



जम्मू केंद्रीय विश्वविद्यालय

Central University of Jammu

राया-सूचानी, बागला, जिला सांबा-181143 जम्मू, जम्मू एवं कश्मीर
Rahya- Suchani (Bagla), District Samba-181143, Jammu (J &K)

No. 4-16/CUJ/Reg/Acad/SCM/2021/256

06 July, 2021

NOTIFICATION No. 48 /2021

Sub: Course Scheme and Syllabus of 1st to 4th Semester of MBA in Marketing Management w.e.f. Academic Session 2020-21 – Reg.

Ref: i) Notification No. 65 of 2018 dated 31.10.2018

ii) Notification No. 57 of 2019 dated 01.07.2019

It is hereby notified for the information of all concerned that on the recommendation of the Board of Studies of Department of Marketing and Supply Chain Management, Dean, School of Business Studies, the Vice Chancellor in anticipation of approval of Academic Council has approved the following **Course Scheme** and **Syllabus** of 1st to 4th Semester of MBA in Marketing Management w.e.f. Academic Session 2020-21.

Semester 1st

Course Code	Course Title	Credit	CIA	MSE	ESE	Max Marks
Core Courses						
PGSMM1C007T	Organizational Behaviour	4	25	25	50	100
PGSMM1C008T	Business Environment	4	25	25	50	100
PGSMM1C009T	Management Fundamentals	4	25	25	50	100
PGSMM1C010T	Business Statistics	4	25	25	50	100
PGSMM1C011T	Managerial Economics	4	25	25	50	100
PGSMM1C012T	Management Accounting	4	25	25	50	100
PGSMM1C002V	Viva-Voce	2	-	-	-	50
Foundation Course						
PGSMM1F002T	Communication for Professional Excellence	2	12.5	12.5	25	50
Total		28	-	-	-	700

Semester 2nd

Course Code	Course Title	Credit	CIA	MSE	ESE	Max Marks
Core Courses						
PGSMM2C007T	Marketing Management	4	25	25	50	100
PGSMM2C008T	Financial Management	4	25	25	50	100
PGSMM2C009T	Research Methodology	4	25	25	50	100
PGSMM2C010T	Operations Management	4	25	25	50	100
PGSMM2C011T	Business Law	4	25	25	50	100
PGSMM2C012T	Human Resource Management	4	25	25	50	100
PGSMM2C002V	Viva-Voce	2	-	-	-	50
Foundation Course						
PGSMM2F002T	Indian Ethos and Business Ethics	2	12.5	12.5	25	50
Total		28	-	-	-	700

Semester 3rd

Course Code	Course Title	Credit	CIA	MSE	ESE	Max Marks
Core Courses						
PGSMM3C003T	Decision Science	4	25	25	50	100
PGSMM3C004T	Industrial Training Report cum Viva Voce	2	25	-	25	50

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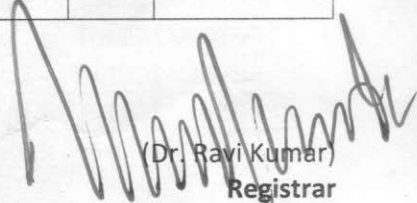
Elective Courses from Supply Chain Management (Minor) – Any 02						
PGSMM3E012T	Management Information System	4	25	25	50	100
PGSMM3E013T	Quality and Total Quality Management					
PGSMM3E014T	Knowledge Management					
PGSMM3E015T	Essentials of Supply Chain Management					
Elective Courses from Marketing Management (Major) – Any 03						
PGSMM3E016T	Consumer Behaviour	4	25	25	50	100
PGSMM3E017T	Advertising and Sales Promotion					
PGSMM3E018T	Retail Management					
PGSMM3E019T	Industrial Marketing					
PGSMM3E020T	Marketing Research					
PGSMM3E021T	International Marketing					
Total		26	-	-	-	650

Interdisciplinary Course (Offered to other Departments)						
PGSMM3I003T	Integrated Marketing Communication	4	25	25	50	100
PGSMM3I004T	Virtual Marketing					

Semester 4th

Course Code	Course Title	Credit	CIA	MSE	ESE	Max Marks
Core Courses						
PGSMM4C003T	Project Management	4	25	25	50	100
PGSMM4C004T	Strategic Management	4	25	25	50	100
Elective Courses from Supply Chain Management (Minor) – Any 01						
PGSMM4E011T	Purchasing and Materials Management	4	25	25	50	100
PGSMM4E012T	Logistics and Distribution Management					
PGSMM4E013T	Enterprise Resource Planning					
PGSMM4E014T	Export and Import Management					
PGSMM4E015T	Advanced Supply Chain Management					
Elective Courses from Marketing Management (Major) – Any 03						
PGSMM4E016T	Product and Brand Management	4	25	25	50	100
PGSMM4E017T	Services Marketing					
PGSMM4E018T	Agriculture and Rural Marketing					
PGSMM4E019T	Business Process Re-engineering					
PGSMM4E020T	Customer Relationship Management					
Total		24	-	-	-	600

Interdisciplinary Course (Offered to other Departments)						
PGSMM4I003T	Green Marketing	4	25	25	50	100
PGSMM4I004T	Ethics in Business					


(Dr. Ravi Kumar)
Registrar

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Encl: Syllabus of 1st to 4th Semester

To:

Head, Department of Marketing and Supply Chain Management

Copy to:

Controller of Examinations

Syllabus of Master of Business Administration (Marketing Management)

Semester – I

Course No:	PGSMM1C007T	Contact Hrs./Week:	4 Hrs.
Course Title:	Organizational Behavior	Credit:	04
Duration of Examination:	3 Hrs.	Maximum Marks:	100

Course Objective:

To acquaint students with conceptual framework of organizational behaviour and help them in understanding issues and challenges related to OB in Indian context.

Unit I: Foundations of Organizational Behavior

Introduction to OB, Contribution of behavioral sciences to O.B; Developing an Organization Behavior Model, OB in a global perspective; Challenges and Opportunities for Organizational Behavior.

Unit II: Individual Dimensions in Organizational Behavior

Perception and Individual Decision Making: Nature and importance; Factors influencing perception; Managing the Perception Process, Personality-Meaning: Theories and determinants; Values, Attitude: Nature and Dimensions; Work Attitudes.

Unit III: Foundations of Learning and Motivation

Learning: Components of Learning Process; Theoretical process of learning- Classical Conditioning; Operant Conditioning, Cognitive and Social Learning Theory, Managing Work Motivation: Theories of motivation: Need Hierarchy theory, Theory-X and Theory-Y, Two Factor Theory, Alderfer's ERG Theory, McClelland's Theory, Victor Vroom's Expectancy Theory.

Unit IV: Group and Interpersonal Dimensions

Formation, Classification, stages and group dynamics; Group decision making; Understanding Work Teams: Types of Work Teams, Team Development, Building Effective Teams, Conflict Management: Concept, Sources of Conflict, Types: Veridical Conflict, Contingent Conflict, Latent Conflict, False Conflict, Displace Conflict, Misattributed Conflict, Functional and Dysfunctional Conflict.

Unit V: Organizational Dimensions

Power and Politics, Leadership: Concept, Leadership Styles, Organizational Culture; Stress: Concept, types and Stress Coping Strategies.

Reference Books and Suggested Readings

- Koontz, Herold and Wehrich, Heinz. Management, McGraw Hill, New York.
- Robins, S.P. and Sanghi, S.: Organizational Behavior, ed. xi, Pearson-Education, New Delhi.
- Robins, Stephens, P. Organisational Behaviour, Prentice Hall of India, New Delhi.
- Luthans Fred – Organisational Behaviour, Tata McGraw Hill, New Delhi.
- Stoner, James A.F. and Freeman, R. Edward, Management. New Delhi.
- Udai Pareek and Sushama Khanna, Understanding Organizational Behaviour, Oxford University, New Delhi

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Semester – I

Course No:	PG5MM1C008T	Contact Hrs./Week:	4Hrs.
Course Title:	Business Environment	Credit:	04
Duration of Examination:	3 Hrs.	Maximum Marks:	100

Course Objective:

The present course aims at familiarizing the participants with various aspects of economic, social, political and cultural environment of India. This will help them in gaining a deeper understanding of the environmental factors influencing Indian business organization.

Unit-I

Glimpse of Business Environment & its Analysis: Concept, need and importance of Business Environment; Elements of environment -Internal, External, Macro, Micro; Classification of Industries (based on nature of activity, competitive structure); Competitor analysis, Environment analysis; Techniques of environment analysis; Environment Threat and Opportunity profiling (ETOP).

Unit-II

Political & Economic Environment: Political and Economic roles of Government; Classification of functions of politically run government systems; Political roles of Government- Regulatory role, Promotional role, Entrepreneurial role. Brief note on NITI Aayog; Planning Commission vs NITI Aayog, Nature and Structure of Economy; Economic Policies; Factors affecting economic environment; Monetary and Fiscal Policy: Role of regulatory institutions in Indian financial system-RBI and SEBI.

Unit-III

Social, Legal and Technological Environment: Interrelation between society, business and culture; Socio-cultural factors affecting business-consumer preferences, habits, beliefs, societal trends; Factors affecting social orientation of business; Social responsibility of business to shareholders, employees, consumers and community. A brief of Indian Company Law, Intellectual Property Rights & Laws; Sources of innovative technological dynamics; Technology & Competitive advantage, Technology S-curve, Technology transfer & Levels of technology transfer.

Unit-IV

Emerging trends in business environment: Liberalization, Privatization and Disinvestments; Special Economic Zone (SEZ) and their role and impact in International business Environment; World Trade Organization (WTO); Consumer rights and Consumerism, Corporate Governance-meaning, reasons for growing demand of corporate governance, significance of corporate governance.

Unit-V


Global aspects of business environment: Ecological Responsibility in business enterprises, Globalization, EXIM policy and role of EXIM bank, FERA & FEMA, FDI policy, Multinational Corporation (MNCs) and Transnational Corporations (TNCs), Global Competitiveness.

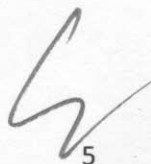
Reference Books and Suggested Readings:

- K. Aswathappa, Essentials of Business Environment (10th Ed.), Himalaya Publishing House
- Francis Cherunilam, Business Environment: Text and Cases, Publisher: Himalayan Publishing House
- Shaikh & Saleem, Business Environment, Pearson Education
- Paul Justin, Business Environment, Publisher: The McGraw Hill Companies

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Semester – I

Course No:	PG5MM1C009T	Contact Hrs./Week:	4Hrs.
Course Title:	Management Fundamentals	Credit:	04
Duration of Examination:	3 Hrs.	Maximum Marks:	100

Course Objective:

To acquaint the students with the basic concepts of management and discuss contemporary issues related to management.

Unit-I

Management: Concepts, Functions, Significance of management, Management and Administration, Levels of Management, Principles of Management, Henry Fayol and F.W. Taylor. Approaches/ Schools of Management Thought-Classical, Neo-Classical and Modern.

Unit-II

Managerial Roles: Types of Managers, Management Levels and Skills, Challenges of Management, Era of Dynamic Engagement, New Organizational Environment, Globalization and Management, Diversity and Cross-Cultural Management, Quality management, Entrepreneurship and Intrapreneuring.

Unit-III

Planning: Concept, Nature, Process and Frameworks of Planning, Types of Plans and Planning premises; Organising, approaches in Organization Design and Structuring, Span of Management, Authority and Responsibility relationship, Delegation, Centralisation and Decentralisation; Direction as Management Function.

Unit IV:

Decision-Making: Concept and significance, Types of Decisions, Processes of Decision- Making; Techniques of decision- making and forecasting. Management by Objectives (MBO), Management Control: Concept, Features, Process and Techniques to control.

Unit V:

Contemporary Issues in Management, Managing across different Cultures, International Management, Concept, Need, Elements, Functions, Approaches to control in the International Business Environment, Challenges and relevant case studies.

Reference Books and Suggested Readings

- Koontz, Herold and Wehrich Heinz, "Management", McGraw Hill, New York, 5th edition.
- James AF Stoner and R. Edward Freeman, "Management", New Delhi, 6th edition.
- Mathew, MJ "Business Management", Shree Sons Publishers, Jaipur. 1st edition.
- Robbins, Stephens, P: Organizational Behaviour, Prentice Hall of India, New Delhi.
- Newstorm and Keith Davis- Organizational Behaviour- Human Behaviour at work, Tata Mc GrawHill, NewDelhi.
- Luthan Fred- Organisational Behaviour, Tata Mc GrawHill, NewDelhi.

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Syllabus of Master of Business Administration (Marketing Management)
Semester – I

Course No:	PG5MM1COBT	Contact Hrs./Week:	4Hrs.
Course Title:	Business Statistics	Credit:	04
Duration of Examination:	3 Hrs.	Maximum Marks:	100

Course Objective:

To equip the participants with the relevant tools and techniques for applications in solving Managerial Problems.

Unit-I

Introduction to Statistics: Definition, Characteristics, Functions, Relevance of Statistics for other areas of study, Types of Statistical Methods, Limitation of Statistics, Statistical Units and their requirements.

Classification and Tabulation: Definition of data collection, Characteristics and Objectives of Classification, Rules and Types of classification, Illustrations on classification, Definition, Characteristics and objectives of Tabulation, Rules and types of Tables, Illustrations on Tabulation.

Unit – II

Collection of Data and editing of Data: Definition of Data Collection, types of data, difference between primary and secondary data, methods of collecting primary data, methods of collecting secondary data, Concept of editing data, editing of primary data, editing of secondary data, Coding of Data .

Diagrammatic and Graphical Representation: Definition, Characteristics and objectives of Diagrammatic representation, Rules for Diagrammatic Representation, Advantages and Disadvantages of Diagrammatic representation, Types of Diagrams with illustrations, Layout of a graph, Types of Graphs with illustrations.

Unit – III

Measures of Central Tendency: Definition and characteristics of central tendency/average, Types of Average, Arithmetic Average/Mean: Concept, Methods of Computation, Weighted Arithmetic Average, mathematical properties, Median: Concept, Methods of Computation, Properties, Mode: Mode: Concept, Methods of Inspection, Empirical Relation.

Measures of Dispersion: Definition, Characteristics, Properties, Advantages and Disadvantages, Types of Measures of Dispersion, Range: Concept, Application, Methods of Computation, Mean Deviation: Concept, Methods of Computation, Standard Deviation: Concept, Methods of Computation.

Unit – IV

Skewness: Definition, Characteristics and Types of Skewness, Difference between Dispersion and Skewness, Different Measures of Skewness: General Measures, Karl Person's.

Kurtosis: Definition, Characteristics of Kurtosis, Importance of Kurtosis, Methods of Kurtosis (without numerical).

Unit – V

Correlation: Definition, Uses and Types of Correlation, Measures of Simple Correlation: Spearman's Rank Correlation, Concurrent Deviation Method.

Regression: Definition, Uses and Types of Regression, Methods of Simple Regression Analysis: Graphical, Algebraic.

Reference Books and Suggested Readings:

- Sharma J K, Business Statistics- Pearson Education
- Gupta, S.C., Fundamentals of Statistics- Himalayan Publishing House
- Levin & Lubin, Statistics for Management, Pearson Education
- Dr. Aditham B Rao, Quantitative Techniques in Business, Jaico Publishing House

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Syllabus of Master of Business Administration (Marketing Management)

Semester – I

Course No:	PGSMM1CO11T	Contact Hrs./Week:	4Hrs.
Course Title:	Managerial Economics	Credit:	04
Duration of Examination:	3 Hrs.	Maximum Marks:	100

Course Objective:

The objective of this course is to acquaint the students with concepts and techniques used in economic theory and to enable them to apply this knowledge in business decision making.

Unit – I

Managerial Economics: Meaning, nature and scope of managerial economics, Role of Micro and Macro-Economic Analysis in formulation of Business Policies; Concepts in Decision Making: Marginal Principle, Choice and Opportunity Costs, Discounting Principle. An overview of Kautalya's Arthshastra and relevance in contemporary scenario.

Unit – II

Demand Analysis: Demand and Law of Demand, Determinants of Demand, Individual and Market Demand, Elasticity of Demand: Price, Income and cross elasticity of demand, Demand Forecasting, Consumer's Surplus, Indifference Curve Analysis.

Unit – III

Production and Cost Analysis, Production Function, Law of Diminishing Returns, Isoquants, Law of Returns to Scale, Classification of Costs, Average-Marginal Relationships-Long-run and Short-run cost functions, Economies of Scale.

Unit – IV

Market Structures: Spectrum of Market Structures, Price Determination under Perfect Competition, Monopoly, Monopolistic Competition and Oligopoly, Price Discrimination.

Unit – V

Macroeconomic Variable: Circular flow of Economic Activity, National Income, GDP, GNP and NNP, Methods for measuring National Income, Inflation: Concept, Causes and Consequences, Business Cycle: Features and Phases, Causes of Business Cycle.

Reference Books and Suggested Readings:

- Ahuja, H.L., Managerial Economics, S. Chand Publishing- 8th Edition
- Dwivedi, D.N., Managerial Economics, Vikas Publishing – 7th Edition Mankiw. N. Gregory, Economics Principles and Applications, Cengage Learning
- Mankiw. N. Gregory, Principles of Microeconomics, Cengage Learning
- Samuelson. Pual A. & William B. Nordhaus, Economics, Tata Mac Graw Hill
- Salvatore, Managerial Economics in Global Economy, Thomson Learning, Mumbai.

Syllabus of Master of Business Administration (Marketing Management)

Semester – I

Course No:	PGSMM1C012T	Contact Hrs./Week:	4Hrs.
Course Title:	Management Accounting	Credit:	04
Duration of Examination:	3 Hrs.	Maximum Marks:	100

Course Objective: To impart knowledge of accounting concepts and techniques and also to develop skills in utilizing the accounting and financial information in the process of managerial decision-making.

Unit-I

Introduction

Financial Accounting-Concept, importance and scope, Accounting as an information system, Accounting concepts, conventions and Generally Accepted Accounting Principles(GAAP), Golden Rules for Accounting, Preparation of Journal, Ledger Entries and Trial Balance, Trial Balance Adjustments.

Unit-II

Concepts and methods of Depreciation including Straight line method, Diminishing balance method, Units of activity and Sum of digits Method, Preparation of Final Accounts- Manufacturing Account, Trading & Profit and Loss Account and Balance sheet, Adjustments in final accounts.

Unit-III

Management Accounting and Financial Analysis: Management Accounting- Concept, need, importance and scope. Horizontal and vertical analysis of Financial Statements, Financial Analysis- Ratio Analysis; Liquidity Ratio, Profitability ratio Analysis, Activity ratio Analysis and Solvency ratio analysis, Preparation of Funds Flow Statement and Cash flow statement, Difference between Fund flow and Cash Flow.

Unit-IV:

Cost Accounting- Concept, need, importance and scope, Preparation of cost sheet with element wise classification of various costs. Budgeting: Objective, Advantages, Disadvantages, Budgetary Control, Types: Cash Budget, Production Budget, Sales Budget and Zero-Based Budgeting.

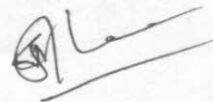
Unit-V

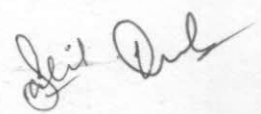
Marginal and absorption costing-their difference. Concept & utility of CVP analysis in business decision making, Standard costing and Variance Analysis- Material Variance and Labour Variance, Material & Labour Mix Variances.

Reference Books and Suggested Readings:

- A Textbook of Accounting for Management, Maheshwari, S. N., Maheshwari, S. K., & Maheshwari Sharad, K. Vikas Publication, New Delhi.
- Management Accounting: Text Problem and Cases, M Y Khan, P K Jain, McGraw Hill Education (India) Pvt. Limited
- J.S. Accounting Principles, Anthony R.N. and Reece, 6th ed., Homewood, Illinois, Richard D. Irwin, 1995.
- Accounting for Management, Text and Cases, Bhattacharya, S.K. and Dearden J., New Delhi, Vikas Publication House, 1996.
- Principles of Financial and Management Accounting, Financial and Managerial Accounting, Horngern, Charles, etc., Engelwood Cliffs, New Jersey, Prentice Hall Inc., 1994.

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Syllabus of Master of Business Administration (Marketing Management)

Foundation Course

Semester – I

Course No:	PG5MM1 F002T	Contact Hrs./Week:	2 Hrs.
Course Title:	Communication for Professional Excellence	Credit:	02
Duration of Examination:	2 Hrs.	Maximum Marks:	50

Objective: The aim of this course is to prepare the students in such a way that they are able to communicate effectively and efficiently.

Unit-I

Communication Foundations: Importance and purpose of communication, types of communication, communication process, principles of communication, legal and ethical constraints, potential communication barriers, use of technology in communication.

Unit-II

Written Communication: Principles of Business Writing, Business Letters, Report Writing, Memos, Routine Messages, Agenda, Minutes of Meeting, Press notes, Sales Letters, Enquiries, Orders, Letters of Complaints, Circulars, Letters of Appreciations and Resumes.

Unit-III

Personality Development: Non-verbal communication, Mock Interviews, Participating in Group Discussions, Telephonic Conversation, Handling Press Conferences, Basic Phonetics, Symbols and Sounds, Dress Etiquettes, Body Etiquettes.

Reference Books and Suggested Readings:

- John M. Penrose Jr., Robert W. Rasberry, Edition: 5th, Business Communication for Managers: An Advanced Approach, Cengage Learning.
- Mallika Nawal, Business Communication, Edition: 1st Cengage Learning.
- Meenakshi Raman & Sangeeta Sharma, Technical Communication Principles and Practice, Oxford University Press.
- Sanjay Kumar & Pushp Lata, Communication Skills, Oxford University Press.

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**Syllabus of Master of Business Administration (Marketing Management)
Semester – II**

Course No:	PG5MM2C007T	Contact Hrs./Week:	4Hrs.
Course Title:	Marketing Management	Credit:	04
Duration of Examination:	3 Hrs.	Maximum Marks:	100

Course Objective: The objective of this course is to facilitate understanding of the conceptual framework of marketing and its applications in drawing maximum managerial mileage out of it.

Unit-I

Introduction: Meaning, nature, scope and importance of marketing; Core Marketing concepts: Needs, Wants, Demands; Evolution of Marketing.

Marketing Basics: Production concept, Product concept, Selling Concept, Marketing Concept, Holistic Marketing Concept. Marketing mix, Market segmentation, targeting and positioning.

Unit-II

Product Decisions: Concept of a product, Classifications of products, Product line and product mix; Product life cycle- strategic implications and applicable marketing strategies, New product development process.

Pricing Decisions: Factors affecting pricing determinations, Pricing policies and strategies, Types of pricing; Discounts and rebates.

Unit-III

Distribution Channels: Nature, functions, and types of distribution channels; Distribution channel intermediaries; Channel management decisions; Retailing and wholesaling.

Promotion Decisions: Communication Process as applied in marketing; Promotion Mix-advertising, personal selling, sales promotion, publicity and public relations.

Unit-IV

Marketing Research: Meaning and scope of marketing research; Marketing research process, Approaches to Market research

Creating Value: Brand: Meaning, role & scope; Generating value through product levels, Packaging, labeling, Warranties and Guarantees; Creating value through service marketing.

Unit-V

Recent Developments in Marketing: International Marketing; Social media marketing, Green marketing, Cyber marketing; Relationship marketing, Socially responsible marketing, Holistic marketing

Issues & Future of Marketing: Legal, social and ethical constraints in marketing, Pros and cons of buzz and viral marketing, Emerging trends in marketing.

Reference Books and Suggested Readings:

- Malhotra, Naresh K and Dash, Satyabhushan, Marketing Research- An applied Orientation 6th Edition- Pearson.
- Grewal, D. & Levy, M. Marketing- 2nd Edition Tata McGraw Hill Education Pvt. Ltd.
- Britt and Boyd (ed.), Marketing Management and Administrative Action, Tata McGraw Hill
- P Kotler and Armstrong, Principles of Marketing, Prentice Hall India
- R Sexena, Marketing Management, Tata McGraw Hill.

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Syllabus of Master of Business Administration (Marketing Management)

Semester – II

Course No:	PGSM M2C008T	Credits	04
Course Title:	Financial Management	Internal Assessment:	50 marks
Duration of Examination:	3 Hrs.	University Examination:	50 marks

OBJECTIVES: This course aims at helping students to understand the conceptual framework of financial management and its applications under various environmental constraints.

Unit-I

Financial Management: Meaning, nature and scope of financial management, Financial goal: profit vs. wealth maximization. Finance functions: investment, financing and dividend decisions, time value of money, compounding and discounting technique.

Unit-II

Working Capital: Concept of Gross and Net working capital, types of working capital; various approaches to working capital management, factors affecting working capital requirement. Working Capital Management: Management of cash, inventory and receivables. Working Capital Financing: Sources of short-term financing, role of commercial banks in providing working capital; commercial papers; factoring and other tools of working capital management.

Unit-III

Cost of Capital: Meaning and significance of cost of capital; calculation of cost of debt, preference capital, equity capital and retained earnings; weighted average cost of capital (WACC). Concepts of leverage operating and financial leverage.

Unit-IV

Capital Budgeting: Nature of investment decisions; investment criteria- Net present value(NPV), internal rate of return (IRR), profitability index, payback period, Accounting rate of return (ARR), NPV and IRR comparison, capital rationing, risk analysis in capital budgeting.

Unit-V

Capital structure: Concept and approaches of capital structure decisions; Net income approach, Net operating income approach, Traditional and M.M. Hypothesis. Determinants of capital structure. Dividend Decisions-Issues in dividend decisions, relevance and irrelevance theories of dividend, Walter model, Gordon's model, M-M hypothesis, forms of dividend, factors affecting dividend decision.

Suggested Readings:

- Chandra Prsanna (2010), Financial Management, Tata Mc Graw Hill, Delhi,
- Hampton John (2010), Financial Decision Making, Prentice Hall, Delhi.
- Pandey I.M. (2010), Vikas Publishing House, Delhi.
- Khan M Y, Jain P.K. (2011), Financial Management, Tata Mc Graw Hill, Delhi.
- Van Horne James C (2001), Financial Management Policy, Prentice Hall, Delhi.
- Bhattacharya Hrisikhas (2003), Working Capital Management-Strategies and Techniques, Prentice Hall, New Delhi.
- Block Stanley B Geoffery A Hilt (2010), Foundations of Financial Management, Richard D., Irwin, Homewood.
- Gupta S.K. and Sharma R.K. (2011), Financial Management, Kalyani Publishers, New Delhi.
- Archer Stephen H. Choate G. Marc Recette George (2010), Financial Management, John Wiley, New York.

Syllabus of Master of Business Administration (Marketing Management)
Semester – II

Course No:	PGSMM2C009T	Contact Hrs./Week:	4 Hrs.
Course Title:	Research Methodology	Credit:	04
Duration of Examination:	3 Hrs.	Maximum Marks:	100

Course Objective:

To equip the students with basic understanding of research methods and their application in the research field.

Unit-I

Introduction to Research: Definition, Objective, Classification of Research, Research Process, Application of research in Business decision making, Features of a good research study.

Formulation of Research: Scientific thought, Defining the Research Problem, Formulation of Research Hypotheses, Review of literature.

Unit-II

Research Design: Nature, Process, Classification-Exploratory, Descriptive, Experimental and Causal research, Experiment and Causality, Necessary conditions for making causal inferences, Validity in experiments, Factors affecting Internal & External validity of experiments.

Data Collection Methods: Classification, Benefits and Drawbacks of Secondary data, Evaluation of Secondary data, Classification of Secondary data, Difference between Qualitative and Quantitative data methods, Methods of Qualitative research, Focus Group method, Personal Interview method, Projective techniques.

Unit-III

Attitude Measurement & Scales: Types of measurement scales, Attitude and its three components, Classification of item scales – single item, multiple items, comparative, non-comparative, continuous rating scale, Measurement error and criteria for good measurement.

Questionnaire Design & Data Processing: Types of questionnaire, Questionnaire design procedure, Determining type of questions, Criteria for question designing, Questionnaire structure, Physical characteristics of questionnaire, Pilot testing of questionnaire, Administering the questionnaire, fieldwork validation, Data Editing, Coding, Classification & Tabulation of data.

Unit-IV

Sampling: Concepts, Sample versus Census, Sampling error, Sampling Design, Probability sampling design, Non-probability sampling design, Determination of sample size.

Hypotheses Testing: Concepts, Steps in testing of hypotheses, Test concerning Means (small & large samples), Test for difference between two population means (small, large & paired samples), Uni-variate Analysis, Concept of Bivariate and Multivariate Analysis.

Unit-V

Data Analysis and Software: Introduction to SPSS, Working in SPSS environment, Descriptive Statistics in SPSS and interpretation, working with Solve in MS-Excel, Descriptive Statistics in Excel and interpretation.

Report Writing and Referencing: Importance of Report writing, Types of Research Reports, Report structure, Report Formulation/Writing, Guidelines for effective documentation, Introduction to APA ver.6 and its different styles.

Reference Books and Suggested Readings:

- Chawla Deepak (2012), Research Methods – Concepts and Cases, Vikas Publishing House Pvt. Ltd..
- Kothari C.R. (2012), Research Methodology – Methods and Techniques, Vikas Publishing House Pvt. Ltd..
- Kumar Ranjeet (2009), Research Methodology - A Step by Step Guide for Researchers, Pearson Education.
- Flick Uwe (2012), Introducing Research Methodology – A Beginner's Guide to Doing a Research Project, Sage South Asia Edition.
- Sharma J K (2012), Business Statistics, Pearson Education.

Syllabus of Master of Business Administration (Marketing Management)

Semester – II

Course No:	PGSMM20107	Contact Hrs./Week:	4 Hrs.
Course Title:	Operations Management	Credit:	04
Duration of Examination:	3 Hrs.	Maximum Marks:	100

Course Objective: The objective of the course is to impart knowledge to the students about Operations Management and laying the foundation for developing a better understanding of its intra-functional interaction with other areas of management.

Unit-I

Operations Management: Definition, Functions in organization, Historical evolution, Relationship with other functional areas, OM as a competitive weapon, OM Decisions.

Operations Strategy: Definition, Managing Strategy, Competitive Strategy, Richardson, Taylor & Gordon Frameworks for operational strategy, Strategy and Operational Effectiveness.

Unit-II

Product Design: Typology of products, Product life cycle, Technology lifecycle, The product development process, Product Architecture, New Product Development & Economic cost, Product Development in Services.

Process Design: Definition, Linking processes, Typology of processes, Process decisions, Flexibility in manufacturing, Process choice, Characteristics of different production systems, Process designs in Services.

Unit-III

Facility Location: Factors affecting facility planning at Global-Macro & Micro level, Methods for evaluating location-based decisions.

Facility Layout: Basic principles, Types of layouts- Process, Product/Line, Fixed, Group/Cellular, Concept of Line balancing and Assembly line balancing.

Facility Capacity Planning: Measures of capacity, capacity planning process (when, what, how), Capacity expansion strategies, Service operations & system capacity.

Unit-IV

Quality Management & Control: Definition Attributes of Quality, Quality Principles, Dimensions of Design & Conformance quality, Philosophies of Quality, PDCA cycle.

Total Quality Management: Definition, Concepts and Guiding principles for TQM, Customer Satisfaction Management, Quality Function Deployment, Models for TQM, Concept of Quality Circles.

Unit-V

Material Requirement Planning (MRP): Process, MRP pre-requisites, Planning Factors, Benefits, QFD, Introduction to MRP-II.

Enterprise Resource Planning (ERP): Concept & Origin of ERP, Characteristics of ERP, Benefits of ERP, ERP Implementation - Methodology, Principles, Guidelines & Causes of failure, Post ERP Implementation.

Reference Books and Suggested Readings:

- G. Norman & Frazier Greg (2011), Operations Management, 9th Edition, Cengage Learning India Pvt. Ltd.
- Singla Rai Ashim (2010), Enterprise Resource Planning, 2nd Reprint, Cengage Learning India Pvt. Ltd.
- Evans & Collier (2007), Operations Management: An Integrated Goods and Services Approach, 1st Indian Reprint 2007, Thomson Learning.
- Krajewski Lee, Ritzman Larry & Malhotra Manoj (2007), 1st Reprint 2007, Pearson Prentice Hall.
- Adam Jr. & Ebert, R.J, Production and Operations Management (2010), 5th Edition, Prentice Hall of India Pvt. Ltd.
- Dr. Banerjee Biswajit, Operations Management and Control (2009), 2nd Edition 2009, S. Chand & Company Ltd. New Delhi.

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Syllabus of Master of Business Administration (Marketing Management)

Semester – II

Course No:	PG5MM2C011T	ContactHrs./Week:	4 Hrs.
Course Title:	Business Law	Credit:	04
Duration of Examination:	3 Hrs.	Maximum Marks:	100

Course Objective:

The objective of the course is to facilitate understanding of the conceptual framework of business laws and its applications in drawing maximum managerial mileage out of it.

Unit-I

The Indian Contract Act: Definition of a Contract, Essential requirements & Characteristics of Contract, Contract Offer: Meaning, types of offer, rules of a valid offer, Acceptance of Offer, Free Consent; Consideration: its elements & types, Void Agreements, Performance & Discharge of Contract; Breach of Contract & its remedy, Brief about Special Contracts- Contract of Indemnity and Guarantee, Contract of Bailment and Pledge, Contract of Agency.

Unit-II

The Companies Act: Definition of a Company, Main characteristics of a company, Classification of companies (on the basis of liability, Incorporation, ownership, jurisdiction of Functioning, Shareholding), Stages in the formation of a Company; Incorporation of a company; Memorandum of Association (MoA), Articles of Association (AoA), Difference between MoA and AoA; Prospectus, Statement in lieu of Prospectus; Company Law Board.

Unit-III

The Partnership Act: Definition & Meaning of Partnership; Essential elements of Partnership; Test of Partnership; Types of Partnership (Partnership for fixed term, Partnership at will, Particular Partnership); Types of Partners (Active, Nominal, Dormant, Sub-Partner, Partners in profits only, Partner by estoppel or holding out); Formation and Registration of Partnership; Rights, Duties and Liabilities of Partners.

The Sale of Goods Act: Contract of Sale of Goods, Sale and Agreement to sell; Essentials of a contract of sale; Sale and Hire-Purchase Agreement; Conditions and Warranties; Rights of an unpaid seller and remedial measures.

Unit-IV

The Negotiable Instrument Act: Negotiable Instruments-Meanings and Characteristics, Types of Negotiable instruments (by statute and by usage or customs of trade); Parties to a negotiable instrument, Bills of Exchange, Cheques (characteristics, types, Bouncing of cheque), Promissory Notes, Distinction between bills of exchange & cheques.

The Consumer Protection Act: Aims and objects of the Act, Rights of a consumer; Concept of Complaint and Complainant; Manner of making complaint; Procedure on receipt of complaints, Consumer Protection Councils (Central, State & District).

Unit-V

Competition Act & Intellectual Property Rights: Objectives & Essentials of Competition Act & its application spectrum; Intellectual Property Rights & Laws (Patents, Copyrights, Trademark, Geographical Indications)- Process, Term, Breach/ Infringement & Remedies.

Miscellaneous Acts: Brief about (i) the Information Technology Act, 2000 (ii) The Right to Information Act, 2005.

Reference Books and Suggested Readings:

- Kuchhal M.C. - Business Law (Vikas Publication, 4 th Edition)
- Gulshan S.S. - Business Law Including Company Law (Excel Books)
- Avtar Singh - Principles of Mercantile Law (Eastern Book Company, 7 th Edition).
- N.D Kapoor & Rajni Abbi-General Laws & Procedures (Sultan Chand & Sons)

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Syllabus of Master of Business Administration (Marketing Management)

Semester – II

Course No:	PGSMM2012T	Contact Hrs./Week:	4 Hrs.
Course Title:	Human Resource Management	Credit:	04
Duration of Examination:	3 Hrs.	Maximum Marks:	100

Course Objective:

To familiarize the students with concepts and functions of human resource management and help them in identifying problems related to People Management. It will also acquaint the students with different strategies applied in management of human resources and develop an understanding of contemporary issues in the HRM.

Unit I: Introduction to Human Resource Management

Human Resource Management: Concept, Nature, Functions and Significance of People Management in an organization; Evolution of HRM, Indian Scenario and HRM, Challenges faced by HRM, Models of HRM: The Harvard Model, The Michigan Model.

Unit II: Manpower Management

Human Resource Planning: Steps, Factors, **Job Analysis:** Job Description & Job Specification; **Recruitment:** Steps, Sources & Methods of Recruitment, **Selection:** Stages in Selection Process, Selection Tests, Reliability & Validity in Selection, **Induction:** Objectives, Procedure and Techniques, **Succession Planning, Job Evaluation:** Objectives, Methods: Quantitative & Non-Quantitative.

Unit III: Training and Development

Training: Purpose & Principles, Training Need Analysis, Methods of Training, **Executive Development:** Need, Techniques of Management Development, **Promotions:** Types, **Transfers:** Purpose, Procedure, **Separation:** Resignation, Dismissal, Suspension, Retrenchment, Lay-off, **Performance Appraisal:** Process, Methods-Traditional & Modern, Problems.

UNIT IV: Compensation, Benefits and Employee Welfare

Compensation: Objectives, Factors, Components, Benefits, Quality of Work Life, **Employee Engagement:** Levels, Building Blocks, Employer Branding.

Unit V: Industrial Relations

Industrial Relation: Objectives, Nature, Scope, Preventive & Settlement Machinery, **Trade Unions:** Objectives, Functions, Classification, Problems, **Grievance:** Forms, Causes, **Collective Bargaining:** Process.

Reference Books and Suggested Readings:

- Armstrong, M. Armstrong's Handbook of Human Resource Management Practice, Kogan Page.
- Dessler, G., Human Resource Management, Pearson Education, 13th Edition
- DeCenzo, D. A., & Robbins, S. P. (2010), Fundamentals of Human Resource Management, John Wiley & Sons.
- Ian, Beardwell, and Len Holden, Human Resource Management, Prentice Hall.
- E. Schuster Human Resource Management, Concept, Cases and Readings, PHI.
- Gomez-Mejia, Luis R., D. B. Balkin, and R. L. Cardy, Managing Human Resources, Prentice Hall, New Jersey.
- Fisher, Schoenfeldt and Shaw, Managing Human Resource, Cengage Learning.
- Lata & Nair Personnel Management & Industrial Relations, S. Chand.
- Mamoria, C. B., Rao, V. S. P., Personnel Management, Himalya Publishing House, New Delhi.
- Monoppa & Saiyadain, Personnel Management, Tata McGraw Hill, New Delhi.
- Pattanayak, B., Human Resource Management. PHI (EEE).
- Sengupta, D., Human Resource Management, Biztantra.

Syllabus of Master of Business Administration (Marketing Management)
Foundation Course
Semester – II

Course No:	PGSM 2 F002T	Contact Hrs./Week:	3 Hrs.
Course Title:	Indian Ethos and Business Ethics	Credit:	02
Duration of Examination:	2 Hrs.	Maximum Marks:	50

Course Objective:

The objective of this course is to acquaint the student with Ethics and Indian Ethos and its significance to managerial decision making.

Unit – I

Business Ethics: Nature, characteristics and needs, Ethical issues in functional areas of Management, Role of scriptures in understanding ethics, Ethical Dilemma, Impact of ethical dilemmas in business and on its stakeholders, Cause of Ethical dilemmas, Theories of business ethics.

Unit – II

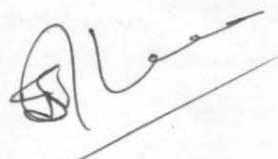




Indian Ethos: Concept, Culture and Management, Role of Indian Ethos in Managerial Practices, Basic learning's from Vedas, Mahabharata, Ramayana, Guru Granth Sahib, Quran, Bible, Teachings of Buddha, Bhagwat Geeta.

Unit – III

Values and Ethics, Values & Purity of Mind, Indian Values & Wisdom relevant to modern management, Professionalism and Karma Yoga, Developing Code of Ethics and Conduct, Professional ethics for functional managers, Ethics in Global business.

Reference Books and Suggested Readings:

- Chakraborty, S.K., 'Ethics in Management – Vedantic Approach, New Delhi, Oxford India, 1995
- Fernando A.c., Business Ethics: An Indian Perspective, Pearson, 2009.
- Weiss, Business Ethics Concepts and Cases, 1st edition, Cengage Learning, 2009
- Murthy, C S R, Business Ethics, Himalaya Publishing House, Mumbai, 2009
- Hosmer, L.T, 'The Ethics of Management' (3rd Ed). Richard D. Irwin.

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Syllabus
Master's Degree Programme in MBA (Marketing Management)
Core Subject
Semester – III

Course Title:	Decision Science	Credits:	04
Course Code:	PGSMM3(003)	Internal Assessment:	50 marks
Duration of Examination:	3 hrs.	University Examination:	50 marks

OBJECTIVE: To impart to students comprehensive understanding of the application of operations research techniques and tools in business and financial decision making.

Unit I

Operation Research: Meaning, Features, Methodology, Types of Models, Tools, Scope and Limitations.

Linear Programming: Introduction to linear programming, Formation of LPP, Graphic method, Simplex method, Duality problem and Conversion of a primal into its dual.

Unit II

Assignment Problems: Introduction, Hungarian method, Variations of the assignment problem, Travelling Salesman Problem.

Transportation Problems: Minimization and maximization transportation problems, Transshipment problems.

Unit III

Game Theory: Introduction, Two Person sum games, Pure strategies, Mixed strategies (Graphical, Algebraic Methods to be covered).

Decision Theory: Definition, Stages of Decision-Making Theory, Components of Decision Making, Concept of Payoff, Opportunity Loss, Decision Making- Under Certainty, Under Risk, Under Uncertainty, Expected Opportunity Loss, Expected value of Perfect Information, Constructing Decision tree diagrams.

Unit IV

Queuing Theoretic Model: Basic components of waiting line process, Basic structure of waiting line processes, Queuing theory assumptions, Single channel- Single phase models.

Inventory Control: Fundamentals of inventory, Inventory costs, Basic EOQ model, Discount model of EOQ, Inventory decisions, ABC classification, VED analysis and introduction to other classifications.

Unit V

Simulation: Concept and application, Basic Monte-Carlo approach.

Replacement Theory: Pre-requisites Failure mechanism of items, Assumptions, Replacement Decisions, Types of Replacement problems, Numerical problems to Replacement of Items which deteriorates with time only.

Suggested Readings

- Sharma J K, Operations Research, Theory and Applications, 4th Edition, 2010, Macmillan New Delhi.
- Wayne L. Winston, Operations Research: Applications and Algorithms, 4th Edition (5th Indian Reprint 2010), Cengage Learning India Private Limited New Delhi.
- K. Shridhara Bhat, Essentials of Operations Research & Quantitative Techniques, 1st Edition, Himalaya Publishing House, Mumbai.
- Anand Sharma, Operations Research, Reprint 2007, Himalaya Publishing House, Mumbai.
- Kalavathy S, Operations Research, 2nd Edition, 2009, Vikas Publishing House Pvt. Ltd. New Delhi.

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Syllabus
 Master's Degree Programme in MBA (Marketing Management)
 Core Subject
 Semester-III

Course Title:	Summer Project/Dissertation	Credits:	02
Course Code:		Internal Assessment:	25 marks
Duration of Examination:	-	University Examination:	25 marks

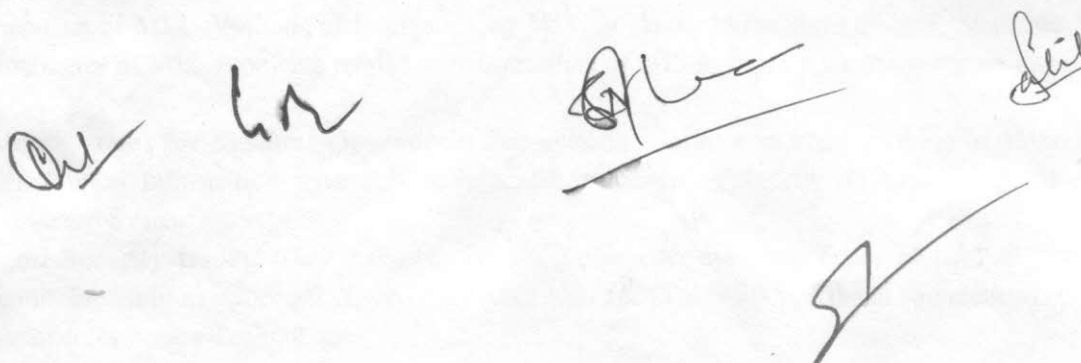
OBJECTIVE: To augment the practical approach with theory so that the students get a hands-on experience while working with the industry.

Programme Training Structure: As per the Project Study Guidelines issued by the Department Evaluation Pattern:

Internal Evaluation (Supervisor)		25
External Evaluation		25
TOTAL		50

Internal Evaluation: The Internal Evaluation shall be conducted by the following members Head of the Department and the Faculty member (respective Supervisor) of the Department. Evaluation shall be consisted of Presentation on the research project and Viva-Voce.

External Evaluation: The External Evaluation shall be conducted by the following members: Head of the Department, One Subject Expert (Academician or Industrial Professional) nominated by the head of the department.



Syllabus
Master's Degree Programme in MBA (Marketing Management)
Elective (Minor) Subject
Semester – III

Course Title:	Management Information System	Credits:	04
Course Code:	DGSMME012T	Internal Assessment:	50 marks
Duration of Examination:	3 hrs.	University Examination:	50 marks

OBJECTIVE: To develop in students an understanding of the structure and role of Information and its integration in business.

Unit - I

Management Information System: Introduction to MIS, Meaning & Objectives of MIS, Nature & Approaches to MIS, Requirements for MIS, Significance & Role of MIS, Problems & Solutions in implementing MIS from Indian scenario, Benefits & Limitations of MIS, Concepts of System, Characteristics of System, Evolution of Information System, Types of Systems.

Fundamentals of Information: Concepts of Information, Characteristics of Information, Value of Information, Sources of Information, Types of Information, Dimensions of Information, Level of Management & their information requirements, Approaches to Information System, Components of Information System, Classification and Characteristics of Information Systems (TPS, PCS, ECS, MIS, DSS, EIS, ES, KMS, SIS, BIS and OAS).

Unit - II

Decision Making and MIS: Introduction to Decision Making Process & Manager Roles, Classification of managerial Decisions, Models for Decision Making Process (Rational Model, Implicit Favorite Model and Emerging Model (Case Study)

Development of MIS: Two phase model for selecting IS Tools, Tools for MIS Development (Traditional tools & Automated tools).

Unit - III

Information System Planning: Nolan's Model, Concept of PIECES Model, Principles for IS Development, Concept of System Development Life Cycle (SDLC) (Case Study)

Implementation of MIS: Methods of Implementing MIS, Implementation steps of MIS, Structure for evaluation of MIS, Maintenance of MIS, Problems related to maintenance of MIS and measures to overcome these problems.

Unit - IV

Information Systems for Business Operations: Sub-systems, Components and working of Marketing Information System, Production Information System, HR Information System, Financial & Accounting Information System, R&D Information System.

Control and Security Issues: Challenges for Securing computer systems, Types of computer security breaches, Security controls, Audit in information systems, Cyber Laws & IT Act 2000, Ethical foundations, Ethical & Societal dimensions of Information Technology.

Unit - V

Introduction to Database Concepts: Database Management System (DBMS) and their Components, Relational Database Management System (RDBMS), Concept of Entity & Relationships in Databases.

Managing Database: Basics of Normalization: concept, Basics of SQL, Working with DDL and DML commands in SQL.

Suggested Readings

- Effy Oz (2011), Management Information Systems, Cengage Learning India Private Limited New Delhi.
- Stair Ralp & Reynolds George (2009), Principles of Information Systems; A Managerial Approach, Cengage Learning India Private Limited New Delhi.
- Jaiswal Mahadeo & Mital Monika (2007), Management Information Systems, Oxford University Press New Delhi.



Syllabus
Master's Degree Programme in MBA (Marketing Management)
Elective (Minor) Subject
Semester – III

Course Title:	Quality and Total Quality Management	Credits:	04
Course Code:	PGSMM3 E013T	Internal Assessment:	50 marks
Duration of Examination:	3 hrs.	University Examination:	50 marks

OBJECTIVE: Understand the concept and culture of total quality management and develop skills to use SQC techniques and other quality tools in solving quality related problems.

Unit I

Fundamentals of Quality: Definitions, Quality and Quality Management, Difference between Quality Control and Quality Assurance, Relevance of Quality in an organization, Quality Management Principles.

Fundamentals of Total Quality Management: Definitions, Guiding Principle, TQM Implementation, TQM Models, Benefits and obstacles in TQM.

Unit II

Quality Philosophies: Philosophies- Deming, Joseph Juran, Philip Crosby, Armand Feigenbaum, Genichi Taguchi, Kaoru Ishikawa.

Cost of Quality: Prevention Cost, Appraisal Cost, Internal-failure Cost, External Failure Cost, Cost of Quality Models (Optimum Cost of Quality model & Par Value model)

Unit III

Statistical Process Control: Conceptual Approach to SQC, Difference between Variable & Attributes with reference to SPC, Causes of variation in quality; Acceptance sampling; Inspection vs. acceptance sampling; Quality indices and operating characteristic curves; Single and double sampling plans; Control charts for attributes; Control charts for variables; Interpretation of control charts.

Quality Tools and Techniques: Tools- flowcharts, check sheets, histograms, Pareto chart, Scatter diagram, Control chart, Cause-and-effect diagram; Continuous improvement techniques; Benchmarking process; Six-sigma approach.

Unit IV

Six Sigma: Definition and concepts, Six-sigma in organizations, Steps for implementation, calculating Sigma Level Quality, Six-Sigma Implementation Teams, Six-Sigma and Quick Response manufacturing, Six-Sigma and Lean Practices.

Total Quality Management: TQ through Quality Circles, TQ through 5S, TQ through QMS, TQ through Cost of Quality, TQ through benchmarking, Kaizen, TPM.

Unit V

Quality Standards and Business Excellence Models: Quality System Standards, Bureau of Indian Standards, Agmark Grading and Stabilization of Agricultural and Allied Commodities, Quality Control of India, Concepts of ISO, Types of Quality Audits, Application of ISO series- ISO-14000, COPC 2000.

Quality Awards and Certification: TATA Business Excellence Model (TBEM), Malcolm Baldrige Criteria for Quality Audits, Malcolm Baldrige Business Performance Excellence, Measuring Service Quality using SERVQUAL.

Suggested Readings:

- Besterfield, D.H., Michna, C.B., Besterfield, G.H. and Sacre, M.B., Total Quality Management, ed.iii, Fifth impression, 2007.
- Juran, J.M., and Gryna, F.M., Quality Planning and Analysis, ed.iii, 1993, McGraw Hill International Editions.
- Feigenbaum.A.V. "Total Quality Management, McGraw Hill, 1991.
- Schroeder, R.G., Operations Management: Contemporary Concepts and Cases, 2000, McGraw-Hill International Editions.
- Stevenson, W.J., Operations Management, ed.vii, 2002, McGraw-Hill International Editions.
- Oakland.J.S. "Total Quality Management Butterworth - Heinemann Ltd., Oxford. 1989.
- Narayana V. and Sreenivasan, N.S. Quality Management - Concepts and Tasks, New Age International 1996.

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Syllabus
Master's Degree Programme in MBA (Marketing Management)
Elective (Minor) Subject
Semester – III

Course Title:	Knowledge Management	Credits:	04
Course Code:	PG 5M M3 E0 14T	Internal Assessment:	50 marks
Duration of Examination:	3 hrs.	University Examination:	50 marks

OBJECTIVE: The objective of this course is to provide students an introduction to the field of knowledge management. The present subject is about knowledge: how to capture, transfer, share and manage it.

Unit I

Meaning, Components and Types of Knowledge, Knowledge Economy- Concept of Knowledge; the Data-Information- Knowledge-Wisdom, Relationship (Knowledge Hierarchy); Organizational Knowledge, Characteristics of Organizational Knowledge; Components of Organizational Knowledge (Tacit vs Explicit Knowledge).

Unit II

Knowledge Building Models, Knowledge Acquisition Tools, Sharing and Dissemination tools, KM strategy, Knowledge audit, KM metrics, Knowledge Management Cycle & Transformation of an Enterprise through Knowledge Management, Characteristics of Knowledge Management.

Unit III

Knowledge Management Architecture, Knowledge Management Techniques, KM approaches, Creating Knowledge Management System in Organizations- Need for a Knowledge Management System, Knowledge Management Process Framework, Knowledge Management Process, Creating competency in global scenario in Knowledge Management.

Unit IV

Characteristics of Knowledge Organization, Knowledge Management and Organizational Learning, Knowledge Management Strategy and its Development, the Knowledge Managers, Enabling Knowledge Management through Information Technology- Role of Information Technology in Creating Knowledge Management System.

Unit V

Technology diffusion and absorption in Knowledge Management, Concepts of Innovation pertaining to KM-Rate of Diffusion innovation Time, Innovation Cost, Speed of Diffusion technology, Transfer in Knowledge Management, Organizational Culture for Knowledge Management, Need for Organizational Culture for Knowledge Management, Ways to Develop Knowledge-Sharing Culture, Future of Knowledge Management System.

Suggested Readings:

- Amrit Tiwana. The Knowledge Management Toolkit: Orchestrating IT, Strategy, and Knowledge Platforms. Pearson Education Limited.
- Elias M. Awad, Hassan M. Ghaziri. Knowledge Management, Pearson Education Limited.
- Edited by D. Morey, M. Maybury, B. Thuraisingham, Knowledge Management (Classic and Contemporary Works) Universities Press (India) Limited.
- Edited; R. Gogula- Knowledge Management–A New Dawn, The Institute of Chartered Financial Analysis of India (ICFAI) Press.
- G. Natrajan & S. Shekhar - Knowledge Management: Enabling Business Growth, Tata McGrawHill Publishing Company Limited, New Delhi.
- G. Schreiber , H Akkermans, A. Anjewierden , R de Hoog, N. R. Shadbolt, W. V. de Velde, B. J. Wielinga. Knowledge Engineering and Management Universities Press (India) Limited.

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Syllabus

Master's Degree Programme in MBA (Marketing Management)
Elective (Minor) Subject
Semester-III

Course Title:	Essentials of Supply Chain Management	Credits:	04
Course Code:	PGSMM3E015T	Internal Assessment:	50 marks
Duration of Examination:	3hrs.	University Examination:	50 marks

OBJECTIVE: The objective of the course is to acquaint the students with fundamentals of Supply Chain Management and its relevance in today's business scenario.

Unit-I

Basics of Supply Chain Management: Concept of supply chain opportunities and challenges of supply chain, evolution of supply chain management, supply chains and value chains, strategic decisions in supply chain, model for strategy formulation in supply chain management, supply chain as a management philosophy, supply chain management in the 21st century. Managing supply chain during crises.

Unit-II

Planning and Sourcing: Planning and sourcing supply chain operations, components of supply chain management, role of forecasting in supply chain, factors of demand forecasting, inventory management, procurement, vendor selection, contract negotiation, consumption management, supply-demand uncertainties and inventory management practice.

Unit-III

Logistics in supply chain management: Concept of Logistics and logistics management, role of logistics service providers in supply networks, importance of logistics management, inventory flow, information flow, logical operating arrangements, supply chain synchronization.

Unit-IV

Transportation in supply chain management: Transportation functionalities, principles and participants, factors affecting transportation decisions, mode of transportation, transportation administration and third-party logistics. Concept of cargo, types of cargo.

Unit-V

Information Technology in Supply Chain Management: Role of information technology in supply chain management, supply chain information system, supply chain benchmarking, benchmarking process and procedure, recent trends in supply chain management, outsourcing supply chain operations, role of e-commerce in supply chain management, green supply chain management, world class supply chain management.

Suggested Readings:

- Hugos M. Essentials of Supply Chain Management, John Wiley & Sons, Inc.
- Mohanty R. P. and Deshmukh, S. G. Supply Chain Management-Theories and Practices, Indian Text edition.
- Bowersox, D.J. Closs. D and Cooper, M.B. Supply Chain Logistics Management- McGraw-Hill Pvt. Ltd.
- Oakden, R. Leonaite, K. A framework for supply chains: Logistics operations with an Asia-Pacific perspective-Tata Mc Graw Hill.

Syllabus
 Master's Degree Programme in MBA (Marketing Management)
 Elective (Major) Subject
 Semester-III

Course Title:	Consumer Behaviour	Credits:	04
Course Code:	PG5MM3E016T	Internal Assessment:	50 marks
Duration of Examination:	3hrs.	University Examination:	50 marks

Course Objective: To familiarize student with the various theories and models of consumer behavior applications in developing marketing strategies. To impart an understanding as to how discipline has evolved borrowing from other disciplines including psychology, sociology, economics, and anthropology. To enable the students to analyze and evaluate consumer behavior from a sustainable perspective. To equip the students to critically assess and evaluate different consumer research methods and their application in business and research.

Unit-I

Consumer Behaviour: Concepts, scope and its importance, applications of consumer behaviour in marketing, relationship between consumer behaviour and marketing, Consumer behaviour Models, Cultural, Social and Economic factors affecting consumer behaviour, Consumer Research Process, Dark Side of Consumer Behavior, emerging trends in consumer behaviour.

Unit-II

Consumer Decision making: Consumer influence and diffusion of innovations, Opinion Leadership, Consumer Decision Process, Brand Evaluation, Pre-purchase and Post-purchase evaluation.

Unit-III

Intrinsic influences and their applications on Consumer behaviour: Consumer motivation, Personality and consumer behaviour, Consumer perception, consumer learning, Consumer Attitude formation and Change. Communication and Consumer behaviour, Lifestyle marketing; meaning and application of perception; perceptual selection, perceptual organisation, application of absolute and differential threshold in consumer behaviour; self-concept and consumer research; attitudes and their characteristics; functions of attitude, models of attitudes; measurement of attitudes .

Unit-IV

Extrinsic influences and their applications on Consumer behaviour: Environment and Situational influences, Changes in consumer behaviour during times of crises and disruptive events like a pandemic, Societal influences on consumer behaviour, Group influences, Households and families, Social class, Reference Groups, Influence of culture on consumer behaviour; Family Life Cycle Stages, Nature of Family Purchases and Decision-making, Husband-wife Influences, Parent-child Influences, Consumer Socialization of Children

Unit-V

Consumer behaviour and Strategic applications: Consumers segmentation and Targeting strategies, Consumer satisfaction product and service Quality, evaluation of consumer loyalty, Purchase intentions and switching behaviour.

Suggested Readings:

- Leon G. Schiffman and Leslie Lazer Kannuk. Consumer behavior, Pearson Prentice Hall.
- Blackwell Roger and Miniad Paul, Consumer behavior, Cengage Learning.
- David L. Loudan and Albert Della Bitta. Consumer behavior, Tata McGraw Hill, New Delhi.

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Syllabus
Master's Degree Programme in MBA (Marketing Management)
Elective (Major) Subject

Semester – III

Course Title:	Advertising and Sales Promotion	Credits:	04
Course Code:	PGSMM3E017T	Internal Assessment:	50 marks
Duration of Examination:	3 hrs.	University Examination:	50 marks

OBJECTIVE: To explicate the nuances in the field of knowledge intensive advertising scenario and equip the students with techniques of sales promotion.

Unit-I

Advertising- Meaning, Concept and its Role in Marketing Process, Ethical, Legal and Social aspects of Advertising, Advertising during crises, Advertising as Marketing Tool, Types of Advertising, Organization Structure of Advertising Department, Advertising Budget Process.

Unit-II

Media Selection- Types of Media, Overview of Media Planning, Media Plan, Establishing media objectives, Television- advantages, limitations, buying television time, methods of buying time, buying Radio time, time classification, Audience information.

Unit-III

Media- Role of Magazine, Classification, Advantages, Disadvantages, Future of magazines, Role of Newspapers, Types of Newspaper Advertising, Advantages, Disadvantages, Future of Newspaper, Support Media Industry and its scope; Electronic Media (Television, Radio) & Social media marketing..

Unit-IV

Sales Promotion- Concept, Scope and its Role, Growth of sales promotion, Customer oriented sales promotion, Objectives and Techniques, Trade oriented sales promotion, Disadvantages of sales promotion.

Unit-V

International Advertising and Promotion: Role and Importance, international environment affecting Advertising and Promotion, Global vs Localized Advertising, Advertising and Promotional Ethics, Social, Ethical and Economic aspects of Advertising.

Suggested Readings:

- George E. Belch, Michael A. Belch and Keyoor Purani, Advertising and Promotion- An integrated Communication perspective, Ninth Edition, McGraw Hill Education Pvt Ltd. New Delhi.
- S. A. Chunawalla and K. C. Sethia, Foundations of Advertising-Theory and Practice, Himalaya Publishing House.

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Syllabus
Master's Degree Programme in MBA (Marketing Management)
Elective (Major) Subject
Semester – III

Course Title:	Retail Management	Credits:	04
Course Code:	PGSMM3E018 T	Internal Assessment:	50 marks
Duration of Examination:	3 hrs.	University Examination:	50 marks

OBJECTIVE: The course is aimed at providing students with a comprehensive understanding of theoretical and applied aspects of retail management.

Unit-I

Retailing: Characteristics of retailing, Retailer's Role in Supply Chain, Evolution of Retailing, Social and Economic Significance of Retailing, Emerging trends in retail industry, Retail formats, Services Retailing.

Unit-II

Retail Locations: Importance of Location decisions, Types of retail locations, Site Evaluation, Store Design and Layout, Trade Area Characteristics, Factors affecting trade area size, measuring the trade area for a retail site, Competition in the trade area.

Unit-III

Merchandise Management: Buying Organization, Merchandise Category, Managing Inventory Turnover, Merchandise Management Process, Developing an Assorting Plan Control System for Managing Inventory.

Unit-IV

Pricing: Introduction, Factors influencing pricing decisions, Pricing Strategies, Considerations on setting retail prices, Setting Pricing- Cost Base Pricing, Markdowns, Pricing techniques for increasing sales and profits, Variable Pricing and Price Discrimination, Legal and Ethical Issues in Pricing.

Unit-V

Customer Relation Management: Customer Loyalty, Customer Relationship Management Process, Collecting Customer Data, Customer data analysis and identifying target customers, Developing an implementation of CRM programmes. Ethical issues in CRM.

Suggested Readings:

- Levy M. Weitz B. Pandit A.(8E)- Retailing Management. Mc Graw Hill Education
- Berman B., Evans J.R. Retail Management- A Strategic Approach. Pearson Education
- Pradhan Swapna (4th Edition). Retailing Management- Text and Cases. Mc Graw Hill Education
- Bajaj C, Tuli R, Srivastava N.V. (2nd Edition), Retail Management, Oxford University Press, Delhi.
- Dion James and Topping T. (3rd Edition), Retail Business, Self-Counsel Press



Syllabus
Master's Degree Programme in MBA (Marketing Management)
Elective (Major) Subject
Semester – III

Course Title:	Industrial Marketing	Credits:	04
Course Code:	PG SMM3E019T	Internal Assessment:	50 marks
Duration of Examination:	3 hrs.	University Examination:	50 marks

OBJECTIVE: To lay a foundation for an understanding of the complex dimensions of industrial marketing.

Unit - I

The Industrial Marketing system and the Industrial Marketing concept; Industrial goods demand and product characteristics; Industrial market levels and product types; The industrial customer; Industrial buyer motives and institutional buyers.

Unit - II

Organizational Buying: Buy-Grid Model; Phases in purchasing decision process & their marketing implications; Buying centers; value analysis & vendor analysis.

Unit - III

Industrial market segmentation; Bases for segmenting industrial market-macro and micro variables; Targeting the industrial product; Positioning the industrial product; Industrial product life cycle, product mix, Service component-the provision of parts, technical assistance, terms of sales.

Unit - IV

Industrial distribution channel component-Industrial distributors; Formulation of channel strategy-conditions influencing channel structure; Brief introduction to Marketing Logistics; The price component-conditions affecting price competition in industry scenario, cost factor, the nature of demand, pricing policies in industry competition.

Unit - V

Industrial promotional component- Industrial advertising functions-establishing recognition, supporting and motivating salesmen and distributors measurement of advertising effectiveness. Personal selling as applicable in industrial marketing-Personnel profiles selection and training, supervisions compensation sales promotion. Trade shows and exhibits as an industrial marketing tool, Promotional novelties in industrial marketing.

Suggested Readings:

- Corey, E Raymond. Industrial marketing: cases and concepts. 3rd ed. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1983.
- Hill, Richard. Etc. Industrial Marketing. Homewood Illinois, Richard d Irwin, 1975.
- Corey, E Raymond. Industrial marketing: cases and concepts. 3rd ed. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1983.
- Gross, A C. etc. Business Marketing. Boston, Houghton Mifflin, 1993.
- Hill, Richard. Etc. Industrial Marketing. Homewood Illinois, Richard d Irwin, 1975.
- Reeder, Robert R etc. Industrial Marketing: Analysis, Planning and Control. Englewood Cliffs, New Jersey, Prentice Hall Inc, 1991.
- Webster, F E. Industrial Marketing Strategy. 2nd ed. New York, John Wiley, 1979.

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Syllabus
Master's Degree Programme in MBA (Supply Chain Management)
Elective (Major) Subject
Semester – III

Course Title:	Marketing Research	Credits:	04
Course Code:	PGSMM3E020T	Internal Assessment:	50 marks
Duration of Examination:	3 hrs.	University Examination:	50 marks

OBJECTIVE: The course is designed to inculcate the basic marketing analytical abilities and research skills among the management students.

Unit-I

Marketing Research: Introduction, Definition & Scope; Uses of marketing research; Problem Formulation & Steps in Decision Making Process; Ethics in marketing research; Marketing Intelligence system.

Unit-II

Research Design & Marketing Research techniques: Exploratory Research, Descriptive research, Causal/ Experimental Research Design; Longitudinal and cross-sectional analysis; Market development research: Cool hunting- socio cultural trends, Demand estimation research, Test marketing, Segmentation research technique; Sales forecasting- objective and subjective methods.

Unit-III

Product & Advertising Research: Copy Testing, Test Marketing; Measuring the effectiveness of the promotional program, Market testing, Pre testing, Post testing, Laboratory Tests (Commercial eye tracking-package designs), BrandEquity Research, Brand name testing, Ad tracking, viral marketing research.

Unit-IV

Data & Data Collection Methods: Primary & Secondary Data, Observation & Questionnaire Techniques- Based on questioning: Focus groups, Depth Interviews; Projective techniques- Based on observations: ethnography, grounded theory, participant observation; Development of Questionnaire; Web based primary data collection- issues of reach, analysis, accuracy, time and efficiency.

Unit-V

Sampling, Analysis & Report Writing: Sample Plan; Probability & Non- Probability Sampling; Population and sample size; Attitude Measurement through different types of scales; Data analysis- Univariate analysis-Bivariate analysis- Multivariate analysis; Report writing- forms of report- fundamentals of a good report.

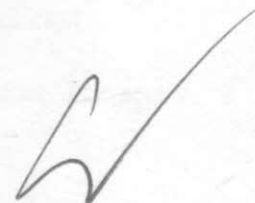
Suggested Readings:

- Research for Marketing Decisions Paul E. Green, Donald S. Tull
- Marketing Research- Text and Cases Harper W. Boyd Jr., Ralph Westfall

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Syllabus
Master's Degree Programme in MBA (Marketing Management)
Elective (Major) Subject
Semester – III

Course Title:	International Marketing	Credits:	04
Course Code:	PGSMM3E021T	Internal Assessment:	50 marks
Duration of Examination:	3 hrs.	University Examination:	50 marks

OBJECTIVE: The objective of the course is to acquaint the students with an understanding of the complexities, opportunities and creative challenges of marketing across time, space & culture.

Unit-I

Global Marketing: An Overview: Definition of International Marketing, International Dimensions of Marketing, Scope and challenges of International Marketing – EPRG Framework, Domestic vs. International Marketing, Process of Internationalization, Benefits of International Marketing, driving & restraining forces.

Unit-II

Political, Legal and Cultural Environment: Political Environment, Political Systems, Political Risks, Indicators of Political Risk, Analysis and Measures to minimize Political Risk, legal Systems, Legal Form of Organization, Multiplicity of Legal Environment, Bribery Branch v/s Subsidiary Counterfeiting, Gray Market Culture & its characteristics, Influence of Culture on consumption. Thinking Communication Process, Cultural Universals.

Unit-III

International Marketing Planning: Marketing Research, Global Marketing Information Sources, Marketing Information System, Market Analysis, Marketing Strategies of U.S.A, EU & Japanese MNC's, Foreign Market Entry Strategies- Exporting, Licensing, Joint Ventures, Strategic alliances, Acquisitions, Franchising, Assemble Operations, Management Contracts, Turnkey Operations, Free Trade Zones.

Unit-IV

Product Policy and Planning: Product Design and Standardization, Developing an International Product Line, Foreign Product Diversification, International Branding Decisions, International Packaging, International Warranties and Services.

International Pricing Strategy: Role of Pricing, Pricing Standardization, Decisions, Price Distortion, Transfer Pricing, Counter Trade, INCO terms, Terms of Sale, Methods of Financing and Means of Payment.

Unit-V

International Channels of Distribution: Channel Members, Channel Management, Retailing in International Scenario, International Physical Distribution.

International Promotion Strategies: Promotion Mix, Promotion and Communication, Personal Selling, Patterns of Global Advertising, Global Advertising Regulations, Advertising Media, Standardized International Advertising, Global e-Marketing.

Suggested Readings:

- Warren J. K., Mark G. (3rd Edition). Global Marketing Management. USA, Prentice Hall.
- Cateora, Gilly and Ghram - International Marketing, McGraw Hill, New Delhi.
- Varshney, R. C., & Bhattacharya, B. (2006). International Marketing-Indian Perspective. S. Chand Publication.
- Bradley, F. (2005). International Marketing Strategy. Pearson Education.
- Kotler, P. (2003). A framework for Marketing Management. Pearson Education India.
- Kotler, P., & Armstrong, G. (2010). Principles of Marketing. Pearson education.
- Deresky, H. (2000). International Management: Managing across borders and cultures. Pearson Education India.

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Syllabus
Master's Degree Programme in MBA (Marketing Management)
Inter-Disciplinary Course (IDC)
Semester – III

Course Title:	Integrated Marketing Communication	Credits:	04
Course Code:	PGSMM31003T	Internal Assessment:	50 marks
Duration of Examination:	3 hrs.	University Examination:	

OBJECTIVE: This course introduces students to the basic concepts of advertising and sales promotion and how business organizations carry out such marketing communication interventions.

Unit I

Marketing Communication: Definition, Objectives of Marketing Communication; Factors contributing to IMC; Participants in IMC; IMC Promotion Mix; IMC Management & Planning Model, Challenges in IMC.

Unit II

Message Design: Message Creation; Message strategy design considerations; Source of the message; Message integration; The Creative Concept Development; Creative planning, Communications appeals and execution.

Unit III

Media Management: Media Types and their characteristics; Setting Media objectives; Considering key media concepts; Media planning; Media Strategy; Media buying; Media research.

Unit IV

Advertising Management: Meaning, Nature and Scope of Advertising, Types of advertising; Process of Advertising; Testing of Advertising Effectiveness; Preparation and Choice of Methods of Advertising Budget; Ethical and Social Issues in Advertising.

Unit V

Emerging Concepts and Issues in Marketing Communications: Sponsorship; Role of E-Commerce in Marketing Communication; Corporate Communication; Public Relations-Types of PR; Sales Promotion-Different types of Sales Promotion; Publicity-Types of Publicity; Personal Selling; Direct marketing; Event Management, Challenges and Opportunities in IMC during crises.

Suggested Readings:

- Siraj M Joseph & Rahtz Don R : Integrated Marketing Communication – A Strategic Approach, Cengage Learning 2. Kenneth Clow & Donald Baack: Integrated Advertising, Promotion, and Marketing Communications, Pearson Education, Limited
- Copley Paul: Marketing Communications Management Concepts & theories, Cases and Practices; Butterworth- Heinemann Publication
- Duncon: Integrated Marketing Communications, Tata McGraw Hills

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Master's Degree Programme in MBA (Marketing Management)
Inter-Disciplinary Course (IDC)
Semester- III

Course Title:	Virtual Marketing	Credits:	04
Course Code:	DGSMM31004T	Internal Assessment:	50 marks
Duration of Examination:	3 hrs.	University Examination:	50 marks

OBJECTIVE: The basic purpose of this paper is to familiarize the students with the preliminary aspects of digital Marketing so that they may have overall views while applying the concept in business world.

Unit-I

Digital Marketing: Introduction, meaning and concept; Needs and advantages of Digital Marketing; Traditional Vs Digital Marketing, Challenges of Digital Marketing, Reasons for growing popularity of virtual marketing in contemporary scenario.

Unit-II

Social Media Marketing: Why care about Social Media, Facebook content marketing, Twitter Marketing, Twitter content marketing, LinkedIn Marketing, LinkedIn content marketing, Twitter Advertising, Campaign Building.

Unit-III

E-mail Marketing: Understanding email marketing and its importance, How email servers work, Types of email marketing, Email marketing tools, Nurturing and Automation, Inbound Marketing.

Unit-IV

E-Marketing: Business to Business (B2B), Business to customer (B2C) e-commerce E-Marketing: Business to Business (B2B), Business to customer (B2C) e-commerce. E retailing –concept, merits and demerits, Future prospects of e retailing. Electronic Payment Systems: E-Cash, e-cheque, credit cards, debit cards, smart cards; E-Banking, Manufacturing information systems.

Unit-V

Legal Aspects of e-commerce, Security issues of e-commerce: Firewall, E-locking, Encryption; Cyber laws- aims and salient provisions; Cyber laws in India and their limitations.

Suggested Readings:

- Chaffey, Dave, Digital Marketing- Strategy, Implementation and Practice, Pearson Education India
- Dodson Ian, The Art of Digital Marketing-The Definitive Guide to Creating Strategies, Wiley
- Frontiers of E-Commerce Ravi Kalakota, Pearson Education India
- Oberoi, Sundeep, E-Security and You, Tata McGraw Hill.

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Syllabus
Master's Degree Programme in MBA (Marketing Management)
Core Subject
Semester-IV

Course Title:	Project Management	Credits:	04
Course Code:	PGSMM4C003T	Internal Assessment:	50 marks
Duration of Examination:	3hrs.	University Examination:	50 marks

OBJECTIVE: The course is designed to develop in students an understanding of the structure and role of project management in business.

Unit-I

Project Management: - Concepts & key terms, Evolution of integrated project management system, Aligning projects with organization strategy, Effective project portfolio management system, Project Life Cycle, Different forms of project contracting, Feasibility Study-Overview.

Unit-II

Project Identification & Formulation: Scouting for Project Idea, Preliminary Screening, Market & Demand Analysis, Market Survey, Characterization of Market, Forecasting & Planning, Profit potential of Industries, Porter Model, Technical Analysis- Analysis of Inputs, Technology, Product Mix, Capacities, Location, Civil Works, Charts, Layouts, Work Schedule.

Unit-III

Financial Analysis & Appraisal: Cost of Project, Means of Financing, Cost of Production, Working Capital Requirement & its Financing, Estimates of Net Cash Accruals over a period.

Project Risk Analysis: NPV, Benefit-Cost Ratio, IRR, Payback Period, ARR (Qualitative Treatment only)-their assessment, Investment Appraisal- Indian & International Practices.

Unit-IV

Social Cost Benefit Analysis:Rationale, UNIDO & LM Approach, Project Organization.

Credit Rating:Credit Rating Concept; Origin of Credit rating, Types of Credit Rating, Various credit rating agencies in India, Credit rating symbols.

Unit-V

Project Team Management: Building high-performance project teams, Managing virtual project teams, Project control process, Performance measurement and evaluation, Project quality, Planning, Quality assurance, Quality audit, Project closure and Post completion audit.

Suggested Readings:

- Slack, Nigel, Chambers, Stuart, Harland and Johnston, A.J. (2007), Operations Management, 2nd edition, USA, PITMAN.
- Stucken, L.C. (2005), The Implementation of Project Management: The Professional's Handbook, USA, Addison-Wesley.
- Burke, R. (2004), Project Management- Planning & Control Techniques, 7th edition, New Delhi, Wiley.
- Meredith J.R. and Mantel S.J. (2005); Project Management- A Managerial Approach, 6th edition, New Delhi, Wiley.
- Chandra, Prasanna. (2009, Project Management- Planning, Analysis, Selection, Implementation and Review, 7th edition, New Delhi, Tata Mc Graw Hill.

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Master's Degree Programme in MBA (Marketing Management)

Core Subject

Semester-IV

Course Title:	Strategic Management	Credits:	04
Course Code:	PGSMM4C004T	Internal Assessment:	50 marks
Duration of Examination:	3 hrs.	University Examination:	50 marks

Course Objective: To explore the major initiatives taken by a company's top management on behalf of corporates, involving resources and performance measures in both internal & external environment.

Unit-1

Introduction to Strategies: Scope and Importance of Strategies and Strategic Management; Strategic Intent through Vision, Mission, Goals and Objectives; Core Competencies; Competitive Advantage and Sustainable Competitive Advantage.

Unit-II

Strategy Formulation: Strategy Formulation; Process of Strategy Formulation; Types of Competitive Strategies: Offensive and Defensive.

Corporate and Business level Strategies and Related Models: Stability, Expansion, Retrenchment and Combination Strategies; Horizontal and Vertical Integration; Porter's Generic Strategies; Case Study Approach in understanding the application of McKinsey's 7S Framework; Ansoff's matrix.

Unit-III

Strategy Analysis: Corporate Portfolio Analysis (BCG Matrix, GE 9 Cell Model); Life Cycle Analysis; SWOC Analysis; Competitor Analysis, Industry Analysis (Porter's Five Forces Model).

Strategy Implementation: Case Study approach in understanding- Structural, Behavioural, Functional and Operational Implementation.

Unit-IV

Strategic Control and Evaluation: Introduction to Strategic Evaluation and Strategic Control; Strategic Control Process; Techniques of Strategic Evaluation and Control; Barriers to Strategy Evaluation.

Unit -V

Recent trends in Strategic Management: Blue Ocean Strategy, Red Ocean Strategy, Role of Contemporary Organisational Systems in Strategic Evaluation; Internet Strategies for Traditional Business, Strategic Success Factors in E-commerce, Reflective Strategic Management.

Case Study: Applying Strategic Management via case study approach.

Suggested readings:

- A Nag, Strategic Management: Analysis, Implementation, Control. Vikas Publication (2013).
- Azhar Kazmi, Strategic Management and Business Policy, 3rd Edition, Tata Mcgraw Hill (2008).
- Nitish Sengupta and J.S Chauhan, Strategic Management, Vikas Publication(2013).
- Hill, Strategic Management: An Integrated Approach, 2009 Edition Wiley (2012).
- John A. Parnell, Strategic Management, Theory and Practice Biztantra (2012).
- Gupta, Gollakota and Shrinivasan, Business Policy and Strategic Management- Concepts and Application, Prentice Hall of India (2005).

Syllabus

Master's Degree Programme in MBA (Marketing Management)
Elective (Minor) Subject
Semester-IV

Course Title:	Purchasing and Material Management	Credits:	04
Course Code:	PGSMM4E011T	Internal Assessment:	50 marks
Duration of Examination:	3hrs.	University Examination:	50 marks

OBJECTIVE: To generate awareness among the students and assist them in imbibing the basics of purchasing and materials management as applied in supply chain management.

Unit-I

Material Management- Concept, Importance and Objectives, Functions of materials management, Scope of Material Management

Integrated Materials Management- its scope, need and objectives, material requirement planning, computer applications to MRP process.

Unit-II

Standardization, variety reduction, advantages and disadvantages of codification, classification of materials, Purchasing and Material Planning, Material planning process, Material budgeting and accounting.

Unit-III

Stores and stores management, stores layout, storage media, automatic warehousing, overall scheme and type of automatic warehouse, Material handling-importance, objectives and methods, handling waste materials.

Unit-IV

Purchasing- Concept and Objectives of Purchasing, Functions and duties of purchase department, methods of purchasing, Purchasing Cycle, Industrial purchasing, Dynamic purchasing.

Unit-V

Just in time purchasing, prerequisites and elements of JIT purchasing, Purchasing negotiation skills-Strategy and planning, Legal aspects in purchasing, The Indian Contract Act-1872, The Sales of Goods Act-1930, Special purchase Contracts.

Suggested Readings:

- Jain, K.C and Patidar, J. Purchasing and materials Management, S. Chand & Company Ltd., New Delhi.
- Nair, N.K., Purchasing and materials Management, Vikas publishing house.

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Master's Degree Programme in MBA (Marketing Management)
Elective (Minor) Subject
Semester-IV

Course Title:	Logistics and Distribution Management	Credits:	04
Course Code:	PGSMM4E012T	Internal Assessment:	50 marks
Duration of Examination:	3hrs.	University Examination:	50 marks

OBJECTIVE: To explore the major concepts evolved in the direction of logistics and distribution management so that students get acquainted with the knowledge intensive SCM domain.

Unit-I

Logistics-Introduction & Integration: Logistics and supply chain management; Factors impacting logistics; Logistics growth drivers; Importance of logistics in supply chain; Key issues in logistics & SCM.

Unit-II

Transportation elements in Logistics: Legal classification of Carriers, Role of transportation in LSCM; Modes of transportation- Ocean Transport, Air Transport, Road Transport, Rail Transport, Inland Transport & pipeline Transportation.

Unit-III

Logistics Delivery & Fulfilment: Concept of Utilization, Palletization and Containerization; Multimodal transportation and its advantages; Warehousing- location, functionality & classification.

Unit-IV

Material Handling & Packaging: Principles of material handling; Equipment's for material handling; Factors involved in material handling decisions; Packaging alternatives; Bar Coding & RFID; Trends & advances in packaging operations.

Unit-V

Emerging Trends in Logistics: Reverse logistics as competitive strategy; LSCM Alliances-3PL+4PL=7PL, Concept, Principles, Advantages & outsourcing; Risks in logistics outsourcing; Mitigation of risks in logistics outsourcing.

Suggested Readings:

- S.L. Ganapathi & S.K, Logistics Management, Oxford Publications.
- S.K. Bhattacharya, Logistics Management; Definition, Dimension and Functional Applications, S. Chand Publications.
- Alan Rushton, Phil Croncher, Peter Baker, The Handbook of Logistics and Distribution Management.
- V.V Sople, Logistics: Management 3rd ed.

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Syllabus
Master's Degree Programme in MBA (Marketing Management)
Elective (Minor) Subject
Semester-IV

Course Title:	Enterprise Resource Planning	Credits:	04
Course Code:	PGSMM4E013T	Internal Assessment:	50 marks
Duration of Examination:	3 hrs.	University Examination:	50 marks

Objective: The prime objective of this course is to provide basic understanding of concept and structure of ERP systems and impart desired managerial skills for ERP implementation in a business enterprise.

Unit-I

Enterprise Resource Planning: Introduction to ERP, its origin and need, advantages of ERP systems, Roadmap for successful ERP implementation, Reasons for the failure of ERP, Trends in ERP, Enterprise Resource Planning vs E-business.

Unit II

Enterprise Resource Planning: Tools and software, ERP selection method and its criteria, Enterprise Resource Planning selection process, ERP Vendor selection, ERP implementation life cycle, factors affecting ERP implementation process.

Unit III

Role of Enterprise Resource Planning in Manufacturing, Computer aided design and Computer aided manufacturing, Manufacturing Resource Planning, Role of ERP in Purchasing, its characteristics and advantages, ERP Purchase System.

Unit-IV

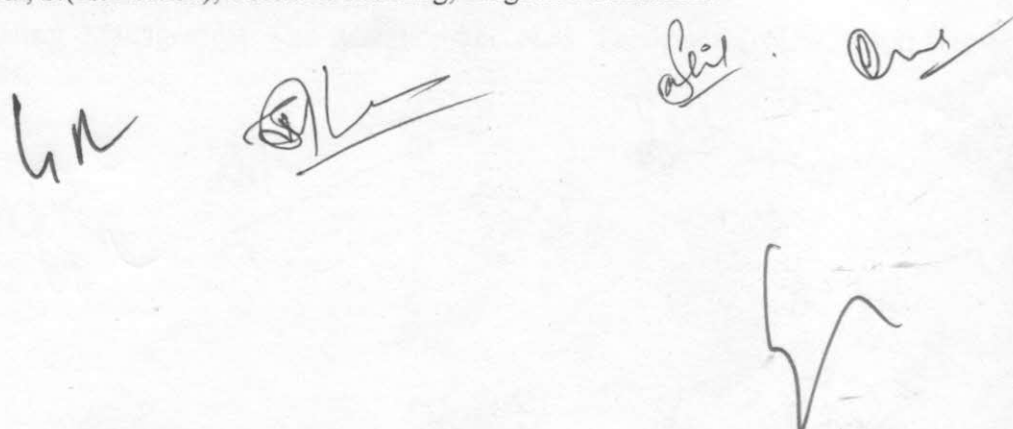
Role of Enterprise Resource Planning in inventory management, its characteristics, advantages, limitations, importance of Web ERP in inventory management, ERP vs CRM, CRM concept, advantages and its types.

Unit-V

Role of ERP in Human Resource Management, Personnel Management, Payroll Management, time management, personal development, Role of ERP in Accounting and Finance processes, financial ERP tools, Plant Maintenance, Materials Management, Quality Management, Sales and Distribution, Resource Management, ERP Project Management and Monitoring.

Suggested Readings:

- Alexis, Leon (3rd Edition), ERP Demystified, McGraw-Hill Education.
- Garg, Vinod Kumar, Venketakrishnan, N.K. (2nd edition), Enterprise Resource Planning: Concepts and Practice. PHI Learning.
- Sadagopan. S. (1st Edition). ERP: A Managerial Perspective, McGraw Hill Education.
- Shankar. Ravi & Jaiswal, S. (1st Edition), Resource Planning, Galgotia Publications



Syllabus

Master's Degree Programme in MBA (Marketing Management)
Elective (Major) Subject
Semester-IV

Course Title:	Business Process Re-engineering	Credits:	04
Course Code:	PGSMM4E019T	Internal Assessment:	50 marks
Duration of Examination:	3 hrs.	University Examination:	50 marks

OBJECTIVE: The objective of the present course is to develop an understanding about Business Process Re-engineering (BPR)

Unit-I

Introduction to Business Processes, Business Process Excellence, History and basics of BPR, Emergence and need of Business Process Re-engineering, Steps for Business Process Reengineering, Research Opportunities in Business Process Technology.

Unit-II

Dimensions of Business Process, BPR models, Process Improvement and Process Redesign, Standard Business Process Specification, Managing Barriers to BPR, BPR experiences in Indian industry, BPR and relevant Technologies, Reengineering approaches, Reengineering Phases.

Unit-III

Process Identification and Mapping: Role Activity Diagrams, Process Visioning and Benchmarking, Business Process Improvement, Necessary Attributes of BPR Methodology, BPR Methodology selection guidelines.

Unit-IV

BPR Implementation Methodology, Semantics of Business Process Models, Steps to Progress BPR from Project to Program, Success Factors in BPR, Need for Virtual BPR, Role of IT in BPR, IT tools to support BPR, Criticality of IT in BPR.

Unit-V

Business Process Redesign, Man Management for BPR Implementation, Reorganizing People and Managing Change, Performance Measures of BPR, Reengineering recommendations, Hybrid reengineering, Challenges and Future of BPR.

Suggested Readings:

- Draheim, D., Business Process Technology: A Unified View on Business Processes, Workflows and Applications, Springer Verlag.
- Darnton, Ji and Darnton, M: Business Process Analysis, Intern. Thompson Business press.
- H, Michael and C, James: Reengineering the Corporation: A Manifesto for Business Revolution, New York: Harper Collins Publishers, Inc
- C, James: Reengineering Management: The Mandate for New Leadership, New York: Harper-Collins Publishers, Inc

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Syllabus
Master's Degree Programme in MBA (Marketing Management)
Elective (Major) Subject
Semester-IV

Course Title:	Product and Brand Management	Credits:	04
Course Code:	PGSMM4E016T	Internal Assessment:	50 marks
Duration of Examination:	3hrs.	University Examination:	50 marks

OBJECTIVE: To understand the methods of managing products and brands and subsequently develop strategies for brand management.

Unit-I

Introduction to Product Management: Product, Product Levels, Product Hierarchy, Classification of Product; Product Mix; Product Lines

Basic Understanding of Brands: Definitions; Branding Concepts; Functions of Brand; Significance of Brands; Different Types of Brands; Service Brands, Experiential Brands, Symbolic brands.

Unit-II

Product & Brand Research Strategies: Basic Significance of Product Research; Product Development & Testing; Product Launch Decisions. Strategic Brand Management process; Building a strong brand- Brand positioning, Establishing Brand values, Brand vision, Brand Elements.

Unit-III

Brand Communications: Brand Image Building; Brand Aesthetics, Brand Loyalty Programs; Brand Promotion Methods; Role of Brand Ambassadors, Mascots, Celebrity Endorsements; On-line Brand promotions; Branding Strategies in changing marketing environment; Brand reinforcement & Brand crisis management.

Unit-IV

Brand Life Cycle, Adoption & Extension: Introduction to Brand Life Cycle; Brand Adoption Practices; Pitfalls of brand adoption & positioning; Different types of brand extensions; Factors influencing decision for extension; Re-branding and re-launching; Co-branding.

Unit-V

Brand Performance: Measuring Brand Performance; Brand Equity Management, Global Branding Strategies; Brand Audit; Brand Equity Measurement; Brand Leverage; Blueprint for creating brand organization drivers & Its principles; Challenges & opportunities in branding.

Suggested Readings:

- Kevin Lane Keller, Strategic Brand Management Building, Measuring and Managing, Prentice Hall, 3rd Edition, 2007.
- Moorthi YLR, Brand Management- I edition, Vikas Publishing House, 2012.
- Lan Batey, Asian Branding- A Great way to fly, PHI, Singapore, 2002.
- Paul Tmepoal, Branding in Asia, John Willy, 2000.
- Ramesh Kumar, Managing Indian Brands, Vikas Publication, India, 2002.
- Jagdeep Kapoor, Brandex, Biztranza, India, 2005.

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Master's Degree Programme in MBA (Marketing Management)
Elective (Major) Subject
Semester-IV

Course Title:	Services Marketing	Credits:	04
Course Code:	PGSMM4E017T	Internal Assessment:	50 marks
Duration of Examination:	3 hrs.	University Examination:	50 marks

OBJECTIVE: This course aims at enabling students to apply marketing concepts and principles to the unique challenges of services marketing to create customer value.

Unit-I

Introduction to Services marketing: Meaning, Significance and Characteristics of Services, Difference between Services and Tangible Products, Service Sector, Classification of Services, Opportunities in Service Sector.

Unit II

Service Expectations and Perceptions: Types of Expectations, Zone of Tolerance, Factors influencing Customer Expectations of Service, Issues involving Customer's Service Expectations, Customer Perceptions, Service Encounters- The building blocks for Customer Perceptions, GAP Model of Service Quality. Changing service expectations during the crises.

Unit III

Services Marketing Mix: Service Innovation and Design; Important considerations for Service Innovation, Types of Service Innovations, Stages in Service Innovation and Development; Service Blueprinting, Physical Evidence and Service Scape: Strategic Role of Service Scape, Framework for understanding Service Scape effects on behaviour.

Unit-IV

Employees Role in Service Delivery: Service Culture, Role of Service Employees, Effects of Employees Behaviour on Service Quality, Dimensions, Strategies for delivering Service Quality through people, Role of Customer in Service Delivery, Significance of E-Services in the contemporary times, Strategies for Enhancing Customer Participation.

Unit-V

Services Marketing Communication: Need for Coordination in Marketing Communication, Key Service Communication Challenges, Approaches to Pricing Services-Cost based Pricing, Competition based Pricing, Demand based Pricing, Ethical Aspects in Service Marketing.

Suggested Readings:

- Zeithaml V.A., Bitner M.J. and Pandit A. (6th Edition), Services Marketing, McGraw Hill education
- Lovelock C H. & Writz, J. (8th Edition). Service Marketing: People, Technology, Strategy, Pearson Education
- Srinivasan, R. (4th Edition), Marketing-The Indian Context, PHI Learning Pvt. Ltd

Syllabus
Master's Degree Programme in MBA (Marketing Management)
Elective (Major) Subject
Semester-IV

Course Title:	Agriculture and Rural Marketing	Credits:	04
Course Code:	PGSMM4E018T	Internal Assessment:	50 marks
Duration of Examination:	3 hrs.	University Examination:	50 marks

OBJECTIVE: To necessitate an understanding of the agricultural and rural marketing to students so that they can develop a holistic acumen.

Unit-I

Rural Marketing- concept and scope of Rural Marketing, Rural development as a core area, efforts put for rural development in five years plans, Rural markets- its characteristics and importance, Environmental factors.

Unit II

Rural Consumer Behaviour- Rural Consumer vs Urban Consumer Behaviour, Relevance of marketing mix for rural markets, Retail formats and classification of retailers, Relationship between agriculture and food retailing, Issues in rural marketing.

Unit III

Segmentation, Targeting and Positioning for rural markets, market forces, components of different product strategies, Pricing strategies, Promotional Strategies and Distribution strategies for rural consumers, Principles of cooperation, overview of agribusiness cooperatives, process of cooperative formation, cooperative legislation, governance in agribusiness cooperatives.

Unit-IV

Agriculture Markets-concept, nature and its scope, importance and objectives of agriculture marketing, challenges in agriculture marketing, Agriculture Marketing and its economic importance, Agriculture produces and their market. Financing agribusiness cooperatives, business development planning for cooperatives, MIS for agribusiness cooperatives.

Unit-V

Export potential for agri-products, Role of government and non-government agencies in the development of rural and agriculture sectors, Marketing strategies for seed, Fertilizers, Pesticides, Farm equipments, Logistics & supply chain management and Information Technology in agri-business- from vertical integration to virtual integration, translating from made-to-stock to build-to-order.

Suggested Reading:

- Kohls, R.L. and Uhl, J.N. Marketing of agricultural products. Ninth edition, Pearson
- Acharaya, S.S. Agricultural Marketing in India, Oxford and IBH publishing company.
- Dogra, b. and Ghuman, K. Rural Marketing-concepts and practices. Tata Mcgraw-Hill Publishing Co. limited, New Delhi.
- Krishnacharyulu, C.S.G. and Ramakrishnan, L. Rural Marketing- Text and Cases. Second edition, Pearson.



Syllabus
Master's Degree Programme in MBA (Marketing Management)
Elective (Major) Subject
Semester-IV

Course Title:	Customer Relationship Management	Credits:	04
Course Code:	PGSMM4E020T	Internal Assessment:	50 marks
Duration of Examination:	3 hrs.	University Examination:	50 marks

OBJECTIVE: To understand the need and importance of maintaining a good Customer Relationship by imparting theoretical prescripts to students.

Unit-I

Introduction: Definition and Concepts of Relationship Management; Evolution of CRM; Transactional vs Relationship Approach; CRM as a Strategic Marketing Tool; CRM- Significance to the stakeholders.

Unit-II

Understanding Customers: Characteristics of Customer Relationships- Promise- Trust- Commitment- Satisfaction- Quality- E-Service Competition- Customer Value- Customer Defections- Customer loyalty- Loyalty Programs; Customer Profile Analysis; Customer Perception; Expectations Analysis; Customer Behaviour in Relationship Perspectives; Customer lifetime value; Selection of Profitable customer segments.

Unit III

CRM Structures: Elements of CRM: CRM process: Strategies for Customer acquisition; Retention and Prevention of defection; Models of CRM; CRM roadmap for business applications; Customer life cycle- Attracting- Retaining and growing Customers- Lifetime Customer Value(LCV)- Customer Equity- Recency- Frequency Monetary Value(RFM) Model.

Unit-IV

CRM Planning and Implementation: Strategic CRM planning process; Customer- Product Profitability Analysis-Value profit Chain- Differences between Customer Retention and Acquisition Orientation of a firm; Implementation issues in CRM; CRM tools; Analytical CRM; Operational CRM; Role of CRM Managers.

Unit-V

Trends in CRM: Emergence of CRM- database marketing- data warehousing and data mining- pitfalls of IT focus in RM- ethical issues- customer privacy; e- CRM Solutions; Data Mining for CRM; Criteria for evaluating CRM software packages.

Suggested Readings:

- G. Shainesh. Jagdish. N.Sheth. Customer relationship Management Strategic Perspective, Macmillan 2005.
- Alok Kumar et al, Customer Relationship Management: Concepts and Applications, Biztantra
- H. Peeru Mohamed and A. Sahadevan, Customer Relationship Management, Vikas Publishing 2005
- Jim Catheart, The Eight Competencies of Relationship selling, Macmillan India, 2005

Syllabus
Master's Degree Programme in MBA (Marketing Management)
Inter-Disciplinary Course (IDC)
Semester-IV

Course Title:	Green Marketing	Credits:	04
Course Code:	PG SMM41003T	Internal Assessment:	50 marks
Duration of Examination:	3 hrs.	University Examination:	50 marks

OBJECTIVE: To empower the students with the knowledge of sustainable form of business in Contemporary scenario through the emerging concept of environmental (Green) marketing.

Unit-I

Overview of Green Marketing: Meaning and Significance of Green Marketing; Green Marketing Mix (Green product, price, place, promotion, packaging); Ethics and Social responsibility of Green Marketing.

Unit-II

Strategic Green Planning: Integrating green perspective into mission, vision, objective, strategy and marketing tactics; Integration between environment and Consumption; Sustainable marketing action to influence pre purchase decisions, consumption and post purchase decisions.

Unit-III

Environmental STP and Branding: Green Segmentation, Targeting and Positioning; Communicating Green Marketing Value; Integrated Green marketing communication- message strategy; Green branding; Green Branding Strategy Matrix (Defensive Greens, Extreme Greens, Lean Greens, Shaded Greens); Certification labeling.

Unit-IV

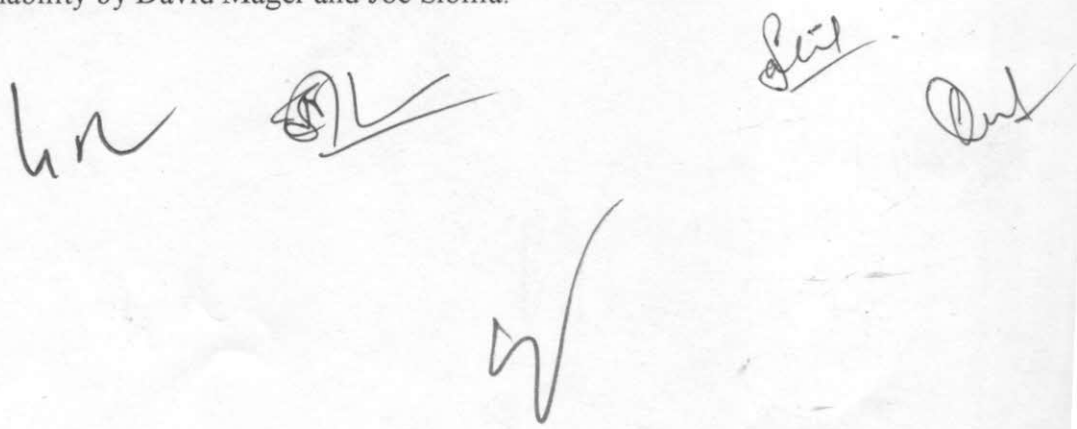
Green Advertising and Green SCM: Meaning and Tools of Green Advertising; Concept of Green Washing; Mitigation strategies of Green washing; Legal issues in environmental advertising; Basics of Green Logistics and Green supply chain management.

Unit-V

Future Trends in Green Marketing: Packaging Decisions; Pricing decisions in the ambit of Green Marketing; Global trends in environmental marketing; Green marketing as a sustainable tool; Emerging forms of Green Marketing; Challenges and Opportunities in way of Green Marketing.

Suggested Readings:

- Green Marketing: Theory, Practice and Strategies by Robert Dehlstrom
- The New Rules of Green Marketing: Strategies, Tools and Inspiration for Sustainable Branding by Jacquelyn A. Ottman
- Street Smart Sustainability by David Mager and Joe Sibilia.



Syllabus
Master's Degree Programme in MBA (Marketing Management)
Inter-Disciplinary Course (IDC)
Semester-IV

Course Title:	Ethics in Business	Credits:	04
Course Code:	PGSM41004T	Internal Assessment:	50 marks
Duration of Examination:	3 hrs.	University Examination:	50 marks

OBJECTIVE: This course aims at enabling students to understand the ethical issues related to business and society at large and the importance of ethical and environmental aspects of business.

Unit-I

Business Ethics- Nature, characteristics and needs, Sources of ethics, Ethical practices in management, Ethical Theories, Causes of unethical behaviour, Ethical abuses, Work Ethics.

Unit-II

Values across cultures: Culture and Ethics- Ethical values in different cultures; Culture and individual ethics, Ethical dilemma, Ethics analysis- Resolving ethical dilemma, Ethical decision-making in business.

Unit-III

Ethics in practice- Professional ethics for functional managers; Creating an ethical organization, Role of various agencies in ensuring ethics in corporate sector, Ethics and functional areas- Marketing, HRM and financial management, Cost of ethics in corporate.

Unit-IV

Introduction and definition of business and its Emergence in the 21st century Concept of Environment components of business: Economic, Political, Legal, Social, Technological and International, Need to scan the business environment and techniques of scanning the business environment.

Unit-V

Social responsibility of Business: Business and Environmental Issues in Indian Context, Ethical issues in Global business, Impact of technology on business.

Suggested Readings:

- Business Ethics: Murthy C.S.V- Himalaya Publishing House
- Business Ethics: Concepts and Cases, Manvel G. Velasquez- Prentice Hall of India.
- Business Ethics, A.C. Fernando- Pearson Education
- The Ethics of Management, Larue Tonbe Hosmer- Richard D. Irwin Inc.
- Essentials of business environment, Aswathapa- Himalaya publishing house

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Syllabus
Master's Degree Programme in MBA (Marketing Management)
Elective (Minor) Subject
Semester-IV

Course Title:	Export & Import Management	Credits:	04
Course Code:	PGSMM4E014T	Internal Assessment:	50 marks
Duration of Examination:	3hrs.	University Examination:	50 marks

OBJECTIVE: To introduce the nuances of export and import management to the students and its relevance in the present global market.

Unit-I

Conceptual framework of trade logistics; The stakeholders in international trade logistics; India's trade logistics: Present state, competitiveness and way forward for exporters and importers. Imports of Goods: Bill of Entry for home consumption/Warehousing and transshipment, Uncleared Cargo, Auction and appropriation of sales proceeds- Methods, Confiscation of imported goods by Customs, Redemption Fine and Penalty.

Unit-II

Customs Valuation of Imported Goods: Rules, Custom Tariffs and types of Duties, Landing Cost, Import pricing Worksheet, Study of Case Law, trends in imports in Indian Context.

Unit-III

Exports: Preliminaries for starting export; Regulatory framework for exporters; Registration; Register with export promotion council; Despatching samples; Appointing agents – issues; Negotiation, sales agreement – terms of payment and other components; Export license Export credit insurance; Finance for exports; Exchange rates & risk management;

Unit-IV

Organising Exports: Ways of organising exports, Categories of Exports, Risks in International trade, Packaging and transport hazards; Need of packing and packaging for international consignments; Differences in packing and packaging; the Kinds of packaging. The role of labelling and marking in international marketing & logistics decisions; Types of marking. Precautions in use of packaging materials.

Unit-V

Regulatory Framework for export and import: Introduction, evolution of India's trade policy; Economic scenario in India; India's external sector - an overview ; Trends in India's exports and imports, trade balance, degree of openness to trade, composition and direction of India's trade etc will be discussed; Institutional framework for export promotion in India

Suggested Readings:

- India's shifting Trade Policy: South Asia and Beyond, Vinod K. Aggarwal and Rahul Mukherji.
- Export Management, D.C. Kapoor, Vikas Publishing House
- Export and Import Management, A.Kumar, Excel Books Pvt. Ltd

Syllabus
Master's Degree Programme in MBA (Marketing Management)
Elective (Minor) Subject
Semester-IV

Course Title	Advanced Supply Chain Management	Credits	04
Course Code	PGSMM4E015T	Internal Assessment	50 marks
Duration of Examination	3 hrs.	University Examination	50 marks

OBJECTIVE: To develop understanding about the modern day supply chains structures and their operational aspects.

Unit-I: Supply chain strategies, Strategic fit and Challenges in achieving and maintaining Strategic fit, Designing Supply Chain Networks- Role of Distribution in Supply Chain, Factors influencing Distribution Network Design, Design options, Online sales and Distribution Network, Impact of online sales on cost in different Industry, Distribution Networks in practice.

Unit-II: Strategic Alliance in Supply Chain, Third-Party Logistics, Fourth-Party Logistics, Retailer- Supplier partnership, Issues in Strategic Alliance, Agile Supply Chain, Concept, characteristics and Barriers to Agility, Creating an Agile Supply Chains.

Unit-III: Domestic vs Global Supply Chain, Strategic issues, Role of IT in Supply Chain, Cross-Border Logistics, Operational factors, Free Trade Zone, Reverse Supply Chain, Scope and Design, Trends in managing Reverse Supply Chain. Operational Aspects in SC: Creating the Lean SC – JIT Purchasing, JIT Transportation and JIT Production. Kanban

Unit-IV: Supply Chain Risk Management, Supply Chain Vulnerability, Models of Supply Chain Risk Management, Role of IT in Managing Risk, Success Factors in Risk Management Process, Pricing and Costing decisions in Supply Chain, Economic Value Added (EVA), SCM and SCOR Model.

Unit-V: Corporate Social Responsibility in Supply Chain, Green Supply Chain Management, Green Procurement, Green Manufacturing, Green Marketing, Goods and Service Tax (GST), Ethical Practices- Procurement, Manufacturing, Marketing, Ethical issues in Supply Chain, Supplier Ethics Management (SEM).

Suggested Readings:

- Michael Hugos, Essentials of Supply Chain Management, John Wiley and Sons, Inc
- Sunil Chopra, Peter Meindl & D.V. Kalra, Supply Chain Management Strategy, Planning and Operation, Pearson.
- R. P. Mohantv and S.G. Deshmukh, Supply Chain Management-Theories and Practices, Indian Text Edition.
- V.V. Spole, Supply Chain Management-Text and Cases, Pearson.