

M.B.A. (Marketing Management) Syllabus of IPS Academy, Institute of Business Management and Research, Indore (M.P.)
(NAAC A++ Accredited, UGC Autonomous Institute)

IPS ACADEMY

Institute of Business Management and Research, Indore

(NAAC A++ Accredited, UGC Autonomous Institute)

Affiliated to Devi Ahilya Vishwavidyalaya, Indore



M.B.A (Marketing Management) 2 Years Degree Program

Semester: I to IV

to be implemented from the academic session 2022-23

(As per D.A.V.V Ordinance 14)

w.e.f. academic session 2022-23

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MBA (Marketing Management)

w.e.f. academic session 2022-2023

Program Objectives

The MBA [Marketing Management] program is oriented to enhance students learning and develop their skills and attitude towards Business, Market and Society as a whole. To support this aim following objectives are formulated:

1. Understand Marketing Management holistically.
2. Application of marketing strategies to business in order to increase the market share.
3. Foster Analytical and critical thinking abilities for data-based decision making.
4. Ability to develop ethics-based Leadership qualities.
5. Ability to understand, analyze and understand global, economic, legal, local and ethical aspects of marketing.
6. Ability to lead themselves and others in the achievement of sales targets, contributing effectively to team environment.
7. Nurture entrepreneurial skills and capabilities.
8. Develop awareness related to social as well as environmental issues.

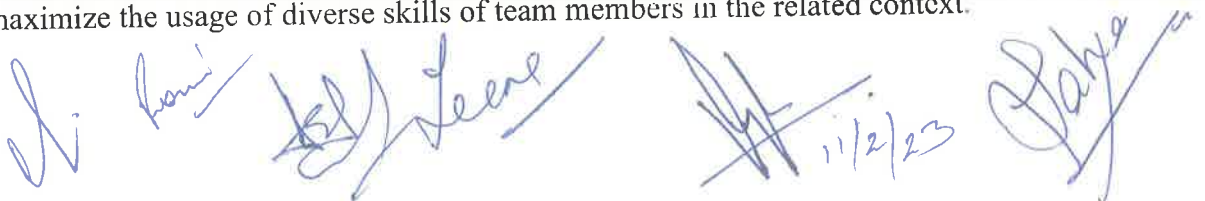
Program/Learning Outcomes

The learning outcomes specify the knowledge, skills, values and attitudes that students are expected to attain in MBA program as below:

- **Business Environment and Domain Knowledge (BEDK):** Economic, legal and social environment of Indian business. Graduates are able to improve their awareness and knowledge about functioning of local and global business environment and society. This helps in recognizing the functioning of businesses, identifying potential business opportunities, evolution of business enterprises and exploring the entrepreneurial opportunities.
- **Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI):** Competencies in quantitative and qualitative techniques. Graduates are expected to develop skills on analyzing the business data, application of relevant analysis, and problem solving in other functional areas such as marketing, business strategy and human resources.

w.e.f. academic session 2022-23

- **Global Exposure and Cross-Cultural Understanding (GECCU):** Demonstrate a global outlook with the ability to identify aspects of the global business and Cross-Cultural Understanding.
- **Social Responsiveness and Ethics (SRE):** Developing responsiveness to contextual social issues problems and exploring solutions, understanding business ethics and resolving ethical dilemmas. Graduates are expected to identify the contemporary social problems, exploring the opportunities for social entrepreneurship, designing business solutions and demonstrate ethical standards in organizational decision making. Demonstrate awareness of ethical issues and can distinguish ethical and unethical behaviors.
- **Effective Communication (EC):** Usage of various forms of business communication, supported by effective use of appropriate technology, logical reasoning, articulation of ideas. Graduates are expected to develop effective oral and written communication especially in business applications, with the use of appropriate technology (business presentations, digital communication, social network platforms and so on).
- **Leadership and Teamwork (LT):** Understanding leadership roles at various levels of the organization and leading teams. Graduates are expected to collaborate and lead teams across organizational boundaries and demonstrate leadership qualities, maximize the usage of diverse skills of team members in the related context.

The image shows four handwritten signatures in blue ink. From left to right: the first signature is 'D. K. Singh', the second is 'Dr. J. K. Singh', the third is '11/2/23' with a signature above it, and the fourth is 'D. K. Singh'.

MBA (Marketing Management) 2 Years Degree Program
Proposed Syllabus

to be implemented from the Academic Session 2022-23

Nomenclature and Course Outline

First Year

MBA (Marketing Management) First Semester

S. No.	Subject Code	Course Type	Subject Name	Course Credit	Cumulative Course Credit
1	MM-101	Core	Principles & Practices of Management	3	3
2	MM-102	Core	Business Environment	3	6
3	MM-103	Core	Financial Accounting	3	9
4	MM-104	Core	Organizational Behavior	3	12
5	MM-105	Core	Principles of Marketing Management	3	15
6	MM-106	Skill Enhancement	Public Relations & Corporate Communication	3	18
7	MM-107 A	*General Elective	Computer Applications	3	21
	MM-107 B		Business Ethics & Indian Ethos in Management		
8	MM-108	Virtual Credit	Comprehensive Viva Voce	4	
Total credits up to first semester					21

*Choose any one from General Elective.

MBA (Marketing Management) Second Semester

S. No.	Subject Code	Course Type	Subject Name	Course Credit	Cumulative Course Credit
1	MM-201	Core	Quantitative Techniques	3	24
2	MM-202	Core	Purchase & Material Management	3	27
3	MM-203	Core	Marketing Strategies	3	30
4	MM-204	Core	Marketing Research	3	33
5	MM-205	Core	Business Law	3	36
6	MM-206	Core	Customer Relationship Management	3	39
7	MM-207	Skill Enhancement	Digital Marketing	3	42
8	MM-208A	*General Elective	Human Resource Management	3	45
	MM-208B		Entrepreneurship & New Ventures		
9	MM-209	Virtual Credit	Comprehensive Viva Voce	4	
Total credits up to second semester					45

*Choose any one from General Elective.

Second Year

MBA (Marketing Management) Third Semester

S. No.	Subject Code	Course Type	Subject Name	Course Credit	Cumulative Course Credit
1	MM-301	Core	Advertising and Sales Promotion	3	48
2	MM-302	Core	Supply Chain Management	3	51
3	MM-303	Core	International Marketing	3	54
4	MM-304	Core	Consumer Behavior	3	57
5	MM-305	Core	Sales Management and Merchandizing	3	60
6	MM-306	Skill Enhancement	Retailing & E-Tailing	3	63
7	MM-307A	*General Elective	Information Technology	3	66
	MM-307B		Insurance Management		
8	MM-308	Project Work	Major Research Project	4	70
9	MM-309	Virtual Credit	Comprehensive Viva Voce	4	
Total credits up to third semester					70

*Choose any one from General Elective.

MBA (Marketing Management) Fourth Semester

S. No.	Subject Code	Course Type	Subject Name	Course Credit	Cumulative Course Credit
1	MM-401	Core	Product and Brand Management	3	73
2	MM-402	Core	Rural Marketing	3	76
3	MM-403	Core	Service Marketing	3	79
4	MM-404	Core	Direct Marketing & Event Marketing	3	82
5	MM-405	Core	Industrial Marketing	3	85
6	MM-406	Core	Strategic Management	3	87
7	MM-407 A	*General Elective	Packaging & Distribution Management	3	90
	MM-407 B		Enterprise Resource Planning		
8	MM-408	Virtual Credit	Comprehensive Viva Voce	4	
Total credits up to fourth semester					90

*Choose any one from General Elective.

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First Semester

MM-101: PRINCIPLES AND PRACTICE OF MANAGEMENT

COURSE OBJECTIVE

Course Type: Core

The objective of this course is to help the students gain understanding of the functions and responsibilities of the manager, provide them tools and techniques to be used in the performance of managerial job, and enable them to analyze and understand the environment of the organization.

EXAMINATION SCHEME

The student shall be evaluated on two components: 40 internal and 60 end-semester examinations. There will be 40 marks for internal evaluation; three internal evaluations will be conducted, out of which two will be written tests, and the third will be assignment/presentation/quiz/ class participation. The best two out of 3 evaluations will be considered as internal marks.

The semester examination carrying 60 marks will have two sections, A and B. Section A, worth 40 marks, will have six theory questions, out of which students will be required to attempt any four questions. Section B carrying 20 marks, will contain one or more cases (or cases/practical)

Course Outcomes (CO):

CO1: Understand the functions and responsibilities of the manager.

CO2 : Learn about the tools and techniques for the enhancement of the performance on the managerial profile.

CO3 : Enable the understanding of the student for organizational strategies.

CO4 : Integrate management principles into management practices

Course Content

1. Concept of Management: Functions and Responsibilities of Manager, Fayol's Principles of Management, Management Thought; the Classical School, the Human Relations School, System theory, Contingency Management, Developing Excellent Managers.

2. Planning: Nature and Purpose of Planning, the Planning Process, Principles of Planning, Types of Planning, Advantages and Limitations of Planning.

3. Concept and Nature of Objectives: Types of Objectives, Importance of Objectives, Setting objectives, Management by Objectives (MBO), Benefits and weaknesses of MBO.
w.e.f. academic session 2022-23

4. Strategies and Policies: Concept of Corporate Strategy, Formulation of Strategy, Types of Strategies, The Strategic Planning Process, The TOWS Matrix, The Portfolio Matrix, Three Generic Competitive strategies by Porter, Effective Implementation of Strategies. Types of Policies, Principles of formulation of Policies, Decision Making Process, Individual Decision Making Models.

5. Organizing: Nature and Purpose of Organizing, Bases of Departmentation, Span of Management, Determinants of Span of Management, Line and Staff Relationship, Line-Staff Conflict, Bases of Delegation, Kinds of Delegation, Delegation and Decentralization, Methods of Decentralization.

6. Controlling: Concept and Process of Control, Control Techniques, Human Aspects of Control, Control as a feedback system, Feedforward Control, Preventive Control, Profit and Loss Control, Control through Return on investment, the Use of Computer for Controlling and Decision Making, the Challenges created by IT as a Control Tool.

Text Readings

1. Harold Koontz, O'Donnell and Heinz Weihrich (1992). Essentials of Management, New Delhi, Tata McGraw Hill.
2. R. D. Agrawal (1995). Organization and Management, New Delhi, Tata McGraw Hill.

Suggested Readings

1. Harold Koontz, Heinz Weihrich (1994). Management: A Global Perspective, New Delhi, McGraw Hill, 10th Edition.
2. Robert Krietner (1999). Management, Houghton Mifflin Co., 7th Edition.



MM-102 BUSINESS ENVIRONMENT

COURSE OBJECTIVE

Course Type: Core

The objective of this course is aimed at delivering an insight into the field of business and environment surrounding it, to familiarize the students with the business environment prevailing in India and in the world to help them understand its implications to business.

EXAMINATION SCHEME

The student shall be evaluated on two components: 40 internal and 60 end-semester examinations. There will be 40 marks for internal evaluation; three internal evaluations will be conducted, out of which two will be written tests, and the third will be assignment/presentation/quiz/ class participation. The best two out of 3 evaluations will be considered as internal marks.

The semester examination carrying 60 marks will have two sections, A and B. Section A, worth 40 marks, will have six theory questions, out of which students will be required to attempt any four questions. Section B carrying 20 marks, will contain one or more cases (or cases/practical)

Course Outcomes (CO):

After studying Business Environment Course, the students would be able to:

CO 1 : Enable the understanding of business and environment as one and separate entities.

CO 2 : Learn about different theories, approach style, modes of entry, various government initiatives and International bodies for Practical implication in the Indian context.

CO 3: In depth knowledge of economic policies, and changes made to them and reforms since independence.

CO 4 : Integrate business environment principles and strategies into business practices (domestic and international) for growth and sustainability of the economic environment.

Course Content

1. Business Environment: Concept, Significance and Nature of Business Environment, Elements of Environment -Internal and External, Type of Environment (Economic, Socio-Cultural, Political, Legal & Technological), Changing Dimensions of Business Environment. Problems and Challenges of Indian Business Environment.

2. Economic Planning & Development: Economic Environment: Nature of Economy, Structure of the Economy, Economic Conditions, Problems & Challenges of Indian Economy and Suggestions , NITI (National Institution for Transforming India,) Aayog- Objectives and

Strategy, Rural Development Efforts, NGO Sector in India ,Current Economic trends in India

3. Indian Financial System: Monetary and Fiscal Policy, Economic Planning with reference to last 3 Plans, Industrial Policy, Foreign Trade Policy, RBI, SEBI, Banks Reform, Inflation, Relevant Case Study.

4. India & The World: Liberalization, Privatization ,Disinvestment & Globalization-concept & Impact on India, India's Export and Import, EXIM Policy, Foreign Direct Investment in India -its impact on Indian economy.

5. International Trade: Balance of Payment-Concept, Disequilibrium in BOP, Methods of Corrections ,Trade Barriers and Trade Strategy, Free Trade vs. Protection, World Financial Environment: Foreign Exchange Market Mechanism, Exchange Rate Determination, andEuro Currency.

6. Strategies for going Global: International Economic Integration, Country Evaluation and Selection, Foreign Market Entry Method, International Trading Blocks, Their Objectives, WTO Origin, Objectives, Organization Structure and Functioning, WTO and India, Impact of WTO and Indian Business.

7. Multinational Corporations: Meaning and Dimensions, Globalization Stages, Foreign Market Entry Strategies, Pros and Cons of Globalization of Indian Business.

Text Readings

1. Essentials of Business Environment – Latest edition, K Aswathapa, Himalaya Publishing House, Mumbai.
2. Indian Economy – Latest edition, S. K. Misra V. K. Puri, Himalaya Publishing House, Mumbai.
3. Business Environment – Latest edition, Francis Cherunilum, Himalaya Publishing house
4. D.N. Dwivedi, Managerial Economics, Vikas Publishing House, Latest Edition.

Suggested Readings

1. Justin Paul, Business Environment: Text & Cases, New Delhi, Tata McGraw Hill, Latest Edition.
2. Govt. of India, Latest Economic Survey.

MM-103: FINANCIAL ACCOUNTING

Course Objective

Course Type: Core

The objective of this course is to acquaint the students with the basic concept of Financial Accounting and further to develop understanding of Financial Accounting for Decision making.

Examination

The student shall be evaluated on two components: 40 internal 60 end-semester examination. There will be 40 marks for internal evaluation; three internal evaluations will be conducted, out of which two will be written tests, and the third will be assignment/ presentation/quiz/ class participation. The best two out of 3 evaluations will be considered as internal marks.

The semester examination carrying 60 marks will have two sections, A and B. Section A, worth 12 marks, will consist of four theory questions, out of which students will be required to attempt any two questions. Section B, worth 48 marks, will have six numerical/practical problems, out of which a student will be required to attempt any four questions.

Course Outcomes (CO):

CO1 : Acquaintance with the basic concept of Financial Accounting

CO2: Preparation of financial statements in accordance with Generally Accepted Accounting Principles.

CO3 : Develop critical thinking skills to analyze financial data as well as the effects of differing financial accounting methods on the financial statements

CO4 : Demonstrate the ability to communicate accounting data effectively, as well as the ability to provide knowledgeable recommendations

Course Content

1. Basic Accounting Concepts and Fundamental Conventions, Accounting Standards – IND, AS and IFRS
2. Concept of Double Entry System, Basic knowledge of Accounting Process: Journal, Ledger, Trial Balance, Implications of GST.
3. Depreciation and its importance in Decision Making, Straight Line Method and Written Down Value Method.
4. Preparation of Final Accounts with Adjustments.

5. Introduction to Corporate Accounting – Issue of Shares and Debentures

Text Readings

1. P.C. Tulsian, Financial Accounting, Pearson, Latest Edition.
2. S.N. Maheshwari, Introduction to Accountancy, New Delhi, Vikas Publishing House, Latest Edition.
3. Hansen, Management Accounting, Cengage Learning, India, Latest Edition.
4. M Y Khan, P K Jain, Management Accounting-Text ,Problems & Cases, Mc Graw Hills, Latest Edition.
5. N. Ramchandran and Ramkumar Kakani, Financial Accounting for Management, New Delhi, Tata-Mac Graw-Hill, Latest Edition.

Suggested Readings

1. John Wild, Financial Accounting Information for Decisions, New Delhi, Tata-Mac Graw-Hill, Latest Edition.
2. Delhi, Vikas Publishing House, Latest Edition.
3. Louderback, Managerial Accounting, Cengage Learning, India.
4. S.K. Bhattacharyya, Accounting for Managers, Vikas Publishing House Pvt. Ltd, Latest Edition.
5. Grewal, T.S., Double Entry Book-Keeping, Sultan Chand, New Delhi, Latest Edition.



MM-104: ORGANIZATIONAL BEHAVIOR

Course Objective

Course Type: Core

The objective of this course is to help students understand human behavior in organizations, so that they improve their managerial effectiveness.

Examination

The student shall be evaluated on two components: 40 internal and 60 end-semester examinations. There will be 40 marks for internal evaluation; three internal evaluations will be conducted, out of which two will be written tests, and the third will be assignment/presentation/quiz/ class participation. The best two out of 3 evaluations will be considered as internal marks.

The semester examination carrying 60 marks will have two sections, A and B. Section A, worth 40 marks, will have six theory questions, out of which students will be required to attempt any four questions. Section B carrying 20 marks, will contain one or more cases (or cases/practical).

Course Outcomes (CO):

CO 1. Understand individual behavior in organizations, including diversity, attitudes, job satisfaction, emotions, moods, personality, values, perception, decision making, and motivational theories.

CO 2. Demonstrate the applicability of the concept of organizational behavior to understand the behavior of people in the organization.

CO 3. Understand group behavior in organizations, including leadership, Emotional Intelligence conflict and negotiations

CO 4. Understand the organizational system, including organizational culture, change Time Management and Stress Management.

Course Content

1. Foundations of Individual and Organizational Behaviour: OB Models, Personality-Determinants and Attributes, Values, Job Attitudes, Learning and Learning Theories, Perception- Factors affecting Perception and Cognitive Dissonance theory.

2. Motivation: Needs, Contents and Processes; Maslow's Hierarchy of Need theory, Herzberg's Two Factor theory, ERG theory, Vroom's Expectancy theory, Reinforcement theory and Behaviour Modification.

3. Foundations of Group Behaviour: Defining and Classifying Groups, Group Structure and Processes, Process of Group formation, Group Decision Making, Group v/s Team, Team Effectiveness, and Decision Making.

4. Leadership: Trait theories, Behavioral theories-- Ohio State Studies, Michigan Studies, and Managerial Grid. Contingency theories-- Fiedler's Model, Hersey and Blanchard's Situational theory, Leader-Member Exchange theory, Path Goal theory, Charismatic Leadership.

5. Conflict: Intra-individual Conflict, Interpersonal Conflict, Intergroup Conflict, Organizational Conflict, Transitions in Conflict Thought, Functional versus Dysfunctional Conflict, Conflict Process, Conflict management Techniques.

6. Organizational Change and Stress Management: Forces of Change, Resistance to Change, and Levin's Three-Step Model.
Stress Management-Potential Sources, Consequences and Coping Strategies for Stress.

7. Organizational Culture: Definition, Uniform Cultures, Relevance of Culture, Creating and Sustaining Culture, How Employees Learn Culture.

Text Readings

1. Stephen P. Robbins (2000). Organizational Behaviour: Concepts, Controversies, and Applications, New Delhi, Prentice, Hall, 9th Edition.
2. Fred Luthans (1998). Organizational Behaviour, New York, McGraw Hill, 8th Edition.
3. F Bill Scott (1995). The Skills of Communications, Jaico Publications, Bombay.
4. John W. Newstrom and Keith Davis (1993). Organizational Behaviour: Human Behaviour at Work, New Delhi, Tata McGraw Hill.

Suggested Readings

1. Upinder Dhar and Santosh Dhar (2002). Case Method in Management Education: Text and Illustrations, Excel, New Delhi.



MM-105: PRINCIPLES OF MARKETING MANAGEMENT

Course Objective

Course Type: Core

The objective of this course is to provide the students an exposure to modern marketing concepts, tools, and techniques, and help them develop abilities and skills required for the performance of marketing functions.

Examination

The student shall be evaluated on two components: 40 internal and 60 end-semester examinations. There will be 40 marks for internal evaluation; three internal evaluations will be conducted, out of which two will be written tests, and the third will be assignment/presentation/quiz/ class participation. The best two out of 3 evaluations will be considered as internal marks.

The semester examination carrying 60 marks will have two sections, A and B. Section A, worth 40 marks, will have six theory questions, out of which students will be required to attempt any four questions. Section B carrying 20 marks, will contain one or more cases (or cases/practical)

Course Outcomes (CO)

CO1: Understand the dynamics of marketing in business

CO2 : Relate marketing theories to practical situation

CO3 : Develop unique marketing mix

CO4 : Construct sales plan and professional interactive presentation

Course Content

1. Marketing Concepts: Customer Value and Satisfaction, Customer Delight, Conceptualizing Tasks and Philosophies of Marketing Management, Value chain, Scanning the Marketing Environment.

2. Market Segmentation, Targeting, Positioning: Market segmentation, Levels of market segmentation, patterns, procedures, requirement for effective segmentation, evaluating the market segments, selecting the market segments, Tools for competitive differentiation, Developing a positioning strategy.

3. Marketing Information: System and Marketing Research Process.

4. Product Decision: Objectives, Product classification, Product-Mix, New Product

development Process, Product life cycle strategies, equity. challenges, repositioning branding, Introduction and factors contributing the growth of Packaging, Introduction of Labelling.

5. Pricing Decision: Factors affecting price, pricing methods and strategies.

6. Distribution Decisions: Importance and Functions of Distribution Channel, Considerations in Distribution Channel Decisions, Distribution Channel Members.

7. Promotion Decisions: A view of Communication Process, Developing effective communication, Promotion-Mix elements.

8. Marketing Strategies for Leaders, Challengers, Followers and Nichers: Analyzing competitors–competitive forces, Identifying competitive strategies, industry concept of competition, devising the market strategies for market leaders, market challengers, market followers and market niches .

9. Emerging Trends in Marketing: An introduction to Internet Marketing, Multi level Marketing, Introduction of CRM & EVENT marketing.

Text Readings

1. Philip Kotler (1999), Principles of Marketing Management, New Delhi: Prentice Hall of India, Millennium Edition.

2. William J. Stanton, Michael J. Etzel and Bruce J. Welker (1995). Fundamentals of Marketing Management, New York: Mc Graw Hill, 10th Edition.

3. Philip Kotler (1998). Marketing Management, Planning Analysis and Control, New Delhi, Prentice Hall of India, 9th Edition.

Suggested Readings

1. William L. Pride and O.C. Ferrell (1993). Marketing Concepts and Strategies, Boston: Houghton Mifflin Co., 8th Edition.



MM-106 PUBLIC RELATIONS AND CORPORATE COMMUNICATION

COURSE OBJECTIVE

Course Type: Skill Enhancement

The objective of this course is to help the students acquire the basics of interpersonal communication and public speaking, so as to improve his communication skills and ability to understand others for managing public relations.

Examination

The student shall be evaluated on two components: 40 internal and 60 end-semester examinations. There will be 40 marks for internal evaluation; three internal evaluations will be conducted, out of which two will be written tests, and the third will be assignment/presentation/quiz/ class participation. The best two out of 3 evaluations will be considered as internal marks.

The semester examination carrying 60 marks will have two sections, A and B. Section A, worth 40 marks, will have six theory questions, out of which students will be required to attempt any four questions. Section B carrying 20 marks, will contain one or more cases (or cases/practical).

Course Outcomes (CO): After the completion of the course the students should be able:-

CO 1 : To develop inter-personal skills that may contribute towards satisfying personal, social and professional relationships.

CO 2 : To converse effectively in the basic formats, and styles of business writing so that he/she will be thoroughly prepared to take part in real-world business situations

CO 3 : To respond appropriately in a confident and concise style (oral and written) in a given situation

CO 4 : To learn skills related to personality development as per the requirement of the corporate world.

Course Content

1. Introduction: Defining Communication, Process of Communication, Communication Model, Objectives of Communication, Principles of Effective Communication, Importance of Business Communication, and Importance of Feedback.

2. Factors Affecting Communication: Perception and Reality, Physical, Mechanical and Psychological Barriers to Communication, Effective Listening- Types and Essentials of effective listening.

3. Channels, Types and Forms of Communication: Verbal, Non-verbal, Formal, Informal, Internal, External and Communication Networks.

4. Designing for Effective Communication: Understanding the Composition Process, Defining the Purpose, Analyzing the Audience, Establishing the main idea, Selecting the Appropriate Channel and Medium, Transactional Analysis.

5. Fundamentals of Business Writing: Adaptation and Selection of Words, Construction of clear Sentences and Paragraphs, Basic Patterns of Business Letters, Directness in Good News and Neutral Situations, Indirectness in Bad News and Persuasive Messages, Dealing with Print and Electronic Media.

6. Employment Messages: Writing Résumés: Controlling the Format and Style, Tailoring the Contents, Choosing the Best Organizational Plan, Writing the Perfect Resume. Application Letters: Writing the Opening Paragraph, Summarizing the Key Selling Points, Writing the Closing Paragraph.

7. Reports and Proposals: Using Reports and Proposals as Business Tools, Completing and Writing Reports and Proposals.

Text Readings

1. William V. Ruch (1991), Business Communication, Maxwell Macmillan, New York.
2. Lani Arredono (1994). The McGraw-Hill 36-Hour Course: Business Presentation, McGraw-Hill, New York.
3. Bill Scott (1995). The Skills of Communication, Jaico, Bombay.
4. Ronald E. Dulek and John S. Fielden (1990). Principles of Business Communication, McMillan, New York.



MM-107A: COMPUTER APPLICATIONS

Course Objective

Course Type: General Elective 1

The objective of this course is to help students understand the basics of Information Technology, Computer Hardware, Software, Applications, Databases, Internet and related issues. Special emphasis shall be laid on helping the students to acquire high degree of proficiency in GUI-based applications in various functional areas of management.

Examination

The student shall be evaluated on two components: 40 internal and 60 end-semester examination. There will be 40 marks for internal evaluation; three internal evaluations will be conducted, out of which two will be written tests, and the third will be assignment/presentation/quiz/ class participation. The best two out of 3 evaluations will be considered as internal marks.

The semester examination carrying 60 marks will have 20 marks for external viva-voce and 40 marks for the written examination that will have the theory and practical problems. 7 to 8 questions will be asked, out of which students will be required to attempt any 5 questions.

Course Outcomes (CO):

- CO1. Understanding computer fundamentals
- CO2. Knowledge of Computer fundamentals and applications of MS-Office in business
- CO3. Basic knowledge of operating system
- CO4. Learning the basic concepts of IT in business

Course Content

1. Introduction to Computer:

Hardware: Input/output devices, storage devices and memory.

Software: System and Application Software, Compilers, Interpreters and Assemblers.

Computer Languages: Levels of languages, generation and their features.

Generation of Computer (Phase of development of computers).

Number System: Introduction to number system, binary, decimal, hexadecimal and their inter conversions and their uses in computer system.

2. Operating Systems:

DOS: External and Internal Commands and features.

WINDOWS 98: Basic Operations, utilities and features.

UNIX: Introduction, features and basic commands (like: pwd, cp, cd, rm, mv, ls, cat, mkdir, mod, rmdir, who, who am i, banner, date, kill, etc.).

3. Application Software (MS-Office 2000):

MS Word 2000: Word basics, formatting text and documents, working with headers, footers and footnotes, tabs, tables and sorting, working with graphics, templates, wizards and sample documents, introduction to mail merge & macros.

MS Excel 2000: Excel basics, rearranging worksheets, excel formatting tips and techniques, introduction to functions, Excel's chart features, working with graphics, using worksheet as databases, automating "what-if" projects.

MS PowerPoint 2000: PowerPoint basics, creating presentation the easy way, working with text in PowerPoint, working with graphics in power point

MS Access 2000: Database creation, screen/form design, report generation using wizard.

4. Internet: Concepts & Services, Hardware and software requirements, type of Internet connections, advantages and disadvantages of Internet, modems, World Wide Web, e-mail, chat, browsers, search engines. Overview of Intranets and Extranets.

5. Information Technology: Introduction to IT and its development, Impact and Future of IT in Business Organizations, Overview of the following: 4 GL, Image Processing, Virtual Reality, Video Conferencing, Artificial Intelligence, and Information Super Highways.

Text Readings

1. Suresh K. Basandra (2001). Computers Today, Galgotia Publications Pvt. Ltd., New Delhi.
2. P.K. Sinha (2001). Computer Fundamentals, BPB Publications, New Delhi.
3. AnnettemaStulz, Learn DOS in a Day, BPB Publications, New Delhi.
4. Gini Courter and Annette Marquis (1999). Microsoft Office 2000 No Experience Required, BPB Publications, New Delhi.
5. Laurie Ulrich (1999). Tech yourself Microsoft Office 2000 in 21 days, Techmedia, New Delhi.
6. Christian Crumlish (1998), ABCs of the Internet, BPB Publications, New Delini.
7. Sumitabha Das (1997). Unix Concepts and Applications, Tata McGraw Hill Pub. Co. Ltd., New Delhi.
8. Muneesh Kumar (1999). Business Information Systems, Vikas Publishing House Pvt. Ltd., New Delhi,

Suggested Readings

1. S. Jaiswal (2001). Information Technology Today, Galgotia Publications Pvt. Ltd., New Delhi.

2. Alexis Leon & Mathews Leon (1999). Fundamentals of Information Technology, Vikas Publishing House Pvt. Ltd., New Delhi.
3. Deepak Bharihoke (2000). Fundamentals of Information Technology, Excel Books, New Delhi.
4. Ron Mansfield (1999). The Compact guide to Microsoft office, BPB Publications, New Delhi.
5. David Garrett et. al (1998). Intranets Unleashed, Techmedia, New Delhi.



MM-107B BUSINESS ETHICS & INDIAN ETHOS IN MANAGEMENT

COURSE OBJECTIVES

Course Type: General Elective 2

The objective of this course is to help students gain an understanding of Business Ethics and application of Indian values in managerial decision-making.

EXAMINATION SCHEME

The student shall be evaluated on two components: 40 internal and 60 end-semester examination. There will be 40 marks for internal evaluation; three internal evaluations will be conducted, out of which two will be written tests, and the third will be assignment/presentation/quiz/ class participation. The best two out of 3 evaluations will be considered as internal marks.

The semester examination carrying 60 marks will have two sections, A and B. Section A, worth 40 marks, will have six theory questions, out of which students will be required to attempt any four questions. Section B carrying 20 marks, will contain one or more cases (or cases/practical)

Note: Relevant Case Studies (at least two cases per unit) will be discussed compulsorily.

COURSE OUTCOMES

After completion of the course the students should be able

CO1: Understand the relevance of Indian Ethos for further enrichment of holistic leadership principles and practices.

CO2: Understand application of several important concepts and frameworks for moral reasoning to complex business issues.

CO3 : Apply ethics to business, management, and decision making.

CO4 : Provide insights to participants for developing leadership that is socially, environmentally and culturally responsible.

COURSE CONTENTS

PART – I BUSINESS ETHICS

UNIT I

The Nature and Purpose of Ethical Reflections: Introduction, Definition of Ethics, Moral Behaviour, Characteristics of Moral Standards, Business Ethics: Mediating between Moral Demands and Interest, Relative Autonomy of Business Morality, Studies in Business Ethics, Role of Ethics in Business, Theory of Voluntary Mediation, Participatory Ethics, Duty ethics in the Business Environment, Theories of Virtue.

Case Study: Trade in Human Organs.

UNIT II

Moral Responsibility: Introduction; Balanced Concept of Freedom, Individual Responsibility, Implications related to Modern Issues, Public Accountability and Entrepreneurial Responsibility, Moral Corporate Excellence.

Case Study: Satyam is not really Satyam

Discussion on cases related to unethical Practices in Industry (For instance Nirav Modi, Vijay Malaya, etc)

UNIT III

Corporate Responsibility, Business Ethics and Individual Interest: Interest based Outlook, Impact of Interest on Moral Goals and Moral Principles, Utilitarian Views on Business Ethics, Enlightened Egoism.

PART - II INDIAN ETHOS IN MANAGEMENT

UNIT IV

Management, Culture and Ethos - Role and Significance of Ethos in Managerial Practices, Management is Culture Bound, Sources of Indian Ethos in Management: Vedas, Shastras, Smritis, Puranas, Upanishads, Ramayan, Mahabharat, Arthashastra, Ramcharitamanas, Panchatantra, Hitopadesh, Guru Granth Sahib, Teachings of Buddha and Mahaveer, the Holy Bible, the Holy Quran etc. – examples and models from the above texts, Human Behaviour – Indian Thoughts, Guna Theory, Sanskara Theory.

Case Study: The Whistleblower

Discussion on characters of Ramayana, Mahabharata Learnings and quotes of GurunanakDev, Buddha, Mahavir, Inspirational Stories from Indian Mythology.

UNIT V

Karma Theory, Nishkama Karma Yoga and Professionalism, Personal and Managerial Effectiveness in Indian Thoughts - Management of the Self – Management of Body, Thoughts and Emotions; Interpersonal and Group Effectiveness.

Case Study: Jet Airways.

Discussion on stories from Panchtantra, Hitopadesh.

UNIT VI

Cultural Heritage of India and its relevance for Modern Management: Concept of 'Pancha - Rina' (five- fold debt) and Corporate Social Responsibility, Four – fold Life Goals (Purusharth Chatustheya) and Business, Sanskara Values Vs. Skills – Supremacy of Values over Skills, Role Vs. Self, Work Place Spirituality.

Case Study: East India Company, Discussions on Teachings from Bhagwad Geeta

UNIT VII

Productive Practices and Team Motivation, Prospects of Virtues in Business Ethics and Management Theory, Models of Leadership and Motivation in Indian Thoughts. Examples from Scriptures.

TEXT READINGS

1. A.C Fernando, Business Ethics: An Indian Perspective, Pearson, Latest Edition.
2. Weiss, Business Ethics concept & cases, Cengage Learning, Latest Edition.
3. Velasquez, Business Ethics, Concepts & Cases, PHI, Latest Edition.
4. Murthy, Business Ethics, Himalaya Publishing House, Latest Edition
5. Al Gini, Case Studies in Business Ethics, Pearson Education. Latest Edition
6. Ronald D Francis, Mukti Mishra, Business Ethics: An Indian Perspective, The Tata McGraw Hill Companies, Latest Edition.

SUGGESTED READINGS

1. Shashtri J.L., Ancient Indian Traditions and Mythology ,1sted, Motilal Banarsidas, NewDelhi, Latest Edition.
2. F. Max Muller, Sacred Books of East, Motilal Banarsidas, New Delhi, Latest Edition.
3. S.K. Chakraborty, Ethics in Management-Vedantic Approach, New Delhi, Oxford India Ltd., Latest Edition.
4. Swami Jitatananda, Indian Ethos for Management, Rajkot, Ramakrishna Ashrama, Latest Edition.
5. Swami Someswarananda, Indian Wisdom for Management, Ahmedabad, AMA. Latest Edition.
6. Swami Rangnathananda, Universal Message of the Bhagvad Gita, Caicuna Advaita Ashrama, Latest Edition.



Second Semester

MM-201 QUANTITATIVE TECHNIQUES

COURSE OBJECTIVES

Course Type: Core

The objectives of the course are to equip the students with the mathematical and statistical techniques and their application to business problems. The emphasis will be on the concepts and application rather than derivations.

EXAMINATION SCHEME

The student shall be evaluated on two components: 40 internal and 60 ends semester examination. There will be 40 marks for internal evaluation, three internal evaluations will be conducted out of which two will be written tests and the third will be assignment/presentation/quiz/ class participation. The best two out of 3 evaluations will be considered as internal marks.

The Semester Examination will be worth 60 marks. It will have two sections, A and B. Section A will contain four questions from Part I Business Mathematics. Similarly, Section B will contain four questions from Part II-Business Statistics. A student will be required to attempt any five questions with a minimum of two questions from each section. The questions will contain theoretical as well as numerical and/or cases/ practical problem(s). All questions will carry equal marks.

COURSE OUTCOMES

After completion of the course the students should be able

CO1. To prepare students for lifelong learning and successful careers using their mathematical and statistical skills.

CO2. To develop decision making skills pertinent to the practice of mathematics and statistic including the students' abilities to formulate problems, to think creatively, and to synthesize information.

CO3. To train students thoroughly in methods of analysis and algebra, including the computational skills appropriate for mathematicians to use when solving problems.

CO4. To teach students to use current mathematical and statistical concepts and data analysis techniques for problem solving.

COURSE CONTENTS

PART I – BUSINESS MATHEMATICS

UNIT I

Sets and Functions: Venn diagram and its applications, Operations on sets, Cartesian product of sets. Functions - Algebraic functions (polynomial - linear, quadratic and rational), transcendental functions (exponential). Business Applications of Sets and Functions.

UNIT II

Differentiation concepts: Derivatives of algebraic function, derivatives of sum, difference, product and quotient (algebraic functions), Maxima and Minima- Concept and Uses. Applications of differentiation in economic and managerial problems.

UNIT III

Integration Concepts: Elementary integration for algebraic functions, Simple definite integrals for algebraic functions, Economic Application, Consumer Surplus and Producer Surplus.

UNIT IV

Matrices and Determinants with Business application: Matrices, Types of matrices, operations on matrices, Adjoint of matrix, Inverse of a matrix, Elementary row operations. Solution of simultaneous linear equations, Input/Output analysis.

PART II – BUSINESS STATISTICS

Statistical Preliminaries-

Measures of Central Tendency: Mean, Median, Mode.

Measures of Dispersion: Dispersion – Range - Quartile deviations, Mean deviation, Standard Deviation -Properties of standard deviation, Coefficient of Variance.

(Students should be familiar with the concepts but there will be no questions from preliminaries in the examination).

UNIT V

Probability and Probability Distributions: Introduction of Probability, Definition of probability, Addition Theorem, Multiplication Theorem, Bayes Theorem, Conditional Probability, Introduction to Probability Distributions - Discrete probability distributions - Continuous probability distributions (Binomial Distribution, Poisson Distribution, Normal Distribution).

UNIT VI

Correlation Analysis: Introduction, Correlation - Causation and Correlation - Types of Correlation -Measures of Correlation - Scatter diagram - Karl Pearson's correlation coefficient, Probable Error, Spearman's Rank Correlation Coefficient.

UNIT VII

Regression Analysis - Concept, Least Square Method for Linear and Non-Linear Equations, Solving two lines of Regression and properties of Regression coefficients.

UNIT VIII

Time Series Analysis: Components of Time series, Additive and multiplicative models, Measurement of trend by moving averages and by least square methods. Construction of seasonal indices by sample averages and ratio to moving averages.

UNIT IX

Statistical Decision Theory: Decision making process, Decisions under Uncertainty and Decisions under Risk.

TEXT READINGS

1. J.K. Sharma, "Mathematics for Management and Computer Applications", Galgotia Publication, Latest Edition.
2. R. K. Ghosh and S. Saha, "Business Mathematics and Statistics", New Central Book Agency, Latest Edition.
3. Bharat Jhunjhunwala, "Business Statistics", S. Chand Publications, Latest Edition.
4. Anderson, "Statistics for Business & Economics", Cengage Learning, India, Latest Edition.
5. Ajay Goel and Alka Goel, "Mathematics and Statistics", Taxmann's Publication, Latest Edition.
6. David Levine, T. Krenbil, P.K. Viswanathan, "Business Statistics", Pearson Education, Latest Edition.
7. R.P. Gupta and Pratibha Gupta, "Business Mathematics", Galgotia Publication, Latest Edition.
8. R.S. Bhardwaj, "Mathematics and Statistics for Business", Excel Book Publication, Latest Edition.
9. S.C. Gupta, "Business Statistics", Himalaya Publication House, Latest Edition.
10. T.N. Srivastava, "Statistics for Management", TMH, Latest Edition.

SUGGESTED READINGS

1. J. N. Kapur and H. C. Saxena. "Mathematical Statistics", New Delhi, Sultan Chand and Company Ltd., Latest Edition.
2. R. Jayprakash Reddy and Y. Mallikaryanna Reddy, "A Text book of Business Mathematics", New Delhi, Ashish Publishing House, Latest Edition.
3. K. B. Dutta, "Matrix and Linear Algebra", New Delhi, PHI Learning, Latest Edition.
4. D. C. Sancheti and V. K. Kapoor, "Statistics: Theory, Methods and Applications", New Delhi: Sultan Chand and Sons, Latest Edition.
5. D.N. Elhance, Veena Elhance and B. M. Aggrawal, "Fundamentals of Statistics", Allahabad: Kitab Mahal, Latest Edition.



MM-202: PURCHASE AND MATERIAL MANAGEMENT

Course Objective

Course Type: Core

The objective of this course is to help the students acquire basic knowledge and understanding of purchasing and materials management, and apply it for making relevant decisions.

Examination

The student shall be evaluated on two components: 40 internal and 60 end-semester examinations. There will be 40 marks for internal evaluation; three internal evaluations will be conducted, out of which two will be written tests, and the third will be assignment/presentation/quiz/ class participation. The best two out of 3 evaluations will be considered as internal marks.

The semester examination carrying 60 marks will have two sections, A and B. Section A, worth 40 marks, will have six theory questions, out of which students will be required to attempt any four questions. Section B carrying 20 marks, will contain one or more cases (or cases/practical).

Course Outcomes (CO):

CO1 : Acquaintance with the concept of Material Management, Material Planning and Material Budgeting

CO2 : To understand the concept of material identification, codification and standardization.

CO3 : Developing the conceptual understanding of Purchasing research & Value Analysis.

CO4 : To develop the skills to learn the concepts of sourcing and inventory.

Course Content

1. a) **Management in Relation to Material:** Meaning, Definition, Areas, Objectives, Importance, Role of Material Manager.

b) **Integrated Material Management:** Concept, Need, Definition, Scope and Advantages.
2. a) **Material Planning:** Need and Definition, Factors affecting planning (External Internal) Purchasing and Material Planning, Techniques of Planning (Only concepts), Guidelines for Planning.

b) **Material Budgeting:** Meaning, Concept, Method, Limitations and Factors affecting Material Budgeting

3. Material Identification, Codification and Standardization

- a) Identification: Need, and Importance, Classification of Material.
- b) Codification of Material: Codification System.
- c) Standardization: Aims and Advantages, Standards Institutions.
- d) Stores Layout.

4. Purchasing: Organization, Principles, Procedures and Systems,

5. Purchasing Research and Value Analysis.

6. Sourcing:

- a) Factors affecting selection of sources, vendor evaluation methods (Categorical, Waited point Plan and Cost Ratio Method)
- b) Negotiation & Buyer-Seller Relations.

7. Inventory: Importance and Scope, selective inventory control, cost concept in inventory, types of inventory problems, Inventory control Models, Independent Demand Models & Determinants-

1. General Economic Order Quantity (EOQ)
2. Economic Batch Quantity (EBQ) (Single and Multi-products)
3. EOQ with shortages
4. EOQ with Discounts
5. Single Period Model
6. Periodic Model

Text Reading:

1. Donald W. Dobler, Lamer Lee Jr. and David N. Burt (1994). Purchasing and Materials Management, New Delhi: Tata Mc Graw Hill 4th Edition.
2. M. M. Verma (1997). Materials Management, New Delhi: Sultan Chand and Sons, 3rd Edition.
3. Joseph G Monks (1996). Operations Management, New York: McGraw-Hill Publications.

Suggested Readings

1. P. Gopalkrishnan and M. Sundaresan (1996). Materials Management: Integrated Approach, New Delhi: Prentice Hall of India.

2. Richard B Chase and Nicholas J. Aquilano (1996). Production and Operations Management: Manufacturing and Services", Chicago: Irwin.



MM-203: MARKETING STRATEGIES

Course Objective

Course Type: Core

The course objective is to expose the students to formulation and implementation of various marketing strategies and mechanisms of their application and controls.

Examination

The student shall be evaluated on two components: 40 internal and 60 end-semester examinations. There will be 40 marks for internal evaluation; three internal evaluations will be conducted, out of which two will be written tests, and the third will be assignment/presentation/quiz/class participation. The best two out of 3 evaluations will be considered as internal marks.

The semester examination carrying 60 marks will have two sections, A and B. Section A, worth 40 marks, will have six theory questions, out of which students will be required to attempt any four questions. Section B carrying 20 marks, will contain one or more cases (or cases/practical).

Course Outcomes (CO):

CO1 : To understand the concepts of strategic management

CO2 : To develop understanding about role and need of marketing strategies

CO3 : To analyze the market and formulate marketing Strategies

CO4 : To control and evaluate marketing strategies

Course Content

1. Meaning, Need and Process of Strategic Management: Business Policy, Corporate Planning and Strategic Management; Single and Multiple SBU organisations; Strategic Decision-Making Processes-Rational-Analytical, Intuitive-Emotional, Political - Behavioural; Universality of Strategic Management; Strategists at Corporate Level and at SBU Level; Interpersonal, Informational and Decision Roles of a Manager.

2. Mission, Business Definition and Objectives: Need, Formulation and changes in these three; Hierarchy of objectives, Specificity of Mission and Objectives.

3.The strategies role of marketing: Corporate, business and marketing strategies, definition, components of strategy, hierarchy of strategies, strategic planning systems, characteristics of effective planning systems.

4. Process of formulating and implementing marketing strategy: Market opportunity analysis, customer analysis, implementation and control.



5. Business Strategies and their marketing implications: Defining strategic business unit, business unit objectives, allocating resources within the business unit, the business units competitive strategy. BCG Growth share Matrix, GE Matrix, Shell's Matrix.

6. Formulation of marketing strategies: For new market entries, mass market penetration, Niche penetration, skimming and early withdrawal, objectives of alternative pioneer strategies.

7. Marketing strategies: For leaders, challengers and followers.

8. Controlling Marketing strategies and Programmes: Control process, setting standards of performance, specifying and obtaining feedback data, corrective action, strategic controls, product market entry controls.

Text Reading

1. Boyde Walker and Lawreche (1995). Marketing Strategy: Planning and Implementation, Chicago: Irwin, 2nd Edition.

2. Philip Kotler (1994). Marketing Management: Analysis, Planning, Implementation and Control, New Delhi: PHI, 8th Edition.



MM-204: MARKETING RESEARCH

Course Objective

Course Type: Core

The objective of this course is to equip the students with the concept and methods of Business Research. The students will be able to plan, design and carry out business research using scientific methods and prepare research report(s) / paper(s).

Examination

The student shall be evaluated on two components: 40 internal and 60 end-semester examinations. There will be 40 marks for internal evaluation; three internal evaluations will be conducted, out of which two will be written tests, and the third will be assignment/presentation/quiz/ class participation. The best two out of 3 evaluations will be considered as internal marks.

The semester examination carrying 60 marks will have two sections, A and B. Section A, worth 40 marks, will have six theory questions, out of which students will be required to attempt any four questions. Section B carrying 20 marks, will contain one or more cases (or cases/practical).

Course Outcomes (CO):

CO 1: To provide deeper knowledge and experience in applying commonly used qualitative and quantitative research methods to the research process.

CO 2: Refine research questions to meet high level research objectives/questions.

CO3: Develop data collection instrument according to the underlying theoretical framework.

CO 4: Understand the steps of conducting the business research and writing the research report.

Course Content

1. Introduction to Research Methods: Role and objectives of business research, types of research, research process: Overview, problems encountered by researcher.

2. Research Design: Selecting research problem, defining research problem, need for research design, features of a good research design and different research designs (exploratory, descriptive, experimental and diagnostic research, hypothesis testing).

3. Sampling Theory and Design of Sample Survey: Census Vs Sample Enumerations, Objectives and Principles of Sampling, Types of Sampling, Sampling and Non-Sampling Errors.

4. Data Collection and Analysis: Collection, Organization, Presentation, Analysis and

Interrelation of Primary and Secondary Data, Multiple Regression, Factor Analysis, Cluster Analysis, Perceptual Mapping, Multidimensional Scaling, Discriminant and Canonical Analysis, Conjoint Analysis.

5.Measurement of Scaling Concepts: Measurement in research, measurement scales, sources of errors in measurement, Techniques of developing measurement tools, classification and testing (reliability, verification and validity) scales, Designing questionnaires and interviews.

6.Interpretations and Report Writing: Meaning of interpretation, techniques of Interpretation, precautions in interpretation, significance of report writing, steps in report writing, layout of report and precautions in writing research reports:

Text Readings

1. William G. Zikmund, Business Research Methods, Orlando: Dryden Press.
2. CWilliam Emory and Cooper R. Donald (1991). Business Research Methods, Boston, Irwin, 4th Edition.
3. Fred N Kerlinger, Foundations of Behavioural Research, New Delhi: Surjeet Publications.

Suggested Readings

1. David Nachmias and Chava Nachmias, Research Methods in the Social Sciences, New York: St. Marlia's Press.
2. C. R. Kothari, Research Methodology: Methods and techniques, New Delhi: Vishwa Prakashan.

MM-205 BUSINESS LAW

COURSE OBJECTIVES

Course Type: Core

The objective of this course is to acquaint the students with the knowledge of the legal framework which influences the functioning of business. Here the emphasis is to develop an understanding among the students of the significant provisions of selected business laws and help them acquire the ability to address basic application-oriented issues.

COURSE OUTCOMES

After completion of the course the students should be able to:

- CO1. Understand the legal system, in which a business functions,
- CO2. Develop an understanding of relationship of various laws and economic activities, application of business laws in business activities.
- CO3. Develop an understanding of application of business laws in business activities.
- CO4. Develop a sense of ethical viewpoint towards business laws and legislation in conduct of economic activities.

EXAMINATION SCHEME

The student shall be evaluated on two components: 40 internal and 60 end-semester examination. There will be 40 marks for internal evaluation; three internal evaluations will be conducted, out of which two will be written tests, and the third will be assignment/presentation/quiz/ class participation. The best two out of 3 evaluations will be considered as internal marks.

The semester examination carrying 60 marks will have two sections, A and B. Section A, worth 40 marks, will have six theory questions, out of which students will be required to attempt any four questions. Section B carrying 20 marks, will contain one or more cases (or cases/practical).

Note: Relevant Case Studies (at least two cases per unit) will be discussed compulsorily.

COURSE CONTENTS

UNIT I

The Indian Contract Act, 1872: General Principles of Contract, Nature and classification of contract, Essential elements of a Valid Contract, Offer and Acceptance, Void and Voidable Agreements, Performance of Contracts, Discharge of Contracts, Breach of a Contract and Its Remedies, Contingent and Quasi-Contracts, Contracts of Indemnity and guarantee, Contract of Bailment, Contract of Agency, Contract of Pledge, Difference between Pledge, Hypothecation, and Mortgage.

UNIT II

The Sale of Goods Act 1930: Formation and Essentials of a Sales Contract, Conditions and Warranties, Transfer of ownership and delivery of goods.

Duties of Seller and Buyer, Unpaid seller and his rights, Remedies for Breach of a Sale Contract.

UNIT III

The Negotiable Instrument Act, 1881: General Principles, Meaning and Definition of Negotiable Instruments, Nature and Types, Negotiation and Assignment, Ambiguous Instruments, Holder in due Course, Dishonor and Discharge of a Negotiable Instruments.

UNIT IV

The Companies Act, 2013: Meaning, Definition and Essential features of a Joint Stock company, Types of Companies, Difference between a private and Public Ltd. Company, Promotion and Incorporation of a company, Corporate Veil theory, Memorandum and Article of Association, Doctrine of Constructive Notice and Indoor Management of Companies, Capital of the Company, Meetings of the companies- General Principles and Types, Minority Protection, Winding-up and Dissolution of Companies.

UNIT V

Consumer Protection Act: Key terms and their definition, Consumer Rights, Legislative framework on Consumer Protection in India, Remedies and Relief available to consumers.

Law of Partnership: Meaning and Essential Features of Partnership, Essential Elements of Partnership, Formation of Partnership and Types of Partners, Rights, Duties and Liabilities of Partners, Dissolution of Partnership.

TEXT READINGS

1. Avtar Singh, Mercantile Law, Eastern Book Company, Latest Edition.
2. Chandra Bose, Business Laws, PHI, Latest Edition.
3. Bulchandani, Business Law for Management, Himalaya Publishing House, Latest Edition.
4. Kumar, Legal Aspect of Business, Cengage Learning, Latest Edition.
5. Taxman's General and Commercial Laws, Latest Edition.
6. M.C. Kuchhal & Vivek Kuchhal Business Law, Vikas Publishing House, Latest Edition.
7. Satish B. Mathur Business Law, McGraw Hill Education (India) Private Limited, Latest Edition.

SUGGESTED READINGS

1. Mazumdar, A.K. and Kapoor, G.K., Company Law and Practice, Taxman, Rohini Aggarwal, Latest Edition.
2. Mercantile & Commercial Law, Taxmann, Latest Edition.
3. M.C. Kuchhal, Business Law, Vikas Publishing House, Bare acts related to the above laws, Latest Edition.

MM-206: CUSTOMER RELATIONSHIP MANAGEMENT

Course Objective

Course Type: Core

The objectives of this course are to expose the students to various aspects of CRM practices and its usage for building strong customer base with acute loyalty.

Examination

The student shall be evaluated on two components: 40 internal and 60 end-semester examinations. There will be 40 marks for internal evaluation; three internal evaluations will be conducted, out of which two will be written tests, and the third will be assignment/presentation/quiz/ class participation. The best two out of 3 evaluations will be considered as internal marks.

The semester examination carrying 60 marks will have two sections, A and B. Section A, worth 40 marks, will have six theory questions, out of which students will be required to attempt any four questions. Section B carrying 20 marks, will contain one or more cases (or cases/practical).

Course Outcome:

CO1 : Analyze relationship economics from the point of view of the customer and the organization.

CO2 : Provide students with the knowledge of the fundamental aspects of developing and managing customer relationships..

CO3 : Introduce students to the tools commonly used for developing and implementing CRM programs..

CO4 : Understand different CRM strategy in current business environment.

Course Content

1. Introduction to CRM: Concepts, Evolution, Need, understanding goals and objectives of CRM, Components of CRM, Benefits, CRM as a strategic marketing tool. CRM significance to the stakeholders, CRM Applications in Consumer and Business Markets, CRM Issues and Problems

2. CRM Concept: Customer Value, Customer Expectation, Customer Satisfaction, Customer Centricity, Customer Acquisition, Customer Retention, Customer Loyalty, Customer Lifetime Value. Customer Experience Management, Customer Profitability, Enterprise Marketing Management, Customer Satisfaction Measurements, Web based Customer Support.

3. CRM Planning: Steps in Planning-Building Customer Centricity, Setting CRM
w.e.f. academic session 2022-23

Objectives, Defining Data Requirements, Planning Desired Outputs, Relevant issues while planning the Outputs, Elements of CRM plan, CRM Strategy; The Strategy Development Process, Customer Strategy Grid.

3. CRM Structure: CRM Structures: Elements of CRM – CRM Process – Strategies for Customer acquisition – Customer Retention and Development – Strategies for Customer Retention, Models of CRM – G-SPOT Model, KOELs Model, WebQual Audit Model, ONYX Model – CRM road map for business applications.

4. CRM & Marketing Strategies: CRM Marketing Initiatives, Sales Force Automation, Campaign Management, Call Centers. Practice of CRM; CRM in Consumer Markets, CRM in Services Sector, CRM in Mass Markets, CRM in Manufacturing Sector

5. CRM Implementation: Issues and Problems in implementing CRM, Information Technology tools in CRM, Challenges of CRM Implementation. CRM Implementation Roadmap, Road Map (RM) Performance; Measuring CRM performance, CRM Metrics

6. CRM in Service Sector: Status of Customer Relationship Management in service industry in India; Relevance of CRM for Hospital Services; Customer Relationship Management in Banking and Financial Services; CRM in Insurance Sector, Supply-Demand Mismatches and their impact on CRM; The Past, Present and Future of CRM;

Text Readings

1. Francis Buttle, Customer Relation Management: Concepts and Technologies, 2e, Routledge, 2013.
2. EktaRastogi, Customer Relation Management: Text and Cases, Excel Books, 2011.
3. Zikmund, Customer Relationship Management, Wiley 2012.
4. Paul Greenberg, CRM at the speed of light, 4e, TMH, 2009.
5. LakshmanJha, Customer Relationship Management: A Strategic Approach, Global India Pvt Ltd, 2008.
6. Makkar, U. and Makkar, H.K., Customer Relationship Management, Tata McGrawHill Education, 2011.
7. Peppers, D. and Rogers, M., Managing Customer Relationships, 2nd Edition, John Wiley and Sons, 2011.



MM-207: DIGITAL MARKETING

Course Objective

Course Type: Skill Enhancement

The objective of this course is to provide students with the knowledge about business advantages of the digital marketing and its importance for marketing success; to develop a digital marketing plan; how to integrate different digital media and create marketing content.

Examination

The student shall be evaluated on two components: 40 internal and 60 end-semester examinations. There will be 40 marks for internal evaluation; three internal evaluations will be conducted, out of which two will be written tests, and the third will be assignment/presentation/quiz/ class participation. The best two out of 3 evaluations will be considered as internal marks.

The semester examination carrying 60 marks will have two sections, A and B. Section A, worth 40 marks, will have six theory questions, out of which students will be required to attempt any four questions. Section B carrying 20 marks, will contain one or more cases (or cases/practical)

to investigate the key issues and themes in the adoption and application of digital marketing to business;

CO1 : Explore tactical and operational challenges facing firms in implementing digital marketing strategies.

CO2 : Develop skills in digital marketing and social media marketing.

CO3 : Develop reflective skills on learning and experiences from a practical implementation of a digital marketing strategy.

CO4 : Investigate the key issues and themes in the adoption and application of digital marketing to business.

Course Content

1. Introduction to Digital Marketing: Introduction to Marketing, Consumer Behavior, Introduction to Digital Marketing, Traditional Vs Digital Marketing, Types of Digital Marketing

2. Search Engine Optimization: Search Engine Optimization, Keyword Planner, SEO Techniques-Indexing, Key Word Placement

3. Search Engine Marketing: Search Engine Marketing, Content Optimization, SEO Plug-in, On Page Techniques, How to Select a Domain Name?, Meta Tags, Off -Page SEO

Techniques, Back links, Do-Follow and No-Follow Backlinks.

4. Website Planning & Creation: Website Planning, Website Creation, Optimization of Websites, Webpage creation, Youtube Channel Creation, LinkedIn Profile Creation.

5. Social Media Marketing: Social Media Marketing, Social Media Platforms, Benefits of using SMM, Social Media Marketing Campaign (Facebook, Instagram, LinkedIn), Analyzing Traffic Behaviour & Report Preparation.

6. Pay Per Click Advertising: Introduction Pay Per Click Advertising, Advantages of PPC, Entities Involved in PPC Advertising, Introduction to Google Adword, Google Ad Formats (Text, Image & Video).

7. Email Marketing: Email Marketing, Importance of Email Marketing, Email Marketing Strategy, Creating a Subscriber List, What is Newsletter, Design a Newsletter, Monitoring Email –Automization, Introduction to Ecommerce

8. E-Commerce and Digital Marketing Strategy: Ecommerce Strategy, Content Marketing, Content Creation Process, Influencer Marketing, Digital Marketing Strategy.

Text Readings:

1. Digital Marketing For Dummies by Ryan Deiss, Russ Henneberry.
2. Google AdWords for Beginners: A Do-It-Yourself Guide to PPC Advertising by Cory Rabazinsky, 2015
3. Social Media Marketing All-In-One for Dummies by Jan Zimmerman and Deborah Ng, 2017.
4. Dynamic Digital Marketing - Master the world of online and social media marketing to grow your business, Dawn McGruer
5. Digital Marketing for Beginners 2020 - Guide To Make Money And Build Your Online Businesses To Success Using Digital Marketing Skills, Platforms And Tools. Strategies To Create Your Own Passive Income, Oliver J. Rich



MM-208A: HUMAN RESOURCE MANAGEMENT

Course Objective

Course Type: General Elective 1

The objective of this course is to help students develop an understanding of the dimensions the management of human resources, with particular reference to HRM policies and practices and attention will also be paid to help them develop their communication and decision making skills, case discussions, role-plays etc.

Examination

The student shall be evaluated on two components: 40 internal and 60 end-semester examinations. There will be 40 marks for internal evaluation; three internal evaluations will be conducted, out of which two will be written tests, and the third will be assignment/presentation/quiz/ class participation. The best two out of 3 evaluations will be considered as internal marks.

The semester examination carrying 60 marks will have two sections, A and B. Section A, worth 40 marks, will have six theory questions, out of which students will be required to attempt any four questions. Section B carrying 20 marks, will contain one or more cases (or cases/practical).

Course Outcomes (CO):

CO1 : Demonstrate an understanding of key terms, theories/ concepts and practices within the field of HRM.

CO2 : Demonstrate competence in development and problem solving in the area of HR management.

CO3 : Analyze the key issues related to administrating the human elements such as

Acquisition, Compensation, Appraisal, Career planning, Training Global Challenges.

CO4 : Describe the meaning of terminology and tools used in managing employees effectively.

Course Content

1. The Field of HRM: An Overview, Concept, Evolution and Functions, Personnel to HRM, ASTD HRM Model.

2. Human Resource Policies; Formulation and Essentials of Sound HR Policies

3. Acquisition of Human Resources: Objectives, Policies and Process of Human Resource Planning, Human Resource Planning in evolving Small and Entrepreneurial Organization, Job Analysis, Job Description, Job Specification, Job Design (Nature of Job Design, Job

Characteristics, Reengineering Jobs, Consequences of Job Design), Recruitment, Selection, Placement.

4. The Human Resource Organization: Structure of Human Resource Management, Role and Responsibilities of the Human Resource Selection, Placement Department (Administrative, Operational and Strategic Role of HR), Human Resource Information System.

5. Development of Human Resources: Orientation, Training and Development, Evaluation of Training, Developing Effective Training Programme. Performance Appraisal (Appraising Individual and Team Performance), Introduction to Career and Succession Planning.

6. Maintenance of Human Resources: Job Evaluation, Compensation Management – Major phases of compensation management, Designing and Administering the Wage and Salary Structure, Incentive and Reward System, Grievance Handling Procedure.

7. Separation Processes: Turnover, Retirement, Layoff, Retrenchment and Discharge, VRS (Mechanism of VRS, VRS in Public Sector and Private Sector), Rehabilitation of Surplus Employees.

8. Emerging Trends and Challenges in HRM: Economic & Technological Change, Work force Availability and Quality, Enhancing Organizational Performance, Expanding Human Capital, Ethics and HRM, HR Management Competencies and Careers Knowledge of Business Organizations and Organization Culture, Influence and Change Management,

Text Readings

1. Michael Armstrong (2001). A Handbook of Human Resource Practice, London, Kogan Page, 8th Edition.
2. David S. Decenzo and Stephen P. Robbins (1988). Personnel/Human Resource Management, New Delhi, Prentice Hall, 3rd Edition.) Robert L. Mathis and John H. Jackson (1995). Human Resource Management, 9th Edn..South Western College Publishing.

Suggested Readings

1. William B. Werther Jr. and Keith Davis (1993). Human Resources and Personnel Management, Singapore, McGraw Hill, 4th Edition.
2. Arun Monappa and Mirza S. Salyadain (1995) Personnel Management, New Delhi, Tata McGraw P Subba Rao (2000). Essentials of Human Resource Management and

Industrial Relations: Text, Cases and Games, Mumbai, Himalaya.

4. Biswajeet Patanayak (2001). Human Resource Management, New Delhi, Prentice Hall India.

5. Holloway J. Ed. (1996). Performance Measurement and Evaluations, New Delhi, Sage Publications. 6. Guy V. & Mattock J. (1993). The New international Manager, London, Kogan Press.



MM-208B ENTREPRENEURSHIP AND NEW VENTURES

COURSE OBJECTIVES

Course Type: General Elective 2

The objective of this course is to exhibit knowledge of fundamentals of entrepreneurship, application of tools & techniques to setup an entrepreneurial venture.

EXAMINATION SCHEME

The student shall be evaluated on two components: 40 internal and 60 end-semester examination. There will be 40 marks for internal evaluation; three internal evaluations will be conducted, out of which two will be written tests, and the third will be assignment/presentation/quiz/ class participation. The best two out of 3 evaluations will be considered as internal marks.

The semester examination carrying 60 marks will have two sections, A and B. Section A, worth 40 marks, will have six theory questions, out of which students will be required to attempt any four questions. Section B carrying 20 marks, will contain one or more cases (or cases/practical).

Note: Relevant Case Studies (at least two cases per unit) will be discussed compulsorily.

COURSE OUTCOMES

After completion of the course the students should be able to:

CO1. Understanding the basics of Entrepreneurship and real-life issues therein.

CO2. Apply Theoretical concepts into practice while facing business problems.

CO3. Contribute in Developing Reasoning and Analytical ability to foster Decision Making.

CO4. Nurture Entrepreneur Skills and Leadership Abilities.

COURSE CONTENTS

UNIT I

Fundamentals of Entrepreneurship: Define Entrepreneurial Traits & Entrepreneurship, Entrepreneur Decision Making Process, Role of Entrepreneurship in the Economy, Concept of Start-ups, Forms of Ownership, Women Entrepreneur & Challenges

UNIT II

Planning and Organizing Entrepreneurial Venture: Process of Planning Entrepreneurial

Venture, Organizing Business Research Tools and Techniques to know the feasibility of Venture; Life Cycle of Venture, Growth and Challenges, Problem Solving Approaches and ways of financing new venture

UNIT III

Creating a Business Plan: Define the elements of a business plan, create a basic business plan, Recognize and describe the role marketing plays in business (Digital Media), Explain a marketing plan, Explain the considerations in the purchasing cycle, Launching Formalities

UNIT IV

New venture Expansion & Exit Strategies: Expansion Strategies: Understanding joint ventures, acquisitions, merger, franchising. **Exit Strategies:** Introduction, Reasons for existing and long-term preparation, short-term preparation.

UNIT V

Institutional support to Entrepreneurship: EDP Movement in India, Institutional Support System, Centre for Entrepreneurship Development (CED), National Institute for Entrepreneurship and Small Business Development (NIES BUD), Institutes for Entrepreneurship Development (IED), Science and Technology Entrepreneurship Parks (STEPS), National Alliance of Young Entrepreneurs (NAYE), Technical Consultancy Organizations (TCOs), National Small Industry Corporation (NSIC), Industrial Development Bank of India (IDBI), Industrial Finance Corporation of India (IFCI), Industrial Credit and Investment Corporation of India (ICICI), Rural Development and Self Employment Training Institute (RUDSETI), Rural Development and Human Development Training programs, Technology Transfer programs.

UNIT VI

Start-Up Funding & Strategies for future: Funding Alternatives for Start-up, Venture Capital System for Start-up, Designing Funding Strategy, What Investors Look for in a Pitch Funding, Current Funding Option available in global Market

UNIT VII

Risk Management & Regulatory Global Concerns: Risk Avenues for entrepreneurs & Strategies for Risk Management, Discuss Different types of regulations that apply to businesses, understanding legal & Ethical responsibilities of entrepreneurs, identify key concepts and relationships in a business environment, describe business considerations when entering the global market, Recognize and describe the value of cultural differences in local and global business.

TEXT READINGS

1. Charanthimath, Entrepreneurship development small business enterprises, Pearson education, Latest Edition.
2. Kuratko & Hodgetts, Entrepreneurship in The New Millennium, Cengage learning, Latest Edition.

3. Vasant Desai: Small scale Industries and Entrepreneurship, Himalaya Publishing House, Latest Edition.
4. David H Holt Entrepreneurship: New Venture Creation, PHI, Latest Edition.
5. Rajeev Roy, Entrepreneurship, Oxford University press, Latest Edition.

SUGGESTED READINGS

1. Greene, Entrepreneurship, Cengage learning, Latest Edition.
2. B. K. Mohanty Fundamentals of Entrepreneurship PHI, Latest Edition.
3. Barringer, Entrepreneurship Pearson education, Latest Edition.
4. Kanishka Bedi, Management and Entrepreneurship, Oxford University Press, Latest Edition.
5. Desai Vasant, Dynamics of Entrepreneurship Development and Management, Himalaya Publishing House, Latest Edition.
6. Coulter, Entrepreneurship in Action, PHI Learning, Latest Edition.
7. Alpana Trehan, Entrepreneurship, Wiley India Pvt. Limited, Latest Edition.
8. The Lean Startup, Eric Rise, Latest Edition.
9. Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers, by Alexander Osterwalder and Yves Pigneur, Latest Edition.



