Suggested Readings:

1. Advertisement and Promotion – Belch and Belch
2. Advertising – Aaker and Bathra
3. Advertising Management – Chuna walla
4. Advertising Management – Write and Ziegler
5. Contemporary Advertising – Williams Arens
6. Advertising Management – Rajeev Batra , John G .Myer , David Aker
7. Advertising Planning & Implementation – Sangeeta Sharma & Raghuvir Singh
8. Advertising Principles and Practice – Wells , Moriatry, Burnett
9. Advertising Management – Jaishri Jeth wanry , Shruthi Jain
10. Marketing Communication – Dahlen

Consumer Behaviour

Unit 1-

Consumer Behaviour: introduction, factors influencing consumer behaviour, Personality, Psychographics, Family, Society, Values of perception, Attitude and lifestyles, Different models of consumer behaviour– Economic, Learning, Psychoanalytical, Sociological, Howard Shett, Nicosia, Webster and Wind, Engel, Blackwell and Minard models.

Unit 2-

Buying Decision Making Process: buying roles, Stages of the decision process– High and low effort decisions, Post purchase decisions. Models of consumer behaviour.

Unit 3-

Marketing Research Designs: types of research designs, Techniques and tools of data collection– Scales and measurement, Various types of data, Sampling techniques, Sample size determination. Analysis and interpretation of data. Reporting the research findings.

Unit 4-

Application of Quantitative Tools in Marketing: decision making using Regression analysis, ANOVA, Discriminant analysis, Fact or analysis, Cluster analysis, Multi-dimensional scaling and Conjoint analysis, Use of SPSS for data analysis.

Unit 5-

Market Research: marketing and market research, Qualitative research, Market and Sales analysis. Motivation research, Communication research, Product, Pricing and Distribution research.

References :

1. Marketing Research – R.Nargundkar
2. Consumer Behaviour – Schiffman and Kanuk
3. Marketing Research – Tull, Green and Hawkins
4. Business Research Methods – Zikmund
5. Marketing Research – N.K. Malhotra
6. Marketing Research– Parashuraman , Grewal
7. Consumer Behaviour – Hoyer Mac Innis

Entrepreneurship

- 1. Foundations of Entrepreneurship :** nature of Entrepreneurship, social & cultural factors in nurturing entrepreneurship. Institutional support for promoting entrepreneurship in India, role of Universities & Colleges, CSIR labs . Case study of incubation.
- 2. Business Planning:** from idea generation to preparation of detailed business plans. Exercises in preparation of business plans .
- 3. Venture Capital:** valuing and financing a venture, stages of venture development and financing , venture capital firms (VC ' s) venture expansion strategies.
- 4. Rural & social entrepreneurship:** potential for entrepreneurship in rural India, SHGs, micro credit etc. , Case studies of rural & social entrepreneurship in India .
- 5. Entrepreneurs in India:** family entrepreneurs, women entrepreneurs.

References :

1. Entrepreneurship – Prof. T.V. Rao
2. Entrepreneurship – Hisrich & Peter
3. Entrepreneurship- Mathew J Manimala

Project Management

1. **Project Management:** concepts & key terms, evolution of integrated project management system, aligning projects with organization strategy , effective project portfolio management system, project life cycle, feasibilities of projects-different forms of project contracting.
2. **Project Scope Management:** defining Project scope , creating work break down structure (WBS) , project roll up , process break down structure , responsibility matrix .
3. **Project Scheduling:** network models, PERT & CPM using softwares , measuring risk.
4. **Project Risk Management :** contingency resources, reducing project duration .
5. **Project Team Management :** building high -performance project teams, managing virtual project teams, project control process. Performance measurement and evaluation , project quality, planning, quality assurance, quality audit, project closure, post completion audit .

References:

1. Project Management by Clifford Gray and Larson.
2. The practice and theory of project management creating value through change – Newton, Richard – 2009, Hampshire, Palgrave Pub.
3. Effective project Management– Clements, James P & Gido Jack – 2006, New Delhi, Cengage Learning.
4. Project Management: Amanagerial approach – Meredith, Jack . R & Mantel Samuel.J – 2006 , New Delhi, John Wiley & Sons.

Sales Promotion Management

Unit 1-

Sales Promotion- The tools of sales promotion, Objective and importance of sales promotion, promotional activities, Methods of sales promotion.

Unit 2-

Promotional Mix and Personnel Selling- Introduction, determinants of Promotional Mix, Scope of Promotional mix, Objectives of promotion, Kinds of Promotion, Promotional activities and its objectives, Promotion Planning process, What is personal selling, Process of Personal selling, Functions and characteristics of personal selling, Factors affecting promotional mix, Limitations of personal selling, What is advertising, Functions and objectives of advertising, Kinds of advertising, Concept of salesmanship, Theories of selling, personal selling, role in formulating marketing strategies-Product, Price & Distribution, competitive settings.

Unit 3-

Consumer behavior and sales promotion- Types of Determinants, Need satisfaction and buyer behavior, Types of Buying behavior, consumer behavior, Problems in studying Buying behaviour, Stages of consumer buying process, factors affecting the consumer buying behavior.

Unit 4-

Deal prone consumer Research- Consumer research-uses, methods of consumer research.

Unit 5-

Performance Evaluation and Appraisal- Steps in performance Evaluation, Types of standard, Various Quantitative Performance standards, Sales report and its purpose, Approaches to performance appraisal, the process and utility of the system.

Unit 6-

Effective Sales Personnel- Shaping attitudes and work habits, The right mental attitude, developing selling skills, standardization & Discipline in training, Duration of training, training sequence, the salesman morale, counseling and supervising techniques, stimulating improved performance.

Unit 7-

Evaluation of sales promotion experiment- Appraising overall performance, sales analysis, cost analysis, the salesman's career cycle. Using and transmitting evaluation information.

Unit 8-

Product decision in sales promotion- Introduction, Layers of product, kinds of product, product line, product mix, factors affecting product mix, Brand classification, Advantages and limitations of Branding, Brand strategies, Packaging- growth and importance, policies of packaging, packaging decision, labeling and its purpose, product life cycle and its importance, stages, strategies, Product development process, consumer adoption process.

Unit 9-

Retailer and Wholesaler promotion Process- Importance of retailing, classification of retailers, essential requirements of retailers, wholesalers-characteristics and classification, services of wholesalers.

Unit 10-

Strategic issues & findings in promotional strategies- Objective of promotion, the sales personnel, situational remedy-price deals, consumer samplings, premium offers, push money etc.

Suggested Readings:

1. Sales Promotion Management by Bir singh, Anmol Publications



Master of Business Administration in Marketing

Semester IV

1. Elective - IV - Brand Management
2. Elective - V - Internet Marketing
3. Project Report
4. Project Viva-voce
5. Elective - VI - Service Marketing
6. Strategic Management
7. Elective - VII - Business Marketing

Brand Management

Unit 1-

Introduction to Product Management: basic concepts of product; classification of product; product mix and line decisions; growth strategies for FMCG; organizing for product management. Product market strategies for leaders, challengers and followers.

Unit 2-

New Product Planning and Development: organizing for new product, new product development process, Launch strategy, Reasons for new product failures, consumer adoption process, product life cycle concepts.

Unit 3-

Marketing Planning: planning process, components of marketing plan– competition analysis, product category attractiveness analysis, customer analysis and competitor analysis. Segmenting – Targeting – Positioning (STP)– basis for segmentation, differentiation and positioning, Techniques of good positioning, Pricing and channel management strategy .

Unit 4-

Brands and Brand Management: customer based brand equity- brand positioning and values- choosing brand elements to build brand equity.

Unit 5-

Designing Marketing programs to build brand equity: measuring sources of brand equity – design and implementing branding strategies – managing brand over time .

References :

1. Product Management – Donald R. Lehman, Russel S. Winner and
2. Strategic Brand Management- Kevin L. Keller
3. The Brand Management Checklist – Brab Vanauken and Managing Indian Brands – Ramesh Kumar
4. Application Exercises in Marketing – Ramesh Kumar

Business Marketing

Unit 1-

The Nature of Business Marketing: business and consumer products, Basis for classification, Difference between business and consumer marketing, Business marketing global context, Classification of business consumers, Classification of business products.

Unit 2-

Organizational Buying Behaviour (OBB): key characteristics of organizational customer and buying process- Purchasing organization and buying stages, Concept of buying center, Buying motivations, Purchasers evaluation of potential suppliers, Environmental influence on organizational buying process. Marketing information system for organizational market.

Unit 3-

Business Marketing Planning: planning process, Demand and analysis, Segmenting, Targeting and Positioning, Industrial product strategy and Product policy, New product development, Managing business services, PLC of industrial products.

Unit 4-

Managing Business Marketing Channels: direct and indirect distribution, E- channels, Distributors, Manufacturer representative, Channel design and administration. Concept of logistics and supply chain management in business marketing. Pricing strategy for business markets– Competitive bidding and leasing, Advertising and Sales promotion, Personal selling business in business marketing.

Unit 5-

Managing Business Markets: managing personal selling function, Key account management, Sales administration, Selling through Internet, E-commerce, Prospecting on Internet, Accepting orders and payment on net.

References:

1. Business Marketing Management– Michael Hutt and Thomas Speh, 8th Edition, Thomson Learning
2. Industrial Marketing – Reeder and Reeder (PHI)
3. Industrial Marketing – Richard Hill (AITBS)
4. Supply Chain Management – Sunil Chopra and Peter Meindl (1st Indian reprint, Pearson Education)
5. Business Marketing – Haynes
6. Business Marketing – Rangan

Internet Marketing

Unit 1-

E-Marketing Context in Past, Present and Future- E-Marketing Landscape, E-Marketing's Past- Web, E-Marketing Today- Web, E-Marketing Future- Web.

Unit 2-

Strategic E-Marketing and Performance Metrics- Strategic Planning, Strategy to Electronic Strategy, Business Models to E-Models, E-Business Models, Performance Metrics Inform Strategy, Balanced Scorecard.

Unit 3-

E-Marketing Plan- E-Marketing Planning Process, E-Marketing Plan, Seven Step E-Marketing Plan.

Unit 4-

Building Inclusive E-Markets- Global E-Marketing Issues, Country and Market Opportunity Analysis, Technological Readiness Influences Marketing, Wireless Internet Access, Digital Divide, Building Inclusive E-Markets.

Unit 5-

E-Marketing Research- Data Drive Strategy, Marketing Knowledge Management, Electronic Marketing Information System, Monitoring the Social Media, Other Technology-Enabled Approaches, Real-Space Approaches, Marketing Databases and Data Warehouses, Data Analysis and Distribution, Knowledge Management Metrics.

Unit 6-

Consumer Behavior Online- Consumers in the Twenty-First Century, Inside the Internet Exchange Process.

Unit 7-

Segmentation, Targeting, Differentiation, and Positioning Strategies- Segmentation and Targeting, Three Markets, Market Segmentation Bases and Variables, Targeting Online Customers, Differentiation Online, Online Positioning Bases.

Unit 8-

Product: The Online Offer- Products Capitalize on Internet Properties, Creating Customer Value Online, Product Benefits, E-Marketing Enhanced Product Development.

Unit 9-

Price: The Online Value- Internet Changes Price Strategies, Buyer and Seller Perspectives, Payment Options, Pricing Strategies.

Unit 10-

Internet for Distribution- Distribution Channel, Online Channel Intermediaries, Distribution Channel Length and Functions, Channel Management and Power, Distribution Channel Metrics.

Unit 11-

E-Marketing Communication Tools- E-Marketing Communication, Internet Advertising,

Services Marketing

Unit 1-

Introduction to Services Marketing : definition of services , Reasons for emergence of services marketing, Characteristic features of services marketing, Service marketing mix , Recent trends in services marketing .Sectoral view of service industry .

Unit 2-

Consumer Behaviour in Services : gap analysis for understanding consumer behaviour. Customer expectations – Customer perception ,Factors influencing customer expectations . Serviced development and design , Stages in new service development , Service blue printing.Customer defined service standards. Physical evidence service scape.

Unit 3-

Delivering and Performing Services : employees role in service delivery – Boundary - spanning roles , Strategies for closing gaps . Customer roles in service delivery , Delivering services through intermedia ries and electronic channels.

Unit 4-

Managing Demand and Capacity: managing service promises, Integrated service marketing communications, Pricing of services, The integrated gap models for service quality .

Unit 5-

Marketing of Services: health care, Hospitality services, Transport services, Telecommunication services, Consultation services , Financial services.

Suggested Readings:

1. Services Marketing – Integrated Customer Focus Across The Firm–Valarie A Zeitham l and M.J.Bitner
2. Services Marketing – People , Technology and Strategy – Lovelock
3. Services Marketing – Ravishankar
4. Marketing of Services – Jha
5. Marketing of Services – G.S . Bhatia
6. Marketing of Services – Sahu and Sinha

Strategic Management

Unit 1-

Overview of strategic management: origin of strategy, strategy vs structure, elements of business strategies, Strategic Management process.

Unit 2-

Environmental Analysis: Strategically relevant components of internal and external environment, Industry and competitive analysis, analysis of resources and competitive capabilities, environmental scanning techniques.

Unit 3-

Establishing organizational direction– developing strategic vision, mission and setting objectives. Strategic intent and the concept of strategic pyramid, corporate ethics and social responsibility.

Unit 4-

Generic competitive strategies– stability, expansion, retrenchment, conglomerate and their variants. Strategic and competitive advantage, new business models for global and internet economy, Strategy clusters and models relating to portfolio analysis .

Unit 5-

Strategy implementation– building core competencies and competitive capabilities, developing policies and procedures for implementation. Designing and installing supporting and rewarding systems. Evaluating and monitoring implementation.

Suggested Readings-

1. Strategy and Structure – Alfred C .Chandler
2. Strategic Management – Alex Miller and Irwin
3. Competitive Advantages: Creating and Sustaining, Superior Performance– Michael E .Porter
4. Competing for the future – Prahalad and Hammel
5. The Future of Competition– Prahalad and Venkataraman
6. Crafting and executing Strategy – Aurthor A . Thompson and others
7. The Art of Strategy– Avinash K. Dixit and Barry J. Nalebuff