

**SCHEME AND SYLLABI**  
for  
**Master of Business**  
**Administration**  
**(MBA)**  
in  
**Online Distance Learning Mode**



**Directorate of Distance Education**  
**Guru Jambheshwar University of**  
**Science & Technology**  
**Hisar - 125001**

## **SCHEME AND INSTRUCTIONS FOR MBA EXAMINATION**

The MBA programme will be divided into four semesters (two semesters in the first year and two semesters in the second year). Every semester ordinarily shall be of 21 weeks of duration inclusive of teaching and examination. Each paper shall be of 100 marks in the ratio of 70% external and 30% internal. The division of marks is as under:

Final/Major Test (External) : 70 Marks

Internal Assessment (Internal) : 30 Marks

**Distribution of weightage of 30 marks of Internal Assessment will be as under:**

Two handwritten assignments per paper : 30 Marks

**Max. Marks : 100 Marks**

**Passing Marks : 40 Marks**

The Internal Assessment awarded to a student in any particular course will be based on evaluation of the students in two handwritten assignments (**practical based**) per paper. The students will have to write two assignments per paper in his/her own handwriting and submit the same on-line. Each assignment will carry 15 marks.

### **PROGRAMME STRUCTURE**

The Master of Business Administration is a two-year semester based full time programme having four semesters. The course structure of the programme is given as under:

<b>SEMESTER-I</b>				
<b>Course Code</b>	<b>Course Title</b>	<b>External Marks</b>	<b>Internal Marks</b>	<b>Credit</b>
MBA-101	Management Process and Organizational Behavior	70	30	5
MBA - 102	Business Statistics	70	30	5
MBA - 103	Managerial Economics	70	30	5
MBA - 104	Accounting for Managers	70	30	5
MBA - 105	Business Environment	70	30	5
MBA - 106	Business Communication	70	30	5
MBA-107	Seminar (On Indian Ethos, Computer Applications in Business, Contemporary		50	3

	Issues in Cyber Security and Modern Business)*(Internal)			
	<b>Total Credits</b>			33

\* Seminar will be organized by a committee of not less than three teachers.

<b>SEMESTER-II</b>				
<b>Course Code</b>	<b>Course Title</b>	<b>External Marks</b>	<b>Internal Marks</b>	<b>Credits</b>
MBA -201	Marketing Management	70	30	5
MBA -202	Human Resource Management	70	30	5
MBA -203	Financial Management	70	30	5
MBA -204	Production and Operations Management	70	30	5
MBA -205	International Business	70	30	5
MBA -206	Management Science	70	30	5
MBA -207	Business Research Methods	70	30	5
	<b>Total Credits</b>			35

### **Summer Training Project Report:**

At the end of the second semester, all the students will have to undergo summer training of 6-8 weeks with an industrial, business or service organization under the supervision of a supervisor from that organisation. Each student will be required to submit a **Summer Training Project Report (STPR)** in proper format along with a certificate issued by the concerned organisation where he/she has undertaken the summer training to the Director, Distance Education **up to 31<sup>st</sup> August** without late fees, for the purpose of evaluation in the third semester. Each student will be evaluated based on the **STPR** submitted in the Directorate by the expert teachers. The evaluation of Summer Training Project Report will be done by the expert external evaluators appointed by the university. It will carry **100 marks**.

In third and fourth semesters, the following specializations are offered:

1. Human Resource Management
2. Marketing

<b>SEMESTER-III</b>				
<b>Course Code</b>	<b>Course Title</b>	<b>External Marks</b>	<b>Internal Marks</b>	<b>Credits</b>
MBA-301	Strategic Management	70	30	5

MBA-302	Entrepreneurship Development	70	30	5
MBA-303	Business Legislation	70	30	5
MBA -304	Summer Internship and Seminar (Internal)	100	----	5
	Elective –I*	70	30	5
	Elective –II*	70	30	5
	Elective –III*	70	30	5
	<b>Total Credits</b>			35

**\*The students are required to choose 3 (three) Elective Papers offered in Semester III and all the five papers must be opted from single area of specialization.**

<b>SEMESTER-IV</b>				
<b>Course Code</b>	<b>Course Title</b>	<b>External Marks</b>	<b>Internal Marks</b>	<b>Credits</b>
MBA-401	Comprehensive Viva- Voce (External)	100	---	5
MBA-402	Research Project (optional in lieu of one paper)**			5
	<b>Elective I</b> (From Single Area of specialization offered in MBA IV Sem optional papers)	70	30	5
	<b>Elective II</b> (From Single Area of specialization offered in MBA IV Sem optional papers)	70	30	5
MBA-410	In-Company-Project-Work****	200		10
	<b>Total Credits</b>			15

**NOTE:**

The students are required to choose 2 (two) Elective Courses offered in Semester IV from major area of specialization.

**\*\*Instructions for Research Project: The following instructions will be followed:**

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- i) Research project, which is optional, should be from major or core area of specialization of the student and shall be in lieu of one paper of his/her major or core area of specialization.
- ii) Students opting for MBA-402 Research Project in the 4th semester will have to register for the project in Semester III itself by submitting a synopsis along with consent of the supervisor in the Office of DDE department.
- iii) Research project will be accepted for submission and evaluation when at least one research paper out of the project work has been published or accepted in a research

journal, or presented in any national conference/seminar. If a student fails to do so, then he/she has to give the presentation of the research project before a committee constituted by Director, (DDE).

- iv) External examiner will evaluate the Research Project and will conduct online viva-voce of 60 marks. However, the guide will submit the internal awards out of 40 marks separately on the basis of overall performance of the student in the project.
- v) The panel of examiners/experts will be provided by Director, DDE. The internal examiner for assisting the external examiner for evaluation and conducting viva voce will be appointed by the Director, DDE.

***\*\*\*Instructions for In-Company-Project-Work: The following instructions will be followed:***

- i) If any student gets placement offer, through on-campus placement drive, from any public or private sector organization during 4th semester and willing to join immediately, he or she may opt for In-Company-Project-Work for which detailed guidelines will be notified separately, from time to time, after taking necessary approval of competent authority of the University.
- ii) However, such In-Company-Project-Work will be jointly supervised by the Academic Guide (to be nominated by the Director, DDE and Industry Guide (to be appointed by the competent authority of the concerned organization, who has offered appointment letter to the student and the organization requires to join immediately). The Academic Guide will get two hours per week credit per student maximum up to ten credits in his or her teaching workload during the semester.

***For the purpose of enhancing the current knowledge base, students can also access various online resources (supported by MHRD, GOI) for their respective subjects. These resources are available at:***

- <http://nptel.ac.in>
- <https://epgp.inflibnet.ac.in/>

## Human Resource Management Area

### 3<sup>rd</sup> Semester

Course Code	Course Title	External	Internal	Credits
HRM-301	Management of Industrial Relations	70	30	5
HRM-302	Human Resource Planning	70	30	5
HRM-304	Managing Interpersonal and Group Processes	70	30	5
HRM-306	Leadership Dynamics	70	30	5
HRM-308	Training and Development	70	30	5

### 4<sup>th</sup> Semester

Course Code	Course Title	External	Internal	Credits
HRM-302	Human Resource Development	70	30	5
HRM-304	Organisational Change and Intervention Strategies	70	30	5

## Marketing Area

### 3<sup>rd</sup> Semester

Course Code	Course Title	External	Internal	Credits
MM-301	Consumer Behaviour	70	30	5
MM-302	Marketing Research	70	30	5
MM-304	Sales & Distribution Management	70	30	5
MM-306	Marketing of Services	70	30	5
MM-307	Product and Brand Management	70	30	5

### 4<sup>th</sup> Semester

Course Code	Course Title	External	Internal	Credits
MM-301	Global Marketing	70	30	5
MM-303	Rural Marketing	70	30	5

## 2. Detailed Syllabi

Detailed scheme and syllabi are available on the university web-site ([www.ddegjust.ac.in](http://www.ddegjust.ac.in)) Course Curricula has similar course contents of programme as being offered through conventional mode. The detailed syllabus is as under:

**FIRST SEMESTER**



# **MBA-101                    MANAGEMENT    PROCESS    AND    ORGANISATIONAL BEHAVIOUR**

**Time Allowed: 3 Hours**

**M.M:70**

**Objective:** *The objective of this paper is to familiarize the students with basic management concepts and behavioural processes in the organization.*

## **Course Outcomes:**

**CO1:** Students will be able to recall the concepts of management process and organizational behavior.

**CO2:** Students will be able to understand individual and group behavior, and understand the implications of organizational behavior on the process of management.

**CO3:** Students will be able to employ different motivational theories and evaluate motivational strategies used in a variety of organizational settings.

**CO4:** Students will be able to appraise the basic design elements of organizational structure and evaluate their impact on employees.

**CO5:** Students will be able to evaluate how organizational change and culture affect working relationships within organizations.

**CO6:** Students will be able to design strategies to manage individual, group and organizational behaviour.

## **Course Contents:**

### **UNIT-I**

Introduction to management: Meaning, nature and scope of management; Evolution of management thoughts: School of management thoughts, Approaches to management; Managerial skills; Managerial functions; Social Responsibility of managers and business; Challenges before modern managers

### **UNIT-II**

Managerial functions: Planning, Decision Making, Management by Objectives; Organizing, Organizational Design, Organisational Structure, Authority and Responsibility, Power, Decentralization; Staffing; Directing, Leading, Motivating, Communicating; Controlling; Coordinating.

### **UNIT-III**

Organizational Behaviour: concepts, determinants, challenges and opportunities of OB; Contributing disciplines to the OB; Organisational culture and climate, Impact of organizational structure on OB; Understanding and managing individual behaviour: Personality; Perception; Values; Attitudes; Learning.

### **UNIT-IV**

Understanding and managing group processes: Interpersonal and Group Dynamics; Understanding Self: Transactional Analysis; Applications of Emotional Intelligence in organizations; Conflict Management; Stress Management.

## **Suggested Readings:**

1. Chandan, J.S., *Organizational Behaviour*, Vikas Publications
2. Koontz, H & Wehrich, H., *Management*, Tata McGraw Hill.
3. Luthans, F., *Organizational Behaviour*, Tata McGraw Hill.
4. Robbins, S.P., *Management*, Prentice Hall Ins.
5. Robbins, S., Judge, T. & Sanghi, S., *Organizational Behaviour*, Prentice Hall of India.
6. Stoner, J., *Management*, Prentice Hall of India.

7. Davis, K., *Organisational Behaviour*, Tata McGraw Hill.

**Internet Modules:**

1. <http://nptel.ac.in/courses>

**Note:**

The list of cases and specific references including recent articles will be taken from e-content.

**MBA-102**

**BUSINESS STATISTICS**

**Time Allowed: 3 Hours**

**M.M:70**

**Objective:** *The objective of this course is to make students learn about the applications of statistical tools and techniques for decision making.*

**Course Outcomes:**

**CO1:** Students will be able to recall different terms used in statistics.

**CO2:** Students will be able to understand the different methods used in statistics.

**CO3:** Students will be able to apply the knowledge of statistics in their future studies as well as in corporate sector also.

**CO4:** Students will be able to analyze the importance of statistics in business.

**CO5:** Students will be able to evaluate the proficiency of statistical methods in an industry or business.

**CO6:** Students will be able to assemble the different methods of statistics for the well being of business

**Course Contents:**

**UNIT-I**

Univariate analysis: central tendency, dispersion (theoretical concept); Probability: Introduction, addition theorem, multiplication theorem, conditional probability, Bayes Theorem. Theoretical probability distributions: Binomial, Poisson, Normal Distribution; their characteristics and applications.

**UNIT-II**

Sampling: probability and non probability sampling methods; Sampling distribution and its characteristics; Hypothesis testing: hypothesis formulation, and testing; Statistical Tests: z-test, t-test, F-test, Analysis of variance, Chi-square test, Wilcoxon Signed-Rank test, Kruskal-Wallis test.

**UNIT-III**

Correlation analysis: simple, partial and multiple correlations; Regression analysis: simple linear regression model, ordinary least square method. Time series analysis: components of a time series and their measurements and uses.

**UNIT-IV**

Index numbers: meaning and types, methods for measuring indices, adequacy of indices; Statistical quality control: causes of variation in quality, Control Charts, Acceptance sampling.

**Suggested Readings:**

1. Gupta, S.P., *Statistical Methods*, Sultan Chand & Sons
2. Anderson, Sweeney and Williams, *Statistics for Business and Economics*, Cengage Learning.
3. Ken Black, *Business Statistics*, Wiley.
4. Levin, Richard I and David S Rubin, *Statistics for Management*, Prentice Hall, Delhi.
5. Aczel and Sounderpandian, *Complete Business Statistics*, Tata McGraw Hill, New Delhi.
6. Hooda, R.P., *Statistics for Business and Economics* Macmillan, New Delhi.
7. Heinz, Kohler, *Statistics for Business & Economics*, Harper Collins, New York.
8. Lawrence B. Morse, *Statistics for Business & Economics*, Harper Collins, NY

**Internet Modules:**

1. <http://nptel.ac.in/courses>

**Note:**

The list of cases and specific references including recent articles will be taken from e-content.

**MBA-103****MANAGERIAL ECONOMICS****Time Allowed: 3 Hours****M.M:70**

**Objective:** *The objective of this course is to acquaint the students with concepts and techniques used in the field of economics and to enable them to apply this knowledge in business decision-making. Emphasis is given to changes in the nature of business firms in the context of globalization.*

**Course Outcomes:**

**CO1:** Students will be able to define the terms associated with managerial economics.

**CO2:** Students will be able to explain different theories of managerial economics.

**CO3:** Students will be able to apply the models of managerial economics in business decisions.

**CO4:** Students will be able to examine the demand and supply forces and their effect on pricing and output related decisions.

**CO5:** Students will be able to evaluate the effectiveness of various models and theories of managerial economics in demand, supply, production and costs related decision making procedures.

**CO6:** Students will be able to create the competitive strategies to ensure optimum utilisation of resources.

**UNIT-I**

Theory of demand and consumer equilibrium-utility and indifference curve approach; Demand function; Elasticity of demand and its significance in managerial decision-making; Demand forecasting and its techniques.

**UNIT-II**

Theory of Cost: Types of cost: production cost, selling cost, R&D Cost, short run and long run cost curves, relation between cost and revenue, break-even point; Economies and diseconomies of scale and scope; Production function : Short term and long run production function, law of variable proportion and return to scale, Iso-quant curves.

**UNIT-III**

Market Structure and Competition: Price and output determination under perfect competition, monopoly, monopolistic competition and oligopoly.

**UNIT-IV**

Modern theories of firm: Bamoul's theory of sales maximization, Managerial Theory, Behaviourial Theory; National Income: Concept and Measurement.

**Suggested Readings:**

1. Ferguson, P. R. Rothschild, R. Ferguson G.J. , Business Economics, Palgrave Macmillan.
2. Dwivedi, D.N., *Managerial Economics*, Vikas Publication.
3. Salvatore, *Managerial Economics in Global Economy*, Thomson Learning.
4. Thomas, C.R. & Maurice S.C., *Managerial Economics*, Tata McGraw Hill.
5. Koutsoyiannis, A., *Modern Economics*, Macmillian

**Internet Modules:**

1. <http://nptel.ac.in/courses>

**Note:**

The list of cases and specific references including recent articles will be taken from e-content.

**MBA-104**

**ACCOUNTING FOR MANAGERS**

**Time Allowed: 3 Hours**

**M.M:70**

**Objective:***The basic purpose of this course is to develop an insight of postulates, principles and techniques of accounting and application of financial and accounting information for planning, decision-making and control.*

**Course Outcomes:**

**CO1:** Students will be able to describe various accounting concepts, principles, techniques associated with decision making.

**CO2:** Students will be able to recognize the usefulness of costing to manager and its applications in the business.

**CO3:** Students will be able to apply the principles, postulates and techniques of accounting for planning and decision making.

**CO4:** Students will be able to differentiate between various types of accounting practices being followed within the organisation.

**CO5:** Students will be able to appraise the performance of organisations with the help of financial statements presented at the end of the year.

**CO6:** Students will be able to formulate advanced policy structure comprising of all accounting information required for controlling deviations in the performance.

**Course Contents:**

**UNIT-I**

Financial Accounting- Meaning, scope and importance; Accounting concepts and conventions; Accounting process: Journal, Ledger and Trial Balance, Depreciation accounting and policy, Preparation of Final Accounts of Joint-stock Companies, Understanding and Analyzing Published Financial Statements of Companies.

**UNIT-II**

Cost Accounting: Nature and scope of costing; Cost concepts and Classifications; Usefulness of Costing to Managers; Preparation of Cost sheet. Budgeting: Types of budgets and their preparation

**UNIT-III**

Management Accounting: Nature, scope and tools of Management Accounting; Management Accounting vs. Financial Accounting; Financial analysis: Ratio analysis, Cash Flow Statement.

#### UNIT-IV

Marginal costing: CVP analysis, break-even analysis, Decision involving alternative choices: fixation of selling price, exploring new markets, make or buy decision and product mix decision. An overview of Standard Costing

#### Suggested Readings:

1. Anthony, R.N. & Reece J.S., *Accounting Principles*, Homewood, Illinois, Rd Irwin.
2. Bhattacharya, S.K. & Dearden, J., *Accounting for Management: Text and Cases*, Vikas Publishing House.
3. Gupta, R.L. & Ramaswamy, *Advanced Accountancy*, Volume I&II, Sultan Chand & Sons.
4. Hingorani, N.L. & Ramanathan, A.R., *Accounting*, Sultan Chand & Sons.
5. Jawahar Lal, *Cost Accounting*, Vikas Publishing House.
6. Maheshwari, S.N., *Advanced Accounting*, Vikas Publishing House.

#### Internet Modules:

1. <http://nptel.ac.in/courses>

#### Note:

The list of cases and specific references including recent articles will be taken from e-content.

### MBA-105

### BUSINESS ENVIRONMENT

**Time Allowed: 3 Hours**

**M.M:70**

**Objective:** *The objective of this course is to analyze the micro and macro environment of business in coherent and critical manner.*

#### Course Outcomes:

**CO1:** Students will be able to define and trace all the indicators of micro and macro environment affecting business organizations

**CO2:** Students will be able to identify and illustrate the impact, challenges and opportunities of all environmental indicators on business organizations

**CO3:** Students will be able to apply and demonstrate the gathered knowledge about how the various laws and other national and international policies influence the organizations in order to take proactive measures so that organizational effectiveness is maintained.

**CO4:** Students will be able to distinguish and examine the necessary techniques and skills that help them in handling the organization's global and national issues efficiently.

**CO5:** Students will be able to evaluate and value the importance of environment within which a business organization has to sustain itself successfully

**CO6:** Students will be able to design and develop their approaches and systems in maintaining coherence both at micro and macro level

### **Course Contents:**

#### **UNIT-I**

Indicators of Internal and External Business environment; Environmental scanning and risk assessment; Concepts of Economic systems; New Industrial Policy-1991 and Recent Financial and Economic Reforms, Recent Monetary and Fiscal Policy and their impact on Business Environment.

#### **UNIT-II**

Impact of Political, Economic, Social and Technological Environment on the Emerging Sectors of Indian Economy: Public Sector, Private Sectors, Services Sector and SME Sector; Privatization in India; Public Private Partnership; Challenges and Opportunities in the Rural sector.

#### **UNIT-III**

Globalization Business Environment; Opportunities and challenges for MNCs in India; Foreign investment in India; Indian Foreign Trade and its Impact on Balance of Payment, Exchange rate Movements and India's Competitiveness in the world economy; World Trade Trends and Economic Integration. Contemporary Issues: Climate change, Food security, Geopolitics Sustainable Development and De-Globalization.

#### **UNIT-IV**

Legislations for Social Responsibilities- Consumer protection Act, 1986 and its Amendments, Competition Act, 2002 and its Amendments and Environmental Protection Act, 1986; Foreign Exchange Management Act,1999 (FEMA) and their influences on the Business Environment.

### **Suggested Readings:**

1. Faisal Ahmed and M. AbsarAlam. Business Environment: Indian and Global Perspective, PHI, New Delhi. 2014
2. Cherunilam, Francis, *Business Environment*, Himalya Publishing House.
3. Misra, S.K. &Puri, V.K., *Indian Economy*, Himalya Publishing House.
4. AswathThapa, K., *Business Environment*, Excel Books.
5. Bedi S.K., *Business Environment*, Excel Books.
6. Khujan Singh, *Business Environment – Theory and Practice*, IAHRW Publications
7. Paul Jastin, *Business Environment*, Tata Mc Graw Hill.
8. Economic Survey, Govt. of India.

### **Internet Modules:**

1. <http://nptel.ac.in/courses>

### **Note:**

The list of cases and specific references including recent articles will be taken from e-content.

**MBA-106**

## **BUSINESS COMMUNICATION**

**Time Allowed: 3 Hours**

**M.M:70**

**Objective:** *The course is aimed at equipping the students with the necessary techniques and skills that help them in communicating effectively for handling inter as well as intra organisational issues.*

### **Course Outcomes:**

**CO1:** Students will be able to define and outline all four business communication skills i.e. reading, writing, speaking and listening

**CO2:** Students will be able to identify and illustrate communication abilities to face corporate challenges.

**CO3:** Students will be able to apply and demonstrate the gathered knowledge about the business communication regarding both inter and intra organizational situations

**CO4:** Students will be able to distinguish and examine the necessary techniques and skills that help them in communicating effectively for handling organizational issues.

**CO5:** Students will be able to evaluate and judge which business correspondence is required when and how to use it in order to handle corporate tasks.

**CO6:** Students will be able to design and develop their methods and ways in transmitting information within and outside the organizations in the most effective manner

### **Course Contents:**

#### **UNIT-I**

Communication: Importance for business organization; Process and associated hurdles; Principles for effective communication; Dimensions of Communication; Network of communication; Grapevine

#### **UNIT-II**

Verbal Communication: Oral and Written; Non-Verbal Communication: Kinesics; Paralanguage; Proxemics; Sign Language. Cross Cultural Communication.

#### **UNIT- III**

Essentials of effective business correspondence; Business Letter- Types; Proposal writing. Report writing- Essentials, Types, and Steps, Introduction to Plagiarism; Notices, Circulars, Office Orders, Memos, Agenda and Minutes, Representations, Employee Newsletters.

#### **UNIT-IV**

Presentation Skills; Listening Skills; Small Talks; Public Speaking; Resume' Writing; Meetings; Interview; Group Discussion; Electronic Mail and Telephone Etiquettes.

### **Suggested Readings:**

1. Raymond V. Lesikar & Marie E. Flatley, *Basic Business Communication*, TMH
2. Murphy H. A. and Hildebrandt H. W. , *Effective Business Communications*, TMH
3. Sinha, K.K. *Business Communication*, Galgotia Publishing Co



4. Courtland L. Bovee, John V. Thill & Barbara E. Schatzman, *Business Communication Today*, Pearson Education.
5. Krishna Mohan & Meera Banerji, *Developing Communication Skills*, Macmillan India Ltd.
6. Taylor, S., *Communication for Business*, Pearson Education.
7. Any leading National English Daily

**Internet Modules:**

1. <http://nptel.ac.in/courses>

**Note:**

The list of cases and specific references including recent articles will be taken from e-content.

**MBA-107 SEMINAR**

**(On Indian Ethos, Computer Applications in Business,  
Contemporary Issues in Cyber Security and Modern Business)  
(Internal)**

**Time Allowed: 1 Hour M.M.: 50**

**Course Objective:** *The objective of this course is to acquaint the students with existing issues pertaining to Indian Ethos and business. Also, inculcating in them the ability of expressing themselves to an audience with poise and self-belief.*

**Course Outcomes:**

**CO1:** Students will be able to define the concept and scope of the seminar topic of their interest relating to Indian ethos or contemporary issues in business.

**CO2:** Students will be able to review an existing issue related to business that can help them to get ahead.

**CO3:** Students will be able to illustrate the possible managerial relevance and implications of the specific issue they have approached.

**CO4:** Students will be able to appraise the relevance of arguments prepared for the topic under consideration.

**CO5:** Students will be able to defend difference in opinion towards a topic.

**CO6:** Students will be able to develop their presentation skills.

**Note:**

1. The list of cases and specific references including recent articles will be taken from e-content.
2. The Evaluation Committee duly constituted by the Director will invite a seminar presentation from each student and the evaluation will be done on the basis of communication skills, contents, delivery, body-language and question-answer handling skills of the student on a proforma duly notified to the students in advance.



# **SECOND SEMESTER**

**MBA-201**

**MARKETING MANAGEMENT**

**Time Allowed: 3 Hours**

**M.M:70**

*Objective: The purpose of this course is to develop an understanding of the underlying concepts, strategies and issues involved in the marketing of products and services.*

**Course Outcomes:**

**CO1:** Students will be able to recall and describe the fundamental concepts related to marketing.

**CO2:** Students will be able to describe the different approaches of marketing and environment in which marketing systems operate.

**CO3:** Students will be able to demonstrate an understanding of the 4Ps used by the marketers.

**CO4:** Students will be able to examine the upcoming trends of marketing in the ever dynamic business world.

**CO5:** Students will be able to evaluate the marketing strategies and programmes of different products in real world.

**CO6:** Students will be able to design a marketing plan for real world market offering (product/service).

**Course Contents:**

**UNIT 1**

Nature, scope and concept of marketing; Corporate orientations towards the marketplace; Marketing Mix; Understanding 4 A's of Marketing; Marketing Environment and Environment Scanning; Marketing Information System and Marketing Research; Understanding Consumer and Industrial Markets; Market Segmentation, Targeting and Positioning

**UNIT II**

Product decisions: Product concept and classification, product mix, product life cycle, new product development; Product branding, packaging and labeling decisions; Pricing decisions: Factors affecting pricing decisions, setting the price, Pricing strategies and methods.

**UNIT III**

Distribution Channels and Logistics Management: nature, types and role of intermediaries; Channel design decisions, Channel behavior and organization, Channel management decisions, Logistics management decisions. Marketing communication and promotion decisions: Factors influencing promotion mix; Advertising decisions; Personal Selling; Sales force management; Sales promotions; Publicity and Public relations.

**UNIT IV**

Holistic marketing: Trends in marketing practices, Internal marketing, Socially responsible marketing, Marketing implementation and control; New issues in marketing-Globalization, Consumerism, Green Marketing, Direct Marketing, Network Marketing, Event Marketing, Ethics in Marketing.

**Suggested Readings:**

1. Kotler, Philip and Keller, Kevin, *Marketing Management*, Prentice Hall of India
2. Kotler, Philip and Armstrong, G., *Principles of Marketing*, Prentice Hall of India
3. Czinkota&Kotabe, *Marketing Management*, Thomson Learning
4. Ramaswamy, V.S. & Namakumari, S., *Marketing Management: Planning, Control*, Macmillan
5. Kotler, Lane, Keller., *Marketing Management*, Pearson
6. Rajan Saxena, *Marketing Management*, McGraw Hill
7. R. Srinivas, *Case Studies in Marketing- Indian Context*, PHI Learning
8. Stanton, *Fundamentals of Marketing*, McGraw Hill

9. Sontakki, C.N. et al., *Marketing Management*, Kalyani Publishers
11. Kumar, A and Meenakshi, N, *Marketing Management*, Vikas Publishing House Pvt. Ltd.
12. C.K. Prahalad, *The Fortune at the Bottom of Pyramid*, FT Press
13. Matt Haig, *100 Brand Failures*, Kogan Page
14. W. Chan Kim & Renee Mauborgne, *Blue Ocean Strategies*, Harvard Business Review Press

**Internet Modules:**

1. <http://nptel.ac.in/courses>

**Note:**

The list of cases and specific references including recent articles will be taken from e-content.

**MBA-202**

**HUMAN RESOURCE MANAGEMENT**

**Time Allowed: 3 Hours**

**M.M:70**

**Objective:** *The objective of this course is to sensitize students to the various facets of managing people and to create an understanding of the various policies and practices of human resource management.*

**Course Outcomes:**

**CO1:** Students will be able to recall the terms associated with Human Resource Management.

**CO2:** Students will be able to discuss various HR practices used in the business world.

**CO3:** Students will be able to apply various HR practices.

**CO4:** Students will be able to compare and contrast HR practices across companies.

**CO5:** Students will be able to evaluate the effectiveness of HR practices adopted in the organizations.

**CO6:** Students will be able to create and design the HR strategies related to coping in dynamic business environment.

**Course Contents:**

**UNIT-I**

Introduction to HRM: Concepts and Perspectives of Human Resource Management; Human Resources Management in a Changing Environment; Managerial and Operative Functions of HRM.

**UNIT-II**

Recruitment, Placement and Retention Strategies; Human Resource Planning; Job Analysis; Methods of Manpower Search; Attracting, Selecting and Retaining Human Resources; Induction and Socialization.

**UNIT-III**

Training and Development: Manpower Training and Development; Performance Appraisal and Potential Evaluation; Career and Succession Planning; Talent Management.

#### UNIT-IV

Employee Relations and Compensation Administration: Job Evaluation and Compensation Management; Incentives and Employee Benefits; Employee Welfare; Industrial Relation; Employee Separation Practices, HR Accounting and audit.

#### **Suggested Readings:**

1. Aswathappa, K., *Human Resource and Personnel Management*, Tata McGraw Hill.
2. Dessler, G., *Human Resource Management*, Pearson Education.
3. Venkatesh, D.N. & Jyothi P., *Human Resource Management*, Oxford University Press.
4. Bohlander, G. & Snell, S., *Human Resource Management*, Cengage Learning.
5. Patnayak, B., *Human Resource Management*, PHI Learning.
6. Rao, V.S.P., *Human Resource Management*, Excel Books.
7. Cascio, W.Y., *Managing Human Resources*, Irwin-McGraw Hill.
8. Noe, Hollenbeck, Gerhart & Wright, *Human Resource Management*, McGraw-Hill Higher Education

#### **Internet Modules:**

1. <http://nptel.ac.in/courses>

#### **Note:**

The list of cases and specific references including recent articles will be taken from e-content.

**Time Allowed: 3 Hours****M.M:70**

**Objective:** *The purpose of this course is to acquaint the students with the broad framework of financial decision-making in business.*

**Course Outcomes:**

**CO1:** Students will be able to outline the basic framework of financial management.

**CO2:** Students will be able to explain the role of financial management for financial decision making in business.

**CO3:** Students will be able to apply various theories of capital structure and dividend policy.

**CO4:** Students will be able to examine risk in capital budgeting decisions.

**CO5:** Students will be able to select various sources of finance with evaluation of their cost.

**CO6:** Students will be able to create working capital policy for organization.

**Course Contents:****UNIT-I**

Financial Management: meaning, objectives and scope; types of financial decisions, risk-return framework for financial decision-making, time value of money.

Capital Budgeting Decisions: nature, importance and types of investment decision; techniques of evaluating capital budgeting decisions, risk analysis in capital budgeting.

**UNIT-II**

Capital Structure Decisions: optimum capital structure; theories of capital structure; factors determining capital structure. Sources of long term and short term finance.

Cost of Capital: concept and importance; computations of cost of various sources of finance; weighted average cost of capital.

**UNIT-III**

Working Capital Management: Concept and types of working capital; operating cycle, determinants of working capital, estimation of working capital requirement; working capital policy; Management of cash, accounts receivables and inventories; financing working capital.

**UNIT-IV**

Dividend Policy: Dividend and its forms, theories of dividend policy and their impact on the value of a firm; types of dividend policy. An overview of Corporate Restructuring

**Suggested Readings:**

1. Van Horne, James C., *Financial Management and Policy*, Prentice Hall of India.
2. Pandey I. M., *Financial Management*, Vikas Publishing.
3. Damodaran, A, *Corporate Finance: Theory and Practice*, John Wiley & Sons.
4. Hampton, John. *Financial Decision Making*, Englewood Cliffs, Prentice Hall Inc.
5. Khan, M.Y. & Jain, P.K., *Financial Management*, McGraw Hill.

**Internet Modules:**

1. <http://nptel.ac.in/courses>

**Note:**

The list of cases and specific references including recent articles will be taken from e-content.

**Time Allowed: 3 Hours****M.M:70**

**Objective:** *The Course is designed to acquaint the students with decision making in planning, scheduling and control of production operations in both manufacturing and service organizations.*

**Course Outcomes:**

**CO1:** Students will be able to recall different terms used in production and operation management.

**CO2:** Students will be able to summarise basic concepts in production and quality control.

**CO3:** Students will be able to apply different techniques/methods for effective management of production.

**CO4:** Students will be able to analyze the utility of different techniques for operation management.

**CO5:** Students will be able to evaluate the performance of different methods used for management of materials, its production process and operation.

**CO6:** Students will be able to create and design new techniques for quality control in the process of production and operation management.

**Course Contents:****UNIT-I**

Nature and Scope of Production and Operations Management; Types of Manufacturing Systems Facility Location; Plant Layout: Layout Planning and Analysis.

**UNIT-II**

Production Planning: Capacity Planning, Aggregate Planning, Master Production Scheduling, Material Requirement Planning; Maintenance Management.

**UNIT-III**

Material Management: An overview of Material Management, Inventory Control, Purchase Management, Just in Time; Material Handling; Scheduling: Gantt Charts, Sequencing.

**UNIT-IV**

Quality Control: Statistical Quality Control, Acceptance Sampling, Total Quality Management, ISO-9000; Work Study: Method Study, Work Measurement.

**Suggested Readings:**

1. Heizer, J. & Render, B., *Operations Management*, Pearson.
2. Gaither, N. & Frazier, G., *Operations Management*, Thomson.
3. Adams, Everett E. (Jr.) and Ebert, Ronad J., *Production and Operations Management: Concepts, Models and Behavior*, Prentice Hall of India.
4. Krajewski Lee J. & Ritzman Larry P., *Operations Management: Processes and Value Chain*, Pearson.
5. Buffa, E. S. & Sareen, *Modern Production Management*, John Wiley.
6. Chary, S. N., *Production and Operations Management*, Tata McGraw Hill.
7. Richard, B. Chase, F. Robert Jacobs, Nicolas J. Aquilano & Nitin K Agarwal,



*Operations Management for Competitive Advantage*, Tata McGraw Hill.

8. Nair, N.G. *Production and Operations Management*, Tata McGraw Hill.

**Internet Modules:**

1. <http://nptel.ac.in/courses>

**Note:**

The list of cases and specific references including recent articles will be taken from e-content.

**MBA-205**

**INTERNATIONAL BUSINESS**

**Time Allowed: 3 Hours**

**M.M:70**

**Objective:** *The objective of this course is to highlight the international environment, including relationships between business, government, economic groupings and the consumer. The course will also highlight the problems encountered and issues raised in managing overseas business.*

**Course Outcomes:**

**CO1:** Students will be able to describe the different concepts and terms used in the literature of International Business.

**CO2:** Students will be able to identify the importance of tariffs, theories, modes, foreign exchange market, international organization and strategies.

**CO3:** Students will be able to illustrate and interpret the macroeconomic changes that affect the international business.

**CO4:** Students will be able to examine the recent practices followed across functional areas of international business.

**CO5:** Students will be able to evaluate the strategic alliance, merger and acquisition, joint venture and regulation of international business.

**CO6:** Students will be able to design international business strategies.

**UNIT - I**

Overview of International Business: Evolution and development of international business; International Business Environment: Factors leading to growth in international business, Modes of international business.

**UNIT -II**

An overview of International trade theories, Commercial Policy Instruments: Tariff and Non-Tariff Measures and their impact; Balance of Payment Account, Foreign Direct Investment, International Financial Environment; Foreign Exchange Rates and Markets, Management of exchange rate.

**UNIT III**

Organizational Structure for International Business, International Marketing Management, International Financial Management, International Production Management, International HRM, International Business Negotiations, Recent developments and issues in International Business.

## UNIT IV

Multinational Corporations: Conceptual framework of MNCs; MNCs and host and home country relations; Technology transfers, Strategic Alliances, Mergers and Acquisitions, Foreign Trade Promotion, Indian Joint Ventures Abroad, Multilateral regulation of trade and investment: IMF, World Bank, WTO, UNCTAD, Regional Economic Cooperation.

### **Suggested Readings:**

1. Korth, Christopher M., *International Business Environment and Management*, Prentice Hall.
2. Ramu, S. Shiva, *International Business: Governance Structure*, Wheeler Publishing.
3. Bhalla, V.K., *International Business Environment and Management*, Anmol Publications.
4. Mithani, D.M., *International Economics*, Himalaya Publishing House.
5. Charles W.L. Hill, *International Business*, Tata MC Graw-Hill.
6. Czinkota, Ronkainen & Moffet, *International Business*, Thomson, South-Western.
7. Daneiels, Radebaugh and Sullivan, *International Business, Environments and Operations*, Pearson Education.
8. V. Sharan, *International Business, concept, environment and strategy*, Pearson Education

### **Internet Modules:**

1. <http://nptel.ac.in/courses>

### **Note:**

The list of cases and specific references including recent articles will be taken from e-content.

**MBA-206**

**MANAGEMENT SCIENCE**

**Time Allowed: 3 Hours**

**M.M:70**

**Objective:** *The objective of this course is to develop an understanding of basic management science techniques and their role in managerial decision making.*

**Course Outcomes:**

**CO1:** Students will be able to define the basic concepts in the field of Management Science.

**CO2:** Students will be able to recognize the contribution of Management Science in quality decision making.

**CO3:** Students will be able to apply various methods and techniques to optimize the utilization of the resources.

**CO4:** Students will be able to appraise the utility of different methods in finding optimal solutions of the managerial problems.

**CO5:** Students will be able to evaluate the performance and suitability of different methods used for efficient utilization of the resources.

**CO6:** Students will be able to formulate the problems and interpret the results produced by the applied models.

**Course Contents:**

**UNIT-I**

Management Science - Basic concepts and its role in decision-making. Linear programming: meaning, scope & assumptions, Formulation of linear programming problem & solution by graphical & Simplex methods and some special cases.

**UNIT-II**

Duality and Sensitivity analysis: change in objective function coefficient and availability of resources with simplex method. Transportation - Some special cases like maximization, unbalanced problems, degeneracy in transportation models, Assignment models (HAM).

**UNIT-III**

Queuing theory (single channel poisson arrivals with exponential service time, infinite population model); Inventory management techniques (Deterministic Model), special techniques of inventory management; PERT/CPM - Network analysis, determining the critical path, calculation of float.

**UNIT-IV**

Game theory: Pure and mixed games, dominance and graphical method. Decision theory: one stage and multi stage decision trees; Introduction to Integer programming, Goal programming, Dynamic programming.

**Suggested Readings:**

1. Vohra, N.D. *Quantitative Techniques in Management*, Tata McGraw Hill.
2. Budnik, Frank S. Dennis Mcleavey, Richard *Principles of Operations Research*, Richard Irwin, Illinois - All India Traveller Bookseller
3. Sharma, J K. *Operations Research: Theory and Applications*, New Delhi, Macmillian India Ltd.
4. Taha, H A., *Operations Research - An Introduction*, New York, Mc-Millan.
5. Narang, A S. *Linear Programming and Decision Making*, Sultan Chand.

**Internet Modules:**

1. <http://nptel.ac.in/courses>

**Note:**

The list of cases and specific references including recent articles will be taken from e-content.

**MBA-207****BUSINESS RESEARCH METHODS****Time Allowed: 3 Hours****M.M:70**

**Objective:** *This course is designed to introduce the students to the fundamentals of research methods and to equip them to follow scientific methods in solving business problems.*

**Course Outcomes:**

**CO1:** Students will be able to relate with the basic understanding of research methodology in the changing business scenario.

**CO2:** Students will be able to identify and classify the application of analytical techniques to face the tasks aimed at fulfilling the objective of business decision making.

**CO3:** Students will be able to apply and demonstrate an understanding of ethical dimensions of conducting research.

**CO4:** Students will be able to distinguish and examine the necessary experimental techniques that help in scientific decision making.

**CO5:** Students will be able to judge and support best alternatives relating to the practices learnt through research methods.

**CO6:** Students will be able to assemble and formulate advanced ways of taking decisions in a logical manner.

**Course Contents:****UNIT -I**

Introduction to Research: Defining Business Research, Types of Research; Scientific Method, Theory Building, Type of Variables; Research Process: Problem Definition, Exploratory Research.

**UNIT –II**

Research Designs: Concept, Need and Types of Research Designs; Survey Research: Nature of Surveys, Errors in Survey Research, Personal Interview, Telephone Interview, Self-Administered Questionnaire; Observation Methods; Introduction to Experimental Research.

**UNIT -III**

Sampling Design: Census v/s Sampling, Sampling Methods, Determination of Sample Size; Measurement and Scaling Concepts, Attitude Measurement, Questionnaire Design, Basic Concepts of Reliability and Validity.

**UNIT –IV**

Data Analysis: Descriptive Statistics, Univariate Statistics; Bivariate Analysis: Test of Difference, Measures of Association; Introduction to Multivariate Analysis; Report Writing.

**Suggested Readings:**

1. Zikmund, W. G. *Business Research Methods*. Thomson.
2. Copper, D. R., Schindler P. S. & Sharma, J. K. *Business Research Methods*, McGraw Hill Education.
3. Burns, R. B. & Burns, R. A. *Business Research Methods and Statistics using SPSS*, SAGE Publications Ltd.
4. Bajpai, N, *Business Research Methods*, Pearson.
5. Chawla, D. & Sondhi N., *Research Methodology: Concepts and Cases*, Vikas Publishing House.
6. Panneerselvam, R, *Research Methodology*, Prentice Hall India.
7. Kothari, C.R. *Research Methodology & Technique*, New Age International Publishers.

**Internet Modules:**

1. <http://nptel.ac.in/courses>

**Note:**

The list of cases and specific references including recent articles will be taken from e-content.

**FINAL YEAR  
COMPULSORY PAPERS**

**MBA-301                      STRATEGIC MANAGEMENT**

**Time Allowed: 3 Hours**

**M.M:70**

**Objective:** *The course aims at imparting knowledge of formulation, implementation and evaluation of Business Strategies.*

**Course Outcomes:**

**CO1:** Students will be able to outline the type of decisions taken at different levels of organisation.

**CO2:** Students will be able to explain the process of strategic decision making in an organisation.

**CO3:** Students will be able to apply various tools to assess business environment.

**CO4:** Students will be able to differentiate among various stages of strategic management starting from strategy formulation to its evaluation.

**CO5:** Students will be able to evaluate the strategy which best fits in achieving the organisational goals.

**CO6:** Students will be able to develop a framework of how an organisation actually works by developing policies and strategies.

**Course Contents:**

**UNIT-I**

An introduction to business policy - Nature, Objective and importance of business policy; An overview of strategic management; Strategic decision making; Process of strategic decision making.

**UNIT-II**

Strategy formulation: Company's vision, mission and objectives; Environmental and organizational appraisal, Strategic alternatives and choice; Types of strategies; Business ethics and corporate strategy, Concept of value chain, core competency, resource base theory and competitive advantage.

**UNIT-III**

Strategy implementation: Designing organizational structure and activating strategies; Matching structure and corporate strategy, Structural, Behavioral and Functional implementation.

**UNIT-IV**

Strategy Evaluation: Strategic evaluation and Control, Strategic and Operational Control; Techniques of evaluation and control.

**Suggested Readings:**

1. Jauch&Glueck, *Business Policy and Strategic Management*, McGraw-Hill Publications.
2. Thompson A.A. and Stickland A.J, *Strategic Management- Concept and cases*, Pearson
3. Michael Porter, *Competitive Advantage of Nations*, Free Press.
4. AzharKazmi, *Business Policy and Strategic Management*, Thomson Learning
5. Kenneth, A. Andrews, *Concepts of corporate Strategy*, Irwin/McGraw-Hill
6. Melvin J. Stanford, *Management Policy*, Prentice-Hall
7. Pearce, J. A., II, and R. B. Robinson, Jr. *Strategic Management: Strategy Formulation, Implementation, and Control*, Chicago, IL: R. D. Irwin, Inc
8. Jean-Louis Schaan, & Micheál J. Kelly *Cases in Alliance Management: Building*

*Successful Alliances, SAGE Publications*

**Internet Modules:**

1. <http://nptel.ac.in/courses>

**Note:**

The list of cases and specific references including recent articles will be taken from e-content.

**MBA-302**

**ENTREPRENEURSHIP DEVELOPMENT**

**Time Allowed: 3 Hours**

**M.M:70**

**Objective:***The objective of this course is to expose the students to the growth of entrepreneurship in developing countries with special reference to India.*

**Course Outcomes:**

**CO1:** The students will be able to list various constituents of entrepreneurship development.

**CO2:** The students will be able to identify the various environmental factors affecting entrepreneurship development

**CO3:** The students will be able to demonstrate skills to develop business plan at individual level.

**CO4:** The students will be able to examine the feasibility of a business.

**CO5:** The students will be able to evaluate the funding alternatives available for entrepreneurs.

**CO6:** The students will be able to develop and implement a business plan.

**Course Contents:**

**UNIT-I**

Concept of Entrepreneur and Entrepreneurship, Entrepreneur vs. Manager, Significance of Entrepreneurship in Economic Development; Economic, Social and Psychological needs for Entrepreneurship; Characteristics, Qualities and Pre-requisites of Entrepreneur; Rural Entrepreneurship.

**UNIT-II**

The Function of the Entrepreneur in Economic Development of a Country; Methods and Procedures to start and expand one's own Business; Achievement Motivation; Environmental Factors affecting success of a new Business.

**UNIT-III**

Feasibility Study -Preparation of Feasibility Reports: Selection of factory location, Economic, Technical, Financial and Managerial Feasibility of Project.

**UNIT-IV**

Government support to new Enterprises; Role of Government and Promotional agencies in Entrepreneurship Development; Entrepreneurship Development Programmes in India

**Suggested Readings:**

1. Clifton, Davis S &Fyfie, David E., *Project Feasibility Analysis*, John Wiley.
2. Desai, A N., *Entrepreneur &Environment*, Ashish Publications.
3. Drucker, Peter.,*Innovation and Entrepreneurship*, Heinemann.
4. Jain R.,*Planning a Small Scale Industry: A Guide to Entrepreneurs*, S.S. Books.



5. Kumar, S A., *Entrepreneurship in Small Industry*, Discovery.
6. McClelland, D C & Winter, W G., *Motivating Economic Achievement*, Free Press.
7. Pareek, Udai and Venkateswara Rao, T., *Developing Entrepreneurship -A Handbook*

*Learning Systems, Learning Systems*

**Internet Modules:**

1. <http://nptel.ac.in/courses>

**Note:**

The list of cases and specific references including recent articles will be taken from e-content.

**MBA 303 BUSINESS LEGISLATION**

**Time Allowed: 3 Hours**

**M.M: 70**

**Objective:** *The aim of the paper is to acquaint the students with the Business law and Company law in their future role as managers.*

**Course Outcomes:**

**CO1:** Students will be able to define laws applicable to a business.

**CO2:** Students will be able to classify different laws and explain their specific purpose.

**CO3:** Students will be able to illustrate cases of law and interpret own manner to solve the problems of business class

**CO4:** Students will be able to examine company laws and compare it with previous laws before amendment of 2013

**CO5:** Students will be able to evaluate the existing business laws in India and analyse their importance

**CO6:** Students will be able to formulate guidelines according to regulatory framework of an organisation

**Course Contents:**

**UNIT-1**

The Indian Contract Act, 1872: Meaning of a Contract, Classification of Contracts, Essentials of a Valid Contract; Performance of a Contract; Discharge of a Contract; Breach of Contract; Quasi Contracts; Contract of Indemnity and Guarantee, Bailment and Pledge, Contract of Agency.

**UNIT-2**

The Sales of Goods Act, 1930: Meaning and essentials of a valid contract of sale, Distinction between sale and agreement to sell, Meaning of goods and their classification, Conditions and warranties, Doctrine of Caveat Emptor, Rights of an unpaid seller, Rights of buyer; Negotiable Instruments Act, 1881: Meaning and characteristics of negotiable instrument, Types of negotiable instruments and their characteristics, Holder and Holder-in-due-course, Discharge and Dishonour of negotiable instruments, Negotiation and Assignment.

**UNIT-3**

The Companies Act, 2013; Meaning and Characteristics of a Company; Objects and Applications of Companies Act, 2013; Landmark provisions of new Companies Act, 2013;

Classification of companies, Concept of One Person Company; Formation of a company, Memorandum and Articles of association, Prospectus, Allotment of shares and share capital, Membership in companies.

#### UNIT-4

Meetings of Companies: General principles of meetings, Types of meetings; Prevention of Oppression and Mismanagement; Winding up of a Company; Consumer Protection Act: Define consumer rights, provisions regarding complaints in consumer courts, Unfair Trade Practices and Restrictive Trade Practices, Consumer Protection Council, Consumer forum.

#### Suggested Readings:

1. Gulshan, S.S. and Kapoor, G.K., *Business Law including Company Law*, New Age International Publication.
2. Macintyre, E., *Business law*, Pearson Education.
3. Tulsian, *Business law*, Tata McGraw Hill.
4. Majumdar A.K. and Kapoor G.K., *Company Law and Practices*, Taxmann Publication.
5. Kothari, V., *Understanding Companies Act, 2013*, Taxmann Publication.
6. Pathak, A., *Contract Law in India*, Oxford University Press.
7. Gogna, P.P.S., *A Textbook of Company Law*, S. Chand Publishing.
8. Nolakha, R.L., *Company Law and Practice*, Vikas Publishing House Private Limited.

#### Internet Modules:

1. <http://nptel.ac.in/courses>

#### Note:

The list of cases and specific references including recent articles will be taken from e-content.

**MBA -304**

**SUMMER INTERNSHIP and Seminar (Internal)**

**Time Allowed: 1 Hour M.M: 50**

**Course Objective:** *The objective of this course is to enable students to explore a career path and give themselves an edge in job market.*

#### Course Outcomes:

**CO1:** Students will be able to describe organizational structure and its functions with all the theoretical aspects learned in class room settings and simulated environment

**CO2:** Students will be able to identify (through understanding and learning the routine tasks within the organization) which work they would prefer to do after completion of MBA.

**CO3:** Students will be able to interpret the organizational dynamics in terms of organizational behavior, culture, competition, future strategies and change initiatives of the organization.

**CO4:** Students will be able to appraise the practical exposure and knowledge related to the job of their interest by working as an intern in any organization.

**CO5:** Students will be able to evaluate their learning during the internship phase and report it in form of a seminar.

**CO6:** Students will be able to assemble and present the learnings from internship.

**Important Instructions for the Programme Coordinator and the Examiner:**



**CO2:** Students will be able to recognize the impediments and nuances associated with data requirements and find out the practical techniques of collecting data relevant for a research study.

**CO3:** Students will be able to apply the conceptual knowledge in a practical situation and learn how to conduct a study and present it in form of a report.

**CO4:** Student will be able to distinguish the appropriate data analysis techniques thus reporting the findings and suggestion associated with the problem at hand.

**CO5:** Students will be able to evaluate the procedure for the scientific and systematic research in solving pragmatic problems of any organization.

**CO6:** Student will be able to construct and formulate research problems objectively thus enabling themselves to make effective decisions.

**Instructions for Research Project:**

The following instructions will be followed:

1. Research project, which is optional, should be from major or core area of specialization of the student and shall be in lieu of one paper of his/her major or core area of specialization.

2. Students opting for MBA-402 Research Project in the 4th semester will have to register for the project in Semester III itself by submitting a synopsis along with consent of the supervisor in the office of DDE.

3. Research project will be accepted for submission and evaluation when at least one research paper out of the project work has been published or accepted in a research journal, or presented in any national conference/seminar. If a student fails to do so, then he/she has to give the presentation of the research project before a committee constituted by Director, DDE.

4. The external examiner, appointed by the COE/Director, DDE will evaluate the Research Project and will conduct an online viva-voce of 60 marks. However, the guide will submit the internal out of 40 marks separately.

6. The panel of examiners/experts will be provided by Director, DDE. The internal examiner for assisting the external examiner for evaluation and conducting viva voce will be appointed by the Director, DDE.

**MBA-410 IN-COMPANY-PROJECT-WORK**  
**(Optional in lieu of 2 Elective Courses)**

**Time Allowed: 1 Hour**

**M.M: 200**

**Course Objective:** *The objective of this course is to make the already placed students to understand the procedural scientific and systematic way of solving organizational problems by making valuable choices.*

**Course Outcomes:**

**CO1:** Students will be able to outline the real issues faced by the organization.

**CO2:** Students will be able to convert their learning of research methods into a realistic research design for their topic of research.

**CO3:** Students will be able to apply the conceptual knowledge in a practical situation and learn how to conduct a study and present it in form of a report.

**CO4:** Students will be able to examine the impediments and nuances associated with data requirements and find out the practical techniques of collecting data relevant for a research study.

**CO5:** Student will learn to evaluate and select the appropriate data analysis techniques thus reporting the findings and suggestion associated with the problem at hand.

**CO6:** Students will be able to assemble and present the findings in a report.

**Instructions for In-Company-Project-Work: The following instructions will be followed:**

- If any student gets placement offer from any public or private sector organization during 4<sup>th</sup> semester and willing to join immediately, he or she may opt for In-Company-Project-Work-Report for which detailed guidelines will be notified separately, from time to time, after taking necessary approval of competent authority of the university.
- However, such In-Company-Project-Work-Report will be jointly supervised by the Academic Guide (to be nominated by the Director, DDE and Industry Guide (to be appointed by the competent authority of the concerned Organization, who has offered appointment to our student and any pressing hard to join immediately). The Academic Guide will get two hour per week credit per students maximum up to ten credits in his or her teaching workload.
- The evaluation process will be along with detailed guidelines in this connection.

# **HUMAN RESOURCE MANAGEMENT AREA**

# **ELECTIVE SUBJECTS OF THIRD SEMESTER**

**HRM-301**

**MANAGEMENT OF INDUSTRIAL RELATIONS**

**Time Allowed: 3 Hours**

**M.M:70**

**Objective:** *Organizational efficiency and performance are intricately interlinked with industrial relations. This course attempts to appreciate the conceptual and practical aspects of industrial relations at the macro and micro levels.*

**Course Outcomes:**

**CO1:** Students will be able to describe the basic concepts of Industrial Relations.

**CO2:** Students will be able to explain the importance of organized trade unions.

**CO3:** Students will be able to apply the process of collective bargaining between managers and workers.

**CO4:** Students will be able to appraise the process of resolving industrial disputes in industrial organizations.

**CO5:** Students will be able to evaluate and compare the industrial relations scenario of different countries.

**CO6:** Students will be able construct cases of industrial disputes/ relations of corporate sector.

Course Contents:

**UNIT-I**

Industrial Relations: Concept, evolution, significance, perspectives and organisation; Anatomy of industrial relations; Industrial relations and the State; Trade Unions: Concept, significance, types, approaches and objectives, Problems of trade unions in India and recommendations of National Commission on labour for strengthening of trade unions.

**UNIT-II**

Collective Bargaining: concept, importance and process of bargaining; Participative Management: Forms of worker's participation in management; Tripartite and bipartite bodies; Standing order and Grievance procedure; Code of Discipline.

**UNIT-III**

Industrial Disputes: Conciliation and Board of conciliation; Arbitration: types and evaluation; Adjudication: Three tier System, Model principles for reference of dispute to adjudication.

**UNIT-IV**

Modern and international Scenario of Industrial relations: Industrial Relations and Technological Change; Industrial Relations and HRD; ILO and Industrial Relations; Legal Framework of Industrial Relations; Industrial Relations systems in India, UK, USA and Japan.

**Suggested Readings:**

1. Mamoria&Manoria, *Dynamics of Industrial Relations*; Himalaya Publishing House.
2. Niland, J R., *The Future of Industrial Relations*, Sage.
3. Davar; R.S., *Personnel Management and Industrial Relations*; Vikas Publishing House Pvt Ltd.
4. Manappa, A., *Industrial Relations*; Tata McGraw Hill Publishing Company Ltd.
5. Dwivedi; R.S., *Managing Human Resources and Industrial Relations*. Galgotia Publishing



Company.

6. Srivatava; S.C., *Industrial Relations and Labour Laws*, Vikas Publishing House Pvt Ltd.
7. VenkataRatnam, C.S., *Industrial Relations*; Oxford University Press.
8. Sen, R. *Industrial Relations in India*; Macmillan India Ltd.

**Internet Modules:**

1. <http://nptel.ac.in/courses>

**Note:**

The list of cases and specific references including recent articles will be taken from e-content.

**HRM-302**

**HUMAN RESOURCE PLANNING**

**Time Allowed: 3 Hours**

**M.M:70**

**Objective:** *The objective of this paper is to develop a conceptual as well as a practical understanding of the students regarding human resource planning in organizations.*

**Course Outcomes:**

**CO1:** Students will be able to recall different terms used in Human Resource Planning.

**CO2:** Students will be able to explain conceptual framework of HRP.

**CO3:** Students will be able to demonstrate the process of HRP.

**CO4:** Students will be able to compare job related techniques.

**CO5:** Students will be able to evaluate practical solutions of problems related to manpower planning in the organization.

**CO6:** Students will be able to develop their own model of HR planning suitable to the organization.

**UNIT-I**

Human Resource Planning: Concept, Objectives, Benefits, Problems; Strategic Human Resource Planning; Job Analysis

**UNIT-II**

Human Resource Planning Process and Action Plans: Human Resource Demand Forecasting: Assessment and Techniques; Human Resource Supply Forecasting: Assessment and Techniques; Action plans for Recruitment and Selection, Separation, Retention, Training and Redeployment

**UNIT-III**

Productivity Management and Human Resource Planning: Work Study, Method Study, Work Measurement, Job Design, Work Scheduling

**UNIT-IV**

Human Resource Planning in Changing Context: Human Resource Information System; Human Resource Accounting and Audit; Structure of Labour Force and Demographic Changes: Problems and Challenges.

**Suggested Readings**

1. Sekhri, A., *Human Resource Planning & Audit*, Himalya Publishing House

2. Bhattacharyya D.K., *Human Resource Planning*, Excel Books India.
1. Dessler, G., *Human Resource Management*, Prentice Hall of India
2. Rao, V.S.P., *Human Resource Management*, Excel Books
3. Ashwathappa, K., *Text & Cases in Human Resources Management*, Tata McGraw Hill
4. D'Ceazo, David A. and Robbins, S. P., *Human Resource Management*, John Wiley
5. Gomez-Mejia, Luis R., D. B. Balkin, and. Cardy, R. L *Managing Human Resources*, Prentice Hall
6. Rothwell, W. J., &Kazanas, H. C., *Planning and Managing Human Resources*,Jaico Publishing House
7. Stevenson, W., *Operations Management*, McGraw Hill

**Internet Modules:**

1. <http://nptel.ac.in/courses>

**Note:**

The list of cases and specific references including recent articles will be taken from e-content.

**HRM-304MANAGING INTERPERSONAL AND GROUPPROCESSES**

**Time Allowed: 3 Hours**

**M.M:70**

**Objective:** *The purpose of this course isto advance understanding regardinginterpersonal and group processes and help the students to examine and develop process facilitation skills mainly through laboratory and other experience based methods of learning.*

**Course Outcomes:**

**CO1:** Students will be able to define different concepts of Interpersonal and group processes.

**CO2:** Students will be able to explain interpersonal behaviour.

**CO3:** Students will be able to demonstrate the role of transactional analyses in interpersonal behaviour.

**CO4:** Students will be able to compare various group decision making techniques.

**CO5:** Students will be able to evaluate the role of negotiations in group conflicts.

**CO6:** Students will be able to construct their own interpersonal behaviour model.

**Course Contents:**

**UNIT-I**

Group dynamics: types of groups, group properties, roles, norms, status and size, stages of group development and change; Group cohesiveness: factors contributing to group cohesiveness, Influence processes- power and politics in groups.

**UNIT-II**

Interpersonal communication: Uncertainty reduction theory, Social exchange theory, Cognitive dissonance theory; Interpersonal awareness and feedback process- Transactional

Analysis; Interpersonal trust; Competition and cooperation.

### **UNIT-III**

Group decision making: The Vroom Yetton Model, Techniques of group decision making, Advantages and disadvantages of group decision making; Group synergy; Team building.

### **UNIT-IV**

Inter-group relation and conflict: nature and types of conflicts, causes of conflicts and remedial measures of group conflicts, Role of Negotiation in group conflicts; distributive and integrative negotiation, third party negotiation; Fundamental interpersonal relations orientation (FIRO-B).

#### **Suggested Readings:**

1. Chandan, J S, Organizational Behaviour, Vikas Publication.
2. Kolb, D., *Organizational Behaviour: Practical Readings for Management*, Englewood Cliffs, Prentice Hall Inc.
3. Mainiero, L A & Tromley C L., *Developing Managerial Skills in OB*, Prentice Hall of India,
4. Moore, M D., *Inside Organizations: Understanding the Human Dimensions*, Sage.

#### **Internet Modules:**

1. <http://nptel.ac.in/courses>

#### **Note:**

The list of cases and specific references including recent articles will be taken from e-content.

**HRM-306**

**LEADERSHIP DYNAMICS**

**Time Allowed: 3 Hours**

**M.M:70**

**Objective:** *The purpose of this course is to enhance the leadership skills of students and to develop insight into interpersonal dynamics through sensitivity training and experience based methods of learning.*

#### **Course Outcomes:**

**CO1:** Students will be able to recall different terms used in leadership dynamics.

**CO2:** Students will be able to explain conceptual framework of leadership dynamics.

**CO3:** Students will be able to apply various leadership theories in practical life.

**CO4:** Students will be able to compare the leadership styles practised by famous personalities.

**CO5:** Students will be able to evaluate various contemporary issues in leadership.

**CO6:** Students will be able to develop their own particular style of leadership.

#### **Course Contents:**

### **UNIT-I**

Leadership Dynamics: Concept, Leadership and Management, Leadership and Power, Successful Leadership versus Effective Leadership.

### **UNIT-II**

Leadership Approaches: Trait Approach, Skills Approach, Behavioral Approach, Situational Approach, Contingency Approach, Path Goal Approach.

### UNIT-III

Leadership Styles: Autocratic, Democratic, Participative, Supportive, Free- rein; Comparative Analysis of Leadership Styles, Building Effective Leadership Styles, Leadership Styles of Famous Personalities in general perspective and in managerial perspective.

### UNIT-IV

Contemporary Issues in Leadership: Charismatic Leadership, Women Leadership, Multicultural Leadership, Team Leadership, Ethics in Leadership, Servant Leadership, Transactional and Transformational leadership.

#### **Suggesting Readings:**

1. Northouse, G. P., *Leadership: Theory and Practice*, Sage Publications.
2. Yukl, G., *Leadership in Organizations*, Pearson.
3. Hersey, P., Blanchard, K.H. and Johnson, D.E., *Management of Organisational Behaviour*, PHI.
4. Daft, L. R., *The Leadership Experience*, Cengage Learning.
5. Haldar, U. K., *Leadership and Team Building*, Oxford University Press.
6. Tripathi, D. K., *Team Building and Leadership*, Himalaya Publishing House.

#### **Internet Modules:**

1. <http://nptel.ac.in/courses>

#### **Note:**

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## **HRM-308**

## **TRAINING AND DEVELOPMENT**

**Time Allowed: 3 Hours**

**M.M:70**

**Objective:** *The purpose of this paper is to provide an in-depth understanding of the role of training in organizations and to enable the course students to manage the training systems and processes.*

#### **Course Outcomes:**

**CO1:** Students will be able to describe the key concepts associated with training and development.

**CO2:** Students will be able to explain the training and development process.

**CO3:** Students will be able to interpret the training needs assessment of various employees.

**CO4:** Students will be able to differentiate between traditional and modern methods of training and development.

**CO5:** Students will be able to evaluate the effectiveness of training and development.

**CO6:** Students will be able to design training programme for various categories of employees.

Course Contents:

#### **UNIT-I**

Introduction to Training and Development: Concept, Objectives, Types, Importance, Role of Training and Development in HRD, Role, Responsibilities and Challenges of Training Manager, Strategic Training; Overview of Training Process.

#### **UNIT-II**

Assessment: Training Needs Assessment- Organizational analysis, Person analysis, Task analysis; Objectives Setting; Learning: Theories and Program Design, Principles of Adult Learning.

#### **UNIT-III**

Implementation: Traditional and Modern Training Methods; Role of Technology in Training; Training Aids; Training Climate.

#### **UNIT-IV**

Evaluation: Concept, Process of Evaluation, Evaluation designs, Training Effectiveness, Transfer of Training; Future of Training and Development.

#### **Suggested Readings:**

1. Noe, R. A., *Employee Training and Development*, McGraw Hill
2. Blanchard, P. N., Thacker, J.W. and Ram, V.A., *Effective Training: Systems, Strategies and Practices*, Allyn and Bacon
3. Beebe, S.A., Mottet, T. P. & Roach, K. D., *Training and Development: Enhancing Communication and Leadership Skills*, Allyn and Bacon, 2004.
4. Dessler, G., *Human Resource Management*, Prentice Hall of India
5. Rao, V.S.P., *Human Resource Management*, Excel Books
6. Buckley, R. & Caple, J., *The Theory & Practice of Training*, Kogan Page.
7. Lynton, R.&Pareek, U., *Training for Development*, Sage Publications.

#### **Internet Modules:**

1. <http://nptel.ac.in/courses>

#### **Note:**

The list of cases and specific references including recent articles will be taken from e-content.

# **ELECTIVE SUBJECTS OF FOURTH SEMESTER**

## **HRM-302 HUMAN RESOURCE DEVELOPMENT**

**Time Allowed: 3 Hours**

**M.M:70**

**Objective:** *The purpose of this course is to facilitate an understanding of the concept, framework and applications of HRD. This course is intended to make students capable of applying the principles and techniques for developing human resources in an organization.*

### **Course Outcomes:**

**CO1:** Students will be able to describe the concept of human resource development.

**CO2:** Students will be able to discuss various HRD applications or interventions.

**CO3:** Students will be able to interpret HRD needs of various employees.

**CO4:** Students will be able to appraise the influence of HRD on employee behavior

**CO5:** Students will be able to evaluate the effectiveness of various HRD programmes.

**CO6:** Students will be able to design effective HRD programmes for employees in organizational settings.

### **Course Contents:**

#### **UNIT-I**

Foundations of Human Resource Development (HRD): Evolution, Concept, Goals, Benefits, Functions; Roles and Competencies of HRD professionals; Influence of HRD on Employee Behaviour; HRD and Learning; Challenges in HRD.

#### **UNIT-II**

Framework for HRD: Assessing HRD needs, Designing and developing effective HRD programs, Implementing HRD programs, Evaluating effectiveness of HRD Programs: Purpose, Models and Framework of Evaluation, HRD Audit, Ethical Issues in Evaluation; HRD Climate and Culture, HRD strategy

#### **UNIT-III**

HRD Applications: Coaching and Mentoring, Socialisation and Orientation, Training and Development, Career management and development, Potential appraisal and development, Succession Planning, Employee counseling, Competency mapping, Organisation Development and Change, People Capability Maturity Model (PCMM), Quality of Work Life.

#### **UNIT-IV**

Contemporary Issues in HRD: HRD and Diversity-HRD programs for culturally diverse employees, Adapting to Labour Market Changes, HRD practices in Indian and International organizations.

### **Suggested Readings:**

1. Desimone, Werner, Human Resource Development, Cengage Learning.
2. Haldar, U. K., *Human Resource Development*, Oxford Publications
3. Krishnaveni, R., *Human Resource Development, Excel Books.*
4. Wilson, J.P., *Human Resource Development, Kogan page.*
5. Rao, T.V., *Future of HRD*, Macmillan Publishers India.

6. Rao, T.V., *Human Resource Development*, Experiences, Interventions, Strategies, SAGE Publications.
7. Mankin, D., *Human resource development*, Oxford University Press India.
8. Curtis, B., Hefley, W. E., Miller, S. A., *The People Capability Maturity Model: Guidelines*

*for Improving Workforce*, Pearson Education.

**Internet Modules:**

1. <http://nptel.ac.in/courses>

**Note:**

The list of cases and specific references including recent articles will be taken from e-content.

**HRM-304 ORGANISATIONAL CHANGE AND INTERVENTION STRATEGIES**

**Time Allowed: 3 Hours**

**M.M:70**

**Objective:** *The objective of this paper is to make the students learn about the organizational change and prepare them as change facilitators using the knowledge and techniques of behavioural science.*

**Course Outcomes:**

**CO1:** Students will be able to recall different concepts of organisation change and intervention strategies.

**CO2:** Students will be able to explain the process of organisation changes.

**CO3:** Students will be able to demonstrate the various intervention strategies.

**CO4:** Students will be able to appraise the process of organisation changes.

**CO5:** Students will be able to evaluate the role of change agents.

**CO6:** Students will be able to develop their own consultancy model for corporate sector.

**Course Contents:**

**UNIT-I**

Organizational Change: The domain of change, concept, Change Agents, Strategic management of change; Managerial approaches for implementing change; Models of Organizational Change, Kurt Lewin's Models of Change, Huse's 7 stages model of change

**UNIT-II**

Change Management: Understanding the Change Process, Facilitating Change, Dealing with Individual and Group Resistances, Intervention Strategies and Develop Learning Organization. Organizational Diagnosis- Meaning & Importance, Weisbord's model of Organizational Diagnosis and Methods of obtaining diagnostic information

**UNIT-III**

Organizational Development: An overview, Steps in OD process, General OD Competencies, OD Skills, Values, Assumption and Beliefs in OD; Designing OD Interventions-



Interpersonal, Team, Intergroup, Structural and Comprehensive Interventions; Evaluation of Organizational Development Interventions

#### **UNIT-IV**

Organizational Culture & Change; Corporate Culture, Types of Culture, Importance, Nature, Formal & Informal Components of Organizational Culture, Designing for Cultural Change; Organizational Culture & Leadership; Emerging Trends in Organizational Culture; Ethics of OD Professionals and Future of OD.

#### **Suggested Readings:**

1. French, W. H. and Bell, *Organization Development*, Prentice Hall of India.
2. French, W. H., *Organization Development Theory, Practice and Research*, Prentice Hall of India.
3. Singh, K., *Organization Change and Development*, Excel Books
4. Huse, F. E. and Cummings, T. G., *Organization Development and Change*, West.
5. De Nitish, *Alternative Designs of Human Organizations*, Sage.
6. Harvey, D.F. and Brown, D.R., *An Experiential Approach to Organization Development*, Prentice Hall Inc.

#### **Internet Modules:**

1. <http://nptel.ac.in/courses>

#### **Note:**

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# **MARKETING AREA**

# **THIRD SEMESTER**

**MM-301**

**CONSUMER BEHAVIOUR**

**Time Allowed: 3 Hours**

**M.M:70**

**Objective:** *The basic objective of this course is to develop an understanding about the consumer decision making process and its applications in marketing function of firms.*

**Course Outcomes:**

**CO1:** Students will be able to define various terms associated with the field of consumer behaviour.

**CO2:** Students will be able to explain different components of consumer behaviour.

**CO3:** Students will be able to interpret the impact of consumer behaviour while framing marketing strategies.

**CO4:** Students will be able to distinguish the individual and group aspects of consumer behaviour for devising marketing strategy.

**CO5:** Students will be able to select the most suitable consumer behaviour for understanding consumer psyche.

**CO6:** Students will be able to design a comprehensive marketing strategy based on consumer behaviour.

**UNIT – I**

Consumer Behaviour- Introduction to consumer behaviour; Its Roots in Various Disciplines, Interrelationship between Consumer Behaviour and Marketing Strategy, Consumer Research; Process, Research Methods & Tools, Types and its Relevance.

**UNIT – II**

Consumer as an Individual -Consumer Needs and Motivation; Goals, Dynamics of Motivation, Measurement of Motives, Personality and Consumer Behaviour; Nature, Theories of Personality and Self Concept, Consumer Perception and Information Processing; Dynamics of Perception, Consumer Imagery, and Perceived Risk, Learning & Consumer Involvement; Meaning, Behavioural & Cognitive Learning Theories and application to marketing, Consumer Attitude; Meaning, Attitude Formation & Change, Relationship in Behaviour & Attitude Formation, and Structural Models.

**UNIT – III**

Group Dynamics and Consumer Behaviour - Reference Groups; Meaning, Types, Affects, Relevance and Applications, The Family; Functions, Decision Making and Family Life Cycle, Social Class; Meaning, Types of Status, Lifestyle Profiles and Mobility in Social Classes, Measurements, Influence of Culture; Characteristics, Measurements & Core Values of Culture, Sub Cultural Aspects on Consumer' Mind Set; Meaning, Types & Understanding of Multiple Sub cultural Membership Interaction & Influence.

**UNIT – IV**

Consumer Decision Making Process- Personal Influence and the Opinion Leadership; Meaning and Dynamics of Opinion Leadership Process, Measurement of Opinion Leadership, Diffusion of Innovations; Process of Diffusion & Adoption, Profile of Consumer Innovator, Consumer Decision Making; Meaning of Decision, Levels of Decision Making. Consumer Behaviour Models, Current trends and ethical issues in Consumer Behavioural Studies.

**Suggested Readings:**

1. Assael, H., *Consumer Behaviour and Marketing Action*, Asian Books Private Limited, New Delhi.
2. Engel, J. F., Kollat, D.T., Roger D. Blackwell, R.D. *Consumer Behaviour*, Holt McDougal.
3. Hawkins, D., Mothersbaugh D., *Consumer Behavior: Building Marketing Strategy*, McGraw-Hill Education.

4. Schiffman, L. and Kanuk, L., *Consumer Behavior*, Prentice Hall.
5. Schiffman, L., & Wisenblit, J., *Consumer Behaviour*, Prentice Hall PTR.
6. Loudon, *Consumer Behavior: Concepts and Applications*, Tata McGraw-Hill Education Private Limited, Noida, Uttar Pradesh, India.

**Note:**

The list of cases and specific references including recent articles will be taken from e-content.

**MM-302**

**MARKETING RESEARCH**

**Time Allowed: 3 Hours**

**M.M:70**

**Objective:** *The purpose of this course is to enable students to learn the process, tools and techniques of marketing research.*

**Course Outcomes:**

**CO1:** Students will be able to tell the significance and process of marketing research.

**CO2:** Students will be able to identify skills to conduct professional marketing research.

**CO3:** Students will be able to use appropriate research approaches including sampling, data collection and questionnaire design for specific marketing situations.

**CO4:** Students will be able to appraise a marketing research proposal.

**CO5:** Students will be able to defend a marketing research proposal.

**CO6:** Students will be able to assemble the findings in the form of a report.

**UNIT-I**

Introduction to Marketing Research: Importance, Nature and Scope of Marketing Research, Types of Marketing Research; Introduction to Marketing Research Industry; Marketing Intelligence: Marketing Information Systems, Decision Support Systems

**UNIT-II**

Marketing Research Process: Problem Identification and Definition; Research Designs; Exploratory: Qualitative Research; Descriptive: Survey and Observation; Data Collection: Primary and Secondary Data; Questionnaire Design.

**UNIT-III**

Attitude Measurement and Scaling Techniques - Introduction to Measurement Scales, Sampling Plan: Universe, Sample Frame and Sampling Unit, Sampling Techniques, Sampling and Non-sampling errors, Sample size determination.

**UNIT-IV**

Data Analysis: Univariate, Bivariate and Multivariate Data Analysis; Report Writing; Market Research Applications: Product Research, Advertising Research, Sales and Market Research; International Marketing Research.

**Suggested Readings**

1. Malhotra N., K. & Dash S., *Marketing Research: An Applied Orientation*, Pearson.
2. Churchill, Lacobucci & Israel, *Marketing Research: A South Asian Perspective*, Cengage Learning
3. Donald S. Tull & Del I. Hawkins, *Marketing Research: Measurement and Method*, Prentice Hall.
4. Boyd. H.W. , Westfall, R., & Starsh, S.F., *Marketing Research: Text and Cases*, Richard D. Irwin, Boston
5. Chisnall, P. M., *The Essence of Marketing Research*, Prentice Hall, New Delhi.
6. Churchill, Gilbert A., *Basic Marketing Research*, Dryden Press, Boston.
7. Beri, G., C., *Marketing Research*, Tata McGraw Hill, New Delhi.

**Note:**

The list of cases and specific references including recent articles will be taken from e-

content.

**MM-304**

**SALES AND DISTRIBUTION MANAGEMENT**

**Time Allowed: 3 Hours**

**M.M:70**

**Objective:** *To provide an understanding of the concepts, attitudes, techniques and approaches required for effective decision making in the areas of Sales and Distribution Management.*

**Course Outcomes:**

**CO1:** Students will be able to define the concepts of sales management and distribution.

**CO2:** Students will be able to explain the role, functions, and methods of selling and distribution process.

**CO3:** Students will be able to apply the concepts to solve practical sales and distribution problems.

**CO4:** Students will be able to compare different methods used for sales and distribution related decisions.

**CO5:** Students will be able to appraise their sales management skills.

**CO6:** Students will be able to develop the strategies that help in taking strategic decisions.

Course Contents:

**UNIT-I**

Sales Management: Role of Sales Management in Marketing, Nature and Responsibilities of Sales Management, Modern Roles and Required Skills for Sales Managers. Theories of Selling. Sales Planning: Importance, approaches and process of sales planning; Sales forecasting; Sales budgeting. Sales Organization: Purpose, principles and process of setting up a sales organization; Sales organizational structures; Field sales organization; Determining size of sales force.

**UNIT-II**

Territory Management: Need, procedure for setting up sales territories; Time management; Routing. Sales Quotas: Purpose, types of quotas, administration of sales quotas. Managing the Sales-force: Recruitment, selection, training, compensation, motivating and leading the sales-force; Sales meetings and contests.

**UNIT-III**

Control Process: Analysis of sales, costs and profitability; Management of sales expenses; Evaluating sales force performance; Ethical issues in sales management.

**UNIT-IV**

Distribution Channels: Role of Distribution Channels, Number of Channels, Factors Affecting Choice of Distribution Channel, Channel Behavior and Organization, Channel Design Decision; Channel Management Decisions; Distribution Intensity; Partnering Channel Relationship.

**Suggested Readings:**

1. Still, Cundiff, Govoni ,*Sales Management: Decisions, Strategies & Case,*– Prentice Hall, India.
2. Anderson R, *Professional Sales Management*, Englewood Cliff, New Jersey, Prentice Hall, India.
3. Spiro, Rosann L., Gregory A. Rich, and William J. Stanton, *Management of a Sales Force*, McGraw-Hill Irwin, Boston.

4. Dalrymple, Douglas J., and William L., *Sales Management: Concepts and Cases*, New York, NY: John Wiley and Sons.
5. Panda, T. K., Sahadev, S., *Sales And Distribution Management*, Oxford Publishing, India
6. Hughes, G. David, Daryl McKee, Charles H. Singler, *Sales Management: A Career Path Approach*, Cincinnati, OH: South-Western College Publishing
7. Peppers, D. & Rogers, M., 'The short way to long-term relationships'. *Sales and Marketing Management*

**Note:**

The list of cases and specific references including recent articles will be taken from e-content.

**MM-306**

**MARKETING OF SERVICES**

**Time Allowed: 3 Hours**

**M.M:70**

*Objective: The aim of this paper is to explicate the cutting edge service concepts to the students through bridging the gaps between theory and real world by incorporating practical management applications.*

**Course Outcomes:**

**CO1:** Students will be able to relate service and technology.

**CO2:** Students will be able to classify services and recognize service challenges.

**CO3:** Students will be able to use marketing research as a tool to understand customers and to deploy employees for service delivery.

**CO4:** Students will be able to examine the reasons of service failure and implementing strategies to recover it.

**CO5:** Students will be able to evaluate delivery and performance of services.

**CO6:** Students will be able to construct service design and standards.

**Course Contents:**

**UNIT I**

Introduction to Services: Service and Technology, Goods versus Services, Service Marketing Mix, Gap model of Services, important service industries-Hospitality and Tourism, Transportation, Telecom, Banking and Insurance, Education and Entertainment, Healthcare. Service classification and challenges in Service Business.

**UNIT II**

Focus on the Customer: Consumer behaviour in Services, Customer Expectation of Services, and



Customer perception of services. Elements in an effective services marketing research programme, Building customer relationship, Relationship development strategies, Reasons of Service failure, Service recovery and strategies.

### UNIT III

Aligning Service design and standards: Challenges of Services Innovation and design, new service development process Service Blueprinting, Customer-defined service standards and its types, Physical evidence and types of servicescape, Strategic roles of servicescape

### UNIT IV

Delivering and performing services: Employees role in service delivery, Customers role in service delivery, Delivering services through intermediaries and electronic channels, Strategies for matching capacity and demand, Key service communication challenges, Approaches to pricing services, Financial and Economic impact of services.

#### Suggested Readings

1. Zeithaml, V., Bitner, M.J., Gremler, D.D. & Pandit, A., *Service Marketing*. McGraw Hill.
2. Lovelock, C., Wirtz, J. & Chatterjee, J., *Services Marketing*. Pearson Education.
3. Srinivasan, *Service marketing: Indian Context*, PHI
4. Swartz, T., Iqobucci, D., *Handbook of Service Marketing and Management*, Sage Publication

#### Note:

The list of cases and specific references including recent articles will be taken from e-content.

**MM-307**

## PRODUCT AND BRAND MANAGEMENT

**Time Allowed: 3 Hours**

**M.M:70**

**Objective:** *The objective of this course is to impart in depth knowledge to the students regarding the theory and practices of brand management.*

#### Course Outcomes:

**CO1:** Students will be able to define basic branding concepts and outline major branding issues.

**CO2:** Students will be able to identify branding challenges and opportunities.

**CO3:** Students will be able to apply marketing programme to build brand equity.

**CO4:** Students will be able to examine and implement different branding programmes.

**CO5:** Students will be able to evaluate brand performance and evaluating brand extension opportunities.

**CO6:** Students will be able to design and implement different branding strategies.

### UNIT-I

Branding terminology, basic branding concepts- brand awareness, brand personality, brand image, brand identity, brand loyalty, brand equity, major branding decisions: selecting a brand name, brand extension decision, family versus individual brand names, multiple branding, private versus national branding, importance of branding

## **UNIT II**

Branding challenges and opportunities, concept of brand equity, sources and benefits of brand equity, customer based Brand equity, designing marketing programme to built brand equity, measurement of brand equity, Strategic brand management process, concept of Brand positioning and repositioning, Identifying and establishing brand positioning and values.

## **UNIT III**

Planning and implementing brand marketing programmes, designing marketing programs, measuring and interpreting brand performance, Legal aspects of Branding, Copyright, Trademarks and IPR, designing and implementing branding strategies; Brand building and communication, E- Branding, handling brand name changes

## **UNIT IV**

New products and brand extension, evaluating brand extension opportunities, reinforcing brands, revitalising brands, managing brands over geographic boundaries and market segments, rationale for going international, global marketing programs- advantage and disadvantage, standardisation versus customisation, global brand strategy. Branding in rural marketing, branding in specific sectors: retail, industrial, service brands

### **Suggested Readings:**

1. Kavin lane Keller, *Strategic Brand Management*, Pearson Education.
2. David A Aaker, *Managing Brand Equity*, New York, Free Press.
3. Don Cowley, *Understanding brands*, Kogan page
4. J.N. Kapferer, *Strategic Brand Management*, Free Press.

### **Note:**

The list of cases and specific references including recent articles will be taken from e-content.

# **FOURTH SEMESTER**

**MM- 301**  
**Time Allowed: 3 Hours**

**GLOBAL MARKETING**

**M.M:70**

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

**Course Outcomes:**

**CO1:** Students will be able to describe basic global market entry strategies.

**CO2:** Students will be able to identify the emerging issues and developments in global marketing.

**CO3:** Students will be able to interpret the marketing environment at global level.

**CO4:** Students will be able to differentiate the marketing practices at domestic and global level.

**CO5:** Students will be able to evaluate the marketing mix strategy of a company competing at global level.

**CO6:** Students will be able to create global marketing strategies.

**UNIT-I**

Global Marketing- Introduction, Drivers towards globalization, Global marketing objectives; Initial modes of entry; Process of international marketing. Culture and Global Marketing- Cultures across countries, Culture and negotiations.

**UNIT –II**

Country Attractiveness- Environmental research, Entry evaluation procedure, Country data sources, Forecasting country sales and market share. Local Marketing- Understanding local customers, Local marketing in mature markets and growth markets.

**UNIT-III**

Global Segmentation and Positioning- Global market segment, Targeting segments, Global product positioning. Global products- Standardization versus Adaptation, Developing new global products, Global brand management.

**UNIT-IV**

Global Pricing- Pricing policy and strategy, Transfer pricing, Counter trade. Global Distribution-Local channels, Wholesaling and retailing, Global logistics, Effects of parallel distribution. Global Advertising and Promotion- Global advertising decision, Elements of global advertising, Global sales promotion; E-commerce as a tool of global marketing.

**Suggested Readings:**

1. Warren, J. Keegan, *Global Marketing Management*, Pearson Edu/PHI, New Delhi
2. Johansson Johny, *Global Marketing: Foreign Entry, Local Marketing and Global Management*, McGraw Hill.
3. SakOnkvisit and John Shaw, *International Marketing (analysis and Strategy)*, PHI.
4. Phillip R. Cateora, *International Marketing*, Tata McGraw Hill.
5. Vern Terpestra and Ravi Sarathy, *International Marketing*, Thomson
6. R. L. Varshney and B. Bhattacharya, *International Marketing*, Sultan Chand Publications.

**Note:**

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**Time Allowed: 3 Hours**

**M.M:70**

**Objective:***The objective of this course is to analyze the major concepts of rural and agricultural marketing in coherent and critical manner.*

**CO1:** Students will be able to recite problems in rural marketing and changing focus of corporate towards rural market.

**CO2:** Students will be able to recognize need of agricultural marketing in economic development and constraints of agricultural marketing.

**CO3:** Students will be able to solve the problems of cooperative sector in India.

**CO4:** Students will be able to appraise role of supply chain in agricultural marketing.

**CO5:** Students will be able to evaluate role of government and financial institution in growth of rural and agricultural marketing.

**CO6:** Students will be able to develop model for rural and agricultural marketing.

### **UNIT-I**

Features, Significance, Scope and Limitations of rural markets in India; Environmental factors affecting rural markets; Changing focus of corporate towards rural markets; Demographic and psychographic profile of rural consumer; Classification of products and services in Rural marketing, rural demand and problems in rural marketing,

### **UNIT-II**

Agriculture Marketing –Definition, Scope, Concept and Objectives; Differences in Agricultural and Consumer Marketing; Constraints in Agricultural marketing; Role of Agriculture in Economic Development of India; Role of Government in Agricultural Development; Agribusiness; Export potential for farm products -Supporting Services.

### **UNIT-III**

Cooperative Marketing –Concept, History, Functions – Reasons for slow progress of cooperative sector, Advantages & Limitations of Organized retailing in Agri Inputs and Outputs, Trends in Agri Marketing. Supply Chain Management in Agri Business i.e. Cold Chains, Organized procurement & warehousing.

### **UNIT- IV**

Marketing Mix for rural products; Role of financial institutions in rural marketing. Rural marketing strategies: Different models and case studies of corporate vis Tata KisanSeva Kendra, Commodity market functioning etc. Innovative distribution Channels like ITC E-Choupal, Godrej Adhar, HUL Shakti.

#### **Suggested Readings:**

1. Acharya S. S. and Agarwal N. L., *Agricultural Marketing in India*, Oxford & IBH Publishing Co.
2. Dr. SubhashBhave, *Agribusiness Management in India –Text & Cases*.
3. Arora, R C., *Integrated Rural Development*, Scharnd.
4. Desao. Vassal. *Rural Development*, Himalaya Publishing House
5. Mishar, S. N., *Politics and Society in Rural India*, Inter India.
6. Porter, Michael, E. *Competitive Strategy*, Free Press.
7. T.P Gopaldaswamy, *Rural marketing- Environment, problems and strategies*

**Note:**

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