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| M.B.A.  **MARKETING MANAGEMENT** |
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| **SYLLABUS** |
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| **from the academic year**  **2023 - 2024** |
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| **TAMILNADU STATE COUNCIL FOR HIGHER EDUCATION, CHENNAI – 600 005** |

**M.B.A. – MARKETING MANAGEMENT**

**(FULL TIME)**

**Choice Based Credit System**

# Program Educational Outcomes;

# PEO 1 – Employability: To develop students with industry specific knowledge & skills to meet the industry requirements and also join Public sector undertaking through competitive examinations.

# PEO 2 - Entrepreneur: To create effective business service owners, with a growth mindset by enhancing their critical thinking, problem solving and decision-making skills.

# PEO3 – Research and Development: To instill and grow a mindset that focusses efforts towards inculcating and encouraging the students in the field research and development.

# PEO 4 – Contribution to Business World: To produce ethical and innovative business professionals to enhance growth of the business world.

# PEO 5 – Contribution to the Society: To work and contribute towards holistic development of society by producing competent MBA professionals.

# Program Outcomes:

**PO1: Problem Solving Skill:** Application of tools & techniques relevant to management theories and practices in analyzing & solving business problems.

**PO2: Decision Making Skill:** Fostering analytical and critical thinking abilities for data-based decision making.

**PO3: Ethical Value:** Ability to develop value based leadership attributes.

**PO4: Communication Skill:** Ability to understand, analyze and effectively communicate global, economic, legal and ethical aspects of business.

**PO5: Individual and Team Leadership Skill:** Ability to be self-motivated in leading & driving a team towards achievement of organizational goals and contributing effectively to establish industrial harmony.

**PO6: Employability Skill:** Foster and enhance employability skills through relevant industry subject knowledge.

**PO7: Entrepreneurial Skill:** Equipped with skills and competencies to become a global entrepreneur.

**PO8: Contribution to Society:** Strive towards becoming a global influencer and motivating future generation towards building a legacy that contributes to overall growth of humankind.

# PEO – PO MAPPING

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | PO 1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 |
| PEO 1 | Y | Y | Y | Y | Y | Y | Y | Y |
| PEO 2 | Y | Y | Y | Y | Y |  | Y | Y |
| PEO3 | Y | Y | Y | Y | Y | Y |  | y |
| PEO 4 | Y | Y | Y | Y | Y | Y | Y | Y |
| PEO 5 | Y | Y | Y | Y | Y | Y | Y | Y |

# Y - Yes

# FIRST SEMESTER

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Subject Code** | **Subject Name** | **Category** | **L** | **T** | **P** | **O** | **Credits** | **Inst. Hours** | **Marks** | | |
| **CIA** | **External** | **Total** |
|  | Management Principles and Business Ethics | Core | 4 | - | - | - | 4 | 60 | 25 | 75 | 100 |
|  | Quantitative Techniques and Research Methods in Business | Core | 3 | 1 | - | - | 4 | 60 | 25 | 75 | 100 |
|  | Managing Organizational Behaviour | Core | 4 | - | - | - | 4 | 60 | 25 | 75 | 100 |
|  | Accounting for Managers | Core | 3 | 1 | - | - | 4 | 60 | 25 | 75 | 100 |
|  | Managerial Economics | Core | 4 | - | - | - | 4 | 60 | 25 | 75 | 100 |
|  | Legal Systems in Business | Core | 4 | - | - | - | 4 | 60 | 25 | 75 | 100 |
|  | Entrepreneurship Development | Extra Disciplinary | 3 | - | - | - | 3 | 45 | 25 | 75 | 100 |
|  | Soft Skills I – Executive Communication | Soft Skills | - | - | 2 | - | 2 | 30 | 25 | 75 | 100 |

# SECOND SEMESTER

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Subject Code** | **Subject Name** | **Category** | **L** | **T** | **P** | **O** | **Credits** | **Inst. Hours** | **Marks** | | |
| **CIA** | **External** | **Total** |
|  | Applied Operations Research | Core | 3 | 1 | - | - | 4 | 60 | 25 | 75 | 100 |
|  | Human Resource Management | Core | 4 | - | - | - | 4 | 60 | 25 | 75 | 100 |
|  | Marketing Management | Core | 4 | - | - | - | 4 | 60 | 25 | 75 | 100 |
|  | Operations Management | Core | 3 | 1 | - | - | 4 | 60 | 25 | 75 | 100 |
|  | Financial Management | Core | 3 | 1 | - | - | 4 | 60 | 25 | 75 | 100 |
|  | Strategic Management | Core | 4 | - | - | - | 4 | 60 | 25 | 75 | 100 |
|  | International Business | Extra Disciplinary | 3 | - | - | - | 3 | 45 | 25 | 75 | 100 |
|  | Soft Skills II – Business Etiquette | Soft Skills | - | - | 2 | - | 2 | 30 | 25 | 75 | 100 |
|  | Soft Skills III – Computing Skills | Soft Skills | - | - | 2 | - | 2 | 30 | 25 | 75 | 100 |

# THIRD SEMESTER

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Subject Code** | **Subject Name** | **Category** | **L** | **T** | **P** | **O** | **Credits** | **Inst. Hours** | **Marks** | | |
| **CIA** | **External** | **Total** |
|  | Information Systems for Business | Core | 4 | - | - | - | 4 | 60 | 25 | 75 | 100 |
|  | \*\*Choose any one from the list | Elective | 3 | - | - | - | 3 | 45 | 25 | 75 | 100 |
|  | \*\*Choose any one from the list | Elective | 3 | - | - | - | 3 | 45 | 25 | 75 | 100 |
|  | \*\*Choose any one from the list | Elective | 3 | - | - | - | 3 | 45 | 25 | 75 | 100 |
|  | \*\*Choose any one from the list | Elective | 3 | - | - | - | 3 | 45 | 25 | 75 | 100 |
|  | \*\*Choose any one from the list | Elective | 3 | - | - | - | 3 | 45 | 25 | 75 | 100 |
|  | \*\*Choose any one from the list | Elective | 3 | - | - | - | 3 | 45 | 25 | 75 | 100 |
|  | Employability skills | Extra Disciplinary | 3 | - | - | - | 3 | 45 | 25 | 75 | 100 |
|  | Soft Skills IV – Leadership and Team Building Skills | Soft Skills | - | - | 2 | - | 2 | 30 | 25 | 75 | 100 |
|  | \*\*\*Summer Internship | Internship | - | - | - | 1 | 3 | - | 100 | - | 100 |

**\*\* Students should choose six elective Course from the specialization list in consultation with the Head of the Institution.**

**For the categorization of specialization students can either opt for either single or dual specialization.**

**In case of students opting for single specialization, they should compulsorily choose 6 elective papers from one area specialization from the list given below:**

**In case of students opting for dual specialization. They should choose 3 elective papers from respective area of specialization.**

**\*\*\* Internship will be carried out during the summer vacation after the first year. Viva Voce will be conducted by the college and marks shall be sent to the University and the same will be included in the Third Semester Marks Statement.**

# FOURTH SEMESTER

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| **Subject Code** | **Subject Name** | **Category** | **L** | **T** | **P** | **O** | **Credits** | **Inst. Hours** | **Marks** | | |
| **CIA** | **External** | **Total** |
|  | # Project Work & Viva- Voce | Core | - | - | - | Y | 12 | - | 75 | 225 | 300 |

**L-Lecture T-Tutorial P- Practical O-Project**

**# The Project Work will be evaluated jointly by TWO Examiners (i.e. one Internal and the other External) for a Maximum of 225 Marks (9 Credits).**

**# The Viva- Voce will be conducted with Two Examiners (i.e. one Internal and the other External) for a Maximum of 75 Marks (3 Credits).**

**Specialization Courses: Marketing Management**

|  |  |  |  |  |  |  |  |  |  |  |  |
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| **Subject Code** | **Subject Name** | **Category** | **L** | **T** | **P** | **O** | **Credits** | **Inst. Hours** | **Marks** | | |
| **CIA** | **External** | **Total** |
| 1 | Advanced Marketing Research and Consumer Behaviour | Elective | 3 | - | - | - | 3 | 3 | 25 | 75 | 100 |
| 2 | Advertising Management and Sales Promotion | Elective | 3 | - | - | - | 3 | 3 | 25 | 75 | 100 |
| 3 | Sales and Distribution Management | Elective | 3 | - | - | - | 3 | 3 | 25 | 75 | 100 |
| 4 | Brand Management | Elective | 3 | - | - | - | 3 | 3 | 25 | 75 | 100 |
| 5 | Industrial Marketing | Elective | 3 | - | - | - | 3 | 3 | 25 | 75 | 100 |
| 6 | Services Marketing | Elective | 3 | - | - | - | 3 | 3 | 25 | 75 | 100 |
| 7 | Customer Relations Management | Elective | 3 | - | - | - | 3 | 3 | 25 | 75 | 100 |
| 8 | Retail Marketing | Elective | 3 | - | - | - | 3 | 3 | 25 | 75 | 100 |
| 9 | Rural Marketing | Elective | 3 | - | - | - | 3 | 3 | 25 | 75 | 100 |
| 10 | International Marketing | Elective | 3 | - | - | - | 3 | 3 | 25 | 75 | 100 |
| 11 | Advanced Selling and Negotiation Skills | Elective | 3 | - | - | - | 3 | 3 | 25 | 75 | 100 |
| 12 | Channel Management Strategies | Elective | 3 | - | - | - | 3 | 3 | 25 | 75 | 100 |
| 13 | Customer Engagement Marketing | Elective | 3 | - | - | - | 3 | 3 | 25 | 75 | 100 |
| 14 | Digital Marketing | Elective | 3 | - | - | - | 3 | 3 | 25 | 75 | 100 |
| 15 | Marketing Analytics | Elective | 3 | - | - | - | 3 | 3 | 25 | 75 | 100 |
| 16 | Marketing Metrics | Elective | 3 | - | - | - | 3 | 3 | 25 | 75 | 100 |
| 17 | New Product Strategies | Elective | 3 | - | - | - | 3 | 3 | 25 | 75 | 100 |
| 18 | Strategic Marketing | Elective | 3 | - | - | - | 3 | 3 | 25 | 75 | 100 |

**# Choose any 6 electives from the above list in consultation with the HOD or Head.**

**SYLLABUS**

**SEMESTER I**

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Subject Code** | **Subject Name** | **Category** | **L** | **T** | **P** | **O** | **Credits** | | **Inst. Hours** | **Marks** | | | |
| **CIA** | | **External** | **Total** |
|  | **Management Principles and Business Ethics** | Core | 4 | - | - | - | 4 | | 60 | 25 | | 75 | 100 |
| **Course Objectives** | | | | | | | | | | | | | |
| C1 | To familiarize the students to the basic concepts of management in order to aid in understanding how an organization functions. | | | | | | | | | | | | |
| C2 | To provide insights on Planning & Decision Making | | | | | | | | | | | | |
| C3 | To throw light on Organizing, Managing Change and Innovation | | | | | | | | | | | | |
| C4 | To elucidate on Leadership, Communication and Controlling. | | | | | | | | | | | | |
| C5 | To create awareness and importance of Business Ethics and Social Responsibility. | | | | | | | | | | | | |
| **SYLLABUS** | | | | | | | | | | | | | |
| **UNIT** | **Details** | | | | | | | **No. of Hours** | | | **Course Objectives** | | |
| I | **Introduction:** Nature of Management – Concepts and Foundations of Management- Managerial Functions- Management Skills- The Evolution of Management Thought – Tasks of a Professional Manager –Organizational Culture - Environment– Systems Approach to Management – Levels in Management – Disaster Management | | | | | | | 12 | | | C1 | | |
| II | **Planning & Decision Making:** Steps in Planning Process – Scope and Limitations – Short Term and Long Term Planning – Flexibility in Planning – Characteristics of a Sound Plan – Management By Objectives (MBO). Strategic Management ProcessDecision Making Process and Techniques. Business Models | | | | | | | 12 | | | C2 | | |
| III | **Nature of Organizing:** Organization Structure and Design - Authority Relationships – Delegation of Authority and Decentralization – Interdepartmental Coordinator – emerging Trends in corporate Structure, Strategy and Culture – Impact of Technology on Organizational design – Mechanistic vs. Adoptive Structures – Formal and Informal Organization. Span of control – Pros and Cons of Narrow and Wide Spans of Control – Optimum Span - Managing Change and Innovation. | | | | | | | 12 | | | C3 | | |
| IV | **Leadership and Control:** Leadership: Approaches to Leadership and Communication.  Control: Concept of Control – Application of the Process of Control at Different Levels of Management (top, middle and first line). Performance Standards – Measurements of Performance – Remedial Action - An Integrated Control system in an Organization – Management by Exception (MBE) – | | | | | | | 12 | | | C4 | | |
| V | **Business Ethics:** Importance of Business Ethics – Ethical Issues and Dilemmas in Business - Ethical Decision Making and Ethical Leadership – Ethics Audit - Business Ethics and - CSR Models. | | | | | | | 12 | | | C5 | | |
|  | **Total** | | | | | | | **60** | | |  | | |
| **Course Outcomes** | | | | | | | | | | | | | |
| **Course Outcomes** | On completion of this course, students will; | | | | | | | **Program Outcomes** | | | | | |
| **CO1** | Possess the knowledge on the basic concepts of management and understand how an organization functions. | | | | | | | PO4, PO6, PO8 | | | | | |
| **CO2** | Possess knowledge on planning & decision making. | | | | | | | PO1, PO2 | | | | | |
| **CO3** | Have insights on organizing, managing change and Innovation | | | | | | | PO5, PO6, PO7 | | | | | |
| **CO4** | Learn leadership, communication and controlling skills. | | | | | | | PO4, PO5 | | | | | |
| **CO5** | Have better understanding on business ethics and social responsibility. | | | | | | | PO3, PO8 | | | | | |
| **Reading List** | | | | | | | | | | | | | |
| 1. | https://deb.ugc.ac. In | | | | | | | | | | | | |
| 2. | http://wwww.managementconcepts. Com | | | | | | | | | | | | |
| 3. | International journal of Management Concepts and Philosophy | | | | | | | | | | | | |
| 4. | Journal of Management, Sage Publications | | | | | | | | | | | | |
| **References Books** | | | | | | | | | | | | | |
| 1. | Mukherjee, K., Principles of Management, 2nd Edition, Tata McGraw Hill Education Pvt. Ltd., 2009 | | | | | | | | | | | | |
| 2. | S. K. Mandal., Management Principles and practice, 3rd Edition, Jaico Publishing House, Jan.2011. | | | | | | | | | | | | |
| 3. | Griffin, R. W., Management, 11th Edition, South-Western College Publication, January 2018. | | | | | | | | | | | | |
| 4. | Koontz, H. and Weihrich, H., Essentials of Management: An International Perspective, 11th Edition, Tata McGraw Hill Education Private Ltd., July 2020 | | | | | | | | | | | | |
| 5. | Certo, S C. and Certo, T, Modern Management, 13th Edition, Prentice Hall, January 2014. | | | | | | | | | | | | |
| 6. | Robbins, S and Coulter, M, 11th Edition, Management, Prentice Hall, 11th edition, January 2012 | | | | | | | | | | | | |
| 7. | Shaikh Ubaid, Disaster Management, Technical publications, 1st edition, 2020 | | | | | | | | | | | | |

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|  | **PO 1** | **PO 2** | **PO 3** | **PO 4** | **PO 5** | **PO 6** | **PO 7** | **PO 8** |
| **CO 1** |  |  |  | 2 |  | 2 |  | 2 |
| **CO 2** | 2 | 3 |  |  |  |  |  |  |
| **CO 3** |  |  |  |  | 2 | 2 | 2 |  |
| **CO 4** |  |  |  | 3 | 3 |  |  |  |
| **CO 5** |  |  | 3 |  |  |  |  | 3 |

**3-Strong 2-Medium 1-Low**

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| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Subject Code** | **Subject Name** | **Category** | **L** | **T** | **P** | **O** | **Credits** | | **Inst. Hours** | **Marks** | | | |
| **CIA** | | **External** | **Total** |
|  | **Quantitative Techniques and Research Methods in Business** | Core | 3 | 1 | - | - | 4 | | 60 | 25 | | 75 | 100 |
| **Course Objectives** | | | | | | | | | | | | | |
| C1 | To provide the students with an introduction to probability theory and discuss how probability calculations may facilitate their decision making. | | | | | | | | | | | | |
| C2 | To construct a coherent research proposal that includes an abstract, literature review, research questions, ethical considerations and methodology. | | | | | | | | | | | | |
| C3 | To understand the basic statistical tools for analysis & interpretation of qualitative and quantitative data. | | | | | | | | | | | | |
| C4 | To recognize the principles and characteristics of the multivariate data analysis techniques. | | | | | | | | | | | | |
| C5 | To become familiar with the process of drafting a report that poses a significant problem | | | | | | | | | | | | |
| **SYLLABUS** | | | | | | | | | | | | | |
| **UNIT** | **Details** | | | | | | | **No. of Hours** | | | **Course Objectives** | | |
| I | **Introduction:** Probability - Rules of probability- Probability distribution; Binomial, Poisson and Normal Distributions, their applications in Business and Industrial Problem- Baye’s Theorem and its applications - Decision Making under risk and uncertainty; Maximax, Maximin, Regret Hurwitz and Laplace Criteria in Business and Decision Making - Decision tree. | | | | | | | 17 | | | C1 | | |
| II | **Research Methods:** Research - Definition - Research Process - Research Design – Definition- Types Of Research Design - Role of Theory in Research - Variables in Research – Objectives - Hypothesis -Types of Data; Preliminary Vs Secondary- Methods of Primary Data Collection; Survey, Observation, Experiments - Construction Of Questionnaire - Questionnaire Schedule- Validity and Reliability of Instruments - Types of Scales; Nominal, Ordinal, Interval - Types of Attitude Measurement Scales – Sampling Techniques; Probability And Non probability Techniques- Optimal Sample Size determination. | | | | | | | 10 | | | C2 | | |
| III | **Data Preparation and Analysis:** Data Preparation - Editing –Coding- Data Entry- Data Analysis- Testing Of Hypothesis Univariate and Bivariate Analysis -Parametric And Nonparametric Tests and Interpretation of Test Results- Chi-Square Test- Correlation; Karl Pearson’s Vs Correlation Coefficient and Spearman's Rank Correlation- Regression Analysis - One Way and Two Way Analysis of Variance. | | | | | | | 15 | | | C3 | | |
| IV | **Multivariate Statistical Analysis:** Exploratory and Confirmatory Factor Analysis -Discriminant Analysis- Cluster Analysis -Conjoint Analysis -Multiple Regression- Multidimensional Scaling- Their Application In Marketing Problems -Application of Statistical Software For Data Analysis- SEM Analysis | | | | | | | 09 | | | C4 | | |
| V | **Report Writing and Ethics in Business Research:** Research Reports- Different Types -Report Writing Format- Content of Report- Need For Executive Summary- Chapterization -Framing the Title of the Report- Different Styles Of Referencing -Academic Vs Business Research Reports - Ethics In Research. | | | | | | | 09 | | | C5 | | |
|  | **Total** | | | | | | | 60 | | |  | | |
| **Course Outcomes** | | | | | | | | | | | | | |
| **Course Outcomes** | On completion of this course, students will; | | | | | | | **Program Outcomes** | | | | | |
| **CO1** | Be able to develop problem-solving techniques needed to accurately calculate probabilities. | | | | | | | PO1, PO2, PO6, PO7 | | | | | |
| **CO2** | Be able to devise research methods, techniques and strategies in the appropriate manner for managerial decision making and conduct research for the industry. | | | | | | | PO4, PO6 | | | | | |
| **CO3** | Be able to apply and interpret the different types of quantitative and qualitative methods of data analysis. | | | | | | | PO4, PO6 | | | | | |
| **CO4** | Be able to use multivariate techniques appropriately, undertake multivariate hypothesis tests, and draw appropriate conclusions. | | | | | | | PO4, PO6 | | | | | |
| **CO5** | Be able to present orally their research or a summary of another’s research in an organized, coherent, and compelling fashion. | | | | | | | PO4, PO6 | | | | | |
| **Reading List** | | | | | | | | | | | | | |
| 1. | <https://www.dartmouth.edu/~chance/teaching_aids/books_articles/probability_book/amsbook.mac.pdf> | | | | | | | | | | | | |
| 2. | <https://study.com/academy/topic/probability.html> | | | | | | | | | | | | |
| 3. | <https://onlinecourses.nptel.ac.in/noc18_ma07/preview> | | | | | | | | | | | | |
| 4. | <https://hbr.org/1964/07/decision-trees-for-decision-making> | | | | | | | | | | | | |
| **References Books** | | | | | | | | | | | | | |
| 1. | Kumar, R., Research Methodology: A Step-by-Step guide for Beginners, Sage, South Asia, 4th Edition, 2014. | | | | | | | | | | | | |
| 2. | Srivastava, T.N. and Rego, S., Statistics for Management, 2nd Edition, Tata McGraw Hill, 3rd Edition, 2016. | | | | | | | | | | | | |
| 3. | Cooper, D.R., Schindler, P. And Business Research Methods, Tata- McGrew Hill,12th Edition, 2012. | | | | | | | | | | | | |
| 4. | Cooper, D.R., Schindler, P. and Sharma, J.K., Business Research Methods,11th Edition, Tata-McGraw Hill, 12 th Edition, 2018. | | | | | | | | | | | | |
| 5. | Johnson, R.A., and Wichern, D.W., Applied Multivariate Statistical Analysis, PHI Learning Pvt. Ltd., 6 th Edition, 2012. | | | | | | | | | | | | |
| 6. | Anderson, Sweeny, Williams, Camm and Cochran, Statistics for business and Economics, Cengage Learning, New Delhi, 13th Edition, 2017 | | | | | | | | | | | | |

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|  | **PO 1** | **PO 2** | **PO 3** | **PO 4** | **PO 5** | **PO 6** | **PO 7** | **PO 8** |
| **CO 1** | 3 | 3 |  |  |  | 3 | 3 |  |
| **CO 2** |  |  |  | 3 |  | 3 |  |  |
| **CO 3** |  |  |  | 2 |  | 2 |  |  |
| **CO 4** |  |  |  | 2 |  | 2 |  |  |
| **CO 5** |  |  |  | 2 |  | 3 |  |  |

**3-Strong 2-Medium 1-Low**

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| **Subject Code** | **Subject Name** | **Category** | **L** | **T** | **P** | **O** | **Credits** | | **Inst. Hours** | **Marks** | | | |
| **CIA** | | **External** | **Total** |
|  | **Managing Organizational Behaviour** | Core | 4 | - | - | - | 4 | | 60 | 25 | | 75 | 100 |
| **Course Objectives** | | | | | | | | | | | | | |
| C1 | To familiarize the students to the basic concepts of managing Organizational Behaviour in order to aid in understanding how an men behave in an organization. | | | | | | | | | | | | |
| C2 | To provide insights on Individual Differences, perception, learning, Attitudes values and motivation | | | | | | | | | | | | |
| C3 | To throw light on Group Dynamics and Interpersonal Communication | | | | | | | | | | | | |
| C4 | To elucidate on Leadership, Politics, Conflicts and Negotiation. | | | | | | | | | | | | |
| C5 | To create awareness and importance of work stress and Emotional Intelligence and its influence on employees in an organization. | | | | | | | | | | | | |
| **SYLLABUS** | | | | | | | | | | | | | |
| **UNIT** | **Details** | | | | | | | **No. of Hours** | | | **Course Objectives** | | |
| I | **Introduction to Organizational Behaviour:** Historical background of OB - Concept Relevance of OB – Contributing disciplines - to the field of OB, challenges and opportunities for OB, foundations of Individual Behaviour. Theory – social theory- Organizational Citizenship Behaviour | | | | | | | 12 | | | C1 | | |
| II | **Individual Difference -** Personality – concept and determinants of personality – theories of personality – type of theories – trait theory – psycho analytic theory - social learning theory – Erikson’s stages of Personality Development Chris Argyris Immaturity to Maturity Continuum. Personality – Job fit.  **Perception:** Meaning Process – Factors influencing perception – Attribution theory  **Learning:** Classical, Operant and Social Cognitive Approaches – Managerial implications**.**  **Attitudes and Values**:– Components, Attitude – Behaviour relationship, formation, values.  **Motivation**: Early Theories of Motivation – Hierarchy of needs theory, Theory X and Theory Y, Two factor theory, McClelland’s theory of needs and Contemporary theories of motivation – Self – Determination theory, Job Engagement, Goal Setting theory, Self– efficacy theory, Re – inforcement theory, Equity theory, Expectancy theory. | | | | | | | 12 | | | C2 | | |
| III | **Group Dynamics –** Foundations of Group Behaviour – Group and Team - Stages of Group Development–Factors affecting Group and Team Performance - Group Decision making  **Interpersonal Communication –** Communication Process – Barriers to Communication– Guidelines for Effective Communication | | | | | | | 12 | | | C3 | | |
| IV | **Leadership –** Trait, Behavioural and Contingency theories, Leaders vs Managers Power and  **Politics:** Sources of Power – Political Behaviour in Organizations – Managing Politics.  **Conflict and Negotiation:** Sources and Types of Conflict –Negotiation Strategies– Negotiation Process. | | | | | | | 12 | | | C4 | | |
| V | **Work Stress:** Stressors in the Workplace – Individual Differences on Experiencing Stress - Managing Workplace Stress. Organizational Culture and Climate: Concept and Importance – Creating and Sustaining Culture.  **Emotional Intelligence,** Work Life Integration Practices.  Knowledge based enterprise- systems and Processes; Networked and virtual organizations. | | | | | | | 12 | | | C5 | | |
|  | **Total** | | | | | | | **60** | | |  | | |
| **Course Outcomes** | | | | | | | | | | | | | |
| **Course Outcomes** | On completion of this course, students will; | | | | | | | **Program Outcomes** | | | | | |
| **CO1** | Possess the knowledge on the basic concepts of managing Organizational Behaviour in order to aid in understanding how an men behave in an organization | | | | | | | PO4 | | | | | |
| **CO2** | Possess knowledge on Individual Differences, perception, learning, Attitudes values and motivation | | | | | | | PO3, PO6 | | | | | |
| **CO3** | Have insights on Group Dynamics and Interpersonal Communication | | | | | | | PO2, PO4, PO5 | | | | | |
| **CO4** | Learn Leadership, Politics, Conflicts and Negotiation. | | | | | | | PO5 | | | | | |
| **CO5** | Have better understanding on work stress and Emotional Intelligence and its influence on employees in an organization. | | | | | | | PO6, PO8 | | | | | |
| **Reading List** | | | | | | | | | | | | | |
| 1. | [www.himpub.com](http://www.himpub.com) | | | | | | | | | | | | |
| 2. | <https://iedunote.com.organisational-behaviour> | | | | | | | | | | | | |
| 3. | [www.yourarticlelibrary.com/organisation/](http://www.yourarticlelibrary.com/organisation/) | | | | | | | | | | | | |
| 4. | Journal of Organizational Behaviour – wiley Online Library | | | | | | | | | | | | |
| **References Books** | | | | | | | | | | | | | |
| 1. | Prasad .L.M., Organisational Behaviour ,Sultan Chand and Sons, 2019 | | | | | | | | | | | | |
| 2. | C.B.Guptha, A Textbook Of Organisational Behaviours ,S.Chand & Company,2019 | | | | | | | | | | | | |
| 3. | K. Aswattappa, Organisational Behaviour, Himalaya Publishing House, 12th Edition, 2016. | | | | | | | | | | | | |
| 4. | Luthans, F. Organizational Behaviour, 12th Edition, Tata McGraw Hill Education, 2017. | | | | | | | | | | | | |
| 5. | McShane, S.L., Von Glinow, M.A., and Sharma, R.R., Organizational Behaviour, 5th Edition, Tata McGraw-Hill Education Pvt. Ltd., 2011. | | | | | | | | | | | | |
| 6. | Stephen P. Robins, Timothy A. Judge and Neharika Vohra, Essentials of Organisational Behaviour, 18th Edition, Pearson Education, 2019. | | | | | | | | | | | | |

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|  | **PO 1** | **PO 2** | **PO 3** | **PO 4** | **PO 5** | **PO 6** | **PO 7** | **PO 8** |
| **CO 1** |  |  |  | 2 |  |  |  |  |
| **CO 2** |  |  | 3 |  |  | 3 |  |  |
| **CO 3** |  | 3 |  | 3 | 3 |  |  |  |
| **CO 4** |  |  |  |  | 3 |  |  |  |
| **CO 5** |  |  |  |  |  | 3 |  | 2 |

**3-Strong 2-Medium 1-Low**

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| **Subject Code** | **Subject Name** | **Category** | **L** | **T** | **P** | **O** | **Credits** | | **Inst. Hours** | **Marks** | | | |
| **CIA** | | **External** | **Total** |
|  | **Accounting For Managers** | Core | 3 | 1 | - | - | 4 | | 60 | 25 | | 75 | 100 |
| **Course Objectives** | | | | | | | | | | | | | |
| C1 | To acquaint the students with the fundamentals of principles of financial, cost and management accounting | | | | | | | | | | | | |
| C2 | To enable the students to prepare, analyses and interpret financial statements | | | | | | | | | | | | |
| C3 | To acquaint the students with the tools and techniques of financial analysis | | | | | | | | | | | | |
| C4 | To enable the students to take decisions using management accounting tools. | | | | | | | | | | | | |
| C5 | To enable the students to prepare the reports with the accounting tools and facilitate managerial decision making. | | | | | | | | | | | | |
|  | **SYLLABUS** | | | | | | | | | | | | |
| **UNIT** | **Details** | | | | | | | **No. of Hours** | | | **Course Objectives** | | |
| I | Financial Accounting – Meaning - Objectives - functions. Branches of Accounting: Financial, Cost and Management Accounting - Accounting Concepts and conventions. Journal – Ledger – Trial Balance – Preparation of Final Accounts: Trading, Profit and Loss Account and Balance Sheet (problems); International Accounting Standards - IFRS | | | | | | | 12 | | | C1 | | |
| II | Financial Statement Analysis - Objectives - Techniques of Financial Statement Analysis: Common Size and Comparative Financial Statements, Trend analysis, Ratio Analysis.  Fund Flow Statement - Statement of Changes in Working Capital - Preparation of Fund Flow Statement - Cash Flow Statement Analysis- Distinction between Fund Flow and Cash Flow Statement – problem. | | | | | | | 12 | | | C2 | | |
| III | Marginal Costing - Definition - distinction between marginal costing and absorption costing - Break even point Analysis - Contribution, p/v Ratio, margin of safety - Decision making under marginal costing system-key factor analysis, make or buy decisions, export decision, sales mix decision- Problems. | | | | | | | 12 | | | C3 | | |
| IV | Budget, Budgeting, and Budgeting Control - Types of Budgets - Preparation of Flexible and fixed Budgets, master budget and Cash Budget - Problems - Zero Base Budgeting. | | | | | | | 12 | | | C4 | | |
| V | Cost Accounting : meaning – Objectives - Elements of Cost – Cost Sheet(Problems) – classification of cost – Cost Unit and Cost Centre – Methods of Costing – Techniques of Costing. Standard costing and variance analysis Reporting to Management – Uses of Accounting information in Managerial decision-making. Reporting-Accounting Standards and Accounting Disclosure practices in India; Exposure to Practical Knowledge of using Accounting software- Open Source. | | | | | | | 12 | | | C5 | | |
|  | **Total** | | | | | | | **60** | | |  | | |
| **Course Outcomes** | | | | | | | | | | | | | |
| **Course Outcomes** | On completion of this course, students will; | | | | | | | **Program Outcomes** | | | | | |
| **CO1** | Be able to understand the fundamentals of principles of financial, cost and management accounting | | | | | | | PO6 | | | | | |
| **CO2** | Be able to prepare, analyze and interpret financial statements | | | | | | | PO1, PO2, PO4, PO6, PO7 | | | | | |
| **CO3** | Be able to use the tools and techniques of financial analysis. | | | | | | | PO1, PO2, PO3, PO6, PO7 | | | | | |
| **CO4** | Be able to take decisions using management accounting tools. | | | | | | | PO1, PO2, PO6, PO7 | | | | | |
| **CO5** | Be able to prepare the reports with the accounting tools and facilitate and take managerial decisions. | | | | | | | PO2, PO3, PO4, PO6, PO7, PO8 | | | | | |
| **Reading List** | | | | | | | | | | | | | |
| 1. | [http://files.rajeshindukuristudyplace.webnode.com/200000014-9621c971b8/ accounting%20 for%20 managers.pdf](http://files.rajeshindukuristudyplace.webnode.com/200000014-9621c971b8/%20accounting%20%20for%20%20managers.pdf) | | | | | | | | | | | | |
| 2. | <http://shodhganga.inflibnet.ac.in/bitstream/10603/70588/9/09_chapter%201.pdf> | | | | | | | | | | | | |
| 3. | <http://educ.jmu.edu/~drakepp/principles/module6/capbudtech.pdf> | | | | | | | | | | | | |
| 4. | [https://www.researchgate.net/publication/313477460\_concept\_of\_working\_capital\_management](https://www.researchgate.net/publication/313477460_CONCEPT_OF_WORKING_CAPITAL_MANAGEMENT) | | | | | | | | | | | | |
| **References Books** | | | | | | | | | | | | | |
| 1. | Gupta, A., Financial Accounting for Management: An Analytical Perspective, 5th Edition, Pearson, 2016. | | | | | | | | | | | | |
| 2. | Khan, M.Y. and Jain, P.K., Management Accounting: Text, Problems and Cases, 8thEdition, Tata McGraw Hill Education Pvt. Ltd., 2021. | | | | | | | | | | | | |
| 3. | Nalayiram Subramanian, Contemporary Financial Accounting and reporting for Management – a holistic perspective- Edn. 1, 2014 published by S. N. Corporate Management Consultants Private Limited | | | | | | | | | | | | |
| 4. | Horngren, C.T.,Sundem, G.L., Stratton, W.O., Burgstahler, D. and Schatzberg, J., 16th Edition, Pearson, 2013 | | | | | | | | | | | | |
| 5. | Noreen, E., Brewer, P. and Garrison, R., Managerial Accounting for Managers, 13th Edition, Tata McGraw-Hill Education Pvt. Ltd., 2009. | | | | | | | | | | | | |
| 6. | Rustagi,R. P., Management Accounting, 2nd Edition, Taxmann Allied Services Pvt. Ltd, 2011 | | | | | | | | | | | | |

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|  | **PO 1** | **PO 2** | **PO 3** | **PO 4** | **PO 5** | **PO 6** | **PO 7** | **PO 8** |
| **CO 1** |  |  |  |  |  | 2 |  | 2 |
| **CO 2** | 3 | 3 |  | 3 |  | 3 | 2 |  |
| **CO 3** | 3 | 3 | 3 |  |  | 3 | 2 |  |
| **CO 4** | 3 | 3 |  |  |  | 3 | 3 |  |
| **CO 5** |  | 3 | 3 | 3 |  | 3 | 2 | 2 |

**3-Strong 2-Medium 1-Low**

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| **Subject Code** | **Subject Name** | **Category** | **L** | **T** | **P** | **O** | **Credits** | | **Inst. Hours** | **Marks** | | | |
| **CIA** | | **External** | **Total** |
|  | **Managerial Economics** | Core | 4 | - | - | - | 4 | | 60 | 25 | | 75 | 100 |
| **Course Objectives** | | | | | | | | | | | | | |
| C1 | To familiarize the students about managerial economics and to know the fundamental concepts affecting business decisions. | | | | | | | | | | | | |
| C2 | To understand the concept of utility and demand analysis and demand forecasting | | | | | | | | | | | | |
| C3 | To know about production function and market structure | | | | | | | | | | | | |
| C4 | To have an idea and understanding about Macroeconomics like National Income, savings and investment, Indian economic policy and Planning. | | | | | | | | | | | | |
| C5 | To Provide insights on Money Market, Inflation and Deflation, Monetary and Fiscal policies, FDI and cashless economy. | | | | | | | | | | | | |
| **SYLLABUS** | | | | | | | | | | | | | |
| **UNIT** | **Details** | | | | | | | **No. of Hours** | | | **Course Objectives** | | |
| I | Introduction: Definition of Managerial Economics. Decision Making and the Fundamental Concepts Affecting Business Decisions – the Incremental Concept, Marginalism, Equi-marginal Concept, the Time Perspective, Discounting Principle, Opportunity Cost Principle- Micro and Macro Economics. | | | | | | | 12 | | | C1 | | |
| II | Utility Analysis and the Demand Curve: Elasticity of Demand - Demand Analysis: Basic Concepts, and tools of analysis for demand forecasting. Use of Business Indicators: Demand forecasting for consumer, Consumer Durable and Capital Goods. Input-Output Analysis – Consumer Behavior-Consumer Equilibrium | | | | | | | 12 | | | C2 | | |
| III | The Production Function: Production with One Variable Input – Law of Variable Proportions – Production with Two Variable Inputs – Production Isoquants – Isocost Lines Estimating Production Functions- Returns to Scale– Economies Vs Diseconomies of Scale – Cost Concepts – Analysis of cost – Short and long run costs.  Market Structure: Perfect and Imperfect Competition – Monopoly, Duopoly, Monopolistic Competition – Pricing Methods. | | | | | | | 12 | | | C3 | | |
| IV | Macro Economic Variables – National Income- Concepts – Gross Domestic Product, Gross National Product, Net National Product – Measurement of National Income, Savings, Investment - Business Cycles and Contracyclical Policies – Role of Economic Policy – Indian Economic Planning | | | | | | | 12 | | | C4 | | |
| V | Commodity and Money Market: Demand and Supply of Money – Money Market Equilibrium – Monetary Policy – Inflation – Deflation – Stagflation-Role of Fiscal Policies- Indian Fiscal Policies - Government Policy towards Foreign Capital and Foreign Collaborations – Globalization and its Impact. Cashless economy and digitalized cash transfers; Economic models and its steps; FEMA-GST-Industrial Policy in India and its effects on growth. | | | | | | | 12 | | | C5 | | |
|  | **Total** | | | | | | | **60** | | |  | | |
| **Course Outcomes** | | | | | | | | | | | | | |
| **Course Outcomes** | On completion of this course, students will; | | | | | | | **Program Outcomes** | | | | | |
| **CO1** | Be able to understand the basic concepts of managerial economics that helps the firm in decision making process. | | | | | | | PO2, PO4 | | | | | |
| **CO2** | Be familiar about the Basic concepts of Demand, Supply and Equilibrium and their determinants | | | | | | | PO4, PO6, PO7 | | | | | |
| **CO3** | Have better idea and understanding about production function and market structure | | | | | | | PO6, PO7 | | | | | |
| **CO4** | Have better insights about macroeconomics concepts like National income, Savings and Investment, Indian Economic Policy and planning | | | | | | | PO8 | | | | | |
| **CO5** | Possess better knowledge about Money market, Monetary and Fiscal policy, inflation and deflation, FDI and globalization and Cashless economy and digitalized cash transfers. | | | | | | | PO7 | | | | | |
| **Reading List** | | | | | | | | | | | | | |
| 1. | <http://pearsoned.co.in/prc/book/paul-g-keat-managerial-economics-economic-tools-todays-decision-makers6e-6/9788131733530> | | | | | | | | | | | | |
| 2. | [http://www.onlinevideolecture.com/mba-programs/kmpetrov/managerial economics/?courseid=4207](http://www.onlinevideolecture.com/mba-programs/kmpetrov/managerial%20economics/?course_id=4207) | | | | | | | | | | | | |
| 3. | <https://www.slideshare.net/dvy92010/nature-and-scope-of-managerial-economics-76225857> | | | | | | | | | | | | |
| 4. | The Indian Economic Journal - SAGE Journals | | | | | | | | | | | | |
| **References Books** | | | | | | | | | | | | | |
| 1. | 1. Damodaran, S., Managerial Economics, 2nd Edition, Oxford University Press, 2011. | | | | | | | | | | | | |
| 2. | Dwivedi, D.N., Managerial Economics, Vikas Publishing House, 2011. | | | | | | | | | | | | |
| 3. | R. L. Varshney , K.L. Maheshwari., Managerial Economics, Sultan Chand & Sons, 2014. | | | | | | | | | | | | |
| 4. | William F. Samuelson, Stephen G. Marks, Jay L., Zagorsky., Managerial Economics, Wiley Publishers, 9th Edition (2021) | | | | | | | | | | | | |
| 5. | H. L. Ahuja., Managerial Economics., Atlantic Publishers and distributors(P) Ltd., 2017. | | | | | | | | | | | | |
| 6. | Dominick Salvatore, Managerial Economics: Principles and worldwide applications, 9E Adaptation, Oxford university press, 9th Edition, 2020. | | | | | | | | | | | | |

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|  | **PO 1** | **PO 2** | **PO 3** | **PO 4** | **PO 5** | **PO 6** | **PO 7** | **PO 8** |
| **CO 1** |  | 2 |  | 3 |  |  |  |  |
| **CO 2** |  |  |  | 3 |  | 2 | 2 |  |
| **CO 3** |  |  |  |  |  | 3 | 3 |  |
| **CO 4** |  |  |  |  |  |  |  | 2 |
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**3-Strong 2-Medium 1-Low**

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| **Subject Code** | **Subject Name** | **Category** | **L** | **T** | **P** | **O** | **Credits** | | **Inst. Hours** | **Marks** | | | |
| **CIA** | | **External** | **Total** |
|  | **Legal Systems in Business** | Core | 4 | - | - | - | 4 | | 60 | 25 | | 75 | 100 |
| **Course Objectives** | | | | | | | | | | | | | |
| C1 | To create knowledge and understanding on law of contracts | | | | | | | | | | | | |
| C2 | To describe about sale of goods and Negotiable instrument act | | | | | | | | | | | | |
| C3 | To have an overall understanding about partnership act and company law. | | | | | | | | | | | | |
| C4 | To familiarize various labor laws for effective administration of Human Resource of an organization. | | | | | | | | | | | | |
| C5 | To provide insights and awareness about consumer protection act, Cyber-crimes, Intellectual property Rights. | | | | | | | | | | | | |
| **SYLLABUS** | | | | | | | | | | | | | |
| **UNIT** | **Details** | | | | | | | **No. of Hours** | | | **Course Objectives** | | |
| I | **The Law of Contracts:** Definition of Contact Offer and Acceptance – Essential Elements of a Valid Contract: Free Consent – Competency of Parties – Lawful Consideration – Legality of Object. Void, Voidable, Unenforceable and Illegal Contracts – Performance of Contracts – Privity of Contracts – Assignment of Contracts – By Whom Contract must be Performed – Time and Place of Performance – Performance of Reciprocal Promises – Contracts which need not be performed, Discharge of Contracts : By Performance, By Agreement, By Impossibility, By Lapse of Time, By Operation of Law and By Breach of Contracts – Remedies for Breach of Contracts. | | | | | | | 12 | | | C1 | | |
| II | **Sale of Goods Act:** Definition of a Sale and a Contract of Sale – Difference between (1) Sale and an Agreement to Sell (2) Sale and a Contract Form (3) Sale and Bailment (4) Sale and Mortgage of Goods (5) Sale and Time Purchase Conditions and Warranties – Passing of Property of Goods – Rights of an Unpaid Seller.  **Negotiable Instruments Act:** Negotiable Instruments in General: Cheques, Bills of Exchange and Promissory Notes – Definition and Characteristics | | | | | | | 12 | | | C2 | | |
| III | **Partnership Act:** Evolution – Definition of Partnership – Difference between Partnership and Joint Family Business – Kinds of Partnerships – Registration – Rights and Liabilities of Partners – Dissolution.  **Company Law:** Evolution of Company Form of Organisation – Companies Separate Legal Entity – Comparison of Company with Partnership and Joint Hindu Family Business – Kinds of Companies – Comparison of Private and Public Companies – Formation of Companies – General Idea About Memorandum and Articles of Association, Prospectus, Statement in lieu of Prospectus – Management of Companies – General Idea of Management of Companies – Officers, Meetings – Resolutions – Account and Audit – Winding up of Companies – General Idea of the Different Modes of Winding Up. | | | | | | | 12 | | | C3 | | |
| IV | **Labour Law:** Factories Act, Minimum Wages Act, Industrial Disputes Act, Employees Compensation Act, Payment of Bonus Act 1965. Payment of Gratuity Act 1972. ESI Act, Employees Provident Fund and Miscellaneous Provisions Act 1952, Maternity Benefits Act, Child labour Abolition & Regulation Act,1986- Inter-state Migrant Workmen (Regulation of Employment & Conditions of services) Act 1979- Bonded Labour system (Abolition)Act 1976- Sexual Harassment of women at Workplace (Prevention, Prohibition & Redressal) Act 2013- Contract Labour (Regulation and Abolition) Act- Four Labour Codes and Rules-RTI Act 2005. | | | | | | | 12 | | | C4 | | |
| V | Consumer Protection Act, Competition Act 2002, Cyber Crimes, IT Act 2008 – Intellectual Property Rights: Types of Intellectual Property – Trademarks Act 1999 – The Copyright Act 1957 – International Copyright Order, 1999 – Design Act, 2000; UNICITRAL – United Nations Commission on International Trade Law. | | | | | | | 12 | | | C5 | | |
|  | **Total** | | | | | | | **60** | | |  | | |
| **Course Outcomes** | | | | | | | | | | | | | |
| **Course Outcomes** | On completion of this course, students will; | | | | | | | **Program Outcomes** | | | | | |
| **CO1** | Have knowledge on understandings on law of contract. | | | | | | | PO4, PO6, PO7 | | | | | |
| **CO2** | Know the sale of Goods & Negotiable instrument act. | | | | | | | PO6 | | | | | |
| **CO3** | Have understandings on partnership and company law | | | | | | | PO6, PO7 | | | | | |
| **CO4** | Have familiarize with various labour laws. | | | | | | | PO5, PO6, PO7 | | | | | |
| **CO5** | Possess insights & awareness about consumer protection Act Cyber Crimes, Intellectual Property Rights. | | | | | | | PO8 | | | | | |
| **Reading List** | | | | | | | | | | | | | |
| 1. | <http://www.legalserviceindia.com/article/> | | | | | | | | | | | | |
| 2. | [http://www.freebookcentre.net/Law/Law-Books.html 2](http://www.freebookcentre.net/Law/Law-Books.html%202) | | | | | | | | | | | | |
| 3. | <https://www.mooc-list.com/course/business-law-wma> | | | | | | | | | | | | |
| 4. | <https://ilj.law.indiana.edu/> | | | | | | | | | | | | |
| **References Books** | | | | | | | | | | | | | |
| 1. | Kapoor ND., Legal Systems in Business, Edition 2 (2021), Sultan Chand & Sons. | | | | | | | | | | | | |
| 2. | Rao, P.M., Mercantile Law, PHI Learning, 2011. | | | | | | | | | | | | |
| 3. | Majumdar, A. K. and Kapoor, G.K., Company Law, 15th Edition, Taxmann Publications Pvt. Ltd., 2012. | | | | | | | | | | | | |
| 4. | Majumdar, A. K. and Kapoor, G.K., Company Law and Practice, 17th Edition, Taxmann Publications Pvt. Ltd., 2012. | | | | | | | | | | | | |
| 5. | Intellectual Property Laws, Universal Law Publishing, 2012. | | | | | | | | | | | | |
| 6. | Daniel Albuquerque , Legal systems in Business, Oxford University Press India, 2nd Edition, 2015. | | | | | | | | | | | | |

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|  | **PO 1** | **PO 2** | **PO 3** | **PO 4** | **PO 5** | **PO 6** | **PO 7** | **PO 8** |
| **CO 1** |  |  |  | 2 |  | 2 | 2 |  |
| **CO 2** |  |  |  |  |  | 2 |  |  |
| **CO 3** |  |  |  |  |  | 2 | 2 |  |
| **CO 4** |  |  |  |  | 2 | 2 | 2 |  |
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**3-Strong 2-Medium 1-Low**

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| **Subject Code** | **Subject Name** | **Category** | **L** | **T** | **P** | **O** | **Credits** | | **Inst. Hours** | **Marks** | | | |
| **CIA** | | **External** | **Total** |
|  | **Entrepreneurship Development** | Extra Disciplinary | 3 | - | - | - | 3 | | 45 | 25 | | 75 | 100 |
| **Course Objectives** | | | | | | | | | | | | | |
| C1 | To introduce students to entrepreneurship and its growth in India. | | | | | | | | | | | | |
| C2 | To impart knowledge on innovation, its types, role of technology in innovation, patents and licensing. | | | | | | | | | | | | |
| C3 | To orient the students on new venture creation | | | | | | | | | | | | |
| C4 | To enable students to prepare a feasible business plan | | | | | | | | | | | | |
| C5 | To give inputs on various types of financing available for new ventures. | | | | | | | | | | | | |
| **SYLLABUS** | | | | | | | | | | | | | |
| **UNIT** | **Details** | | | | | | | **No. of Hours** | | | **Course Objectives** | | |
| I | Introduction: The Entrepreneur – Definition – Characteristics of Successful entrepreneur. Entrepreneurial scene in India; MSME; Analysis of entrepreneurial growth in different communities – Case histories of successful entrepreneurs. Similarities and Distinguish between Entrepreneur and Intrapreneur. | | | | | | | 9 | | | C1 | | |
| II | Innovation in Business: Types of Innovation – Creating and Identifying Opportunities for Innovation – Design Thinking- The Technological Innovation Process – Creating New Technological Innovation and Intrapreneurship – Licensing – Patent Rights – Innovation in Indian Firms | | | | | | | 9 | | | C2 | | |
| III | New Venture Creation: Identifying Opportunities for New Venture Creation: Environment Scanning – Generation of New Ideas for Products and Services. Creating, Shaping, Recognition, Seizing and Screening of Opportunities. Feasibility Analysis: Technical Feasibility of Products and Services – Marketing Feasibility: Marketing Methods – Pricing Policy and Distribution Channels | | | | | | | 9 | | | C3 | | |
| IV | Business Plan Preparation: Benefits of a Business Plan – Elements of the Business Plan – Developing a Business Plan – Guidelines for preparing a Business Plan – Format and Presentation; Start-ups and e-commerce Start-ups. Business Model Canvas | | | | | | | 9 | | | C4 | | |
| V | Financing the New Venture: Capital structure and working capital Management: Financial appraisal of new project, Role of Banks – Credit appraisal by banks. Institutional Finance to Small Industries – Incentives – Institutional Arrangement and Encouragement of Entrepreneurship. | | | | | | | 9 | | | C5 | | |
|  | **Total** | | | | | | | **45** | | |  | | |
| **Course Outcomes** | | | | | | | | | | | | | |
| **Course Outcomes** | On completion of this course, students will; | | | | | | | **Program Outcomes** | | | | | |
| **CO1** | Be able to know about growth of entrepreneurship in India | | | | | | | PO4, PO7 | | | | | |
| **CO2** | Gain knowledge on innovation, its types, role of technology in innovation, patents and licensing | | | | | | | PO7, PO8 | | | | | |
| **CO3** | Obtain knowledge on new venture creation | | | | | | | PO6, PO7 | | | | | |
| **CO4** | Be able to prepare a business plan | | | | | | | PO7, PO8 | | | | | |
| **CO5** | Gian knowledge on various types of financing available for new ventures. | | | | | | | PO7, PO8 | | | | | |
| **Reading List** | | | | | | | | | | | | | |
| 1. | <http://www.jimssouthdelhi.com/sm/BBA6/ED.pdf> | | | | | | | | | | | | |
| 2. | https://[www.cengage.com/highered](http://www.cengage.com/highered) | | | | | | | | | | | | |
| 3. | <https://roadmapresearch.com/entrepreneurship-beyond-curriculum> | | | | | | | | | | | | |
| 4. | The International Journal of Entrepreneurship and Innovation | | | | | | | | | | | | |
| **References Books** | | | | | | | | | | | | | |
| 1. | Reddy, N., Entrepreneurship: Text and Cases, Cengage Learning, 2010. | | | | | | | | | | | | |
| 2. | Roy, R., Entrepreneurship, 2nd Edition, Oxford University Press, 2011. | | | | | | | | | | | | |
| 3. | Barringer, B., Entrepreneurship: Successfully Launching New Ventures,  3rd Edition, Pearson, 2011. | | | | | | | | | | | | |
| 4. | Bessant, J., and Tidd, J., Innovation and Entrepreneurship, 2nd Edition, John  Wiley &amp; Sons, 2011. | | | | | | | | | | | | |
| 5. | Desai, V., Small Scale Industries and Entrepreneurship, Himalaya Publishing  House, 2011. | | | | | | | | | | | | |
| 6. | Entrepreneurship: Successfully Launching New Ventures, Global Edition, 6th  Edition Bruce R. Barringer, Texas A & amp; M University, R. Duane Ireland,  ©2018 |Pearson | | | | | | | | | | | | |

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|  | **PO 1** | **PO 2** | **PO 3** | **PO 4** | **PO 5** | **PO 6** | **PO 7** | **PO 8** |
| **CO 1** |  |  |  | 3 |  |  | 3 |  |
| **CO 2** |  |  |  |  |  |  | 3 | 2 |
| **CO 3** |  |  |  |  |  | 2 | 3 |  |
| **CO 4** |  |  |  |  |  |  | 3 | 2 |
| **CO 5** |  |  |  |  |  |  | 3 | 3 |

**3-Strong 2-Medium 1-Low**

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| **Subject Code** | **Subject Name** | **Category** | **L** | **T** | **P** | **O** | **Credits** | | **Inst. Hours** | **Marks** | | | |
| **CIA** | | **External** | **Total** |
|  | **Soft Skills I – Executive Communication** | Soft Skills | - | - | 2 | - | 2 | | 30 | 25 | | 75 | 100 |
| **Course Objectives** | | | | | | | | | | | | | |
| C1 | To acquire communication awareness they are going to get for the industry. | | | | | | | | | | | | |
| C2 | To make the customer realize that you can provide them with information and other essential things | | | | | | | | | | | | |
| C3 | To explore the skill of writing business proposals | | | | | | | | | | | | |
| C4 | To **develop a** plan for the meetings and interviews | | | | | | | | | | | | |
| C5 | To analyze the skills required for non-verbal communication | | | | | | | | | | | | |
| **SYLLABUS** | | | | | | | | | | | | | |
| **UNIT** | **Details** | | | | | | | **No. of Hours** | | | **Course Objectives** | | |
| I | **UNIT 1- Communication:** Meaning and Significance of Communication for Management- Types of Communication Factors Affecting Effectiveness of Communication- Barriers to Communication- Principles of Effective Communication Dyadic Communication- Face-to-face Communication. Other Modes of Communication. | | | | | | | 6 | | | C1 | | |
| II | **UNIT 11- Business Correspondence:** Planning Business Messages: Analyzing the Task, Anticipating the Audience. Adapting the Message Organizing and Writing Business Messages: Patterns of organization, Use of Tools such as Mind Maps, Composing the Message- Norms for Business Letters Letters for Different Kinds of Situation: Personalized Standard Letters, Enquiries, Inviting Quotations, Sending Quotations, Placing Orders, Inviting tenders, Claim letters, Customers Complaints, Collection Letters, Sales Promotion Letters- Revising Business Messages: Revising for Clarity. Conciseness and Readability, Proof reading and Evaluating- Letters of application and resume. | | | | | | | 6 | | | C2 | | |
| III | **UNIT III- Business Reports and Proposals:** Structure of Reports- Long and Short Reports: Formal and Informal Reports- Writing Research Reports- Technical Reports- Norms for Including Exhibits and Appendices- Writing Business Proposals. | | | | | | | 6 | | | C3 | | |
| IV | **UNIT IV- Conducting Meetings and Interviews:** Procedure for Conducting Meetings- Preparing Agenda, Minutes and Resolutions- Conducting Seminars and Conferences- Procedure of Regulating Speech- Evaluating Oral Presentations Drafting Speech- Participating in Debates and Group Discussions- Presentation Skills- Fluency Development Strategies- Attending and Conducting Interviews- Listening. | | | | | | | 6 | | | C4 | | |
| V | **UNIT V- Non-verbal Communication:** Personal Appearance- Posture- Body Language- Reading Nonverbal Messages- Use of Charts. Diagrams and Tables- Visual and Audio-visual Aids for Communication. | | | | | | | 6 | | | C5 | | |
|  | **Total** | | | | | | | **30** | | |  | | |
| **Course Outcomes** | | | | | | | | | | | | | |
| **Course Outcomes** | On completion of this course, students will; | | | | | | | **Program Outcomes** | | | | | |
| **CO1** | Understanding of theories and concepts, types and various modes of communication in organizations | | | | | | | PO4, PO6 | | | | | |
| **CO2** | Development of skills on developing Business Correspondence | | | | | | | PO4, PO6 | | | | | |
| **CO3** | Development of skills onpreparing Business Reports and Proposals | | | | | | | PO4, PO6 | | | | | |
| **CO4** | To draft effective business correspondence with brevity, and clarity in designing and developing clean and lucid organizing skills. | | | | | | | PO4, PO6 | | | | | |
| **CO5** | To demonstrate his/her verbal and non-verbal communication ability through presentations. | | | | | | | PO4, PO6 | | | | | |
| **Reading List** | | | | | | | | | | | | | |
| 1. | <https://www.skillsyouneed.com/ips/communication-skills.html> | | | | | | | | | | | | |
| 2. | <https://mtbt.fpg.unc.edu/more-baby-talk/10-ways-promote-language-and-communication-skills-infants-and-toddlers> | | | | | | | | | | | | |
| 3. | <http://skillopedia.com> | | | | | | | | | | | | |
| 4. | <https://www.habitsforwellbeing.com/9-effective-communication-skills> | | | | | | | | | | | | |
| **References Books** | | | | | | | | | | | | | |
| 1. | Chaney, L. and Martin, J., Intercultural Business Communication. Person, 4 ed., 2008. | | | | | | | | | | | | |
| 2. | Chaturvedi, Business Communication, Person, 2 edition, 2011 | | | | | | | | | | | | |
| 3. | Bovec L. Courtland and John V. Thill, Business Communication Today, 10 ed., Pearson Education, New Delhi, 2011. | | | | | | | | | | | | |
| 4. | American Management Association, The AMA Handbook of Business Writing: The Ultimate Guide to Style, Usage, Punctuation, Construction and Formatting, 2010. | | | | | | | | | | | | |
| 5. | Gerson, Sharan J., and Steven M Gerson, Technical Writing: Process and Product, Person Education, New Delhi, 2008 | | | | | | | | | | | | |

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|  | **PO 1** | **PO 2** | **PO 3** | **PO 4** | **PO 5** | **PO 6** | **PO 7** | **PO 8** |
| **CO 1** |  |  |  | 3 |  | 3 |  |  |
| **CO 2** |  |  |  | 3 |  | 3 |  |  |
| **CO 3** |  |  |  | 3 |  | 3 |  |  |
| **CO 4** |  |  |  | 3 |  | 3 |  |  |
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**3-Strong 2-Medium 1-Low**

**SEMESTER II**

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| **Subject Code** | **Subject Name** | **Category** | **L** | **T** | **P** | **O** | **Credits** | | **Inst. Hours** | **Marks** | | | |
| **CIA** | | **External** | **Total** |
|  | **Applied Operations Research** | Core | 3 | 1 | - | - | 4 | | 60 | 25 | | 75 | 100 |
| **Course Objectives** | | | | | | | | | | | | | |
| C1 | To provide the students with introduction on OR and its models to aid in understanding its applicability in the various functional areas of management. | | | | | | | | | | | | |
| C2 | To understand the concept of linear programming models in determining profit maximization and cost minimization | | | | | | | | | | | | |
| C3 | To learn about various methods adopted in transportation and Assignments models. | | | | | | | | | | | | |
| C4 | To determine about inventory models, replacement models, job sequencing, networking model and Queuing model | | | | | | | | | | | | |
| C5 | To throw light on dynamic model and game models and the application of pure and mixed strategies in competitive environment. | | | | | | | | | | | | |
| **SYLLABUS** | | | | | | | | | | | | | |
| **UNIT** | **Details** | | | | | | | **No. of Hours** | | | **Course Objectives** | | |
| I | Introduction: Overview of operations research – Origin – Nature, scope & characteristics of OR – Models in OR – Application of operations research in functional areas of management | | | | | | | 08 | | | C1 | | |
| II | Linear Programming Problem: Linear programming problem model – Formulation – Maximization & Minimization problem – Graphical method – Simplex method – Artificial variable –- Primal & Dual. | | | | | | | 12 | | | C2 | | |
| III | Transportation problem: Basic Solution – North / West corner Solution, LCM, VAM, Matrices method – Optimal Solution – Stepping stone method – Vogel’s approximation method – Modi method – Degeneracy – Imbalance matrix. Assignment model: Hungarian method – Traveling salesmen problem. | | | | | | | 12 | | | C3 | | |
| IV | Project Scheduling and Resource Management: Deterministic Inventory models – Purchasing & Manufacturing models – Probabilistic inventory models – Replacement model – Sequencing – Brief Introduction to Queuing models. Networking – Programme Evaluation and Review Technique (PERT) and Critical Path Method (CPM) for Project Scheduling- Crashing – Resource allocation and Resource Scheduling. | | | | | | | 18 | | | C4 | | |
| V | Game Theory and Strategies: Games theory – two player zero sum game theory – Saddle Point –Mixed Strategies for games without saddle points – Dominance method – Graphical and L.P Solutions- Goal Programming; Simulation; Integer programming and Dynamic programming. | | | | | | | 10 | | | C5 | | |
|  | **Total** | | | | | | | **60** | | |  | | |
| **Course Outcomes** | | | | | | | | | | | | | |
| **Course Outcomes** | On completion of this course, students will; | | | | | | | **Program Outcomes** | | | | | |
| **CO1** | Obtain insight on the origin and nature of OR and also the application of various models of OR. | | | | | | | PO4, PO6 | | | | | |
| **CO2** | Learn about the graphical, Simplex, Big M and dual methods of Linear programming problem. | | | | | | | PO1, PO2, PO6, PO7 | | | | | |
| **CO3** | Be well versed with the concept of transportation and Assignments models | | | | | | | PO1, PO2, PO6, PO7 | | | | | |
| **CO4** | Have better understanding on inventory models, replacement models, job sequencing, networking model and Queuing model | | | | | | | PO1, PO2, PO6, PO7 | | | | | |
| **CO5** | Be imparted knowledge on the various methods of game model | | | | | | | PO2, PO7 | | | | | |
| **Reading List** | | | | | | | | | | | | | |
| 1. | [www.cbom.atozmath.com](http://www.cbom.atozmath.com) | | | | | | | | | | | | |
| 2. | <http://www.pondiuni.edu.in/storage/dde/downloads/mbaii_qt.pdf> | | | | | | | | | | | | |
| 3. | [http://164.100.133.129;81/econtent/Uploads/Operations\_Research.pdf](http://164.100.133.129:81/econtent/Uploads/Operations_Research.pdf) | | | | | | | | | | | | |
| 4. | <https://www.journals.elsevier.com/operations-research-perspectives> | | | | | | | | | | | | |
| **References Books** | | | | | | | | | | | | | |
| 1. | Anderson, D.R., Sweeney, D.J., Williams, T.A. and Martin, K., An Introduction to Management Science: Quantitative Approach to Decision Making, 14th Edition Paperback – 1, Cengage Learning India Pvt. Ltd., 2019 | | | | | | | | | | | | |
| 2. | Gupta, P.K., and Comboj, Introduction to Operations Research, S. Chand, 2014 | | | | | | | | | | | | |
| 3. | Hiller, F., Liebermann, Nag and Basu, Introduction to Operations Research, 11th Edition Paperback, Tata McGraw-Hill Publishing Co. Ltd., 2021 | | | | | | | | | | | | |
| 4. | Khanna, R.B., Quantitative Techniques for Managerial Decision Making, 3rd Edition – Paperback, New Age International Publishers, 2018 | | | | | | | | | | | | |
| 5. | Taha, H.A., Operations Research: An Introduction, 10th Edition, Pearson, 2019 | | | | | | | | | | | | |
| 6. | Vohra,N.D., Quantitative Techniques in Management, 5th Edition, Tata McGraw Hill Education Pvt. Ltd., 2017. | | | | | | | | | | | | |

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|  | **PO 1** | **PO 2** | **PO 3** | **PO 4** | **PO 5** | **PO 6** | **PO 7** | **PO 8** |
| **CO 1** |  |  |  | 2 |  | 2 |  |  |
| **CO 2** | 3 | 2 |  |  |  | 2 | 2 |  |
| **CO 3** | 3 | 3 |  |  |  | 3 | 2 |  |
| **CO 4** | 3 | 3 |  |  |  | 2 | 2 |  |
| **CO 5** |  | 3 |  |  |  |  | 2 |  |

**3-Strong 2-Medium 1-Low**

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| **Subject Code** | **Subject Name** | **Category** | **L** | **T** | **P** | **O** | **Credits** | | **Inst. Hours** | **Marks** | | | |
| **CIA** | | **External** | **Total** |
|  | **Human Resource Management** | Core | 4 | - | - | - | 4 | | 60 | 25 | | 75 | 100 |
| **Course Objectives** | | | | | | | | | | | | | |
| C1 | To embark importance of HRM role, functions and need | | | | | | | | | | | | |
| C2 | To assimilate theoretical and practical implications of HRP | | | | | | | | | | | | |
| C3 | To critically use appropriate training tools | | | | | | | | | | | | |
| C4 | To analyze and implement an effective performance management | | | | | | | | | | | | |
| C5 | To extrapolate and design compensation management techniques | | | | | | | | | | | | |
| **SYLLABUS** | | | | | | | | | | | | | |
| **UNIT** | **Details** | | | | | | | **No. of Hours** | | | **Course Objectives** | | |
| I | **Introduction:** Introduction of Human Resource Management: Importance of Human Resources, Definition and Objectives of Human Resources Management, Qualities of a good HR manager – Evolution and growth of Human Resource Management in India. Functions of Human Resource Management. Strategic Human Resource Management (SHRM).Human Resource Policies: Need, type and scope, Human Resource Accounting and Audit- Gig Economy. | | | | | | | 12 | | | C1 | | |
| II | **Human Resource Planning (HRP):** Human Resources Planning: Long and Short term planning, Job Analysis, Skills inventory, Job Description, Job Specification and Succession Planning, Strategic Human Resource Planning.  Recruitment and selection: Purposes, types and methods of recruitment and selection, Relative merits and demerits of the different methods, Recruitment and Social Media.  Placement, Induction, Transfers, Promotions, Dismissal, Resignation, Exit Interviews, Reduction of attrition rate- Attrition and retention management | | | | | | | 12 | | | C2 | | |
| III | **Training, Development & Career Management:**  Importance and benefits of Training and Development, Types of Training Methods, Executive Development Programs, Concept and process of Career Management; Competency mapping, Knowledge Management & Talent Management. | | | | | | | 12 | | | C3 | | |
| IV | **Performance Management:**  Importance, process and Methods: Ranking, rating scales, critical incident method, Removing subjectivity from evaluation, MBO as a method of appraisal, Performance Feedback, Online PMS. Human Resource Information System; International Human Resource Management; Cross cultural diversity management; Hybrid work culture; work-life balance; Quality of work-life; HR Analytics. | | | | | | | 12 | | | C4 | | |
| V | **Compensation Management:** Wage and Salary Administration: Job Evaluation, Calculation of Wage, Salary, Prerequisites, Compensation Packages, Cost of Living Index and Calculation of Dearness Allowance, Rewards and Incentives; ESOP-Financial and non-financial incentives, Productivity – linked Bonus, Compensation Criteria, Rewards and Recognition. | | | | | | | 12 | | | C5 | | |
|  | **Total** | | | | | | | **60** | | |  | | |
| **Course Outcomes** | | | | | | | | | | | | | |
| **Course Outcomes** | On completion of this course, students will; | | | | | | | **Program Outcomes** | | | | | |
| **CO1** | Gain an understanding of HRM policies and importance. | | | | | | | PO4, PO6 | | | | | |
| **CO2** | Implement appropriate HRP in workplace. | | | | | | | PO6 | | | | | |
| **CO3** | Apply feasible Training method and manage career progressions. | | | | | | | PO5, PO6, PO7 | | | | | |
| **CO4** | Demonstrate managing performance of human resources. | | | | | | | PO6, PO7 | | | | | |
| **CO5** | Design and justify compensation framework. | | | | | | | PO4, PO6, PO7 | | | | | |
| **Reading List** | | | | | | | | | | | | | |
| 1. | <https://businessjargons.com/performance-management.html> | | | | | | | | | | | | |
| 2. | <https://www.hr-guide.com/data/G400.htm> | | | | | | | | | | | | |
| 3. | <https://www.managementstudyguide.com/training-development-hr-function.htm> | | | | | | | | | | | | |
| 4. | <https://www.tandfonline.com/toc/rijh20/current> | | | | | | | | | | | | |
| **References Books** | | | | | | | | | | | | | |
| 1. | Ashwathappa, K., Human Resource Management, 9th Edition, Tata McGraw-Hill Education Pvt. Ltd., 2021. | | | | | | | | | | | | |
| 2. | Ivanecevich, J.M., Human Resource Management, 12th Edition, Tata McGraw-Hill Education Pvt. Ltd., 2020. | | | | | | | | | | | | |
| 3. | Gary Dessler & Biju Varrkey, Human Resource Management, 16th Edition, Pearson India Pvt. Ltd., 2020. | | | | | | | | | | | | |
| 4 | DeCenzo, D.A., Robbins S.P., Susan L Verhulst, Human Resource Management, 11th Edition, Wiley India Pvt. Ltd., 2015. | | | | | | | | | | | | |
| 5. | Leigh Thompson, Making the team, A guide for Managers, Pearson, 6th Edition 2019. | | | | | | | | | | | | |
| 6. | Gary Dessler, Fundamentals of Human Resource Management, Pearson, 4th Edition 2017. | | | | | | | | | | | | |

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|  | **PO 1** | **PO 2** | **PO 3** | **PO 4** | **PO 5** | **PO 6** | **PO 7** | **PO 8** |
| **CO 1** |  |  |  | M |  | M |  |  |
| **CO 2** |  |  |  |  |  | M |  |  |
| **CO 3** |  |  |  |  | S | S | M |  |
| **CO 4** |  |  |  |  |  | M | M |  |
| **CO 5** |  |  |  | M |  | M | M |  |

**3-Strong 2-Medium 1-Low**

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| **Subject Code** | **Subject Name** | **Category** | **L** | **T** | **P** | **O** | **Credits** | | **Inst. Hours** | **Marks** | | | |
| **CIA** | | **External** | **Total** |
|  | **Marketing Management** | Core | 4 | - | - | - | 4 | | 60 | 25 | | 75 | 100 |
| **Course Objectives** | | | | | | | | | | | | | |
| C1 | To develop an understanding and enhance the knowledge about marketing theories, principles, strategies and concepts and how they are applied. | | | | | | | | | | | | |
| C2 | To provide with opportunities to analyze marketing activities within the firm. | | | | | | | | | | | | |
| C3 | To analyze and explore the buyer behavior pattern in marketing situations. | | | | | | | | | | | | |
| C4 | To understand the branding, pricing and strategies in marketing a product. | | | | | | | | | | | | |
| C5 | To upgrade the knowledge and awareness of Consumer Rights in the Market. | | | | | | | | | | | | |
| **SYLLABUS** | | | | | | | | | | | | | |
| **UNIT** | **Details** | | | | | | | **No. of Hours** | | | **Course Objectives** | | |
| I | Introduction: Marketing Management Philosophies – What is marketing- The concepts of marketing- Marketing and Services – Digital Marketing – Social Media Marketing – Current marketing challenges; Rural Marketing – E-Rural Marketing – International Marketing – Industrial Marketing. | | | | | | | 12 | | | C1 | | |
| II | Strategic Marketing– Marketing Management Process – Analysis of Marketing opportunities, Selecting Target Consumers, developing Marketing Mix Analysis of Macro and Micro environment Marketing Research as an Aid to Marketing, Marketing Research Process – Sales Forecasting –Techniques. Marketing Tactics, The Mix Service and Retail Marketing. | | | | | | | 12 | | | C2 | | |
| III | MIS: Marketing Information Systems- Customer Relationship Management (CRM) Customer Engagement Marketing – Sales force Automation- Marketing Analytics | | | | | | | 12 | | | C3 | | |
| IV | Buyer Behaviour: Factors Influencing Consumer Behaviour – Buying situation– Buying Decision Process – Industrial Buyer Behaviour. Market Segmentation : Targeting and Positioning – Competitive Marketing Strategies. Customer Life Cycle – Customer Life time Value, Product Portfolio Management. | | | | | | | 12 | | | C4 | | |
| V | Product Policies: Consumer and Industrial Product Decisions, Branding, Packaging and Labelling – New Product Development and Product Life Cycle Strategies, Pricing – Pricing Strategies and approaches, Promotion Decisions: Promotion Mix – Integrated Marketing Communication – Advertising and Sales Promotion - Sales Force Decisions, Selection, Training, Compensation and Control – Publicity and Personal Selling – Distribution Management – Channel Management: Selection, Co-operation and Conflict Management – Vertical, Horizontal and Multi-channel Systems Consumer Protection – Awareness of Consumer Rights in the Market Place. | | | | | | | 12 | | | C5 | | |
|  | **Total** | | | | | | | **60** | | |  | | |
| **Course Outcomes** | | | | | | | | | | | | | |
| **Course Outcomes** | On completion of this course, students will; | | | | | | | **Program Outcomes** | | | | | |
| **CO1** | Understand the fundamental principles of marketing, marketing concepts and ideas. | | | | | | | PO4, PO6, PO7 | | | | | |
| **CO2** | Understand the organization’s marketing strategy and marketing environment. Familiar with marketing research with forecasting techniques. | | | | | | | PO4, PO6 | | | | | |
| **CO3** | Understand the buyer behavior and market segmentation and competitive marketing strategies. | | | | | | | PO4, PO6, PO7 | | | | | |
| **CO4** | Think strategically about branding, pricing and marketing issues. | | | | | | | PO3, PO4, PO6, PO7 | | | | | |
| **CO5** | Familiar with Promotion decisions along with awareness on Consumer Rights in the Market Place. | | | | | | | PO6, PO8 | | | | | |
| **Reading List** | | | | | | | | | | | | | |
| 1. | <https://ocw.mit.edu/courses/sloan-school-of-management/15-810-marketing-management-fall-2010/lecture-notes/> | | | | | | | | | | | | |
| 2. | <https://cpbucket.fiu.edu/mar3023vd1131/syllabus.html> | | | | | | | | | | | | |
| 3. | <https://www.ama.org/ama-academic-journals/> | | | | | | | | | | | | |
| 4. | <https://www.emerald.com/insight/publication/issn/0736-3761> | | | | | | | | | | | | |
| **References Books** | | | | | | | | | | | | | |
| 1. | Pillai & Baghawathy, Marketing Management, S.Chand , 2010. | | | | | | | | | | | | |
| 2. | Gupta Prachi, Aggarwal Ashita , et al., Marketing Management: Indian Cases, 1st Edition, 2017 | | | | | | | | | | | | |
| 3. | G.Shainesh Philip Kotler, et..al., Marketing Management; Indian Case Studies included, 16th Edition, Pearson, 2022 | | | | | | | | | | | | |
| 4. | [Warren J. Keegan](https://www.amazon.in/Warren-J-Keegan/e/B001ILHKJY?ref=sr_ntt_srch_lnk_2&qid=1656309878&sr=1-2), Global Marketing Management, 8thEdition, Pearson, 2017. | | | | | | | | | | | | |
| 5. | Mullins, Marketing Management: A Strategic Decision Making Approach, 7th Edition, McGraw-Hill, 2010. | | | | | | | | | | | | |
| 6. | Philip Kotler and  [Keven Lane Keller](https://www.amazon.in/s/ref=dp_byline_sr_book_2?ie=UTF8&field-author=Keven+Lane+Keller&search-alias=stripbooks), Marketing Management, 15th Edition, Pearson, 2015 | | | | | | | | | | | | |

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|  | **PO 1** | **PO 2** | **PO 3** | **PO 4** | **PO 5** | **PO 6** | **PO 7** | **PO 8** |
| **CO 1** |  |  |  | 2 |  | 2 | 2 |  |
| **CO 2** |  |  |  | 3 |  | 3 |  |  |
| **CO 3** |  |  |  | 2 |  | 2 | 2 |  |
| **CO 4** |  |  | 2 | 2 |  | 2 | 2 |  |
| **CO 5** |  |  |  |  |  | 2 |  | 2 |

**3-Strong 2-Medium 1-Low**

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| **Subject Code** | **Subject Name** | **Category** | **L** | **T** | **P** | **O** | **Credits** | | **Inst. Hours** | **Marks** | | | |
| **CIA** | | **External** | **Total** |
|  | **Operations Management** | Core | 3 | 1 | - | - | 4 | | 60 | 25 | | 75 | 100 |
| **Course Objectives** | | | | | | | | | | | | | |
| C1 | To understand the production function, production design & capacity planning, | | | | | | | | | | | | |
| C2 | Exploring the Make or Buy decision, and thus understanding the role of inventory management | | | | | | | | | | | | |
| C3 | To determine multiple plant location decisions and effective utilization of plant layout. To explain the models, concepts, and techniques adopted in the areas of inventory control and maintenance. | | | | | | | | | | | | |
| C4 | To elucidate the importance and usefulness of work-study and quality control tools | | | | | | | | | | | | |
| C5 | To provide insights on service operations management and waiting line analysis. | | | | | | | | | | | | |
| **SYLLABUS** | | | | | | | | | | | | | |
| **UNIT** | **Details** | | | | | | | **No. of Hours** | | | **Course Objectives** | | |
| I | INTRODUCTION: Operations Management- Nature, Scope, Historical Development, Functions- Long term Vs Short term issues- A Systems Perspective- Challenges- Manufacturing Trends in India-Production Design and Process Planning- Types of Production Processes- Plant Capacity-Capacity Planning- Make or Buy Decisions- Use of Crossover Chart for Selection Processes-Types of Charts used in Operations Management. | | | | | | | 12 | | | C1 | | |
| II | FACILITY DESIGN: Plant Location: Factors to be considered in Plant Location- Location Analysis Techniques- Choice of General Region, Particular community and Site- Multiple Plant Location Decision- Plant Location Trends. Layout of Manufacturing Facilities: Principles of a Good Layout- Layout Factors- Basic Types of Layout- Principles of Materials Handling- Materials Handling Equipment - Role of Ergonomics in Job Design. | | | | | | | 12 | | | C2 | | |
| III | INVENTORY CONTROL AND MAINTENANCE: Basic Inventory Models- Economic Order Quantity- Economic Batch Quantity- Reorder Point-Safety Stock- Inventory Costs-Classification and Codification of Stock- ABC Classification-Materials Requirement Planning (MRP)- JIT- Implications of Supply Chain Management. Maintenance: Preventive Vs Breakdown Maintenance- Group Replacement Vs Individual Replacement- Breakdown Time Distribution- Maintenance of Cost Balance- Procedure for Maintenance. | | | | | | | 12 | | | C3 | | |
| IV | DESIGN OF WORK SYSTEMS AND QUALITY CONTROL: Work Study- Objectives- Procedure- Method Study and Motion Study- Work Measurement-Time Study-Performance Rating- Allowance Factors- Standard Time- Work Sampling Techniques- Job Sequencing and Scheduling. Quality Control: Purpose of Inspection and Quality Control- Different Types of Inspection- Acceptance Sampling- The Operating Characteristic Curve- Control Charts for Variables and Attributes; Quality Circles; TQM – Six Sigma, Kaizen | | | | | | | 14 | | | C4 | | |
| V | SERVICE OPERATIONS MANAGEMENT: Introduction to Services Management- Nature of Services- Types of Services- Service Encounter-Designing Service Organizations- Service Facility Location and Layout- Service Blueprinting-Waiting Line Analysis for Service Improvement- Service Processes and Service Delivery. | | | | | | | 10 | | | C5 | | |
|  | **Total** | | | | | | | **60** | | |  | | |
| **Course Outcomes** | | | | | | | | | | | | | |
| **Course Outcomes** | On completion of this course, students will; | | | | | | | **Program Outcomes** | | | | | |
| **CO1** | Understand the concepts of production and its design, capacity planning and make or buy decisions. | | | | | | | PO2, PO4 | | | | | |
| **CO2** | Be cognizant of the complexity involved in plant location decisions and utilization of plant layout. | | | | | | | PO2, PO7 | | | | | |
| **CO3** | Understand the Inventory models and the importance of maintenance techniques. | | | | | | | PO6, PO7 | | | | | |
| **CO4** | Be aware of work-study procedures and the importance on quality control tools | | | | | | | PO1, PO2, PO6, PO7 | | | | | |
| **CO5** | Have insight on service operations, service delivery and waiting line analysis. | | | | | | | PO2, PO6, PO7 | | | | | |
| **Reading List** | | | | | | | | | | | | | |
| 1. | [www.shsu.edu/~mgt\_ves/mgt560/ServiceManagement.ppt](http://www.shsu.edu/~mgt_ves/mgt560/ServiceManagement.ppt) | | | | | | | | | | | | |
| 2. | zums.ac.ir/files/research/site/ebooks/strategy/operations-strategy.pdf | | | | | | | | | | | | |
| 3. | <https://www.emerald.com/insight/publication/issn/0144-3577> | | | | | | | | | | | | |
| 4. | <https://www.inderscience.com/jhome.php?jcode=ijaom> | | | | | | | | | | | | |
| **References Books** | | | | | | | | | | | | | |
| 1. | Aswathappa K and Shridhara Bhat K, Production and Operations Management, 2nd Edition, Himalaya Publishing House, 2021. | | | | | | | | | | | | |
| 2. | Mahadevan B, Operations Management Theory and Practice, 3rd Edition, Pearson Education, 2015. | | | | | | | | | | | | |
| 3. | Russel and Taylor, Operations and Supply Chain Management, 8th Edition, Wiley, 2021. | | | | | | | | | | | | |
| 4. | William J Stevenson, Operations Management, 14th Edition, McGraw Hill, 2021. | | | | | | | | | | | | |
| 5. | Gerard Cachon and Christian Terwiesch, Operations Management, 3rd Edition, McGraw Hill, 2022. | | | | | | | | | | | | |
| 6. | Prof. K C Jain, Production and Operations Management, 1st Edition, Wiley, 2022. | | | | | | | | | | | | |

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|  | **PO 1** | **PO 2** | **PO 3** | **PO 4** | **PO 5** | **PO 6** | **PO 7** | **PO 8** |
| **CO 1** |  | 2 |  | 2 |  |  |  |  |
| **CO 2** |  | 2 |  |  |  |  | 2 |  |
| **CO 3** |  |  |  |  |  | 2 | 2 |  |
| **CO 4** | 2 | 2 |  |  |  | 2 | 2 |  |
| **CO 5** |  | 2 |  |  |  | 2 | 2 |  |

**3-Strong 2-Medium 1-Low**

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| **Subject Code** | **Subject Name** | **Category** | **L** | **T** | **P** | **O** | **Credits** | | **Inst. Hours** | **Marks** | | | |
| **CIA** | | **External** | **Total** |
|  | **Financial Management** | Core | 3 | 1 | - | - | 4 | | 60 | 25 | | 75 | 100 |
| **Course Objectives** | | | | | | | | | | | | | |
| C1 | To create an understanding and familiarize the students to the fundamentals of financial management and create awareness on the various sources of finance. | | | | | | | | | | | | |
| C2 | To create awareness on the various investment techniques on the investment decision making. | | | | | | | | | | | | |
| C3 | To throw light on the concept of cost of capital and familiarize on the technique of identifying the right source of capital. | | | | | | | | | | | | |
| C4 | To educate on the concept of capital structure and the create understanding on the concept of dividend. | | | | | | | | | | | | |
| C5 | To create an understanding on the concept of working capital, its need, importance, factors and forecasting technique | | | | | | | | | | | | |
| **SYLLABUS** | | | | | | | | | | | | | |
| **UNIT** | **Details** | | | | | | | **No. of Hours** | | | **Course Objectives** | | |
| I | Introduction: Financial management: Definition and scope – objectives of Financial Management – Profit Maximization - wealth maximization - functions and role of finance manager. Sources of finance – short term – Bank Sources – Long term – Shares – Debentures – Preferred stock – Debt: Hire purchase, Leasing, Venture Capital – Private equity- International Financial Management- Financial Planning- Behavioural Finance- Capital Market- Money Market- Micro Finance- Financial Information System. | | | | | | | 12 | | | C1 | | |
| II | Investing Decision - Capital Budgeting Process – Techniques of Investment Appraisal: Pay Back Period; Accounting Rate of Return, Time Value of Money- DCF Techniques –Net Present Value, Profitability Index and Internal Rate of Return- Problems - Risk analysis in Capital Budgeting- Introduction to Fintech – Digital Currency - Cryptocurrency – Financial Modeling; Hurdle Rate. | | | | | | | 12 | | | C2 | | |
| III | Cost of Capital - Cost of specific sources of capital – Cost of equity capital – Cost of debt – Cost of preference – Cost of retained earnings - weighted average cost of capital. EBIT -EPS Analysis - Operating Leverage - Financial Leverage-problems. | | | | | | | 12 | | | C3 | | |
| IV | Capital structure - Factors influencing capital structure – optimal capital structure - capital structure theories – Net Income Approach – Net Operating Income (NOI) Approach – Modigliani - Miller(MM) Approach – Traditional Approach – Practical Problems. Dividend and Dividend policy: Meaning, classification - sources available for dividends -Dividend policy general, determinants of dividend policy. | | | | | | | 12 | | | C4 | | |
| V | Working Capital Management - Definition and Objectives - Working Capital Policies - Factors affecting Working Capital requirements - Forecasting Working Capital requirements (problems) - Cash Management - Receivables Management and - Inventory Management - Working Capital Financing - Sources of Working Capital and Implications of various Committee Reports- Financial Analytics. | | | | | | | 12 | | | C5 | | |
|  | **Total** | | | | | | | **60** | | |  | | |
| **Course Outcomes** | | | | | | | | | | | | | |
| **Course Outcomes** | On completion of this course, students will; | | | | | | | **Program Outcomes** | | | | | |
| **CO1** | Be aware of the basic concepts of financial management and understand the various sources of finance. | | | | | | | PO4, PO6, PO7 | | | | | |
| **CO2** | Possess knowledge on investment decision making. | | | | | | | PO1, PO2, PO6, PO7 | | | | | |
| **CO3** | Have insights on the cost of capital and would have familiarized themselves with the technique of calculating the cost of capital. | | | | | | | PO2, PO7 | | | | | |
| **CO4** | Have learnt the concept of capital structure and dividend | | | | | | | PO6, PO7 | | | | | |
| **CO5** | Have good understanding on the concept of working capital, its need, importance, factors and the methods of forecasting it. | | | | | | | PO1,PO2, PO4, PO7 | | | | | |
| **Reading List** | | | | | | | | | | | | | |
| 1. | https://accountingexplained.com/managerial/capital-budgeting/ | | | | | | | | | | | | |
| 2. | http://www.studyfinance.com/lessons/workcap/ | | | | | | | | | | | | |
| 3. | Journal of International Financial Management & Accounting | | | | | | | | | | | | |
| 4. | The Management Accountant Journal - icmai-rnj.in | | | | | | | | | | | | |
| **References Books** | | | | | | | | | | | | | |
| 1. | S.N.Maheswari, Finanacial Management, Sulthan Chand & Sons, 15th Edition, 2019 | | | | | | | | | | | | |
| 2. | I.M. Pandey Financial Management, Vikas Publishing House Pvt. Ltd., 11th edition, 2018. | | | | | | | | | | | | |
| 3. | Van Horne, J.C., Financial Managememt and Policy, 13th Edition, Pearson, 2015. | | | | | | | | | | | | |
| 4. | Prasanna Chandra, Financial Management, 10th edition, Tata McGraw Hill, 2019 | | | | | | | | | | | | |
| 5. | Periasamy, P., Financial Management, 4th Edition, Tata McGraw-Hill Education Pvt. Ltd., 2017. | | | | | | | | | | | | |
| 6. | Brigham, E.F. and Ehrhardt, M.C., Financial Management: Theory and Practice, 14th Edition, 2015. | | | | | | | | | | | | |

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|  | **PO 1** | **PO 2** | **PO 3** | **PO 4** | **PO 5** | **PO 6** | **PO 7** | **PO 8** |
| **CO 1** |  |  |  | 2 |  | 2 | 2 |  |
| **CO 2** | 2 | 3 |  |  |  | 2 | 2 |  |
| **CO 3** |  | 2 |  |  |  |  | 3 |  |
| **CO 4** |  |  |  |  |  | 2 | 3 |  |
| **CO 5** | 2 | 2 |  | 3 |  |  | 2 |  |

**3-Strong 2-Medium 1-Low**

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| **Subject Code** | **Subject Name** | **Category** | **L** | **T** | **P** | **O** | **Credits** | **Inst. Hours** | | **Marks** | | | |
| **CIA** | **External** | **Total** | |
|  | **Strategic Management** | Core | 4 | - | - | - | 4 | 60 | | 25 | 75 | 100 | |
| **Course Objectives** | | | | | | | | | | | | |
| C1 | To enable the students understand the importance of vision and mission in framing corporate strategy. | | | | | | | | | | | |
| C2 | To provide insights on how business is responsible socially and ethically. | | | | | | | | | | | |
| C3 | To highlight on the environmental analysis framework. | | | | | | | | | | | |
| C4 | To throw light on strategic formulation and strategic choice. | | | | | | | | | | | |
| C5 | To understand strategic implementation and strategic control. | | | | | | | | | | | |
| **SYLLABUS** | | | | | | | | | | | | |
| **UNIT** | **Details** | | | | | **No. of Hours** | | | **Course Objectives** | | | |
| I | Introduction: Strategy – Strategic Management Process – Developing a Strategic Vision –Mission- Setting Objectives– Strategies and Tactics – Importance of Corporate Strategy – the 7-S Framework- Corporate Governance– Board of Directors: Role and Functions – Board Functioning – Top Management: Role and Skills. | | | | | 12 | | | C1 | | | |
| II | Corporate Policy and Planning in India: Importance – Characteristics – Objectives - Policy Formulation and Development – Types of Business Policies-Implementation of Policies. Society and Business: Social Responsibility of Business –Corporate Governance and Ethical Responsibility. | | | | | 12 | | | C2 | | | |
| III | Environmental Analysis: Environmental Scanning – Industry Analysis - The Synthesis of External Factors - Internal Scanning – Value Chain Analysis – SWOT Audit –Scenario planning- Creating an Industry Matrix. | | | | | 12 | | | C3 | | | |
| IV | Strategy Formulation and Analysis: Strategy Formulation – Strategic Factors Analysis Summary Matrix (SFAS) Portfolio Analysis – Business Strategy- TOWS Matrix– Corporate Strategy – Functional Strategy – Strategic Choice – Generic, Competitive Strategies; ETOP, TOWS | | | | | 12 | | | C4 | | | |
| V | Strategy Implementation: Strategy Implementation - Corporate Culture – Matching Organisation Structure to Strategy – Mergers and Acquisitions and Diversifications – Strategic Leadership Strategic Control: Measurement in Performance- Problems in Measurement of Performance- Strategy Audit-Strategic Control Process – Du Pont’s Control Model – Balanced Score Card – Michael Porter’s Framework for Strategic Management – Future of Strategic Management – Strategic Information System. | | | | | 12 | | | C5 | | | |
|  | **Total** | | | | | **60** | | |  | | | |
| **Course Outcomes** | | | | | | | | | | | | |
| **Course Outcomes** | On completion of this course, students will; | | | | | **Program Outcomes** | | | | | | |
| **CO1** | Be able to frame vision and mission statements. | | | | | PO3, PO4, PO7 | | | | | | |
| **CO2** | Be social and ethically responsible. | | | | | PO3, PO8 | | | | | | |
| **CO3** | Possess insights on making environmental analysis. | | | | | PO3, PO8 | | | | | | |
| **CO4** | Possess knowledge on learning strategic formulation & strategy choice. | | | | | PO2, PO5, PO7 | | | | | | |
| **CO5** | Understanding strategic implementation and control. | | | | | PO4, PO5, PO7 | | | | | | |
| **Reading List** | | | | | | | | | | | | |
| 1. | Strategic Management Journal – Wiley online Library | | | | | | | | | | | |
| 2. | Journal of strategy and Management – Emerald Insight | | | | | | | | | | | |
| 3. | Mastering Strategic Management – [www.opentextbooks.org.hk](http://www.opentextbooks.org.hk) | | | | | | | | | | | |
| 4. | Mastering Strategic Management – [www.saylor.org](http://www.saylor.org). | | | | | | | | | | | |
| **References Books** | | | | | | | | | | | | |
| 1. | V S P Rao, Strategic Management Text and Cases, 2nd edition 2013. | | | | | | | | | | | |
| 2. | Kazmi, A., Strategic Management and Business Policy, 15th Edition, Tata McGraw-Hill Education, 2018. | | | | | | | | | | | |
| 3. | Dess, G., Lumpkin, G.T. and Eisner, A., Strategic Management, 8th Edition, Tata McGraw-Hill, 2018. | | | | | | | | | | | |
| 4. | Hill, C.W.L. and Jones, G.R., Strategic Management: An Integrated Approach, 9th Edition, Cengage Learning, 2012. | | | | | | | | | | | |
| 5. | Pearce II, J., Robinson, R.B. and Mittal, A., Strategic Management: Formulation, Implementation and Control, 12th Edition, McGraw-Hill, 2017. | | | | | | | | | | | |
| 6. | Wheelen, T.L. and Hunger, D., Strategic Management and Business Policy, 13th Edition, Pearson, 2012. | | | | | | | | | | | |

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|  | **PO 1** | **PO 2** | **PO 3** | **PO 4** | **PO 5** | **PO 6** | **PO 7** | **PO 8** |
| **CO 1** |  |  | 3 | 2 |  |  | 3 |  |
| **CO 2** |  |  | 3 |  |  |  |  | 3 |
| **CO 3** |  |  | 2 |  |  |  |  | 3 |
| **CO 4** |  | 2 |  |  | 3 |  |  | 2 |
| **CO 5** |  |  |  | 3 | 3 |  |  | 3 |

**3-Strong 2-Medium 1-Low**

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| **Subject Code** | **Subject Name** | **Category** | **L** | **T** | **P** | **O** | **Credits** | | **Inst. Hours** | **Marks** | | | |
| **CIA** | | **External** | **Total** |
|  | **International Business** | Extra Disciplinary | 3 | - | - | - | 3 | | 45 | 25 | | 75 | 100 |
| **Course Objectives** | | | | | | | | | | | | | |
| C1 | To understand and analyze international situations and evaluate international collaborative arrangements and strategic alliances. | | | | | | | | | | | | |
| C2 | To apply knowledge of political, legal, economic and cultural country differences to develop competitive strategies in foreign, regional and global markets. | | | | | | | | | | | | |
| C3 | To throw light on international trade theories and the management of business functional operations in an international context. | | | | | | | | | | | | |
| C4 | To analyze and evaluate barriers, opportunities, market entry modes and the process of internationalization. | | | | | | | | | | | | |
| C5 | To know about regional economic integration and contemporary issues in international business. | | | | | | | | | | | | |
| **SYLLABUS** | | | | | | | | | | | | | |
| **UNIT** | **Details** | | | | | | | **No. of Hours** | | | **Course Objectives** | | |
| I | Introduction: Introduction to International Business: Importance, nature and scope of International business-International Business Vs. Domestic Business; Tariff and non-tariff barriers- transition from Domestic to International Business; Advantages and disadvantages of International business; Balance of Payments; Balance of Trade; Balance of Current Account . Modes of entry into International Business- Internationalization process and managerial implications- Multinational Corporations and their involvement in International Business- Issues in foreign investments, technology transfer, pricing and regulations- International collaborative arrangements and strategic alliances- Counter Trade; Import-Export Process and Documentation. | | | | | | | 9 | | | C1 | | |
| II | International Business Environment and Cultural Differences: International Business Environment: Economic, Political, Cultural and Legal environments in International Business. Framework for analyzing International Business environment. Differences in Culture: Introduction — Social Structure — Religion — Language — Education —Culture and the Workplace — Cultural Change — Cross-cultural Literacy — Culture and Competitive Advantage. | | | | | | | 9 | | | C2 | | |
| III | International Trade Theory: Introduction — Mercantilism, Neo-Mercantilism — Theory of Absolute Advantage — Theory of Comparative Advantage — Heckscher-Ohlin Theory — The New Trade Theory — National Competitive Advantage — Porter's Diamond —General Agreement on Tariff and Trade (GATT)- World Trade Organization (WTO)-GATS-UNCTAD- Trade Blocks; Customs Union-EU- PTA- European Free Trade Area (EFTA)-Central American Common Market(CACM)-Latin American Free Trade Association(LAFTA)- North American Free Trade Agreement(NAFTA)- Association of South East Asian Nations(ASEAN)- CARICOM- GSTP-GSP-SAPTA-Indian Ocean RIM Initiative- BIMSTEC- Bretton Woods Twins- World Bank & IMF, International Finance Corporation- Multilateral Investment Guarantee Agency (MIGA). | | | | | | | 9 | | | C3 | | |
| IV | Global Trading and Investment Environment: Recent Trends in India’s Foreign Trade- India’s Commercial Relations and Trade Agreements with other countries- Institutional Infrastructure for export promotion in India- Export Assistance- Export Finance- Export Processing Zones (EPZs) - Special Economic Zones (SEZs)- Exports by Air, Post and Sea- Small Scale Industries (SSI) and Exports- Role of ECGC- Role of EXIM Bank of India- Role of Commodity Boards- Role of State Trading Agencies in Foreign Trade- STC, MMTC, etc. Foreign Exchange Market- Functions of Foreign Exchange Market- Foreign Direct Investments (FDI); forms of FDI — Horizontal and Vertical Foreign Direct Investment — Advantages of FDI to Host and Home Countries. | | | | | | | 9 | | | C4 | | |
| V | Contemporary Issues: Contemporary Issues in International Business- International Sales Contract- Major Laws- INCO terms- Standard Clauses of International Sales Contract- Role of Indian Council of Arbitration / International Chamber of Commerce in solving Trade disputes. Export Regulations: Procedure for export of goods- Quality Control and Pre- shipment Inspection- Customs Clearance- Port formalities- Exchange regulations for Export- Role of Clearing and Forwarding Agents. | | | | | | | 9 | | | C5 | | |
|  | **Total** | | | | | | | **45** | | |  | | |
| **Course Outcomes** | | | | | | | | | | | | | |
| **Course Outcomes** | On completion of this course, students will; | | | | | | | **Program Outcomes** | | | | | |
| **CO1** | Be aware of the international situations and evaluate international collaborative arrangements and strategic alliances. | | | | | | | PO2, PO4, PO7 | | | | | |
| **CO2** | Possessed knowledge of political, legal, economic and cultural country differences to develop competitive strategies in foreign, regional and global markets. | | | | | | | PO4, PO7 | | | | | |
| **CO3** | Know the various international trade theories and the management of business functional operations in an international context. | | | | | | | PO4, PO6, PO7 | | | | | |
| **CO4** | Be able to evaluate barriers, opportunities, market entry modes and the process of internationalization. | | | | | | | PO2, PO4, PO7 | | | | | |
| **CO5** | Have better understanding on regional economic integration and contemporary issues in international business. | | | | | | | PO6, PO7, PO8 | | | | | |
| **Reading List** | | | | | | | | | | | | | |
| 1. | [www.internationalbusinesscorporation.com](http://www.internationalbusinesscorporation.com) | | | | | | | | | | | | |
| 2. | [www.business-ethics.org](http://www.business-ethics.org) | | | | | | | | | | | | |
| 3. | <https://www.jstor.org/journal/jintebusistud> | | | | | | | | | | | | |
| 4. | Journal of International Business and Management (JIBM) | | | | | | | | | | | | |
| **References Books** | | | | | | | | | | | | | |
| 1. | International Business: Competing in the Global Marketplace (SIE) | 11th Edition – 14 August 2018 by [Charles W. L. Hill](https://www.amazon.in/Charles-W-L-Hill/e/B001IGNO5S/ref=dp_byline_cont_book_1)  (Author), [G. Tomas M. Hult](https://www.amazon.in/s/ref=dp_byline_sr_book_2?ie=UTF8&field-author=G.+Tomas+M.+Hult&search-alias=stripbooks) (Author), [Rohit Mehtani](https://www.amazon.in/s/ref=dp_byline_sr_book_3?ie=UTF8&field-author=Rohit+Mehtani&search-alias=stripbooks) (Author) | | | | | | | | | | | | |
| 2. | International Business | Fourth Edition | By Pearson – 30 November 2017 by [S. Tamer Cavusgil](https://www.amazon.in/s/ref=dp_byline_sr_book_1?ie=UTF8&field-author=S.+Tamer+Cavusgil&search-alias=stripbooks) (Author), [Gary Knight](https://www.amazon.in/s/ref=dp_byline_sr_book_2?ie=UTF8&field-author=Gary+Knight&search-alias=stripbooks) (Author), [John Riesenberger](https://www.amazon.in/s/ref=dp_byline_sr_book_3?ie=UTF8&field-author=John+Riesenberger&search-alias=stripbooks) (Author) | | | | | | | | | | | | |
| 3. | Cherunilam, F., International Business: Text and Cases, 5th Edition, PHI Learning, 2010. | | | | | | | | | | | | |
| 4. | Paul, J., International Business, 5th Edition, PHI Learning, 2010. | | | | | | | | | | | | |
| 5. | Deresky, H., International Management: Managing Across Borders and Cultures, 6th Edition, Pearson, 2011. | | | | | | | | | | | | |
| 6. | Griffin, R., International Business, 7th Edition, Pearson Education, 2012. | | | | | | | | | | | | |

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|  | **PO 1** | **PO 2** | **PO 3** | **PO 4** | **PO 5** | **PO 6** | **PO 7** | **PO 8** |
| **CO 1** |  | 2 |  | 3 |  |  | 2 |  |
| **CO 2** |  |  |  | M |  |  | 2 |  |
| **CO 3** |  |  |  | 3 |  | 3 | 3 |  |
| **CO 4** |  | 3 |  | 3 |  |  | 3 |  |
| **CO 5** |  |  |  |  |  | 3 | 3 | 3 |

**3-Strong 2-Medium 1-Low**

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| **Subject Code** | **Subject Name** | **Category** | **L** | **T** | **P** | **O** | **Credits** | | **Inst. Hours** | **Marks** | | | |
| **CIA** | | **External** | **Total** |
|  | **Soft Skills II - Business Etiquette** | Soft Skills | - | - | 2 | - | 2 | | 30 | 25 | | 75 | 100 |
| **Course Objectives** | | | | | | | | | | | | | |
| C1 | To analyze the Business etiquette at workplace | | | | | | | | | | | | |
| C2 | To determine the Principles of exceptional work behavior | | | | | | | | | | | | |
| C3 | To explore Tech etiquette in using various telecommunication devices and channels | | | | | | | | | | | | |
| C4 | To successfully handle Multi-cultural challenges | | | | | | | | | | | | |
| C5 | To ascertain sensitivity to new and emerging issues in etiquette | | | | | | | | | | | | |
| **SYLLABUS** | | | | | | | | | | | | | |
| **UNIT** | **Details** | | | | | | | **No. of Hours** | | | **Course Objectives** | | |
| I | Introduction to business etiquette: The ABCs of etiquette Meeting and greeting scenarios-Developing a culture of excellence The principles of exceptional work behaviour - What is the role of Good Manners in Business?-Enduring Words  Greetings and Introductions: Guideline for receptionists - Making introductions and greeting people- Greeting Components- The protocol of shaking hands- Introductions - Introductory scenarios - Addressing individuals. | | | | | | | 6 | | | C1 | | |
| II | Meeting and Boardroom Protocol: Guidelines for planning a meeting - Before the meeting - On the day of the Meeting - Guidelines for Attending the meeting - For the Chairperson- For attendees - For Presenters - Planning a power point presentation-Dealing with customer complaints.  Entertaining Etiquette: Planning a meal- Issuing invitations -Business meals basics - Basics of table etiquette - Holding and resting utensils - Business dining etiquette - Multi-cultural Highlight: Japanese Dinning-Specific food Etiquette guidelines. | | | | | | | 6 | | | C2 | | |
| III | Telephone Etiquette: Cell phone etiquette-Social Media Usage etiquette- Telephone etiquette guidelines - Mastering the telephone courtesy - Active listening - Putting callers on hold -Transferring a call - Screening calls - Taking at message - Voice Mail-Closing the call - When Making calls - Closing the call-Handling rude or impatient clients  Internet & email etiquette: Internet usage in the workplace Email- Netiquette - Online chat - Online chat etiquette - Online chat etiquette guidelines | | | | | | | 6 | | | C3 | | |
| IV | Business Attire & Professionalism: Business style and professional image - Dress code - Guidelines for appropriate business attire - Grooming for  success - Guidelines for appropriate business attire - Grooming for success - Multicultural dressing  Diversity Management- Gender Sensitivity- Social Media and Communication with colleagues-Preventing sexual harassment-Disability Etiquette: Basic disability Etiquette practices - Courtesies for wheelchair users Courtesies for blind or visually impaired - Courtesies for the deaf- People with speech impairments. | | | | | | | 6 | | | C4 | | |
| V | Business Ethics: Ethics in the workplace - The challenge of business ethics - Creating an ethical compass - Business ethics and advantages - Ethical Issues - Conflict Management- Conflict resolution strategies - Choosing the appropriate gift in the business environment  Multi-cultural challenges: Multi-cultural etiquette - Example of cultural sensitivity - Cultural differences and their effect on business etiquette- onsite projects-Cultural Highlight: China-Cultural Highlight: India. | | | | | | | 6 | | | C5 | | |
|  | **Total** | | | | | | | **30** | | |  | | |
| **Course Outcomes** | | | | | | | | | | | | | |
| **Course Outcomes** | On completion of this course, students will; | | | | | | | **Program Outcomes** | | | | | |
| **CO1** | Learn using business etiquette at work place | | | | | | | PO4, PO6, PO7 | | | | | |
| **CO2** | Be able to acquire knowledge about the Principles of exceptional work behaviour | | | | | | | PO4, PO6, PO7 | | | | | |
| **CO3** | Be able to enhance their knowledge of latest Tech etiquette in using various telecommunication devices and channels. | | | | | | | PO4, PO6, PO7 | | | | | |
| **CO4** | Get familiarized with the Successful handling of Multi-cultural challenge | | | | | | | PO4, PO6, PO7 | | | | | |
| **CO5** | Become sensitive to new and emerging issues in etiquette | | | | | | | PO4, PO6, PO7 | | | | | |
| **Reading List** | | | | | | | | | | | | | |
| 1. | https://accountingexplained.com/managerial/capital-budgeting/ | | | | | | | | | | | | |
| 2. | http://www.studyfinance.com/lessons/workcap/ | | | | | | | | | | | | |
| 3. | Journal of International Financial Management & Accounting | | | | | | | | | | | | |
| 4. | The Management Accountant Journal - icmai-rnj.in | | | | | | | | | | | | |
| **References Books** | | | | | | | | | | | | | |
| 1. | Gonda, C. M. (2016) Master of Business Etiquette: The Ultimate Guide to Corporate Etiquette and Soft Skills Embassy Books, First Edition. | | | | | | | | | | | | |
| 2. | Mehra, S. K. (2012) Business Etiquette A Guide For The Indian Professional. Noula: HarperCollins | | | | | | | | | | | | |
| 3. | Pachter, B. (2013). The Essentials of Business Etiquette: How to Greet, Eat, and Tweet Your Way to Success (1) edition New York: McGraw-Hill Education. | | | | | | | | | | | | |
| 4. | Past, K. (2008). Indian Business Etiquette: 1 (First edition). Ahmedabad Jaico Publishing House. | | | | | | | | | | | | |
| 5. | Travis, R. (2013). Tech Eliquette: OMG, 2 Edition, RLT Publishing. | | | | | | | | | | | | |
| 6. | Gonda, C. M. (2016) Master of Business Etiquette: The Ultimate Guide to Corporate Etiquette and Soft Skills Embassy Books, First Edition. | | | | | | | | | | | | |

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|  | **PO 1** | **PO 2** | **PO 3** | **PO 4** | **PO 5** | **PO 6** | **PO 7** | **PO 8** |
| **CO 1** |  |  |  | 2 |  | 2 | 2 |  |
| **CO 2** |  |  |  | 2 |  | 2 | 2 |  |
| **CO 3** |  |  |  | 2 |  | 2 | 2 |  |
| **CO 4** |  |  |  | 2 |  | 2 | 2 |  |
| **CO 5** |  |  |  | 2 |  | 2 | 2 |  |

**3-Strong 2-Medium 1-Low**

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| **Subject Code** | **Subject Name** | **Category** | **L** | **T** | **P** | **O** | **Credits** | | **Inst. Hours** | **Marks** | | | |
| **CIA** | | **External** | **Total** |
|  | **Soft Skills III – Computing Skills** | Soft Skills | - | - | 2 | - | 2 | | 30 | 25 | | 75 | 100 |
| **Course Objectives** | | | | | | | | | | | | | |
| C1 | To create awareness and understanding on the basic functions of MS Excel | | | | | | | | | | | | |
| C2 | To elucidate the students on the various advanced functions of MS Excel | | | | | | | | | | | | |
| C3 | To educate the students on MS Access and its application in database management | | | | | | | | | | | | |
| C4 | To enable the students to understand the functions and usage of various cloud based apps like Google Drive, Google Sheets and Google Docs | | | | | | | | | | | | |
| C5 | To enable the students learn the functions and usage of Cloud based apps like Google Forms, Google Slides and Google Cloud Printing. | | | | | | | | | | | | |
| **SYLLABUS** | | | | | | | | | | | | | |
| **UNIT** | **Details** | | | | | | | **No. of Hours** | | | **Course Objectives** | | |
| I | MS Excel – Basic Functions - Workbook – Building – modifying - navigating; Worksheet – Auto fill copying and moving cells, inserting and deleting rows, printing; Formulas and functions-Troubleshooting formulas, Functions and its forms like database, reference, Databases – creating, sorting filtering and linking. | | | | | | | 6 | | | C1 | | |
| II | MS Excel Advanced Functions – Vlookup – Hlookup – Charts – Count - Countif – Sum - Sumif – Product – Sumproduct.  Functions: Mathematical - Financial - logic – Text - Statistical | | | | | | | 6 | | | C2 | | |
| III | MS Access – Components, creating a database and project, import and exporting, customizing; Tables – creating and setting fields; Queries – types, creating, wizards – Reports – creating and layout. | | | | | | | 6 | | | C3 | | |
| IV | Cloud based apps – Google Drive, Google Sheets, Google Docs, | | | | | | | 6 | | | C4 | | |
| V | Cloud based apps - Google Forms, Google Slides – Google Cloud Print | | | | | | | 6 | | | C5 | | |
|  | **Total** | | | | | | | **30** | | |  | | |
| **Course Outcomes** | | | | | | | | | | | | | |
| **Course Outcomes** | On completion of this course, students will; | | | | | | | **Program Outcomes** | | | | | |
| **CO1** | Have awareness and understanding on the basic functions of MS Excel | | | | | | | PO4, PO6, PO7 | | | | | |
| **CO2** | Know the advanced functions of MS Excel | | | | | | | PO4, PO6, PO7 | | | | | |
| **CO3** | Possess knowledge on MS Access and its application in database management | | | | | | | PO2, PO4, PO6, PO7 | | | | | |
| **CO4** | Understand and possess knowledge on the functions and usage of various cloud based apps like Google Drive, Google Sheets and Google Docs | | | | | | | PO4, PO5, PO6, PO7 | | | | | |
| **CO5** | Understand and be aware of the functions and usage of Cloud based apps like Google Forms, Google Slides and Google Cloud Printing. | | | | | | | PO4, PO6, PO7 | | | | | |
| **Reading List** | | | | | | | | | | | | | |
| 1. | Humphrey M.L., Excel For Beginners, Kindle Edition, 2017 | | | | | | | | | | | | |
| 2. | Richard Rost, Learning MS Access Kindle Edition, 2013 | | | | | | | | | | | | |
| 3. | Sachin Srivastava, Google Cloud Platform, Kindle Edition, 2021 | | | | | | | | | | | | |
| 4. | Valarie Lestourgeon, A Beginner’s Guide to GCP, Kindle Edition, 2021 | | | | | | | | | | | | |
| **References Books** | | | | | | | | | | | | | |
| 1. | Gonda, C. M. (2016) Master of Business Etiquette: The Ultimate Guide to Corporate Etiquette and Soft Skills Embassy Books, First Edition. | | | | | | | | | | | | |
| 2. | Mehra, S. K. (2012) Business Etiquette A Guide For The Indian Professional. Noula: HarperCollins | | | | | | | | | | | | |
| 3. | Pachter, B. (2013). The Essentials of Business Etiquette: How to Greet, Eat, and Tweet Your Way to Success (1) edition New York: McGraw-Hill Education. | | | | | | | | | | | | |
| 4. | Past, K. (2008). Indian Business Etiquette: 1 (First edition). Ahmedabad Jaico Publishing House. | | | | | | | | | | | | |
| 5. | Travis, R. (2013). Tech Eliquette: OMG, 2 Edition, RLT Publishing. | | | | | | | | | | | | |

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|  | **PO 1** | **PO 2** | **PO 3** | **PO 4** | **PO 5** | **PO 6** | **PO 7** | **PO 8** |
| **CO 1** |  |  |  | 3 |  | 3 | 3 |  |
| **CO 2** |  |  |  | 3 |  | 3 | 3 |  |
| **CO 3** |  | 3 |  | 3 | 3 | 3 | 3 |  |
| **CO 4** |  |  |  | 3 | 3 | 3 | 3 |  |
| **CO 5** |  |  |  | 3 |  | 3 | 3 |  |

**3-Strong 2-Medium 1-Low**

**SEMESTER III**

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| **Subject Code** | **Subject Name** | **Category** | **L** | **T** | **P** | **O** | **Credits** | | **Inst. Hours** | **Marks** | | | |
| **CIA** | | **External** | **Total** |
|  | **Information Systems for Business** | Core | 4 | - | - | - | 4 | | 45 | 25 | | 75 | 100 |
| **Course Objectives** | | | | | | | | | | | | | |
| C1 | To enable students to understand the fundamentals of information system and its role of information in managerial decision making | | | | | | | | | | | | |
| C2 | To throw light on fundamentals of information systems like TPS, DSS, and EIS. | | | | | | | | | | | | |
| C3 | To manage system applications and data to best support functional areas of business | | | | | | | | | | | | |
| C4 | To provide insights in securely managing database and information using the process of | | | | | | | | | | | | |
| C5 | To elucidate the need and importance of ERP, its selection and implementation in workplace | | | | | | | | | | | | |
| **SYLLABUS** | | | | | | | | | | | | | |
| **UNIT** | **Details** | | | | | | | **No. of Hours** | | | **Course Objectives** | | |
| I | Introduction to information system**-**The management, structure and activities- Information needs and sources-Types of management decisions and information need. System classification Elements of system, input, output, process and feedback. | | | | | | | 12 | | | C1 | | |
| II | Transaction Processing information system, Office Automation System (OAS) - Knowledge workers System(KWS); MIS; Information system for managers, Intelligence information system –Decision support system-Executive information systems. | | | | | | | 12 | | | C2 | | |
| III | Functional Management Information System: Production / Operations Information system, Marketing Information Systems, Accounting Information system, Financial Information system, Human resource Information system. | | | | | | | 12 | | | C3 | | |
| IV | System Analysis and Design: The work of a system analyst- SDLC-System design – AGILE Model – Waterfall Model – Spiral Model – Iterative and Incremental Model - RAD Model - Requirement analysis-Data flow diagram, relationship diagram, design- Implementation-Evaluation and maintenance of MIS, Database System: Overview of Database- Components-advantages and disadvantages of database; Data Warehousing and Data Mining; Business Intelligence; Artificial Intelligence; Expert System; Big Data; Cyber Safety and Security- Cryptography; RSA Model of Encryption; Data Science - Block Chain Technology; E-commerce and E-Business models; IOT - RFID. | | | | | | | 12 | | | C4 | | |
| V | Enterprise Resource Planning (ERP) System, Benefits of the ERP, ERP how different from conventional packages , Need for ERP , ERP components , Selection of ERP Package, ERP implementation, Customer Relationship management. Organisation & Types, Decision Making, Data & information, Characteristics & Classification of information, Cost & value of information, various channels of information and MIS; Information system audit and control – E-Governance. | | | | | | | 12 | | | C5 | | |
|  | **Total** | | | | | | | **60** | | |  | | |
| **Course Outcomes** | | | | | | | | | | | | | |
| **Course Outcomes** | On completion of this course, students will; | | | | | | | **Program Outcomes** | | | | | |
| **CO1** | Learn the importance of data and information in managerial decision making. | | | | | | | PO1, PO2, PO6 | | | | | |
| **CO2** | Possess on the various IS and the its relevance to Organizational environment | | | | | | | PO3, PO5, PO8, | | | | | |
| **CO3** | Understand the application of IS on the various functions like Accounting, Finance, Marketing, Operations and HR | | | | | | | PO1, PO3, PO5, PO8 | | | | | |
| **CO4** | To study the various models and new technologies | | | | | | | PO1, PO2, PO6, PO7 | | | | | |
| **CO5** | Be exposed on the importance of selecting the appropriate ERP and its implementation | | | | | | | PO1, PO2, PO5, PO8 | | | | | |
| **Reading List** | | | | | | | | | | | | | |
| 1. | Information Systems for Business and Beyond – opentextbooks.site. | | | | | | | | | | | | |
| 2. | Management Information Systems: Managing the Digital firm – www.textbooks.com | | | | | | | | | | | | |
| 3. | Information systems Journal – Wiley Online Library. | | | | | | | | | | | | |
| 4. | Information Systems management in Business and development organisations – Harekrishna Misra – PHI Learning. | | | | | | | | | | | | |
| **References Books** | | | | | | | | | | | | | |
| 1. | Azam, M., Management Information System, McGrawHill Education, 2012 | | | | | | | | | | | | |
| 2. | Laudon, K., Laudon, J. and Dass, R., Management Information Systems – Managing the Digital Firm, 11th Edition, Pearson, 2010. | | | | | | | | | | | | |
| 3. | Murdick, R.G., Ross, J.E. and Claggett, J.R., Information Systems for Modern Management, 3rd Edition, PHI, 2011. | | | | | | | | | | | | |
| 4. | O’Brien, J.A., Morakas, G.M. and Behl, R., Management Information Systems, 9th Edition, Tata McGraw-Hill Education, 2009. | | | | | | | | | | | | |
| 5. | Saunders, C.S. and Pearson, K.E., Managing and Using Information Systems, 3rd Edition, Wiley India Pvt. Ltd., 2009. | | | | | | | | | | | | |
| 6. | Stair, R. and Reynolds, G., Information Systems, 10th Edition, Cengage Learning,2012. | | | | | | | | | | | | |

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|  | **PO 1** | **PO 2** | **PO 3** | **PO 4** | **PO 5** | **PO 6** | **PO 7** | **PO 8** |
| **CO 1** | 3 | 2 |  |  |  | 3 |  |  |
| **CO 2** |  |  | 3 |  | 3 |  |  | 3 |
| **CO 3** | 2 |  | 3 |  | 2 |  |  | 3 |
| **CO 4** | 3 | 3 |  |  |  | 2 | 3 |  |
| **CO 5** | 3 | 2 |  |  | 2 |  |  | 3 |

**3-Strong 2-Medium 1-Low**

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| **Subject Code** | **Subject Name** | **Category** | **L** | **T** | **P** | **O** | **Credits** | | **Inst. Hours** | **Marks** | | | |
| **CIA** | | **External** | **Total** |
|  | **EMPLOYABILITY SKILLS** | Extra Disciplinary | 3 | - | - | - | 3 | | 45 | 25 | | 75 | 100 |
| **Course Objectives** | | | | | | | | | | | | | |
| C1 | To learn about the employability skills | | | | | | | | | | | | |
| C2 | To understand dimensions of task oriented skills | | | | | | | | | | | | |
| C3 | To study on critical problem-solving techniques | | | | | | | | | | | | |
| C4 | To develop employability skills | | | | | | | | | | | | |
| C5 | To understand the logical and reasoning skills | | | | | | | | | | | | |
| **SYLLABUS** | | | | | | | | | | | | | |
| **UNIT** | **Details** | | | | | | | **No. of Hours** | | | **Course Objectives** | | |
| I | **INTRODUCTION TO EMPLOYABILITY SKILLS**  Meaning – Definition – Hard skills and soft  skills –Employability skills and vocational skills – Employability and employment –  Employability attributes. | | | | | | | 9 | | | C1 | | |
| II | **UNPACKING EMPLOYABILITY SKILLS**  Embedded employability skills – Dimensions of  competency – Task skills –Task Management skills – Contingency Management skills –  Job/Role Environment skills. | | | | | | | 9 | | | C2 | | |
| III | **INTER – RELATIONSHIPS OF EMPLOYABILITY SKILLS**  Communication – Team work –  Problem solving – Initiative and Enterprise – Planning and Organizing – Self management –  Learning – Technology. | | | | | | | 9 | | | C3 | | |
| IV | **RESUME WRITING**  Meaning – Features of good resume – Model (Exercise). Etiquettes – Dress, Cleanliness, Etiquettes to be followed inside the employment seeking process. | | | | | | | 9 | | | C4 | | |
| V | **Arithmetic and Logical Reasoning Skills – Exercise.** | | | | | | | 9 | | | C5 | | |
|  | **Total** | | | | | | | **45** | | |  | | |
| **Course Outcomes** | | | | | | | | | | | | | |
| **Course Outcomes** | On completion of this course, students will; | | | | | | | | | | | | |
| **CO1** | Acquire employability skills | | | | | | | PO4, PO6, PO7 | | | | | |
| **CO2** | understand dimensions of task oriented skills | | | | | | | PO4, PO6, PO7 | | | | | |
| **CO3** | study on critical problem-solving techniques | | | | | | | PO4, PO6, PO7 | | | | | |
| **CO4** | develop employability skills | | | | | | | PO4, PO6, PO7 | | | | | |
| **CO5** | understand the logical and reasoning skills | | | | | | | PO4, PO6, PO7 | | | | | |
| **Reading List** | | | | | | | | | | | | | |
| 1. | <https://www.jobjumpstart.gov.au/article/what-are-employability-skills> | | | | | | | | | | | | |
| 2. | <https://www.simplilearn.com/why-are-employability-skills-important-article> | | | | | | | | | | | | |
| 3. | <https://blog.hubspot.com/marketing/employability-skills> | | | | | | | | | | | | |
| 4. | <https://www.indeed.com/career-advice/finding-a-job/employability-skills> | | | | | | | | | | | | |
| **References Books** | | | | | | | | | | | | | |
| 1. | Soft Skills, Dr. K. Alex | | | | | | | | | | | | |
| 2. | Winning Interview Skills, Complied & Edited by J.K. Chopra. | | | | | | | | | | | | |
| 3. | A Modern Approach to Verbal and Non- Verbal Reasoning, R. S. Aggarwal. | | | | | | | | | | | | |
| 4. | Fafinski, S., Finch, E. (2014). Employability Skills for Law Students. United Kingdom: OUP Oxford. | | | | | | | | | | | | |
| 5. | Trought, F. (2017). Brilliant Employability Skills: How to Stand Out from the Crowd in the Graduate Job Market. United Kingdom: Pearson Education Limited. | | | | | | | | | | | | |
| 6. | Chaita, M. V. (2016). Developing Graduate Employability Skills: Your Pathway to Employment. United States: Universal Publishers. | | | | | | | | | | | | |

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|  | **PO 1** | **PO 2** | **PO 3** | **PO 4** | **PO 5** | **PO 6** | **PO 7** | **PO 8** |
| **CO 1** |  |  |  | 3 |  | 3 |  |  |
| **CO 2** |  |  |  | 3 |  | 3 |  |  |
| **CO 3** |  | 2 |  | 3 |  | 3 |  |  |
| **CO 4** |  |  |  | 3 | 2 | 3 | 1 |  |
| **CO 5** |  |  |  | 3 |  | 3 |  |  |

**3-Strong 2-Medium 1-Low**

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| **Subject Code** | **Subject Name** | **Category** | **L** | **T** | **P** | **O** | **Credits** | | **Inst. Hours** | **Marks** | | | |
| **CIA** | | **External** | **Total** |
|  | **Soft Skills IV – Leadership & Team Building Skills** | Soft Skills | - | - | 2 | - | 2 | | 30 | 25 | | 75 | 100 |
| **Course Objectives** | | | | | | | | | | | | | |
| C1 | To understand the characteristics, style, traits of leaders, and theories of leadership. | | | | | | | | | | | | |
| C2 | To learn more about self-leadership and developing team-building skills through case studies and examples. | | | | | | | | | | | | |
| C3 | To understand how to form, manage and lead the team. | | | | | | | | | | | | |
| C4 | To understand the measures of conflict in a team | | | | | | | | | | | | |
| C5 | To explore team roles & processes in developing and managing a team | | | | | | | | | | | | |
| **SYLLABUS** | | | | | | | | | | | | | |
| **UNIT** | **Details** | | | | | | | **No. of Hours** | | | **Course Objectives** | | |
| I | **Leadership Theories:** Nature of leadership theories & models of leadership - attributes of effective leaders - traits of leadership - interpersonal competence & leadership | | | | | | | 6 | | | C1 | | |
| II | **Leadership Styles:** Leadership qualities -styles of leadership -attitudes-role models & new leadership - cultural differences and diversity in leadership - leader behaviour leadership in different countries- leadership ethics & social responsibility. | | | | | | | 6 | | | C2 | | |
| III | **Leadership Skills:** Leadership skills - Leadership & management - transactional & transformational in leadership -Strength based leadership in practice - Tasks & Relationship approach in leadership - influence tactics of leaders- motivation and coaching skills. Establishing constructive climate- listening to out group members- communication and conflict resolution skills. | | | | | | | 6 | | | C3 | | |
| IV | **Team Work:** Working in group & teams - characteristics of effective team- types- team development: Tuckman's team development stages- Belbin team roles - Ginnett - team effectiveness leadership model. | | | | | | | 6 | | | C4 | | |
| V | **Exploring team roles & processes:** mapping the stages of group development -Building: and developing teams-overcoming resistance coping and conflict and Ego-leading a team managing meetings. | | | | | | | 6 | | | C5 | | |
|  | **Total** | | | | | | | **30** | | |  | | |
| **Course Outcomes** | | | | | | | | | | | | | |
| **Course Outcomes** | On completion of this course, students will; | | | | | | | **Program Outcomes** | | | | | |
| **CO1** | Critical understanding of theories and concepts of leadership and teamwork in organizations | | | | | | | PO4, PO5, PO6, PO7 | | | | | |
| **CO2** | Critical awareness of the importance of teamwork and development of the skills for building effective teams | | | | | | | PO4, PO5, PO6, PO7 | | | | | |
| **CO3** | Understanding of the techniques and practical understanding of how to apply theories and concepts to improve leadership skills. | | | | | | | PO2, PO4, PO5, PO6, PO7 | | | | | |
| **CO4** | Development of skills in effective leadership and professional communication | | | | | | | PO4, PO5, PO6, PO7 | | | | | |
| **CO5** | Demonstrate effective written communication skills for plans, strategies and outcomes. | | | | | | | PO4, PO6, PO7 | | | | | |
| **Reading List** | | | | | | | | | | | | | |
| 1. | Uday Kumar Haldar, Leadership and Team Building, | | | | | | | | | | | | |
| 2. | D.K. Tripathy, Team Building and Leadership with Texts and Cases, Himalaya Publishing House, 2014 | | | | | | | | | | | | |
| 3. | International Journal on Leadership, Publishing India Group | | | | | | | | | | | | |
| 4. | International Journal of Organizational Leadership, CIKD | | | | | | | | | | | | |
| **References Books** | | | | | | | | | | | | | |
| 1. | Gonda, C. M. (2016) Master of Business Etiquette: The Ultimate Guide to Corporate Etiquette and Soft Skills Embassy Books, First Edition. | | | | | | | | | | | | |
| 2. | Mehra, S. K. (2012) Business Etiquette A Guide For The Indian Professional. Noula: HarperCollins | | | | | | | | | | | | |
| 3. | Pachter, B. (2013). The Essentials of Business Etiquette: How to Greet, Eat, and Tweet Your Way to Success (1) edition New York: McGraw-Hill Education. | | | | | | | | | | | | |
| 4. | Past, K. (2008). Indian Business Etiquette: 1 (First edition). Ahmedabad Jaico Publishing House. | | | | | | | | | | | | |
| 5. | Travis, R. (2013). Tech Eliquette: OMG, 2 Edition, RLT Publishing. | | | | | | | | | | | | |
| 6. | Gonda, C. M. (2016) Master of Business Etiquette: The Ultimate Guide to Corporate Etiquette and Soft Skills Embassy Books, First Edition. | | | | | | | | | | | | |

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|  | **PO 1** | **PO 2** | **PO 3** | **PO 4** | **PO 5** | **PO 6** | **PO 7** | **PO 8** |
| **CO 1** |  |  |  | 3 | 3 | 3 | 3 |  |
| **CO 2** |  |  |  | 3 | 3 | 3 | 3 |  |
| **CO 3** |  | 3 |  | 3 | 3 | 3 | 3 |  |
| **CO 4** |  |  |  | 3 | 3 | 3 | 3 |  |
| **CO 5** |  |  |  | 3 |  | 3 | 3 |  |

**3-Strong 2-Medium 1-Low**

**Specialization Courses: Marketing Management**

|  |  |  |  |  |  |  |  |  |  |  |  |
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| **Subject Code** | **Subject Name** | **Category** | **L** | **T** | **P** | **O** | **Credits** | **Inst. Hours** | **Marks** | | |
| **CIA** | **External** | **Total** |
| 1 | Advanced Marketing Research and Consumer Behaviour | Elective | 3 | - | - | - | 3 | 3 | 25 | 75 | 100 |
| 2 | Advertising Management and Sales Promotion | Elective | 3 | - | - | - | 3 | 3 | 25 | 75 | 100 |
| 3 | Sales and Distribution Management | Elective | 3 | - | - | - | 3 | 3 | 25 | 75 | 100 |
| 4 | Brand Management | Elective | 3 | - | - | - | 3 | 3 | 25 | 75 | 100 |
| 5 | Industrial Marketing | Elective | 3 | - | - | - | 3 | 3 | 25 | 75 | 100 |
| 6 | Services Marketing | Elective | 3 | - | - | - | 3 | 3 | 25 | 75 | 100 |
| 7 | Customer Relations Management | Elective | 3 | - | - | - | 3 | 3 | 25 | 75 | 100 |
| 8 | Retail Marketing | Elective | 3 | - | - | - | 3 | 3 | 25 | 75 | 100 |
| 9 | Rural Marketing | Elective | 3 | - | - | - | 3 | 3 | 25 | 75 | 100 |
| 10 | International Marketing | Elective | 3 | - | - | - | 3 | 3 | 25 | 75 | 100 |
| 11 | Advanced Selling and Negotiation Skills | Elective | 3 | - | - | - | 3 | 3 | 25 | 75 | 100 |
| 12 | Channel Management Strategies | Elective | 3 | - | - | - | 3 | 3 | 25 | 75 | 100 |
| 13 | Customer Engagement Marketing | Elective | 3 | - | - | - | 3 | 3 | 25 | 75 | 100 |
| 14 | Digital Marketing | Elective | 3 | - | - | - | 3 | 3 | 25 | 75 | 100 |
| 15 | Marketing Analytics | Elective | 3 | - | - | - | 3 | 3 | 25 | 75 | 100 |
| 16 | Marketing Metrics | Elective | 3 | - | - | - | 3 | 3 | 25 | 75 | 100 |
| 17 | New Product Strategies | Elective | 3 | - | - | - | 3 | 3 | 25 | 75 | 100 |
| 18 | Strategic Marketing | Elective | 3 | - | - | - | 3 | 3 | 25 | 75 | 100 |

**# Choose any 6 electives from the above list in consultation with the HOD or Head.**

**SPECIALIZATION COURSES: MARKETING MANAGEMENT**

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
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| **Subject Code** | **Subject Name** | **Category** | **L** | **T** | **P** | **O** | **Credits** | | | **Inst. Hours** | **Marks** | | | |
| **CIA** | | **External** | **Total** |
|  | **Advanced Marketing Research and Consumer Behaviour** | Elective | 3 | - | - | - | 3 | | | 45 | 25 | | 75 | 100 |
| **Course Objectives** | | | | | | | | | | | | | | |
| C1 | To create an understanding of market research concepts. | | | | | | | | | | | | | |
| C2 | To create awareness of sampling techniques and its implications on market research. | | | | | | | | | | | | | |
| C3 | To throw light on models of consumer behavior. | | | | | | | | | | | | | |
| C4 | To foster knowledge on determinants of consumer behavior. | | | | | | | | | | | | | |
| C5 | To create awareness on the consumer decision-making process. | | | | | | | | | | | | | |
| **SYLLABUS** | | | | | | | | | | | | | | |
| **UNIT** | **Details** | | | | | | | | **No. of Hours** | | | **Course Objectives** | | |
| I | Introduction: Nature and scope of Marketing Research – Marketing Research as an aid to marketing decision making – Scientific method – Research designs – Exploratory, descriptive and conclusive – Secondary and Primary Data Collection Methods – Questionnaire Construction Procedure. | | | | | | | | 7 | | | C1 | | |
| II | Sampling: Sampling Techniques – Sample Size Determination per survey Application of Marketing Research: Motivation Research – Advertising Research – Product Research. | | | | | | | | 9 | | | C2 | | |
| III | Models of Consumer Behaviour: Nicosia Model - Howard-Sheth Model – Engel- Blackwell-Miniard Model, Environment infuences on Consumer: Culture – Social Class – Social Groups – Family– Personal Influence and Opinion Leadership. | | | | | | | | 8 | | | C3 | | |
| IV | Individual Determinants of Consumer Behaviour: Motivation and Involvement – Information Processing – Learning – Personality and Self Concept – Attitude Theories and Change.  Consumer Decision Processes: Problem Recognition – Search and Evaluation – Purchasing – Post-purchase Behaviour. | | | | | | | | 9 | | | C4 | | |
| V | Multivariate analysis: Discriminant analysis, Factor analysis, Conjoint analysis, Cluster analysis - Multidimensional scaling and Multiple Regression - Model Building, Data Visualization Tools – Usage of forecasting techniques - Time Series Analysis, ARIMA. | | | | | | | | 12 | | | C5 | | |
|  | **Total** | | | | | | | | **45** | | |  | | |
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| **Course Outcomes** | | | | | | | | | | | | | | |
| **Course Outcomes** | On completion of this course, students will; | | | | | | | **Program Outcomes** | | | | | | |
| **CO1** | Understand the basic concepts of marketing research. | | | | | | | | PO4,PO7 | | | | | |
| **CO2** | Understand the complexity of sampling techniques and its implications on market research. | | | | | | | | PO4, PO6 | | | | | |
| **CO3** | Have insights on models of consumer behavior and helps them to develop models. | | | | | | | | PO6,PO7 | | | | | |
| **CO4** | Possess knowledge on determinants of consumer behavior. | | | | | | | | PO6 | | | | | |
| **CO5** | Have insights on consumer decision process. | | | | | | | | PO2, PO6,PO7 | | | | | |
| **Reading List** | | | | | | | | | | | | | | |
| 1. | Suja R. Nair , Consumer Behaviour & Marketing Research, Himalaya Publishing, 2015 | | | | | | | | | | | | | |
| 2. | S. Sumathi, P. Saravanavel,Consumer Behaviour & Marketing Research , S.Chand,2003 | | | | | | | | | | | | | |
| 3. | Rajendra Nargundkar ,Marketing Research: Text and Cases .Tata Mc Graw Hill , 2017 | | | | | | | | | | | | | |
| 4. | G.C.Beri, Marketing Research ,Tata Mc Graw Hill,2013 | | | | | | | | | | | | | |
| **References Books** | | | | | | | | | | | | | | |
| 1. | Leon Schiffman, and Joseph L. Wisenblit., Consumer Behavior, 11th Edition, Pearson, 2015. | | | | | | | | | | | | | |
| 2. | Naresh K.Malhotra and Satyabhusan., Marketing Research, 7th Edition, Pearson, 2019. | | | | | | | | | | | | | |
| 3. | Barbara G Tabachnick and Linda S Fidell, Using Multivariate Statistics, 7th Edition, Pearson. 2020. | | | | | | | | | | | | | |
| 4. | [Majumdar, Ramanuj](https://www.phindia.com/Books/Author/OTc4ODEyMDMzOTYzNw), Consumer Behaviour: Insights from Indian Market, PHI Learning, 2020. | | | | | | | | | | | | | |
| 5. | [S. Ramesh Kumar](https://pearsoned.co.in/web/authors/1266/S-Ramesh_Kumar.aspx)., Consumer Behaviour: The Indian Context (Concepts and Cases), Pearson Education, 2rd Edition, 2021. | | | | | | | | | | | | | |

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|  | **PO 1** | **PO 2** | **PO 3** | **PO 4** | **PO 5** | **PO 6** | **PO 7** | **PO 8** |
| **CO 1** |  |  |  | M |  |  | S |  |
| **CO 2** |  |  |  | M |  | S |  |  |
| **CO 3** |  |  |  |  |  | S | S |  |
| **CO 4** |  |  |  |  |  | M |  |  |
| **CO 5** |  | S |  |  |  | M | M |  |

**S-Strong M-Medium L-Low**

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| **Subject Code** | **Subject Name** | **Category** | **L** | **T** | **P** | **O** | **Credits** | | | **Inst. Hours** | **Marks** | | | |
| **CIA** | | **External** | **Total** |
|  | **Advertising Management and Sales Promotion** | Elective | 3 | - | - | - | 3 | | | 45 | 25 | | **75** | 100 |
| **Course Objectives** | | | | | | | | | | | | | | |
| C1 | To introduce students to advertising fundamentals | | | | | | | | | | | | | |
| C2 | To impart knowledge on advertising media and budget. | | | | | | | | | | | | | |
| C3 | To orient students on advertising agencies and its operations. | | | | | | | | | | | | | |
| C4 | To make students understand sales promotion campaigns. | | | | | | | | | | | | | |
| C5 | To enable students understand the relevance of sales promotion | | | | | | | | | | | | | |
| **SYLLABUS** | | | | | | | | | | | | | | |
| **UNIT** | **Details** | | | | | | | | **No. of Hours** | | | **Course Objectives** | | |
| I | Advertising: Advertising, objectives, task and process, market segmentation and target audience – Message and copy development. | | | | | | | | 7 | | | C1 | | |
| II | Media: Mass Media - Selection, Planning and Scheduling – Social Media Advertising - Web Advertising – Integrated programme and budget planning. | | | | | | | | 10 | | | C2 | | |
| III | Implementation: Implementing the programme coordination and control – Advertising agencies – Organization and operation. | | | | | | | | 10 | | | C3 | | |
| IV | Sales Promotion: Why and When Sales promotion activities, Consumer and sales channel oriented – planning, budgeting and implementing and controlling campaigns. | | | | | | | | 10 | | | C4 | | |
| V | Control: Measurement of effectiveness – Ethics, Economics and Social Relevance. | | | | | | | | 8 | | | C5 | | |
|  | **Total** | | | | | | | | **45** | | |  | | |
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| **Course Outcomes** | | | | | | | | | | | | | | |
| **Course Outcomes** | On completion of this course, students will; | | | | | | | **Program Outcomes** | | | | | | |
| **CO1** | Possess knowledge and good understanding on the fundamentals of advertising | | | | | | | | PO4, PO7 | | | | | |
| **CO2** | Have good understanding and knowledge on advertising media and budget | | | | | | | | PO2, PO4, PO7 | | | | | |
| **CO3** | Have good orientation on advertising agencies and its operations. | | | | | | | | PO5, PO7 | | | | | |
| **CO4** | Understand sales promotion campaigns. | | | | | | | | PO4, PO5, PO6 | | | | | |
| **CO5** | Understand the relevance of sales promotion | | | | | | | | PO4, PO6, PO7 | | | | | |
| **Reading List** | | | | | | | | | | | | | | |
| 1. | S A Chunawalla, Advertising Management and Sales Promotion, Himalaya Publishing, 2015 | | | | | | | | | | | | | |
| 2. | Vv Rathna & S L Guptha, Advertising and Sales Promotion Management,Sultan Chand,2011 | | | | | | | | | | | | | |
| 3. | S H H Kazmi & Satish Batra, Advertising and Sales Promotion Management, Excel Books,2008 | | | | | | | | | | | | | |
| 4. | Mishra M N ,Sales Promotion and Advertising Management , Mishra M N, Himalaya Publishing 2015 | | | | | | | | | | | | | |
| **References Books** | | | | | | | | | | | | | | |
| 1. | Advertising and Promotion: An Integrated Marketing Communications  Perspective (SIE) by George E Belch, Michael A Belch, Keyoor Purani, 12 th  edition, McGraw Hill Education, 2021 | | | | | | | | | | | | | |
| 2. | Advertising, Promotion, and other aspects of Integrated Marketing  Communications (Mindtap Course List) by Terence Shimp and J. Craig  Andrews, South-Western College Publishing, 2017. | | | | | | | | | | | | | |
| 3. | Percy, L. and Rosenbaum-Elliot, R., Strategic Advertising Management,  4 th Edition, Oxford University Press, 2012. | | | | | | | | | | | | | |
| 4. | Shrimp, T.A., Integrated Marketing Communications in Advertising and  Promotion, 8 th Edition, Cengage Learning India, 2012. | | | | | | | | | | | | | |
| 5. | Belch, G.E., Belch, M. and Purani, K., Advertising and Promotion, 7 th Edition,  Tata McGraw-Hill Education, 2009. | | | | | | | | | | | | | |
| 6. | Marshall, P., Ultimate Guide to Facebook Advertising, Tata McGraw-Hill  Education, 2011. | | | | | | | | | | | | | |

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|  | **PO 1** | **PO 2** | **PO 3** | **PO 4** | **PO 5** | **PO 6** | **PO 7** | **PO 8** |
| **CO 1** |  |  |  | M |  |  | S |  |
| **CO 2** |  | S |  |  |  |  | S |  |
| **CO 3** |  |  |  |  | M |  | S |  |
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| **CO 5** |  |  |  | M |  | M | M |  |

**S-Strong M-Medium L-Low**

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| **Subject Code** | **Subject Name** | **Category** | **L** | **T** | **P** | **O** | **Credits** | | | **Inst. Hours** | **Marks** | | | |
| **CIA** | | **External** | **Total** |
|  | **Sales and Distribution Management** | Elective | 3 | - | - | - | 3 | | | 45 | 25 | | 75 | 100 |
| **Course Objectives** | | | | | | | | | | | | | | |
| C1 | To introduce students to sales management and its related software | | | | | | | | | | | | | |
| C2 | To impart knowledge on sales performance strategies and tactics. | | | | | | | | | | | | | |
| C3 | To acquaint students with sales forecasting techniques, sales quotas and sales force planning | | | | | | | | | | | | | |
| C4 | To provide inputs on sales force staffing, training and sales audit. | | | | | | | | | | | | | |
| C5 | To orient students on role of distribution in sales management | | | | | | | | | | | | | |
| **SYLLABUS** | | | | | | | | | | | | | | |
| **UNIT** | **Details** | | | | | | | | **No. of Hours** | | | **Course Objectives** | | |
| I | Introduction, Nature, Concepts and Scope - Organization Framework of The Field Sales Force - Sales force Automation - Types of Field Sales Organizations – Career in Field Sales Management. Field – Emerging trend in Sales Management - Sales Manager – His Tasks and Responsibilities – Relation with Salesman and Relationships with top Management – Coordinating and Controlling the Marketing Mix. Operating Environment for Field Sales Force. Software application in Sales management. Sales Management Process. | | | | | | | | 9 | | | C1 | | |
| II | Information and Planning: Qualities and Role-Hierarchy of Objectives and Goals, Concept of Strategies and Tactics. Development of Sales Performance Standards –Relationship of Performance Standards to Sales Development Function, its Purpose and Types, Review of Training and Staffing Programmes. | | | | | | | | 9 | | | C2 | | |
| III | Sales Forecasting – Methods and Procedural Steps in Forecasting - Sales Budgeting - Allocation of Field Sales Resources. Design Sales Territories, Procedure for Designing – Determining Manpower Requirements, Recruiting, Methods and The Selection System. Sales Quotas, Types of Sales Quotas, its Purpose and Managerial Evaluation. Man Power Planning – Tasks, Skill, Qualification. | | | | | | | | 9 | | | C3 | | |
| IV | Staffing – Responsibilities, tools and Methods of Selection. Motivational and Compensation Procedures for Sales Force – Method of Financial Incentives and its Purpose – Designing A Compensation Plan. Evaluation of Performance and Control. Salesmanship – Sales Positions – Theories of Selling – Understanding Consumer Behavior- Training and Development of Sales force. Sales Training Process, Designing Training Content- Training for Different sales personnel, Training Feedback- Sales Audit and Analysis – Control of Sales Efforts and Costs. | | | | | | | | 9 | | | C4 | | |
| V | Distribution: Role of Distribution in the Marketing Mix Distribution center  network, suppliers milk run, supply tracking, network configuration, quality control  monitoring; Role and Functions. Transport and Handling: Economics of Transportation, Determining Optimum Mode of Transport.  Organization, Machines, Procedures and Documentation- Policies; Role of Transport; Transport in emergencies; safety and security of goods- Dealer Network: Role of Middlemen/Dealer in Marketing and Distribution-  Channel Information System- Designing a Channel information system.  Dealer Functions at Wholesale and Retail Level – National and International Channel of Distribution- Strategic Plan of Network  – Location, Selection - Appointment and Termination of Dealers - Morale and Motivation. | | | | | | | | 9 | | | C5 | | |
|  | **Total** | | | | | | | | **45** | | |  | | |
| **Course Outcomes** | | | | | | | | | | | | | | |
| **Course Outcomes** | On completion of this course, students will; | | | | | | | **Program Outcomes** | | | | | | |
| **CO1** | Be able to understand sales management and its related software | | | | | | | | PO4, PO6 | | | | | |
| **CO2** | Know sales performance strategies and tactics. | | | | | | | | PO1,PO2, PO6 | | | | | |
| **CO3** | Understand sales forecasting techniques, sales quotas and sales force planning | | | | | | | | PO4, PO6,PO7 | | | | | |
| **CO4** | Know the concepts of sales force staffing, training and sales audit. | | | | | | | | PO5, PO6 | | | | | |
| **CO5** | Have knowledge on the role of distribution in sales management | | | | | | | | PO6,PO7 | | | | | |
| **Reading List** | | | | | | | | | | | | | | |
| 1. | Dr.S.S.Guptha, Sales and Distribution Management – Text and Cases an Indian Perspective,Laxmi Publications Pvt Ltd; 2018 | | | | | | | | | | | | | |
| 2. | Pingali Venugopal ,Sales and Distribution Management: An Indian Perspective, Sage, 2008 | | | | | | | | | | | | | |
| 3. | Ramendra Singh , Sales And Distribution Management,Vikas Publishing , 2016 | | | | | | | | | | | | | |
| 4. | Tapan K. Panda , Sales and Distribution Management ,Oxford University Press,2011 | | | | | | | | | | | | | |
| **References Books** | | | | | | | | | | | | | | |
| 1. | Still, R.R., Sales Management: Decision Strategy and Cases, 5th Edition, Pearson,  2011. | | | | | | | | | | | | | |
| 2. | Tapan K Panda, Sunil Sahadev, Sales Management, Sales and Distribution  Management ISBN: 9780199499045, Oxford University Press, 2019. | | | | | | | | | | | | | |
| 3. | Pingali Venugopal Sales and Distribution Management: An Indian Perspective,  SAGE Publications, 2008. | | | | | | | | | | | | | |
| 4. | Cron, W.L. and DeCarlo, T.E., Sales Management: Concepts and Cases,  10 th Edition, Wiley India Pvt. Ltd., 2011. | | | | | | | | | | | | | |
| 5. | Havalder, K. and Cavale, V., Sales and Distribution Management, 2nd Edition,  Tata McGraw-Hill Education, 2011. | | | | | | | | | | | | | |

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|  | **PO 1** | **PO 2** | **PO 3** | **PO 4** | **PO 5** | **PO 6** | **PO 7** | **PO 8** |
| **CO 1** |  |  |  | M |  | S |  |  |
| **CO 2** | M | S |  |  |  | S |  |  |
| **CO 3** |  |  |  | M |  | S | M |  |
| **CO 4** |  |  |  |  | M | S | M |  |
| **CO 5** |  |  |  |  |  | M | M |  |

**S-Strong M-Medium L-Low**

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| **Subject Code** | **Subject Name** | **Category** | **L** | **T** | **P** | **O** | **Credits** | | | **Inst. Hours** | **Marks** | | | |
| **CIA** | | **External** | **Total** |
|  | **Brand Management** | Elective | 3 | - | - | - | 3 | | | 45 | 25 | | 75 | 100 |
| **Course Objectives** | | | | | | | | | | | | | | |
| C1 | Understand brand equity & assess the equity of a brand by applying brand equity models | | | | | | | | | | | | | |
| C2 | Examine brand identity and positioning strategy by applying brand identity & positioning guidelines/templates/model | | | | | | | | | | | | | |
| C3 | Ability to develop a comprehensive go to market strategy for a brand | | | | | | | | | | | | | |
| C4 | Evaluate various architecture types & examine brand extension strategies for success | | | | | | | | | | | | | |
| C5 | Ability to conduct brand audit & demonstrate knowledge of brand valuation and methods | | | | | | | | | | | | | |
| **SYLLABUS** | | | | | | | | | | | | | | |
| **UNIT** | **Details** | | | | | | | | **No. of Hours** | | | **Course Objectives** | | |
| I | Introduction: Definition of Brand - Importance of Brands – Branding Challenges and  Opportunities – Brand Equity Concept – Brand Equity Models – Kepler Brand Identity Model - Brands vs. Products Constituents of a Brand: Brand Elements – Brand Identity - Image and Personality – Brand DNA, Kernel, Codes and Promises – Point of Distribution and Point of Purchase | | | | | | | | 9 | | | C1 | | |
| II | Brand Positioning: Basic Concepts – Risks – Brands and Consumers – Competitive Advantage through Strategic Positioning of Brands – Points of Parity –Points of Difference –Brand Building: Designing Marketing Programmes to Build Brands – Role of Social Media in Brand Building – Managing and Sustaining Brands Long-Term. | | | | | | | | 9 | | | C2 | | |
| III | Brand Image: Image Dimensions, Brand Associations & Image, Brand Identity; Perspectives, Levels and Prisms. Managing Brand Image – Stages – Functional, Symbolic and Experiential Brands – Brand Audits – Brand Loyalty – Cult Brands | | | | | | | | 9 | | | C3 | | |
| IV | Brand Valuation: Methods of Valuation – Implications for Buying & Selling Brands. Leveraging Brands: Brand Extension – Brand Licensing – Co-branding – Brand Architecture and Portfolio Management | | | | | | | | 9 | | | C4 | | |
| V | Branding in Practice: Handling Name Changes and Brand Transfer – Brand Revitalisation and Rejuvenation – Global Branding Strategies – Building and Managing Brands Across Boundaries – Branding Industrial Products, Services and Retailers – Building Brands Online – Indianisation of Foreign Brands and Taking Indian Brands Global. | | | | | | | | 9 | | | C5 | | |
|  | **Total** | | | | | | | | **45** | | |  | | |
| **Course Outcomes** | | | | | | | | | | | | | | |
| **Course Outcomes** | On completion of this course, students will; | | | | | | | **Program Outcomes** | | | | | | |
| **CO1** | Understand brand equity & assess the equity of a brand by applying brand equity models | | | | | | | | PO4, PO7 | | | | | |
| **CO2** | Examine brand identity and positioning strategy by applying brand identity & positioning guidelines/templates/model | | | | | | | | PO1, PO2, PO6 | | | | | |
| **CO3** | Possess the ability to develop a comprehensive go to market strategy for a brand | | | | | | | | PO4, PO6,PO7 | | | | | |
| **CO4** | Evaluate various architecture types & examine brand extension strategies for success | | | | | | | | PO1, PO4 | | | | | |
| **CO5** | Ability to conduct brand audit & demonstrate knowledge of brand valuation and methods | | | | | | | | PO5, PO6, PO7 | | | | | |
| **Reading List** | | | | | | | | | | | | | | |
| 1. | Kevin Lane Keller, Mats Georgson, & Tony Aperia, Strategic Brand Management, Kindle 2nd Edition, 2013 | | | | | | | | | | | | | |
| 2. | Brand Management, Palgrave Mcmillan, 2021 | | | | | | | | | | | | | |
| 3. | Journal of brand management, Palgrave Macmillan | | | | | | | | | | | | | |
| 4. | Journal of Product & brand Management ,Emerald Publishing | | | | | | | | | | | | | |
| **References Books** | | | | | | | | | | | | | | |
| 1. | Aaker, D., Building Strong Brands, Simon & Schuster, 2010. | | | | | | | | | | | | | |
| 2. | Chevalier, M. and Mazzalovo, G., Luxury Brand Management: A World of Privilege, 2nd Edition, John Wiley and Sons, 2012. | | | | | | | | | | | | | |
| 3. | Dutta, K., Brand Management: Principles and Practices, Oxford University Press, 2012. | | | | | | | | | | | | | |
| 4. | Gupta, N.R., The Seven Principles of Brand Management, Tata McGraw-Hill Education, 2011. | | | | | | | | | | | | | |
| 5. | Kapferer, J.N., The New Strategic Brand Management: Advanced Insights and Strategic Thinking, 5th Edition, Kogan Page, 2012. | | | | | | | | | | | | | |
| 6 | Keller, K.L., Strategic Brand Management, 3rd Edition, Pearson, 2011. | | | | | | | | | | | | | |

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|  | **PO 1** | **PO 2** | **PO 3** | **PO 4** | **PO 5** | **PO 6** | **PO 7** | **PO 8** |
| **CO 1** |  |  |  | S |  |  | S |  |
| **CO 2** | M | S |  |  |  | S |  |  |
| **CO 3** |  |  |  | M |  | S | S |  |
| **CO 4** | M |  |  | S |  |  |  |  |
| **CO 5** |  |  |  |  | S | M | M |  |

**S-Strong M-Medium L-Low**

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| **Subject Code** | **Subject Name** | **Category** | **L** | **T** | **P** | **O** | **Credits** | | | **Inst. Hours** | **Marks** | | | |
| **CIA** | | **External** | **Total** |
|  | **Industrial Marketing** | Elective | 3 | - | - | - | 3 | | | 45 | 25 | | 75 | 100 |
| **Course Objectives** | | | | | | | | | | | | | | |
| C1 | To understand the environment of Industrial Marketing. | | | | | | | | | | | | | |
| C2 | To create awareness and understanding of the Organizational buying process. | | | | | | | | | | | | | |
| C3 | To provide insights about industrial marketing opportunities. | | | | | | | | | | | | | |
| C4 | To have an idea and awareness about Business marketing strategy. | | | | | | | | | | | | | |
| C5 | To get familiar about customer relationship management practices and strategies. | | | | | | | | | | | | | |
| **SYLLABUS** | | | | | | | | | | | | | | |
| **UNIT** | **Details** | | | | | | | | **No. of Hours** | | | **Course Objectives** | | |
| I | The Environment of Industrial Marketing: A Business Marketing perspective - The Industrial Market: Perspective on the organization buyer. | | | | | | | | 9 | | | C1 | | |
| II | Organizational Buying Process: Dimensions of Organizational Buying - Organizational Buying Behaviour. | | | | | | | | 9 | | | C2 | | |
| III | Assessing Marketing Opportunities: Business Marketing Intelligence - Segmenting the Organizational Market - Organizational Demand Analysis: Measuring Market Potential and Sales Forecasting. | | | | | | | | 9 | | | C3 | | |
| IV | Business Marketing Strategy: Business Marketing Planning: Strategic Perspective - Managing the Business Product Line - Business Marketing Channels - Business Pricing Function - Advertising Sales Promotion and Personal Selling Function - Controlling Industrial Marketing Strategy. | | | | | | | | 11 | | | C4 | | |
| V | Customer Relationship Management: Managing your customer service/sales profile - Choosing your CRM strategy - Tools for capturing customer information - Managing Relationships through conflict. | | | | | | | | 7 | | | C5 | | |
|  | **Total** | | | | | | | | **45** | | |  | | |
| **Course Outcomes** | | | | | | | | | | | | | | |
| **Course Outcomes** | On completion of this course, students will; | | | | | | | **Program Outcomes** | | | | | | |
| **CO1** | Be aware of the environment of industrial marketing. | | | | | | | | PO4, PO6 | | | | | |
| **CO2** | Possess knowledge of the organizational buying process. | | | | | | | | PO2, PO6, PO7 | | | | | |
| **CO3** | Have insights on industrial marketing opportunities. | | | | | | | | PO6,PO7 | | | | | |
| **CO4** | Learn business marketing strategy. | | | | | | | | PO6, PO7 | | | | | |
| **CO5** | Have better understanding on customer relationship management. | | | | | | | | PO4,PO6,PO7 | | | | | |
| **Reading List** | | | | | | | | | | | | | | |
| 1. | Milind T.Phadtare ,PHI,Kindle | | | | | | | | | | | | | |
| 2. | Hory Sarkar Mukerjee, Industrial Marketing ,Kindle | | | | | | | | | | | | | |
| 3. | Journal of Business and Industrial Marketing,Emerald Group Publishing | | | | | | | | | | | | | |
| 4. | International Journalmof Industrial Marketing,Macrothink Institute,USA | | | | | | | | | | | | | |
| **References Books** | | | | | | | | | | | | | | |
| 1. | [Phadtare, Milind T.](https://www.phindia.com/Books/Author/OTc4ODEyMDM1MDA1Mg), Industrial Marketing, Prentice-Hall, 2nd edition, 2021. | | | | | | | | | | | | | |
| 2. | [Basu, S.K., Sahu, K. C. , Rajiv, B.](https://www.phindia.com/Books/Author/OTc4ODEyMDM0NDIxMQ)., [Industrial Organization and Management](https://www.phindia.com/Books/BookDetail/9788120344211/industrial-organization-and-management-basu-rajiv-sahu), Prentice-Hall, 1st edition, 2021. | | | | | | | | | | | | | |
| 3. | Francis Cherunilam., Industrial Marketing Text and Cases, 1st edition, Himalaya Publishing House, 2022. | | | | | | | | | | | | | |
| 4. | Biemans, W.G., Business to Business Marketing; A Value-driven approach, 1st edition, McGraw-Hill Education, 2010. | | | | | | | | | | | | | |
| 5. | Ghosh, P.K., Industrial Marketing, 1st edition, Oxford University Press, 2005. | | | | | | | | | | | | | |

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|  | **PO 1** | **PO 2** | **PO 3** | **PO 4** | **PO 5** | **PO 6** | **PO 7** | **PO 8** |
| **CO 1** |  |  |  | M |  | M |  |  |
| **CO 2** |  | S |  |  |  | M | M |  |
| **CO 3** |  |  |  |  |  | M | M |  |
| **CO 4** |  |  |  |  |  | M | M |  |
| **CO 5** |  |  |  | S |  | M | M |  |
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**S-Strong M-Medium L-Low**

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| **Subject Code** | **Subject Name** | **Category** | **L** | **T** | **P** | **O** | **Credits** | | | **Inst. Hours** | **Marks** | | | |
| **CIA** | | **External** | **Total** |
|  | **Services Marketing** | Elective | 3 | - | - | - | 3 | | | 45 | 25 | | 75 | 100 |
| **Course Objectives** | | | | | | | | | | | | | | |
| C1 | To familiarize the students to the basic concepts of Services marketing and Service Sector | | | | | | | | | | | | | |
| C2 | To provide insights on Marketing Mix In Service Marketing | | | | | | | | | | | | | |
| C3 | To throw light on Effective Management Of Service Marketing | | | | | | | | | | | | | |
| C4 | To elucidate on Quality of Services ,GAPS and factors influencing Services Marketing | | | | | | | | | | | | | |
| C5 | To create awareness and importance of various service sectors like Health, Hospitality, travel, hotels and Tourism ,Professional Service, Public Utility Services & Educational Services | | | | | | | | | | | | | |
| **SYLLABUS** | | | | | | | | | | | | | | |
| **UNIT** | **Details** | | | | | | | | **No. of Hours** | | | **Course Objectives** | | |
| I | Marketing Services: Introduction - Growth of the service sector - The Concept of Service - Characteristics of Service – Classification of Service – Designing of the Service, Blueprinting, Using Technology, Developing Human Resources, Building Service Aspirations. | | | | | | | | 9 | | | C1 | | |
| II | Marketing Mix In Service Marketing: The Seven Ps: Product Decision, Pricing, Strategies And Tactics, Promotion Of Service And Placing Of Distribution Methods For Services. Additional Dimension In Services Marketing – People, Physical Evidence And Process. | | | | | | | | 9 | | | C2 | | |
| III | Effective Management Of Service Marketing: Marketing Demand And Supply through Capacity Planning and Segmentation – Internal Marketing of Services – External versus Internal Orientation of Service Strategy. | | | | | | | | 9 | | | C3 | | |
| IV | Delivering Quality Service: Causes Of Service – Quality Gaps. The Customer Expectations Versus Perceived Service Gap. Factors And Techniques To Resolve This Gap Customer Relationship Management.  Gaps in Services – Quality Standards, Factors and Solutions – The Service Performance Gap – Key Factors and Strategies for Closing the Gap. External Communication to the Customers – The Promise versus Delivery Gap – Developing Appropriate and Effective Communication about Service Quality | | | | | | | | 9 | | | C4 | | |
| V | Marketing Of Service With Special Reference: Financial Services – Health Service - Hospitality Services including travel, hotels and tourism - Professional Service - Public Utility Services - Educational Services. | | | | | | | | 9 | | | C5 | | |
|  | **Total** | | | | | | | | **45** | | |  | | |
| **Course Outcomes** | | | | | | | | | | | | | | |
| **Course Outcomes** | On completion of this course, students will; | | | | | | | **Program Outcomes** | | | | | | |
| **CO1** | Possess knowledge and understanding on the basic concepts of managing Services marketing and Service Sector | | | | | | | | PO4,PO7 | | | | | |
| **CO2** | Possess knowledge on Marketing Mix in Service Marketing | | | | | | | | PO6 | | | | | |
| **CO3** | Have insights on Effective Management of Service Marketing | | | | | | | | PO6,PO7 | | | | | |
| **CO4** | Learn Quality of Services, GAPS and factors influencing Services Marketing | | | | | | | | PO6 | | | | | |
| **CO5** | Have better understanding on various service sectors like Health, Hospitality, travel, hotels and Tourism, Professional Service, Public Utility Services & Educational Services | | | | | | | | PO4, PO5, PO6, PO7 | | | | | |
| **Reading List** | | | | | | | | | | | | | | |
| 1. | R. Srinivasan, Services Marketing: The Indian Context 4th Edition, PHI,Edition, 2014 | | | | | | | | | | | | | |
| 2. | Jayantha Chatterjee Christopher Lovelock,Pearson,2017,Kindle | | | | | | | | | | | | | |
| 3. | Journal of services marketing, Emerald Insight | | | | | | | | | | | | | |
| 4. | Journal of service management, Emerald Group Publishing Ltd | | | | | | | | | | | | | |
| **References Books** | | | | | | | | | | | | | | |
| 1. | Bateman, J.E. and Hoffman, D., Services Marketing, 4thEdition, Cengage Learning, 2011. | | | | | | | | | | | | | |
| 2. | Gronoos, C., Service Management and Marketing: Customer Management in Service Competition, 3rdEdition, Wiley India, 2011. | | | | | | | | | | | | | |
| 3. | Jauhari, V. and Dutta, K., Services: Marketing, Operations and Management, Oxford University press, 2009. | | | | | | | | | | | | | |
| 4. | Lovelock, C., Wirtz, J. and Chatterjee, J., Services Marketing, 7thEdition, Pearson, 2019. | | | | | | | | | | | | | |
| 5. | Srinivasan, R., Services Marketing: Indian Context, PHI Learning, 2012. | | | | | | | | | | | | | |
| 6. | Zeithaml, V., Bitner, M.J., Gremler, D. and Pandit, A., Services Marketing, 5thEdition, Tata McGraw-Hill,2017 | | | | | | | | | | | | | |

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|  | **PO 1** | **PO 2** | **PO 3** | **PO 4** | **PO 5** | **PO 6** | **PO 7** | **PO 8** |
| **CO 1** |  |  |  | M |  |  | S |  |
| **CO 2** |  |  |  |  |  | S |  |  |
| **CO 3** |  |  |  |  |  | S | M |  |
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| **CO 5** |  |  |  | S | S | M | M |  |

**S-Strong M-Medium L-Low**

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| **Subject Code** | **Subject Name** | **Category** | **L** | **T** | **P** | **O** | **Credits** | | | **Inst. Hours** | **Marks** | | | |
| **CIA** | | **External** | **Total** |
|  | **Customer Relations Management** | Elective | 3 | - | - | - | 3 | | | 45 | 25 | | 75 | 100 |
| **Course Objectives** | | | | | | | | | | | | | | |
| C1 | To familiarize the students to the basics and evolution of CRM | | | | | | | | | | | | | |
| C2 | To provide insights on CRM Concepts | | | | | | | | | | | | | |
| C3 | To throw light on Planning for CRM and strategy its development in an organization | | | | | | | | | | | | | |
| C4 | To elucidate on CRM and Marketing Strategy | | | | | | | | | | | | | |
| C5 | To create awareness and importance of CRM Planning and Implementation | | | | | | | | | | | | | |
| **SYLLABUS** | | | | | | | | | | | | | | |
| **UNIT** | **Details** | | | | | | | | **No. of Hours** | | | **Course Objectives** | | |
| I | Evolution of Customer Relationship:  CRM-Definition, Emergence of CRM Practice, Factors responsible for CRM growth, CRM process, framework of CRM, Benefits of CRM, Types of CRM, Scope of CRM, Customer Profitability, Features Trends in CRM, CRM and Cost Benefit Analysis, CRM and Relationship Marketing. | | | | | | | | 9 | | | C1 | | |
| II | CRM Concepts: 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. | | | | | | | | 9 | | | C2 | | |
| III | Planning for CRM:  Steps in Planning-Building Customer Centricity, Setting CRM 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. | | | | | | | | 9 | | | C3 | | |
| IV | CRM and Marketing Strategy:  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 | | | | | | | | 9 | | | C4 | | |
| V | CRM Planning and 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. | | | | | | | | 9 | | | C5 | | |
|  | **Total** | | | | | | | | **45** | | |  | | |
| **Course Outcomes** | | | | | | | | | | | | | | |
| **Course Outcomes** | On completion of this course, students will; | | | | | | | **Program Outcomes** | | | | | | |
| **CO1** | To familiarize the students to the basic and evolution of CRM | | | | | | | | PO4,P06,PO7 | | | | | |
| **CO2** | To provide insights on CRM Concepts | | | | | | | | PO2,PO3 | | | | | |
| **CO3** | To throw light on CRM and strategy its development in an organization | | | | | | | | PO5,PO6,PO8 | | | | | |
| **CO4** | To elucidate on CRM and Marketing Strategy | | | | | | | | PO1,PO5 | | | | | |
| **CO5** | To create awareness and importance of CRM Planning and Implementation | | | | | | | | PO3,PO5,PO7 | | | | | |
| **Reading List** | | | | | | | | | | | | | | |
| 1. | “How to Win at CRM” Strategy, Implementation, Management,ebook | | | | | | | | | | | | | |
| 2. | The Art of CRM: Proven strategies for modern customer relationship management Kindle Edition | | | | | | | | | | | | | |
| 3. | Electronic Customer Relationship Management,Kindle Edition | | | | | | | | | | | | | |
| **References Books** | | | | | | | | | | | | | | |
| 1. | Kincaid, J., Customer Relationship Management: Getting it right, Pearson, 2005. | | | | | | | | | | | | | |
| 2. | Kumar, V. and Reinartz, W.J., Customer Relationship Management: A Databased Approach, Wiley India Pvt. Ltd., 2006. | | | | | | | | | | | | | |
| 3. | Makkar, U. and Makkar, H.K., Customer Relationship Management, Tata McGraw-Hill Education, 2011. | | | | | | | | | | | | | |
| 4. | Peelen, E., Customer Relationship Management, Pearson, 2008. | | | | | | | | | | | | | |
| 5. | Shanmughasundaram, S., Customer Relationship Management: Modern Trends and Perspectives, PHI Learning Pvt. Ltd., 2008.Education, 2010. | | | | | | | | | | | | | |
| 6. | Kincaid, J., Customer Relationship Management: Getting it right, Pearson, 2005. | | | | | | | | | | | | | |

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|  | **PO 1** | **PO 2** | **PO 3** | **PO 4** | **PO 5** | **PO 6** | **PO 7** | **PO 8** |
| **CO 1** |  |  |  | 2 | 3 | 2 |  |  |
| **CO 2** |  | 3 | 2 |  |  |  |  |  |
| **CO 3** |  |  |  |  | 2 | 3 |  | 3 |
| **CO 4** | 2 |  |  |  | 3 |  |  |  |
| **CO 5** |  |  | 3 |  |  | 2 | 2 |  |

**3-Strong 2-Medium 1-Low**

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| **Subject Code** | **Subject Name** | **Category** | **L** | **T** | **P** | **O** | **Credits** | | | **Inst. Hours** | **Marks** | | | |
| **CIA** | | **External** | **Total** |
|  | **Retail Marketing** | Elective | 3 | - | - | - | 3 | | | 45 | 25 | | 75 | 100 |
| **Course Objectives** | | | | | | | | | | | | | | |
| C1 | To educate students and enable to understand and analyze current retailing trends and strategies. | | | | | | | | | | | | | |
| C2 | To develop the students towards managing the retail stores and organizations. | | | | | | | | | | | | | |
| C3 | To identify the nuances of visual merchandising and its elements. | | | | | | | | | | | | | |
| C4 | To know the consumer purchase decision process in the context of organized retailing. | | | | | | | | | | | | | |
| C5 | To emphasis on global retailing strategies. | | | | | | | | | | | | | |
| **SYLLABUS** | | | | | | | | | | | | | | |
| **UNIT** | **Details** | | | | | | | | **No. of Hours** | | | **Course Objectives** | | |
| I | Retailing – Definition, scope and importance in the globalized era, organized and unorganized retailing, emerging trends in retailing – e-tailing, mega shopping malls, the modern retail store. Major types of Retail Organizations, corporate chains, voluntary chains, retail cooperatives, franchise organizations and merchandizing conglomerates / retail store types / retail classification of stores, restaurants and service providing offices. | | | | | | | | 9 | | | C1 | | |
| II | The Retail Store - Retail stores management / Roles and responsibilities of retail store managers / Human resource management – recruiting, hiring, training and development, performance management, payroll, work place scheduling / Store business operations – materials management, coordination with purchase department / finance and accounts / Problem solving / Safety and security. Store Essentials – Classification of grocery items  / Store Essentials – Location / Store designs / Display accessories / Store atmospherics / Developing own brands / The power of mega retailers over manufacturers / Dimension attributes and its components that affect retail outlet selection. | | | | | | | | 9 | | | C2 | | |
| III | Visual merchandizing components – merchandize as focal point, choice of colours, display themes, display to complement store strategy, spotless cleanliness, frequent change of displays and essentials of good display, lighting / special display kinds – window, marquee, freestanding or island, counter, brand corner, end cap cascade or waterfall displays / Store Exterior – façade, details, texture.Store Aids – Gadgets that aid retailing – barcode readers, credit card swipe machines, money counters, counterfeit detectors, cash register, coin counter, bill strapping machine, money vacuum sealing machine. Graphics and Signage / Props / POP’s / Planogram. | | | | | | | | 9 | | | C3 | | |
| IV | Retail strategies – Supply chain management - managing material, information and financial flows / critical success factors /drivers, elements and goals / basic retail strategies – low price high turnover, discounted prices across all categories, lifestyle goods value price / exclusive goods premium price strategy / retail formatting / retail mix / building customer loyalty / customer relationship management.Retail Consumer Behavior – Difference between consumer and shopper / Frugal, impulsive, compulsive and tightwad buyers / Sub classification of shopping orientation / Catering to service consumers – gaps model for improving retail service quality / retail research. | | | | | | | | 9 | | | C4 | | |
| V | Retail Strategies for Global Growth – Building sustainable global competitive advantage, adapting to local customs and culture, adopting global culture and practices / Different entry strategies – direct investment, joint venture, forming strategic alliances and franchising. Online shopping – different formats, retail convergence. | | | | | | | | 9 | | | C5 | | |
|  | **Total** | | | | | | | | **45** | | |  | | |
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| **Course Outcomes** | | | | | | | | | | | | | | |
| **Course Outcomes** | On completion of this course, students will; | | | | | | | **Program Outcomes** | | | | | | |
| **CO1** | Be able to enhance knowledge about current retailing trends and strategies. | | | | | | | | PO6,PO7 | | | | | |
| **CO2** | The students would be able to develop insights towards managing the retail stores and organizations. | | | | | | | | PO1,PO2, PO7 | | | | | |
| **CO3** | Know the significance of visual merchandising strategies. | | | | | | | | PO4, PO6,PO7 | | | | | |
| **CO4** | Develop knowledge and Understanding on consumer buying behavior | | | | | | | | PO4, PO6 | | | | | |
| **CO5** | Be able to understand the importance of global retailing strategies. | | | | | | | | PO4,PO6 | | | | | |
| **Reading List** | | | | | | | | | | | | | | |
| 1. | The Open University, Retail Marketing, Kindle | | | | | | | | | | | | | |
| 2. | Barry Berman, Retail Management, Kindle Edition | | | | | | | | | | | | | |
| 3. | Journal of retailing ,Elsevier | | | | | | | | | | | | | |
| 4. | International Journal of Sales, Retailing and Marketing,Circle International | | | | | | | | | | | | | |
| **References Books** | | | | | | | | | | | | | | |
| 1. | Berman, B., Evans, J. and Mathur, M., Retail Management: A Strategic Approach, 11th Edition, Pearson, 2011. | | | | | | | | | | | | | |
| 2. | Dunne, P. and Lusch, R., Retail Management, South-Western, 2009. | | | | | | | | | | | | | |
| 3. | Gilbert, D., Retail Marketing Management, 2nd Edition, Pearson, 2006. | | | | | | | | | | | | | |
| 4. | Goldrick, P., Retail Marketing, 2nd Edition, McGraw-Hill Education, 2002. | | | | | | | | | | | | | |
| 5. | Miller, D., Retail Marketing, Tilde University Press, 2011. | | | | | | | | | | | | | |

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|  | **PO 1** | **PO 2** | **PO 3** | **PO 4** | **PO 5** | **PO 6** | **PO 7** | **PO 8** |
| **CO 1** |  |  |  |  |  | S | S |  |
| **CO 2** | M | S |  |  |  |  | S |  |
| **CO 3** |  |  |  | M |  | S | S |  |
| **CO 4** |  |  |  | M |  | S |  |  |
| **CO 5** |  |  |  | M |  | S |  |  |

**S-Strong M-Medium L-Low**

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| **Subject Code** | **Subject Name** | **Category** | **L** | **T** | **P** | **O** | **Credits** | | **Inst. Hours** | **Marks** | | | |
| **CIA** | | **External** | **Total** |
|  | **Rural Marketing** | Elective | 3 | - | - | - | 3 | | 45 | 25 | | 75 | 100 |
| **Course Objectives** | | | | | | | | | | | | | |
| C1 | To discuss the various aspects of rural marketing as an integral part of marketing management and develop an understanding of rural marketing. | | | | | | | | | | | | |
| C2 | Differentiate the rural market environment from the urban and semi-urban  markets. | | | | | | | | | | | | |
| C3 | Understand the factors influencing the rural consumer behavior and their brandloyalty. | | | | | | | | | | | | |
| C4 | To analyze rural markets through marketing mix while applying the marketing concepts suitable to the rural markets. | | | | | | | | | | | | |
| C5 | To evaluate pricing and distribution strategies for rural consumers. | | | | | | | | | | | | |
| **SYLLABUS** | | | | | | | | | | | | | |
| **UNIT** | **Details** | | | | | | | **No. of Hours** | | | **Course Objectives** | | |
| I | Rural Marketing– Definitions, myths and realities of rural marketing, potential of the Indian rural market, the rate of growth and market share of rural market for consumer and non durable goods. Needs, Wants and Demands of the Rural Customer. Values and satisfaction that spell satisfaction for the rural customer. The Rural Marketing Environment – Rural demography – the percentage of youth and their influence on family buying. Economic capacity and potential of rural market. Lack of technological support and infrastructure. Political environment and Rural Culture and its influence on rural marketing. | | | | | | | 9 | | | C1 | | |
| II | Rural Consumer Behavior – Cultural and sub cultural influences of different regions and within regions. Caste and social divisions and their influence. Influence of city educated youth, city bred daughter/son in law, village heads on rural buying. Occupation, lifestyle, influence of men over women and other determinants in rural marketing choice.Rural Marketing Segmentation – Geographic / Climatic / Water resources based / Nearness to town based / Industrialization based / Access by road or railway based / Demographic based – Population concentration, Socio Economic Classification, Income based. | | | | | | | 9 | | | C2 | | |
| III | Product – Specifically designed to suit rural environment / Products that work without electricity on batteries /Colours to choose rural choice (bright and colourful and not subtle and somber) Smaller packages that are less priced / Value based but not cheap products that hurt rural sensitivities. Pricing – Pre conceived notions do not help / Pricing related to Crop Harvest Times / Special Occasion Pricing / Pricing relating to rural Festivities and Fairs (Thiruviza), Easy Payment terms. | | | | | | | 9 | | | C3 | | |
| IV | Place of Sale – Lack of outlets, transportation and warehousing, cost / service dilemma / the village shop that sells all from groceries to sanitary, cement, consumer durables and so on. The power of the delivery cum sales van. Other non conventional delivery mechanisms such as sales through computer based kiosks, self help groups, retired army personnel. Promotion – Logos, symbols and mnemonics to suit rural understanding. Picture based brands /Packaging should carry pictures for easy identification (Detol Sword / Nirma dancing girl) Selecting Proper Media Mix – TV / Radio / Cinema / Outdoor / Audio visual units / Publicity vans or bullock carts / Contacted Audio visual vans / Group demonstrations / Puppet Shows / Harikathas / Music CD’s / Word of Mouth Promotions / Interpersonal Rural Specific Media through touch, feel and talk modes of communication. | | | | | | | 9 | | | C4 | | |
| V | Rural Sales Force Management – Importance of Hiring Salesmen willing to work in Rural Environment / Possess rural culture and congruence / Attitude suited to Rural Culture / Knowledge of local language, culture and habits / Ability and willingness to several products at a time.Corporate and Government Efforts and Innovations – Mckinsey Study / Hansa Research / National Council of Agricultural and Economic Research / FICCI and Ernst and Young Studies / DCM Hariyali Kisan Bazar / ITC Choupal Sagar / Godrej Agrovet (GAVL), HUL’s - Fair and Lovely, Lipton / Project Shakti / Hindustan Petroleum’s Rasoi Ghars or community kitchens to popularize and sell LPG cylinders (cooking gas). | | | | | | | 9 | | | C5 | | |
|  | **Total** | | | | | | | **45** | | |  | | |
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| **Course Outcomes** | | | | | | | | | | | | | |
| **Course Outcomes** | On completion of this course, students will; | | | | | | | **Program Outcomes** | | | | | |
| **CO1** | Have an understanding about basic concepts of rural marketing. | | | | | | | PO4, PO6 | | | | | |
| **CO2** | Be able to Differentiate the rural market environment from the urban and semi-urban markets. | | | | | | | PO6 | | | | | |
| **CO3** | Have In depth understanding the factors influencing the rural consumer behavior and their brand loyalty. | | | | | | | PO4.PO6,PO7 | | | | | |
| **CO4** | Be able to apply the marketing concepts suitable to the rural markets. | | | | | | | PO4, PO6 | | | | | |
| **CO5** | Be able to understand pricing and distribution strategies for rural consumers. | | | | | | | PO2, PO4, PO6 | | | | | |
| **Reading List** | | | | | | | | | | | | | |
| 1. | Sanal Kumar Velayudhan, Rural Marketing,Kindle | | | | | | | | | | | | |
| 2. | Pradeep Kashyap,Rural Marketing,Kindle | | | | | | | | | | | | |
| 3. | International journal of Rural Management,Sage | | | | | | | | | | | | |
| 4. | International Journal of trend in scientific research and development, | | | | | | | | | | | | |
| **References Books** | | | | | | | | | | | | | |
| 1. | Bhatia, T., Advertising and Marketing in Rural India, 2nd Edition, Macmillan Publishers India Ltd., 2007. | | | | | | | | | | | | |
| 2. | Dogra, B. and Ghuman, K., Rural Marketing: Concepts and Practices, Tata McGraw-Hill Education, 2007. | | | | | | | | | | | | |
| 3. | Kashyap, P., Rural Marketing, 2nd Edition, Pearson, 2012. | | | | | | | | | | | | |
| 4. | Krishnamacharyulu and Ramakrishnan, L., Cases in Rural Marketing: An Integrated Approach, Pearson, 2008. | | | | | | | | | | | | |
| 5. | Krishnamacharyulu and Ramakrishnan, L., Rural Marketing: Text and Cases, 2nd Edition, Pearson, 2011. | | | | | | | | | | | | |
| 6. | Velayudhan, S.K., Rural Marketing: Targeting the Non-Urban Consumer, 2nd Edition, Response Books, 2007. | | | | | | | | | | | | |

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|  | **PO 1** | **PO 2** | **PO 3** | **PO 4** | **PO 5** | **PO 6** | **PO 7** | **PO 8** |
| **CO 1** |  |  |  | M |  | S |  |  |
| **CO 2** |  |  |  |  |  | S |  |  |
| **CO 3** |  |  |  |  | M | S | S |  |
| **CO 4** |  |  |  | S |  | S |  |  |
| **CO 5** |  | M |  | M |  | S |  |  |

**S-Strong M-Medium L-Low**

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| **Subject Code** | **Subject Name** | **Category** | **L** | **T** | **P** | **O** | | **Credits** | **Inst. Hours** | **Marks** | | | |
| **CIA** | | **External** | **Total** |
|  | **International Marketing** | Elective | 3 | - | - | - | | 3 | 45 | 25 | | 75 | 100 |
| **Course Objectives** | | | | | | | | | | | | | |
| C1 | To increase globalization by integrating the economies of different countries. | | | | | | | | | | | | |
| C2 | To assist developing countries in their economic and industrial growth by inviting them to the international market thus eliminating the gap between the developed and the developing countries. | | | | | | | | | | | | |
| C3 | To assure sustainable management of resources globally. | | | | | | | | | | | | |
| C4 | To propel export and import of goods globally and distribute the profit among all participating countries. | | | | | | | | | | | | |
| C5 | To enhance free trade at global level and attempt to bring all the countries together for the purpose of trading. | | | | | | | | | | | | |
| **SYLLABUS** | | | | | | | | | | | | | |
| **UNIT** | **Details** | | | | | | **No. of Hours** | | | | **Course Objectives** | | |
| I | **International Marketing Environment:** Factors/Dimensions influencing International Marketing – Controllable and Uncontrollable factors in International Marketing. | | | | | | 9 | | | | C1 | | |
| II | **Product Policy** – International Product Life Cycle – Export Pricing.  **International Marketing Decision:** Marketing Decision – Market Selection Decision – Market Entry Decision – Marketing Mix Decision.  International Marketing Research: Marketing Information System – Market Research – Marketing Research – Methodology for Marketing Research – International Research Strategy – Desk Research and Filed Research – Market Oriented Information – International Marketing Intelligence – Competitive Intelligence. | | | | | | 9 | | | | C2 | | |
| III | **International Sales Contract:** Major Laws – INCO Terms – Standard clauses of International sales Contract – Role of Indian Council of Arbitration / International Chamber of Commerce in solving Trade disputes.  International Trade Liberalization: General Agreement on Tariff and Trade (GATT) – World Trade Organization (WTO) – GATS – UNCTAD – Trade Blocks: Customs Union – EU – Intra – African Trade: Preferential Trade Area (PTA) – European Free Trade Area (EFTA) – Central American Common Market (CACM) – Latin American Free Trade Association (LAFTA) – North American Free Trade Agreement (NAFTA)  – Association of South East Asian Nations (ASEAN) – CARICOM – GSTP – GSP – SAPTA – Indian Ocean RIM initiative – BIM ST – EC – World Bank, IMF, International Finance Corporation – Multinational Investment Guarantee Agency (MIGA). World Trade in Services – Counter Trade – World Commodity Markets and Commodity Agreements. | | | | | | 9 | | | | C3 | | |
| IV | **India’s Foreign Trade:** Recent Tends in India’s Foreign Trade – India’s Commercial Relations and Trade Agreements with other countries – Institutional Infrastructure for Export Promotion in India – Export Assistance – Export Finance – Export Processing Zones (EPZs) – Special Economic Zones (SEZs) – Exports by Air, Post and Sea – Small Scale Industries (SSI) and Exports – Role of ECGC - Role of EXIM Bank of India – Role of Commodity Boards – Role of State Trading Agencies in Foreign Trade – STC, MMTC, etc.  Export Regulations: Procedure for export of goods – Quality control and Pre-shipment Inspection – Excise Clearance – Customs Clearance – Port Formalities – Exchange Regulations for Export – Role of Clearing and Forwarding Agents. Procedure for Executing an Export Order – Export and Import Documentation - Export Packing – Containerisation – World Shipping – Liners and Tramps – Dry ports- Project Exports – Joint Ventures - Marine Insurance and Overseas Marketing - Export Payment – Different Modes of Payment and Letters of Credit. | | | | | | 9 | | | | C4 | | |
| V | **World Trade and India:** - Globalisation and Role of Multinational Enterprises (MNEs) - Overview of Export – Import Policy of India – Basic Objectives, Role and Functions of Export Promotion Councils. | | | | | | 9 | | | | C5 | | |
|  | **Total** | | | | | | **45** | | | |  | | |
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| **Course Outcomes** | | | | | | | | | | | | | |
| **Course Outcomes** | On completion of this course, students will; | | | | | | **Program Outcomes** | | | | | | |
| **CO1** | Identify and analyse opportunities within international marketing environments | | | | | | PO4, PO7 | | | | | | |
| **CO2** | Utilise cases, readings and international business reports to evaluate corporateproblems/opportunities in an international environment; Select, research, and enter a new international market; | | | | | | PO4, PO7 | | | | | | |
| **CO3** | Prepare an international marketing plan; Develop a comprehensive course of action for a business firm using formal decision making processes; | | | | | | PO2, PO4 | | | | | | |
| **CO4** | Possess understanding and knowledge on Export trade | | | | | | PO4, PO6, PO7 | | | | | | |
| **CO5** | Have comprehensive knowledge and understanding on the role and functions of Export Promotion Councils | | | | | | PO4, PO6 | | | | | | |
| **Reading List** | | | | | | | | | | | | | |
| 1. | R.Srinivasan, International Marketing, PHI Learning Pvt. Ltd., 2008 | | | | | | | | | | | | |
| 2. | Roger Bennett, Jim Blythe, International Marketing: Strategy Planning, Market Entry & Implementation, Kogan Page, 2002 | | | | | | | | | | | | |
| 3. | Journal of International Marketing, SAGE Publications | | | | | | | | | | | | |
| 4. | Journal of International Business Studies, Palgrave MmMillan | | | | | | | | | | | | |
| **References Books** | | | | | | | | | | | | | |
| 1. | Baack, D., Harris, E. and Baack, D., International Marketing, Sage Publications, 2012. | | | | | | | | | | | | |
| 2. | Cateora, P., Graham, J. and Salwan, P., International Marketing, 13th Edition, Tata McGraw-Hill Education, 2008. | | | | | | | | | | | | |
| 3. | Czinkota, M. and Ronkainen, I., International Marketing, 8th Edition,South- Western, 2007. | | | | | | | | | | | | |
| 4. | Onkvisit, S. and Shaw, J., International Marketing: Analysis and Strategy, 3rd Edition, PHI Learning, 2009. | | | | | | | | | | | | |
| 5. | Paul, J. and Aserkar, R., Export Management, Oxford University Press, 2008. | | | | | | | | | | | | |
| 6. | Salvatore, D., International Economics: Trade and Finance, 10th Edition, Wiley, 2012. | | | | | | | | | | | | |

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|  | **PO 1** | **PO 2** | **PO 3** | **PO 4** | **PO 5** | **PO 6** | **PO 7** | **PO 8** |
| **CO 1** |  |  |  | M |  |  | M |  |
| **CO 2** |  |  |  | M |  |  | M |  |
| **CO 3** |  | S |  | M |  |  |  |  |
| **CO 4** |  |  |  | M |  | S | M |  |
| **CO 5** |  |  |  | M |  |  | M |  |

**S-Strong M-Medium L-Low**

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| **Subject Code** | **Subject Name** | **Category** | **L** | **T** | **P** | **O** | **Credits** | | **Inst. Hours** | **Marks** | | | |
| **CIA** | | **External** | **Total** |
|  | **Advanced Selling and Negotiation Skills** | Elective | 3 | - | - | - | 3 | | 45 | 25 | | 75 | 100 |
| **Course Objectives** | | | | | | | | | | | | | |
| C1 | To familiarize the students to the basic concepts of selling and sales organizations | | | | | | | | | | | | |
| C2 | Understand the theories of personal selling and selling strategies | | | | | | | | | | | | |
| C3 | To learn the negotiation skills | | | | | | | | | | | | |
| C4 | The importance of negotiation intelligence and its usefulness | | | | | | | | | | | | |
| C5 | Understand the development of salesforce organization | | | | | | | | | | | | |
| **SYLLABUS** | | | | | | | | | | | | | |
| **UNIT** | **Details** | | | | | | | **No. of Hours** | | | **Course Objectives** | | |
| I | **Concepts of Selling and Sales Organization:**  Sales Management - Evolution of sales function - Objectives of sales management positions - Functions of Sales executives - Relation with other executives.  Sales Organization and Relationship: - Purpose of sales organization - Types of sales organization structures - Sales department external relations - Distributive network relations. | | | | | | | 9 | | | C1 | | |
| II | **Theories of personal selling and selling strategies:**  Theories of personal selling - Types of Sales executives - Qualities of sales executives - Prospecting, pre-approach and post-approach - Organizing display, showroom & exhibition -Sales Presentations. | | | | | | | 9 | | | C2 | | |
| III | **Negotiation strategies and Stages:**  Negotiation strategies – Distributive Negotiations- Integrative Negotiations - Conflict and Dispute Resolution - Reasons for negotiations breakdowns - Legal aspects in Sales & Negotiation - Negotiation stages - The Preparation Stage - Preparing a range of objectives - Constants and variables - Researching the other party - The Discussion Stage - Rapport building - Opening the negotiation - Questioning techniques - Listening skills - Controlling emotions - Art of persuasion and emotions – ethics in sales. | | | | | | | 9 | | | C3 | | |
| IV | **Negotiating Intelligence, Bargaining & Closing:**  Negotiating Intelligence - Influencing and assertiveness skills - Spotting the signs - non-verbal communication and voice clues - The Proposing Stage - Stating your opening position - Responding to offers – Adjournments - Administering Contracts and Role of Negotiations - The Bargaining and Closing Stage - Making concessions - Closing techniques - Confirming agreement. | | | | | | | 9 | | | C4 | | |
| V | **Sales force Administration & Management:**  Sales Analysis - Sales quotas - sales budget - sales territory allocation - sales audit - Sales Force Management - Recruitment and Selection - Sales Training - Sales Compensation -Contemporary Issues. | | | | | | | 9 | | | C5 | | |
|  | **Total** | | | | | | | **45** | | |  | | |
| **Course Outcomes** | | | | | | | | | | | | | |
| **Course Outcomes** | On completion of this course, students will; | | | | | | | **ProgramOutcomes** | | | | | |
| **CO1** | Possess the knowledge on the basic concepts of the sales organization. | | | | | | | P01, PO3, PO7 | | | | | |
| **CO2** | Possess knowledge about theories of selling | | | | | | | PO1, PO2, PO7, PO8 | | | | | |
| **CO3** | Have insights negotiation strategies | | | | | | | PO1, PO3, PO6 | | | | | |
| **CO4** | Have understanding about negotiation skills | | | | | | | PO2, PO5, PO7 | | | | | |
| **CO5** | Develop knowledge about salesforce administration and management | | | | | | | PO1, PO3, PO8 | | | | | |
| **Reading List** | | | | | | | | | | | | | |
| 1. | Selling and Negotiation Skills - A Pragmatic Approach - [Prashant Chaudhary](https://us.sagepub.com/en-us/nam/author/prashant-vilas-chaudhary) – Sage publishing | | | | | | | | | | | | |
| 2. | [Advanced negotiation techniques](https://link.springer.com/content/pdf/10.1007/978-1-4842-0850-2.pdf), A McCarthy, S Hay - Springer | | | | | | | | | | | | |
| 3. | [Negotiation Skills](https://books.google.com/books?hl=en&lr=&id=5O46fS6WjAEC&oi=fnd&pg=PA1&dq=Advanced+Selling+and+Negotiation+Skills&ots=cMyMjD7LWR&sig=V6SzOdTxhgxg_U8HdvEd22Gl5cc), AF Galal - books.google.com | | | | | | | | | | | | |
| 4. | [Commercial negotiation skills](https://www.emerald.com/insight/content/doi/10.1108/00197850410556658/full/html),  S Ashcroft - Industrial and Commercial Training, - emerald.com | | | | | | | | | | | | |
| **References Books** | | | | | | | | | | | | | |
| 1. | Naresh K. Malhotra (2019) Marketing Research: An Applied Orientation, 7th Edition Pearson Education,ISBN-13: 978-0134734842. | | | | | | | | | | | | |
| 2. | Dawn Iacobucci (2014), Marketing Models: Multivariate Statistics and Marketing Analytics, Createspace Independent Publishing Platform, ISBN 13: 9781502901873. | | | | | | | | | | | | |
| 3. | V. Kumar, Robert P. Leone, David A. Aaker, George S. Day and Gopal Das (2018), Marketing Research, 13th Edition, Wiley Publication, ISBN: 9788126577125 | | | | | | | | | | | | |
| 4. | Hair, J.F., Jr., Black, W.C., Babin, B.J. & Anderson, R.E. (2014). Multivariate data analysis: Pearson new international edition (7th ed.). Upper Saddle River, N.J.: Pearson Education. ISBN: 9781292021904. | | | | | | | | | | | | |
| 5. | Sarstedt, M.; Mooi, E. (2019), A Concise Guide to Market Research: The Process, Data, and Methods Using IBM SPSS Statistics. Third Edition, Berlin: Springer Berlin. | | | | | | | | | | | | |
| 6. | Naresh K. Malhotra (2019) Marketing Research: An Applied Orientation, 7th Edition Pearson Education,ISBN-13: 978-0134734842. | | | | | | | | | | | | |

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|  | **PO 1** | **PO 2** | **PO 3** | **PO 4** | **PO 5** | **PO 6** | **PO 7** | **PO 8** |
| **CO 1** | S |  | M |  |  |  | S |  |
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| **CO 4** |  | S |  |  | M |  | S |  |
| **CO 5** | S |  | S |  |  |  |  | S |

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| **Subject Code** | **Subject Name** | **Category** | **L** | **T** | **P** | **O** | **Credits** | **Inst. Hours** | **Marks** | | | |
| **CIA** | | **External** | **Total** |
|  | **Channel Management Strategies** | Elective | 3 | - | - | - | 3 | 45 | 25 | | 75 | 100 |
| **Course Objectives** | | | | | | | | | | | | |
| C1 | To familiarize the students to the basic concepts of Marketing Channels | | | | | | | | | | | |
| C2 | To provide insights on Channel Design | | | | | | | | | | | |
| C3 | To throw light on Channel Implementation | | | | | | | | | | | |
| C4 | To elucidate on Channel Institutions | | | | | | | | | | | |
| C5 | To create awareness and importance of Channel performance assessment | | | | | | | | | | | |
| **UNIT** | **Details** | | | | | | **No. of Hours** | | | **Course Objectives** | | |
| I | **Introduction to Marketing Channels:** Meaning –Structure – Functions - Importance - Types - Contribution of channel partners to marketers and consumers. | | | | | | 9 | | | C1 | | |
| II | **Channel Design:** Channel design – Demand, supply and Channel efficiency - Types of channels based on segmentation – Supply side channel analysis – Channel flows and efficiency analysis – Channel Structure and Intensity – Gap analysis | | | | | | 9 | | | C2 | | |
| III | **Channel Implementation:** Channel power – Getting it, using it, keeping it – Managing Conflict to Increase Channel Coordination – Strategic Alliances in Distribution – Vertical Integration in Distribution – Legal Constraints on marketing channel policies. | | | | | | 9 | | | C3 | | |
| IV | **Channel Institutions:**  Retailing, Wholesaling, Franchising, Electronic Marketing Channel - Logistics and Supply Chain Management - Omni and Hybrid Channels - Channel proliferation – online, offline, business to business, business to consumer, vertical and backward channel integration. | | | | | | 9 | | | C4 | | |
| V | **Channel performance assessment:**  Evaluation of Channel members’ performance – Criteria – Process - Channel Efficiency – Channel Compensation – Performance Metrics | | | | | | 9 | | | C5 | | |
|  | **Total** | | | | | | **45** | | |  | | |
| **Course Outcomes** | | | | | | | | | | | | |
| **Course Outcomes** | On completion of this course, students will; | | | | | | **Program Outcomes** | | | | | |
| **CO1** | To familiarize the students to the basic concepts of Marketing Channels | | | | | | P01, PO3, PO7 | | | | | |
| **CO2** | To provide insights on Channel Design | | | | | | PO1, PO2, PO7, PO8 | | | | | |
| **CO3** | To throw light on Channel Implementation | | | | | | PO1, PO3, PO6 | | | | | |
| **CO4** | To elucidate on Channel Institutions | | | | | | PO2, PO5, PO7 | | | | | |
| **CO5** | To create awareness and importance of Channel performance assessment | | | | | | PO1, PO3, PO8 | | | | | |
| **Reading List** | | | | | | | | | | | | |
| 1. | [Channel strategy - Springer LINK](https://link.springer.com/content/pdf/10.1007/978-1-4039-3741-4_16.pdf) | | | | | | | | | | | |
| 2. | [Channel Management - ResearchGate](https://www.researchgate.net/publication/334073469_Channel_Management) | | | | | | | | | | | |
| 3. | [Channel Management - SAGE Journals](https://journals.sagepub.com/doi/pdf/10.1177/0256090920060212) | | | | | | | | | | | |
| 4. | [Journal of Marketing Channels](https://www.scimagojr.com/journalsearch.php?q=4700152774&tip=sid&clean=0) | | | | | | | | | | | |
| **References Books** | | | | | | | | | | | | |
| 1. | Palmatier, R., Stern, L., & El-Ansary, A., Marketing Channel Strategy Routledge 2016. | | | | | | | | | | | |
| 2. | K. G. Hardy , Allan J. Magrath(1988) , Marketing Channel Management | | | | | | | | | | | |
| 3. | Meenal Dhotre, Channel Management and Retail Marketing 2010, Himalaya Publishing House | | | | | | | | | | | |
| 4. | Furey, T., & Friedman, L. (2012). Channel Advantage, The. Routledge. | | | | | | | | | | | |
| 5. | Fotiadis, T., & Folinas, D. (2017). Marketing and Supply Chain Management: A Systemic Approach. Routledge. | | | | | | | | | | | |
| 6. | Anne T. Coughlan, Erin Anderson, Louis W. Stern and Adel I. El – Ansary, Marketing Channels, 7th Edition 2008, Pearson | | | | | | | | | | | |

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|  | **PO 1** | **PO 2** | **PO 3** | **PO 4** | **PO 5** | **PO 6** | **PO 7** | **PO 8** |
| **CO 1** | S |  | M |  |  |  | S |  |
| **CO 2** | S | S |  |  |  |  | S | S |
| **CO 3** | M |  | S |  |  |  |  | S |
| **CO 4** |  | S |  |  | M |  | S |  |
| **CO 5** | S |  | S |  |  |  |  | S |

**S-Strong M-Medium L-Low**

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| **Subject Code** | **Subject Name** | **Category** | **L** | **T** | **P** | **O** | | **Credits** | **Inst. Hours** | **Marks** | | | |
| **CIA** | | **External** | **Total** |
|  | **Customer Engagement Marketing** | Elective | 3 | - | - | - | | 3 | 45 | 25 | | 75 | 100 |
| **Course Objectives** | | | | | | | | | | | | | |
| C1 | Understand how to build good customer relationships | | | | | | | | | | | | |
| C2 | Acquire methods for uncovering the customer’s needs | | | | | | | | | | | | |
| C3 | Understand the importance of making a persuasive case | | | | | | | | | | | | |
| C4 | Learn how to say ‘no’ to unreasonable demands | | | | | | | | | | | | |
| C5 | Master techniques for structuring effective customer meetings | | | | | | | | | | | | |
| **UNIT** | **Details** | | | | | | | **No. of Hours** | | | **Course Objectives** | | |
| I | Concepts and Meaning of Customer Engagement: Customer Relationship Management, Customer Experience Management and Customer Engagement – Customer Engagement Behaviour: Behavioral perspectives of customer engagement and Theoretical Foundations – The Process of Customer Engagement - Metrics for Engaging Customers | | | | | | | 9 | | | C1 | | |
| II | Customer Engagement and Brand Relationships: Connective Brands with Customers - Assessing Customer Engagement and brand relationship - Customer Engagement in virtual brand community –Social Network platforms - Customer Engagement in offline brand community. | | | | | | | 9 | | | C2 | | |
| III | Conceptualizing and Measuring Customer Engagement Value: Customer Brand Value, Customer Lifetime Value, Customer Referral Value, Business Reference Value. | | | | | | | 9 | | | C3 | | |
| IV | Engagement, Interactivity, Social Media and Technology: Customer Influence Value, Customer Knowledge Value - Managing the Customer Engagement Value Framework - Organizational Challenges | | | | | | | 9 | | | C4 | | |
| V | Emerging Customer Engagement: Antecedents and outcomes of Customer Engagement - Developing a Spectrum of Positive to Negative Citizen Engagement - Negative Customer Brand Engagement in Blogs - Contemporary Issues in customer engagement. | | | | | | | 9 | | | C5 | | |
|  | **Total** | | | | | | | **45** | | |  | | |
| **Course Outcomes** | | | | | | | | | | | | | |
| **Course Outcomes** | On completion of this course, students will; | | | | | | **Program Outcomes** | | | | | | |
| **CO1** | Explain and illustrate the strategic role of data analytics in digital marketing. | | | | | | | PO3, PO4, PO7 | | | | | |
| **CO2** | Identify and evaluate appropriate tools and techniques to analyse digital marketing performance. | | | | | | | PO3, PO8 | | | | | |
| **CO3** | Apply a variety of data collection and analysis technologies for the purposes of digital marketing analysis. | | | | | | | PO3, PO8 | | | | | |
| **CO4** | Interpret digital marketing data analysis and translate it into tangible strategic and tactical insights. | | | | | | | PO2, PO5, PO7 | | | | | |
| **CO5** | Consider the ethical considerations of big data in sustainable businesses. | | | | | | | PO4, PO5, PO7 | | | | | |
| **Reading List** | | | | | | | | | | | | | |
| 1. | [A Pansari](https://scholar.google.com/citations?user=ULt2cU0AAAAJ&hl=en&oi=sra), V Kumar - **Customer engagement marketing**, 2018 - Springer | | | | | | | | | | | | |
| 2. | [**Customer engagement**: Contemporary issues and challenges](https://books.google.com/books?hl=en&lr=&id=DLg0CwAAQBAJ&oi=fnd&pg=PP1&dq=customer+engagement+marketing+book&ots=uP4z9G2AM3&sig=8M95tk_TwGnuyfCnKhqC6NcM5W4)  [RJ Brodie](https://scholar.google.com/citations?user=zKPmT78AAAAJ&hl=en&oi=sra), [LD Hollebeek](https://scholar.google.com/citations?user=vm-F5fMAAAAJ&hl=en&oi=sra), [J Conduit](https://scholar.google.com/citations?user=Oc3I4YYAAAAJ&hl=en&oi=sra) - 2015 - books.google.com | | | | | | | | | | | | |
| 3. | [Past, present, and future of **customer engagement**](https://www.sciencedirect.com/science/article/pii/S0148296321008213)  [WM Lim](https://scholar.google.com/citations?user=RipliucAAAAJ&hl=en&oi=sra), [T Rasul](https://scholar.google.com/citations?user=W3_3sb4AAAAJ&hl=en&oi=sra), [S Kumar](https://scholar.google.com/citations?user=_vZgaBYAAAAJ&hl=en&oi=sra), [M Ala](https://scholar.google.com/citations?user=RXMdlnUAAAAJ&hl=en&oi=sra) - Journal of Business Research, 2021 - Elsevier | | | | | | | | | | | | |
| 4. | [Strategic **customer engagement marketing**: A decision making framework](https://www.sciencedirect.com/science/article/pii/S0148296318303308)  [A Alvarez-Milán](https://scholar.google.com/citations?user=ghHmNrQAAAAJ&hl=en&oi=sra), [R Felix](https://scholar.google.com/citations?user=xXBNog8AAAAJ&hl=en&oi=sra), [PA Rauschnabel](https://scholar.google.com/citations?user=VxJgJAEAAAAJ&hl=en&oi=sra)… - Journal of Business …, 2018 - Elsevier | | | | | | | | | | | | |
| **References Books** | | | | | | | | | | | | | |
| 1. | Kumar V (2014), Profitable Customer Engagement Concept, Metrics and Strategies, Sage Publications Pvt. Limited, New Delhi, India | | | | | | | | | | | | |
| 2. | Palmatier, Robert W., Kumar, V., Harmeling, Colleen M. (2018), Customer Engagement Marketing, Palgrav Macmillan, India | | | | | | | | | | | | |
| 3. | Linda Pophal (2014), The Everything Guide To Customer Engagement: Connect with Customers to Build Trust, Foster Loyalty, and Grow a Successful Business, Adams Media, Massachusetts, USA. | | | | | | | | | | | | |
| 4. | Roderick J. Brodie, Linda D. Hollebeek and Jodie Conduit (2016), Customer Engagement, Contemporary Issues and Challenges, Routledge | | | | | | | | | | | | |
| 5. | Engagement Marketing by Goodman Gail F. John Wiley & Sons Inc (2018) | | | | | | | | | | | | |
| 6. | Customer Engagement Marketing- Robert W. Palmatier, V. Kumar, Colleen M. Harmeling (2018) | | | | | | | | | | | | |

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|  | **PO 1** | **PO 2** | **PO 3** | **PO 4** | **PO 5** | **PO 6** | **PO 7** | **PO 8** |
| **CO 1** |  |  | S | M |  |  | S |  |
| **CO 2** |  |  | S |  |  |  |  | S |
| **CO 3** |  |  | M |  |  |  |  | S |
| **CO 4** |  | M |  |  | S |  |  | M |
| **CO 5** |  |  |  | S | S |  | S |  |

**S-Strong M-Medium L-Low**

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| **Subject Code** | **Subject Name** | **Category** | **L** | **T** | **P** | **O** | **Credits** | | **Inst. Hours** | **Marks** | | | |
| **CIA** | | **External** | **Total** |
|  | **Digital Marketing** | Elective | 3 | - | - | - | 3 | | 45 | 25 | | 75 | 100 |
| **Course Objectives** | | | | | | | | | | | | | |
| C1 | Understand the digital marketing space and acquire knowledge on digital marketing strategy | | | | | | | | | | | | |
| C2 | To learn and comprehend on SEO and SEM | | | | | | | | | | | | |
| C3 | To acquire knowledge on the various channels of SMM | | | | | | | | | | | | |
| C4 | To learn, understand, and evaluate Search analytics and Web analytics | | | | | | | | | | | | |
| C5 | To create awareness and understanding on google analytics | | | | | | | | | | | | |
| **SYLLABUS** | | | | | | | | | | | | | |
| **UNIT** | **Details** | | | | | | | **No. of Hours** | | | **Course Objectives** | | |
| I | **Digital Marketing Strategy:** Digital vs. Traditional marketing- Online marketing space - Significance of digital marketing - Online marketing mix - E-products - STP - E-price - E-Promotion - Affiliate marketing - Online tools for Content Marketing – Market influence analytics in Digital Eco System. | | | | | | | 9 | | | C1 | | |
| II | **SEO:**Keyword strategy – SEO strategy – SEO success factors – On page and Off page techniques - Search Engine Marketing (SEM) – Working of Search Engine – SEM Components. | | | | | | | 9 | | | C2 | | |
| III | **Social Media Marketing:** Social Media Channels – Email marketing – SMS marketing - Social Media Strategy - Web PR and Online reputation management - Adwords - PPC Advertising - Video SEO - Conversion Optimization Monitoring - trends analysis – dashboards - segmentation - Navigation analysis (funnel reports, heat maps, etc.). | | | | | | | 9 | | | C3 | | |
| IV | **Search and Web Analytics:** Search analytics Current trends & challenges - web analytics & Web 2.0, multi-channel marketing management, web mining & predictive analytics - Understanding the key fabric of the Web - Sources of data: clickstream data, online surveys, usability research - Clickstream data collection techniques - web server log analysis - page tagging - Web metrics and Key Performance Indicators (KPIs): simple views, visitor counts, measuring content, engagement, conversions, etc. Framework for mapping business needs to web analytics tasks - Data collection architecture- Introduction to OLAP, Web data exploration and reporting - Introduction to Splunk. | | | | | | | 9 | | | C4 | | |
| V | **Google Analytics:** Key features and capabilities of Google analytics - how Google analytics works - implementing Google analytics - getting up and running with Google analytics - navigating Google analytics - using Google analytics reports - Google metrics - using visitor data to drive website improvement - focusing on key performance indicators- integrating Google analytics with third-party applications. | | | | | | | 9 | | | C5 | | |
|  | **Total** | | | | | | | **45** | | |  | | |
| **Course Outcomes** | | | | | | | | | | | | | |
| **Course Outcomes** | On completion of this course, students will; | | | | | | | **Program Outcomes** | | | | | |
| **CO1** | To examine and explore the role and importance of digital marketing in today’s rapidly changing business environment. | | | | | | | P01, PO3, PO7 | | | | | |
| **CO2** | To focusses on how digital marketing can be utilised by organisations and how its effectiveness can measured. | | | | | | | PO1, PO2, PO7, PO8 | | | | | |
| **CO3** | To know the key elements of a digital marketing strategy | | | | | | | PO1, PO3, PO6 | | | | | |
| **CO4** | To study how the effectiveness of a digital marketing campaign can be measured | | | | | | | PO2, PO5, PO7 | | | | | |
| **CO5** | To demonstrate advanced practical skills in common digital marketing tools such as SEO, SEM, Social media and Blogs. | | | | | | | PO1, PO3, PO8 | | | | | |
| **Reading List** | | | | | | | | | | | | | |
| 1. | [M Bala](https://scholar.google.com/citations?user=4wNfmn4AAAAJ&hl=en&oi=sra), [D Verma](https://scholar.google.com/citations?user=vKEapyYAAAAJ&hl=en&oi=sra) - … (2018). A Critical Review of **Digital Marketing** …, 2018 - papers.ssrn.com | | | | | | | | | | | | |
| 2. | [**Digital marketing**: global strategies from the world's leading experts](https://books.google.com/books?hl=en&lr=&id=Esrc5ZfQj3wC&oi=fnd&pg=PR9&dq=Digital+Marketing+books&ots=gcbJPLDeWg&sig=sOueBpQIebnTsVoOhHohJfyAFV0)  YJ Wind, [V Mahajan](https://scholar.google.com/citations?user=s67E0CQAAAAJ&hl=en&oi=sra) - 2002 - **books**.google.com | | | | | | | | | | | | |
| 3. | [**Digital marketing**: A practical approach](https://www.taylorfrancis.com/books/mono/10.4324/9780203493717/digital-marketing-alan-charlesworth)  A Charlesworth - 2014 - taylorfrancis.com | | | | | | | | | | | | |
| 4. | [Modern trends in the development of **digital marketing**](https://ideas.repec.org/a/aca/journl/y2018id139.html)  NI Arkhipova, MT Gurieva - RSUH/RGGU Bulletin. Series …, 2018 - ideas.repec.org | | | | | | | | | | | | |
| **References Books** | | | | | | | | | | | | | |
| 1. | Rob Stokes, (2014), e-marketing: The Essential Guide to Digital Marketing, 5thedition, Quirk Education. | | | | | | | | | | | | |
| 2. | Dave Chaffey, Fiona Ellis-Chadwick, Richard Mayer, Kevin Johnston, (2012), Internet Marketing: Strategy, Implementation and Practice, Prentice Hall.Liana Evans, (2010), Social Media Marketing: Strategies for Engaging in Facebook, Twitter & Other Social Media, Que Publishing. | | | | | | | | | | | | |
| 3. | Vandana Ahuja, (2015), Digital Marketing, 1stedition, Oxford University Press. | | | | | | | | | | | | |
| 4. | Avinash Kaushik, (2009), Web Analytics 2.0: The Art of Online Accountability and Science of Customer Centricity. | | | | | | | | | | | | |
| 5. | Rob Stokes, (2014), e-marketing: The Essential Guide to Digital Marketing, 5thedition, Quirk Education. | | | | | | | | | | | | |
| 6. | Rob Stokes, (2014), e-marketing: The Essential Guide to Digital Marketing, 5thedition, Quirk Education. | | | | | | | | | | | | |

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|  | **PO 1** | **PO 2** | **PO 3** | **PO 4** | **PO 5** | **PO 6** | **PO 7** | **PO 8** |
| **CO 1** | S |  | M |  |  |  | S |  |
| **CO 2** | S | S |  |  |  |  | S | S |
| **CO 3** | M |  | S |  |  | S |  |  |
| **CO 4** |  | S |  |  | M |  | S |  |
| **CO 5** | S |  | S |  |  |  |  | S |

**S-Strong M-Medium L-Low**

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| **Subject Code** | **Subject Name** | **Category** | **L** | **T** | **P** | **O** | **Credits** | | | **Inst. Hours** | **Marks** | | | |
| **CIA** | | **External** | **Total** |
|  | **Marketing Analytics** | Elective | 3 | - | - | - | 3 | | | 45 | 25 | | 75 | 100 |
| **Course Objectives** | | | | | | | | | | | | | | |
| C1 | To familiarize the students to the basic concepts of Marketing analytics. | | | | | | | | | | | | | |
| C2 | To provide insights on Business Strategies. | | | | | | | | | | | | | |
| C3 | To throw light on Product and Price analytics. | | | | | | | | | | | | | |
| C4 | To elucidate on distribution analytics. | | | | | | | | | | | | | |
| C5 | To create awareness and importance of sales analytics. | | | | | | | | | | | | | |
| **SYLLABUS** | | | | | | | | | | | | | | |
| **UNIT** | **Details** | | | | | | | | **No. of Hours** | | | **Course Objectives** | | |
| I | **Marketing Analytics Framework:** Introduction to Marketing Analytics and Models. Market Insight - Market Data Source – treatment of outliers, Market sizing, PESTLE Market analysis, Porter Five Force Analysis Market segment identification, targeting and positioning - Tools and Techniques: Regression, Cluster Analysis, and Perceptual Mapping Techniques. | | | | | | | | 9 | | | C1 | | |
| II | **Business Strategy and Operations:** Analytics based strategy selection with strategic models - Strategic Scenarios, Strategic Decision Models, and Strategic Metrics.  Business Operations: Forecasting - Predictive Analytics - Data Mining - Balanced Scorecard - Critical Success Factors. | | | | | | | | 9 | | | C2 | | |
| III | **Product and Price Analytics:** Product analytics: Conjoint Analysis model - Decision Tree Model - Portfolio Resource Allocation - Product/ service Metrics, Attribute Preference testing.  Price Analytics: Pricing Techniques - Pricing Assessment - Profitable pricing - Pricing for Business Markets - Price Discrimination. | | | | | | | | 9 | | | C3 | | |
| IV | **Distribution and Promotions Analytics:** Distribution Analytics: Distribution Channel Characteristics - Retail Location selection, Channel Evaluation and Selection - Multi-channel Distribution.  Promotion Analytics: Promotion Budget estimation - Promotion Budget Allocation – Ad value equivalence model - Promotion Metrics for traditional Media - Promotion Metrics for social media. | | | | | | | | 9 | | | C4 | | |
| V | **Sales Analytics:** E commerce sales model, sales metrics, profitability metrics and support metrics - Rapid decision models - data driven presentations - contemporary issues and opportunities in application of marketing analytics in different sectors. | | | | | | | | 9 | | | C5 | | |
|  | **Total** | | | | | | | | **45** | | |  | | |
| **Course Outcomes** | | | | | | | | | | | | | | |
| **Course Outcomes** | On completion of this course, students will; | | | | | | | **Program Outcomes** | | | | | | |
| **CO1** | Understand the basic concepts of Marketing analytics. | | | | | | | | P01, PO3, PO7 | | | | | |
| **CO2** | Analyse and Implement Business Strategies. | | | | | | | | PO1, PO2, PO7, PO8 | | | | | |
| **CO3** | Use differential Product and Price analytics. | | | | | | | | PO1, PO3, PO6 | | | | | |
| **CO4** | Compare and employ on distribution analytics. | | | | | | | | PO2, PO5, PO7 | | | | | |
| **CO5** | Use appropriate sales analytics. | | | | | | | | PO1, PO3, PO8 | | | | | |
| **Reading List** | | | | | | | | | | | | | | |
| 1. | [Marketing analytics: Methods, practice, implementation, and links to other fields](https://www.sciencedirect.com/science/article/pii/S095741741830722X)  [SL France](https://scholar.google.com/citations?user=mVxbk8QAAAAJ&hl=en&oi=sra), [S Ghose](https://scholar.google.com/citations?user=cDqNdPcAAAAJ&hl=en&oi=sra) - Expert Systems with Applications, 2019 - Elsevier | | | | | | | | | | | | | |
| 2. | [Marketing analytics for customer engagement: a viewpoint](https://www.igi-global.com/article/marketing-analytics-for-customer-engagement/250896)  [S Nagaraj](https://scholar.google.com/citations?user=SWcXqogAAAAJ&hl=en&oi=sra) - International Journal of Information Systems and Social …, 2020 - igi-global.com | | | | | | | | | | | | | |
| 3. | [Journal of Marketing Analytics - Palgrave Macmillan](http://www.palgrave.com/gp/journal/41270) | | | | | | | | | | | | | |
| 4. | [Applied Marketing Analytics | Henry Stewart Publications](https://www.henrystewartpublications.com/ama) | | | | | | | | | | | | | |
| **References Books** | | | | | | | | | | | | | | |
| 1. | Stephen Sorger, (2013), MARKETING ANALYTICS, Strategic Models and Metrics, First Edition, Admiral Press. | | | | | | | | | | | | | |
| 2. | Gary L. Lilien and Arvind Rangaswamy (2014), Marketing Engineering: Computer Assisted Marketing Analysis and Planning, 2nd edition, Trafford Publishing UK. | | | | | | | | | | | | | |
| 3. | Wayne L. Winston (2014), Marketing Analytics: Data-Driven Techniques with Microsoft Excel, First Edition, Wiley, Indianapolis. | | | | | | | | | | | | | |
| 4. | Paul W. Farris, Neil T. Bendle, Phillip E. Pfeifer, David J. Reibstein (2010), Marketing Metrics, 2nd Edition, Pearson USA. | | | | | | | | | | | | | |
| 5. | Mike Grigsby (2018), Marketing Analytics: A Practical Guide to Improving Consumer Insights Using Data Techniques, 2nd Edition, NY: Kogan Page Limited, New York. | | | | | | | | | | | | | |
| 6. | Rajkumar Venkatesan, Paul W. Farris, Ronald T. Wilcox, Marketing Analytics Essential Tools for Data-Driven Decisions, University of Virginia Press, 1st Edition, 2021. | | | | | | | | | | | | | |

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|  | **PO 1** | **PO 2** | **PO 3** | **PO 4** | **PO 5** | **PO 6** | **PO 7** | **PO 8** |
| **CO 1** | 3 |  | 2 |  |  |  | 3 |  |
| **CO 2** | 3 | 3 |  |  |  |  | 3 | 3 |
| **CO 3** | 2 |  | 3 |  |  |  |  | 3 |
| **CO 4** |  | 3 |  |  | 2 |  | 3 |  |
| **CO 5** | 3 |  | 3 |  |  |  |  | 3 |

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| **Subject Code** | **Subject Name** | **Category** | **L** | **T** | **P** | **O** | **Credits** | | **Inst. Hours** | **Marks** | | | |
| **CIA** | | **External** | **Total** |
|  | **Marketing Metrics** | Elective | 3 | - | - | - | 3 | | 45 | 25 | | 75 | 100 |
| **Course Objectives** | | | | | | | | | | | | | |
| C1 | To understand market share and concept of customer profitability. | | | | | | | | | | | | |
| C2 | To provide fundamental knowledge on product and portfolio management. | | | | | | | | | | | | |
| C3 | To understand the Margins & Profits, Pricing Metrics, price sensitivity. | | | | | | | | | | | | |
| C4 | To provide fundamental knowledge on promotional and Advertising metrics | | | | | | | | | | | | |
| C5 | To expose the students to Linking marketing metrics to financial performance | | | | | | | | | | | | |
| **SYLLABUS** | | | | | | | | | | | | | |
| **UNIT** | **Details** | | | | | | | **No. of Hours** | | | **Course Objectives** | | |
| I | **Market Share and Customer Profitability**: Market share: Share of Mind, Share of Heart -Market share in Units – Market share in Revenue, Relative Share - Competitive analysis - Market Concentration - Market Penetration – BDI-CDI.  Customer Profitability - the value of individual customers and Relationships - Customers Regency and Retention. Prospect Value - Average acquisition cost - Average retention cost. | | | | | | | 9 | | | C1 | | |
| II | **Product & Portfolio Management:** Trial, Repeat, Penetration, and Volume Projections ,Growth: Percentage and Compound Annual Growth Rate, Cannibalization Rates and Fair Share Draw - Brand equity metrics -Conjoint utilities and consumer projections - Segment utilities - Conjoint utilities and volume projections. | | | | | | | 9 | | | C2 | | |
| III | **Margins & Profits, Pricing Metrics:** Unit Margin- Margin percentage - Channel Margins - Average Price per unit - Price per statistical unit - Variable and fixed costs-Marketing spending- Contribution per unit- Contribution margin percentage - Break even sales - Target volume - Target revenues.  Price sensitivity and optimization - setting prices to maximize profits - Price Premium, Reservation Price, Percent Good Value- Price elasticity of demand - optimal price - residual elasticity | | | | | | | 9 | | | C3 | | |
| IV | **Promotions and Advertising Metrics:** Promotion Metrics: Temporary price promotions - Baseline Sales, Incremental Sales, and Promotional Lift ‐ Redemption Rates for Coupons / Rebates. The central measures of advertising coverage and effectiveness - Model for consumer response to advertising **–**  Advertising Metrics: Impressions, Gross Rating Points, and Opportunities to See Cost per Thousand Impressions (CPM) Rates. Reach/Net Reach and Frequency. Share of Voice Impressions | | | | | | | 9 | | | C4 | | |
| V | **Sales force and Channel Management:** Linking marketing metrics to financial performance **–** Workload - Sales potential forecast - Total sales force effectiveness - Sales force organization, performance, and compensation.  Distribution coverage and logistics. Sales Force Coverage, Sales Force Goals. Sales Force Results. Sales Force Compensation. Facings and Share of Shelf Out of Stock and out-of-Service Levels - Direct product profitability – GMROI - Net profit-Return on sales-Return on investment - Economic profits – EVA – payback – NPV – IRR – ROMI - Application of marketing metrics in organizations. | | | | | | | 9 | | | C5 | | |
|  | **Total** | | | | | | | **45** | | |  | | |
| **Course Outcomes** | | | | | | | | | | | | | |
| **Course Outcomes** | On completion of this course, students will; | | | | | | | **Program Outcomes** | | | | | |
| **CO1** | Able to understand market share and concept of customer profitability. | | | | | | | PO1, PO3, PO6, PO8 | | | | | |
| **CO2** | Become familiar with fundamental knowledge on product and portfolio management. | | | | | | | PO2, PO5, PO6, | | | | | |
| **CO3** | Able understand the Margins & Profits, Pricing Metrics, price sensitivity. | | | | | | | PO1, PO3, PO5, PO7 | | | | | |
| **CO4** | Become familiar fundamental knowledge on promotional and Advertising metrics | | | | | | | PO2, PO5, PO6, PO7 | | | | | |
| **CO5** | Become familiar about Linking marketing metrics to financial performance | | | | | | | PO1, PO3, PO5, PO7, PO8 | | | | | |
| **Reading List** | | | | | | | | | | | | | |
| 1. | [Key marketing metrics: the 50+ metrics every manager needs to know](https://books.google.com/books?hl=en&lr=&id=RpE4DwAAQBAJ&oi=fnd&pg=PT4&dq=Marketing+Metrics+books&ots=yuMT3dzD_8&sig=uccZQuEypNNh0woRRJPDNdcA5pQ)P Farris, [N Bendle](https://scholar.google.com/citations?user=v-S8USUAAAAJ&hl=en&oi=sra), [P Pfeifer](https://scholar.google.com/citations?user=q00Vb5IAAAAJ&hl=en&oi=sra), [D Reibstein](https://scholar.google.com/citations?user=kz_n_kwAAAAJ&hl=en&oi=sra) - 2017 - books.google.com | | | | | | | | | | | | |
| 2. | [Content marketing metrics: Theoretical aspects and empirical evidence](https://core.ac.uk/download/pdf/236406481.pdf)  E Rancati, [N Gordini](https://scholar.google.com/citations?user=GxG7cZUAAAAJ&hl=en&oi=sra) - European Scientific Journal, 2014 - core.ac.uk | | | | | | | | | | | | |
| 3. | [Marketing metrics: The definitive guide to measuring marketing performance](https://books.google.com/books?hl=en&lr=&id=7Ptw4nBoGmkC&oi=fnd&pg=PR7&dq=marketing+metrics+books&ots=2asf5VfbTv&sig=kThAlaQX-sJ-Ga4oxr5WWdhTzoM)  PW Farris, [N Bendle](https://scholar.google.com/citations?user=v-S8USUAAAAJ&hl=en&oi=sra), [PE Pfeifer](https://scholar.google.com/citations?user=q00Vb5IAAAAJ&hl=en&oi=sra), [D Reibstein](https://scholar.google.com/citations?user=kz_n_kwAAAAJ&hl=en&oi=sra) - 2010 - books.google.com | | | | | | | | | | | | |
| 4. | [Marketing metrics:: Status of six metrics in five countries](https://www.sciencedirect.com/science/article/pii/S0263237304000465)  P Barwise, JU Farley - European Management Journal, 2004 - Elsevier | | | | | | | | | | | | |
| **References Books** | | | | | | | | | | | | | |
| 1. | Paul W. Farris, Neil T. Bendle, Phillip E. Pfeifer, David J. Reibstein (2010), Marketing Metrics, 2nd Edition, Pearson USA. | | | | | | | | | | | | |
| 2. | Stephen Sorger, (2013), MARKETING ANALYTICS, Strategic Models and Metrics, First Edition, Admiral Press. | | | | | | | | | | | | |
| 3. | Gary L. Lilien and Arvind Rangaswamy (2014), Marketing Engineering: Computer-Assisted Marketing Analysis and Planning, Trafford Publishing UK | | | | | | | | | | | | |
| 4. | Wayne L. Winston (2014), Marketing Analytics: Data-Driven Techniques with Microsoft Excel, Wiley, Indianapolis. | | | | | | | | | | | | |
| 5. | Customer Experience 3.0: High-Profit Strategies in the Age of Techno Service, john A goodman, Amacom, 2014. | | | | | | | | | | | | |
| 6. | Paul W. Farris, Neil T. Bendle, Phillip E. Pfeifer, David J. Reibstein (2010), Marketing Metrics, 2nd Edition, Pearson USA. | | | | | | | | | | | | |

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|  | **PO 1** | **PO 2** | **PO 3** | **PO 4** | **PO 5** | **PO 6** | **PO 7** | **PO 8** |
| **CO 1** | 3 |  | 3 |  |  | 3 |  | 2 |
| **CO 2** |  | 2 |  |  | 3 | 3 |  |  |
| **CO 3** | 3 |  | 3 |  | 2 |  | 2 |  |
| **CO 4** |  | 3 |  |  | 2 | 2 | 3 |  |
| **CO 5** | 3 |  | 2 |  | 3 |  | 3 | 2 |

**3-Strong 2-Medium 1-Low**

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| **Subject Code** | **Subject Name** | **Category** | **L** | **T** | **P** | **O** | **Credits** | | **Inst. Hours** | **Marks** | | | |
| **CIA** | | **External** | **Total** |
|  | **New Product Strategies** | Elective | 3 | - | - | - | 3 | | 45 | 25 | | 75 | 100 |
| **Course Objectives** | | | | | | | | | | | | | |
| C1 | To familiarize the students to the basic concepts of New Product Strategy | | | | | | | | | | | | |
| C2 | To provide insights on Generation of new product ideas and identifying new market opportunities | | | | | | | | | | | | |
| C3 | To throw light on Selecting Market opportunity and Designing new market offers | | | | | | | | | | | | |
| C4 | To elucidate on Brand identity development | | | | | | | | | | | | |
| C5 | To hypothesize and implement new product Entry Strategies | | | | | | | | | | | | |
| **SYLLABUS** | | | | | | | | | | | | | |
| **UNIT** | **Details** | | | | | | | **No. of Hours** | | | **Course Objectives** | | |
| I | **Basics of New Product Strategy:** New Product Strategy-decisions- consumer behavior adoption and diffusion of innovations; characteristics, purpose, risk in new products; PLC. | | | | | | | 9 | | | C1 | | |
| II | **Idea Generation and Development:** Generation of new product ideas and identifying new market opportunities, New Product Planning Process-stage gate system and its application. | | | | | | | 9 | | | C2 | | |
| III | **The Product offer:** Selecting Market opportunity and Designing new market offers-Concept Generation and Evaluation, Developing and Testing Physical offers. | | | | | | | 9 | | | C3 | | |
| IV | **New Product Brand Development and Pricing Strategies:** Importance of Brand decisions and Brand identity development; Pricing of a new product, Pre-test Marketing. | | | | | | | 9 | | | C4 | | |
| V | **New Product Launch:** Entry Strategies - Pre-launch, during launch and Post launch preparations. | | | | | | | 9 | | | C5 | | |
|  | **Total** | | | | | | | **45** | | |  | | |
| **Course Outcomes** | | | | | | | | | | | | | |
| **Course Outcomes** | On completion of this course, students will; | | | | | | | **Program Outcomes** | | | | | |
| **CO1** | Be familiar with the basic concepts of New Product Strategy | | | | | | | P01, PO3, PO7 | | | | | |
| **CO2** | Be well versed in Generation of new product ideas and identifying new market opportunities | | | | | | | PO1, PO2, PO7, PO8 | | | | | |
| **CO3** | Select Market opportunities and Designing new market offers | | | | | | | PO1, PO3, PO6 | | | | | |
| **CO4** | Develop Brand identity development | | | | | | | PO2, PO5, PO7 | | | | | |
| **CO5** | Hypothesize and implement new product Entry Strategies | | | | | | | PO1, PO3, PO8 | | | | | |
| **Reading List** | | | | | | | | | | | | | |
| 1. | Product Strategy & Roadmaps, Kindle Edition, 2017 | | | | | | | | | | | | |
| 2. | Roman Picher, Strategize: Product Strategy and Product Roadmap Practices for the Digital Age, Kindle Edition, 2016 | | | | | | | | | | | | |
| 3. | Journal of Product Innovation, 2004 - Wiley Online Library | | | | | | | | | | | | |
| 4. | Industrial Marketing Management, 2009 - Elsevier | | | | | | | | | | | | |
| **References Books** | | | | | | | | | | | | | |
| 1. | Ulrich, Karl, Eppinger, Steven, (2012), Product Design and Development, 5thedition, McGraw-Hill. | | | | | | | | | | | | |
| 2. | Crawford, Merle, Di Benedetto, Anthony, (2014), New Products Management, 11th edition, McGraw-Hill. | | | | | | | | | | | | |
| 3. | Robert G.Cooper, (2011), Winning at New Products, Creating Value through Innovation, 4th edition, Basic Book, Perseus Books Group. | | | | | | | | | | | | |
| 4. | Bettencourt, Lance, (2010), Service Innovation: How to Go from Customer Needs to Breakthrough Services, McGraw-Hill. | | | | | | | | | | | | |
| 5. | Jaime Levy (2021), UX Strategy: Product Strategy Techniques for Devising Innovative Digital Solutions, O'Reilly Media, Inc. | | | | | | | | | | | | |
| 6. | Ulrich, Karl, Eppinger, Steven, (2012), Product Design and Development, 5thedition, McGraw-Hill. | | | | | | | | | | | | |

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|  | **PO 1** | **PO 2** | **PO 3** | **PO 4** | **PO 5** | **PO 6** | **PO 7** | **PO 8** |
| **CO 1** | 3 |  | 2 |  |  |  | 3 |  |
| **CO 2** | 3 | 3 |  |  |  |  | 3 | 3 |
| **CO 3** | 2 |  | 3 |  |  |  |  | 3 |
| **CO 4** |  | 3 |  |  | 2 |  | 3 |  |
| **CO 5** | 3 |  | 3 |  |  |  |  | 3 |

**3-Strong 2-Medium 1-Low**

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| **Subject Code** | **Subject Name** | **Category** | **L** | **T** | **P** | **O** | **Credits** | **Inst. Hours** | **Marks** | | | |
| **CIA** | | **External** | **Total** |
|  | **Strategic Marketing** | Elective | 3 | - | - | - | 3 | 45 | 25 | | 75 | 100 |
| **Course Objectives** | | | | | | | | | | | | |
| C1 | To learn fundamentals of strategic marketing | | | | | | | | | | | |
| C2 | To have understanding about external environmental analysis | | | | | | | | | | | |
| C3 | To know about strategic marketing advantage | | | | | | | | | | | |
| C4 | To have insights about market resource allocation and customer value | | | | | | | | | | | |
| C5 | To get familiar about implementation and contemporary issues in marketing strategy | | | | | | | | | | | |
| **SYLLABUS** | | | | | | | | | | | | |
| **UNIT** | **Details** | | | | | | **No. of Hours** | | | **Course Objectives** | | |
| I | **Introduction to Strategic Marketing:**  Fundamentals of Marketing Strategy - Market scope - competitive advantage - strategic target and strategic advantage - consumer and business markets. | | | | | | 9 | | | C1 | | |
| II | **External environmental analysis:**  Political, economic, socio cultural, technological forces and strategic uncertainty in marketing. Analysis of effects Scenario analysis and forecasting for marketing. | | | | | | 9 | | | C2 | | |
| III | **Strategic marketing advantage:**  Strategic marketing group analysis – Types of Strategic marketing group - Strategic marketing group mapping - positional advantage and sources of advantage in marketing – Creating and Challenging Competitive Advantage – Creating Corporate Advantage. | | | | | | 9 | | | C3 | | |
| IV | **Marketing Resource allocation and customer value:**  Meaning – Types and Principles of Resource allocation models – Allocation between advertising and sales promotion – Allocation to new media - Allocation across markets and countries – Allocation to future research issues - Portfolio methods used for product market combination for different SBUs. | | | | | | 9 | | | C4 | | |
| V | Implementation issues in marketing strategy and Contemporary Issues**:** Marketing mix policies, control, implementation and marketing organization issues. Effect of current digital era on marketing strategy. | | | | | | 9 | | | C5 | | |
|  | **Total** | | | | | | **45** | | |  | | |
| **Course Outcomes** | | | | | | | | | | | | |
| **Course Outcomes** | On completion of this course, students will; | | | | | | **Program Outcome** | | | | | |
| **CO1** | Understand fundamentals of strategic marketing | | | | | | P01, PO3, PO7 | | | | | |
| **CO2** | Learn and understand about external environmental analysis | | | | | | PO1, PO2, PO7, PO8 | | | | | |
| **CO3** | Having knowledge about strategic marketing advantage | | | | | | PO1, PO3, PO6 | | | | | |
| **CO4** | Derive insights about market resource allocation and customer value | | | | | | PO2, PO5, PO7 | | | | | |
| **CO5** | Familiar about implementation and contemporary issues in marketing strategy | | | | | | PO1, PO3, PO8 | | | | | |
| **Reading List** | | | | | | | | | | | | |
| 1. | D. W. Cravens, N Piercy, [Strategic marketing](https://www.academia.edu/download/47094280/MAR402_Course_Outline_F2010-11.pdf), academia.edu, 2006 | | | | | | | | | | | |
| 2. | RMS Wilson, C Gilligan [Strategic Marketing Management](https://www.taylorfrancis.com/books/mono/10.4324/9780080468570/strategic-marketing-management-richard-wilson-colin-gilligan), taylorfrancis.com, 2012 | | | | | | | | | | | |
| 3. | [Strategic marketing and marketing strategy: domain, definition, fundamental issues and foundational premises](https://link.springer.com/article/10.1007/s11747-009-0176-7)[R Varadarajan](https://scholar.google.com/citations?user=2_N8sMMAAAAJ&hl=en&oi=sra) - Journal of the Academy of Marketing Science, 2010 – Springer | | | | | | | | | | | |
| 4. | Journal of Strategic Marketing, Taylor & Francis, | | | | | | | | | | | |
| **References Books** | | | | | | | | | | | | |
| 1. | Ferrell, O. C., & Speh, T. W. (2017). Marketing Strategy, Loose-Leaf Version. Cengage Learning. | | | | | | | | | | | |
| 2. | West, D. C., Ford, J., & Ibrahim, E. (2015). Strategic marketing: creating competitive advantage. Oxford University Press, USA. | | | | | | | | | | | |
| 3. | Andaleeb, S. S., & Hasan, K. (Eds.). (2016). Strategic marketing management in Asia: case studies and lessons across industries. Emerald Group Publishing Limited. | | | | | | | | | | | |
| 4. | Abratt, R., & Bendixen, M. (2018). Strategic Marketing: Concepts and Cases. Routledge | | | | | | | | | | | |
| 5. | Morgan, R. E. (2016). Strategic marketing: New horizons in theory and research. J. Rudd, M. Jaakkola, & G. W. Marshall (Eds.). Emerald Group Publishing Limited. | | | | | | | | | | | |
| 6. | Ferrell, O. C., & Speh, T. W. (2017). Marketing Strategy, Loose-Leaf Version. Cengage Learning. | | | | | | | | | | | |

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|  | **PO 1** | **PO 2** | **PO 3** | **PO 4** | **PO 5** | **PO 6** | **PO 7** | **PO 8** |
| **CO 1** | 3 |  | 2 |  |  |  | 3 |  |
| **CO 2** | 3 | 3 |  |  |  |  | 3 | 3 |
| **CO 3** | 2 |  | 3 |  |  |  |  | 3 |
| **CO 4** |  | 3 |  |  | 2 |  | 3 |  |
| **CO 5** | 3 |  | 3 |  |  |  |  | 3 |

**3-Strong 2-Medium 1-Low**

**Evaluation and Assessment**

The students will be Evaluated and Assessed on all the courses as given below:

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| **Methods of Evaluation** | | |
| **Internal Evaluation** | Continuous Internal Assessment Test | 25 Marks |
| Assignments |
| Seminars |
| Attendance and Class Participation |
| **External Evaluation** | End Semester Examination | 75 Marks |
|  | Total | 100 Marks |
| **Methods of Assessment** | | |
| **Recall (K1)** | Simple definitions, MCQ, Recall steps, Concept definitions | |
| **Understand/ Comprehend (K2)** | MCQ, True/False, Short essays, Concept explanations, Short summary or overview | |
| **Application (K3)** | Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain | |
| **Analyze (K4)** | Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge | |
| **Evaluate (K5)** | Longer essay/ Evaluation essay, Critique or justify with pros and cons | |
| **Create (K6)** | Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations | |