



Amity Business School Mumbai

Program Structure

Curriculum & Scheme of Examination



**Master of Business Administration
(Marketing & Sales)**

2021-2023

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PREAMBLE

Amity University Mumbai aims to achieve academic excellence by providing multi-faceted education to students and encourage them to reach the pinnacle of success. The University has designed a system that would provide rigorous academic programme with necessary skills to enable them to excel in their careers.

Amity Business School, Mumbai (ABS) is one of the leading institutions that imparts knowledge to foster innovative leaders with strong ethical values. Amity Business School, Mumbai strives to achieve academic excellence through industry integration, experiential learning, innovative pedagogy, and research.

MBA (Marketing & Sales)

A specialization in Marketing & Sales helps develop creative problem-solving skills imbibed with the application of knowledge & concepts required to overcome the marketing and sales challenges in the dynamic industrial landscapes. This specialization is designed for the students who are interested in a marketing/consumer/ brand/sales management career. They will progress thoughtfully learning all broad marketing functions in management setting blended with simulation-based concept development & testing. While gaining an understanding of the marketing environment, the program provides deep knowledge of social, political, legal, moral, behavioral, ethical, economic, financial, digital & international aspects of sales & marketing.

This booklet contains the Programme Structure, the Detailed Curriculum and the Scheme of Examination. The Programme Structure includes the courses (Core and Elective), arranged semester wise. The importance of each course is defined in terms of credits attached to it. The credit units attached to each course has been further defined in terms of contact hours i.e. Lecture Hours (L), Tutorial Hours (T), Practical Hours (P). Towards earning credits in terms of contact hours, 1 Lecture and 1 Tutorial per week are rated as 1 credit each. Thus, for example, an L-T-P structure of 3-0-0 will have 3 credits, 0-0-2 will have 2 credits.

The Curriculum and Scheme of Examination of each course includes the course objectives, course contents, scheme of examination and the list of text and references. The scheme of examination defines the various components of evaluation and the weightage attached to each component. The different codes used for the components of evaluation and the weightage attached to them are:

<u>Components</u>	<u>Code</u>	<u>Weightage (%)</u>
Case Discussion/ Presentation/ Analysis	C	05 - 10
Home Assignment	H	05 - 10
Project	P	05 - 10
Seminar	S	05 - 10
Viva	V	05 - 10
Quiz	Q	05 - 10
Class Test	CT	10 - 15
Attendance	A	05
End Semester Examination	EE	70

It is expected that this will help the students study in a planned and a structured manner and promote effective learning. Wishing you an intellectually stimulating study at Amity University.

VISION AND MISSION OF AMITY BUSINESS SCHOOL

VISION

To impart high-quality management education to transform students as responsible leaders, by nurturing talent & inculcating professional excellence through research and innovation in business as a part of an innovative university.

MISSION

- To cultivate and empower managerial knowledge. It aims to enhance managerial understanding by providing in-depth knowledge of business concepts and practices.
- To develop skills, and a deeper understanding of planning as a tool for problem-solving by applying theoretical concepts to actual business scenario.
- To cultivate and nurturing skills-enabled business leaders.
- To develop working as a team member with a research-driven approach.
- To nurture an entrepreneurial mindset with innovative and modern analytical methods.
- To develop lifelong learning with collaboration and knowledge exchange.

Program Objectives

MBA Program in Marketing and Sales Objectives

- **Develop Comprehensive Expertise:** Equip students with in-depth knowledge of marketing and sales principles, strategies, and tactics, while fostering soft skills essential for effective communication and collaboration.
- **Enhance Planning and Decision-Making Skills:** Develop students' ability to formulate and execute marketing and sales plans, emphasizing strategic decision-making to achieve organizational goals in dynamic business environments.
- **Cultivate Effective Communication:** Enhance students' communication skills to convey marketing and sales strategies persuasively, tailoring messages to diverse stakeholders and cultural contexts.
- **Promote Applied Research and Analysis:** Nurture students' research aptitude to enable them to analyze market trends, consumer behavior, and competitive landscapes, supporting informed marketing and sales strategies.
- **Foster Professionalism and Ethical Practices:** Instill a strong sense of professionalism with an emphasis on ethical practices, integrating leadership and problem-solving abilities within marketing and sales roles.
- **Emphasize Societal Responsibility:** Cultivate an understanding of societal responsibilities in marketing and sales activities, encouraging students to consider the social impact of their decisions.
- **Integrate Environmental Sustainability:** Promote awareness of environmental sustainability within marketing and sales strategies, encouraging students to develop eco-friendly practices.
- **Cultivate Lifelong Learning:** Instigate a commitment to continuous learning by fostering a culture of exploration, innovation, and adaptation to evolving marketing and sales trends and technologies.

Program Structure- MBA (Marketing & Sales)

Semester	Sem I	Sem II	Sem III	Sem IV	TOTAL CREDITS
Credits	30	31	35	24	120

SEMESTER -I

Course Code	Course Title	L	T	P	C
MGT4101	Management Process & Organizational Behaviour	4	-	-	4
MGT4102	Accounting for Management	4	-	-	4
MGT4103	Economic Analysis	3	-	-	3
MGT4104	Operations Management	3	-	-	3
MGT4105	Information Technology for Managers	2	-	2	3
MGT4106	Quantitative Techniques in Management	3	-	1	4
MGT4107	Entrepreneurship and New Ventures	3	-	-	3
MGT4108	Leadership Development Lab-I	-	-	2	1
CSS4151	Basics of Communication	1	-	-	1
BEH4151	Self-Development & Interpersonal Skills	1	-	-	1
	Foreign Language - I	3	-	-	3
LAN4151	French-I				
LAN4152	German-I				
LAN4153	Spanish-I				
				TOTAL	30

SEMESTER -II

Course Code	Course Title	L	T	P	C
MGT4201	Marketing Management	3	-	-	3
MGT4202	Financial Management	3	-	-	3
MGT4203	Human Resource Management	3	-	-	3
MGT4204	Business Research Methods	4	-	-	4
MGT4205	Legal Aspects of Business	3	-	-	3
MMS4201	Product & Brand Management	3	-	-	3
MMS4202	Digital & Social Media Marketing	3	-	-	3
MMS4203	B2B Marketing	3	-	-	3
MGT4208	Leadership Development Lab-II	-	-	2	1
CSS4251	Corporate Communication	1	-	-	1
BEH4251	Behavioural Communication & Relationship Management	1	-	-	1
	Foreign Language - II	3	-	-	3
LAN4251	French-II				
LAN4252	German-II				
LAN4253	Spanish-II				
				TOTAL	31

SEMESTER -III

Course Code	Course Title	L	T	P	C
MIB4304	International Marketing & Documentation	3	-	-	3
MMS4304	Marketing Analytics	3	-	-	3
MMS4305	Sales Management	3	-	-	3
MMS4306	Consumer Behaviour	3	-	-	3
MMS4307	Distribution & Logistics Management	3	-	-	3
MMS4308	Integrated Marketing Communication	3	-	-	3
MMS4309	Retail & Mall Management	3	-	-	3
MGT4301	Simulation-I	-	-	2	1
CSS4351	Interpersonal Communication	1	-	-	1
BEH4351	Leading Through Teams	1	-	-	1
	Foreign Language - III	2	-	-	2
LAN4351	French-III				
LAN4352	German-III				
LAN4353	Spanish-III				
MGT4335	Summer Internship (Evaluation)	-	-	9	9
	Any ONE domain Elective				
MMS4341	Domain Elective-I- Luxury Brand Management (NTNC)	1	-	-	-
MMS4342	Domain Elective-II- Market Forecasting Strategy & modelling (NTNC)	1	-	-	-
				TOTAL	35

SEMESTER -III

MGT4401	Strategic Management	3	-	-	3
MMS4410	Marketing of Services & CRM	3	-	-	3
MMS4411	Rural Marketing	3	-	-	3
MIB4409	International Supply Chain Management	3	-	-	3
MGT4402	Simulation-II	-	-	2	1
CSS4451	Communication in Context	1	-	-	1
BEH4451	Professional Excellence	1	-	-	1
MGT4437	Dissertation (Commencing in Sem – III)	-	-	-	9
	Any ONE domain Elective				
MMS4441	Domain Electives-III- Sales management in Crisis situation (NTNC)	1	-	-	-
MMS4442	Domain Electives-IV- Omni-channel strategies (NTNC)	1	-	-	-
				TOTAL	24

Syllabus- First Semester

MANAGEMENT PROCESS AND ORGANIZATIONAL BEHAVIOUR

Course Code: MGT4101

Credit Units: 04

Course Outcome:

- Understand the historical development of management theories.
- Apply key managerial functions to real-world organizational scenarios.
- Identify and demonstrate essential managerial roles and skills.
- Analyse current trends shaping the field of management.
- Evaluate organizational structures and their impact on efficiency and effectiveness.

Course Objective:

- To help students understand the key functions and responsibilities of a manager.
- To enable students to gain insights into human behaviour within organizations.
- To equip students with the ability to analyse and interpret employee behaviour.
- To develop the skills needed to enhance managerial effectiveness through better people management.
- To prepare students for practical workplace situations by understanding organizational dynamics.

Course Contents:

Module I: Management vs. Manager

Evolution of management thought, Functions of management, Roles and Skills of a manager, Current trends in Management

Module II: Organization

Nature and structure of organization, Types of organizations, Line and staff relationships, Organisational Design.

Module III: Introduction to Organization

Overview of organization behaviour and its importance, Foundations of Individual behaviour.

Module IV: Individual Behaviour

Individual behaviour, Perception and learning, Personality, Values & attitudes, Motivation: Concept theory and application, Emotions, and moods

Module V: Group Behaviour

Foundations of group behaviour, understanding work teams, Leadership, Power and politics, Conflicts, and negotiation.

Module VI: Organizational Culture and Change Management

Organisational culture, Organisational change and development, Work stress, and its management.

Examination Scheme:

Components	I	II	III	IV	ME	EE
Weightage (%)	5	5	5	5	20	60

(Component I - **Presentation**; Component II - **Assignment**; Component III - **Quiz**; Component IV-**Attendance**; ME-**Mid Term Examination**; EE - **End Semester Examination**)

Text &References:

- Luthans, F. (2005), Organizational Behaviour, McGraw – Hill International Edition.
- Robbins, S.P. (2005), Organizational Behaviour, Eleventh Edition, Prentice Hall of India.
- Greenberg, J. & Baron, R.A. (2005), Behaviour in Organizations, Pearson Education.
- Newstrom John W.
and Davis Keith, (1993),
 - Organizational Behaviour: Human Behaviour at Work, Tata McGraw Hill, New Delhi P. Subba Rao (2010),
 - Management and Organisation and Behaviour, Himalaya Publishing House, New Delhi
 - Pierce Gardner with Dunham (2011) Managing Organizational Behaviour. Cengage Learning India.
 - Knight. & Willmott, H. (2012) Introducing Organization Behaviour and Management, Cengage Publications

ACCOUNTING FOR MANAGEMENT

Course Code: MGT4102

Credit Units: 04

Course Outcome:

- Gain an understanding of foundational concepts in accounting.
- Apply accounting policies to ensure accurate financial reporting.
- Analyze how accounting practices contribute to management control.
- Differentiate between various branches of accounting and their purposes.
- Demonstrate proficiency in recording transactions, classifying them, and preparing trial balances and rectifying errors.

Course Objective:

- Build foundational understanding of accounting language and key concepts essential for managerial decision-making.
- Develop the ability to interpret financial statements, including income statements, balance sheets, and cash flow reports.
- Enhance analytical skills to use complex accounting information as a basis for evaluating business performance.
- Enable informed strategic decision-making by applying financial analysis to business units and organizational options.

Course Contents:

Module I: Accounting Basics

Introduction, Foundations, Accounting policies, Accounting and management control, Branches of accounting, Recording of transactions and classification, Trial Balance & Errors, Cash book

Module II: Final Accounts

Preparation, Adjustments, Analysis, Depreciation Accounting, Reserves & Provisions Form and contents of financial statements with reference to Indian Companies Act

Module III: Financial Statement Analysis

Relation and Comparison of Accounting data and using financial statement information, Ratio Analysis, Cash flow analysis Determination of Existing, and future capital requirement

Module IV: Cost Accounting

Elements of cost, Cost Classification and Allocation, Cost Sheet

Module V: Management Accounting

Emergence of Management Accounting, Marginal Costing and Cost Volume Profit Analysis, Budgeting & Variance Analysis

Examination Scheme:

Components	I	II	III	IV	ME	EE
Weightage (%)	5	5	5	5	20	60

(Component I - **Presentation**; Component II - **Assignment**; Component III - **Quiz**; Component IV-**Attendance**; ME-**Mid Term Examination**; EE - **End Semester Examination**)

Text & References:

- Bhattacharya, S.K. and Dearden, J (2006), Accounting for Management, Vikas Publishing
- House Narayanaswamy R (2005), Financial Accounting – A Managerial Perspective, Prentice Hall of India.
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- Maheshwari S N and S K Maheshwari (2006), Accounting for Management, Vikas Pub.
- House. Tulsian, P.C (2006), Financial Accounting, Tata McGraw Hill.
-

Banerjee, A (2005), Financial Accounting, Excel Books

ECONOMIC ANALYSIS

Course Code: MGT4103

Credit Units: 03

Course Outcome:

- Understand the fundamentals of economics and its relevance to business studies.
- Explain the principles of microeconomics and their application in analyzing market economies.
- Analyze the production possibility frontier to understand resource allocation.
- Interpret demand and supply curves and identify factors influencing them.
- Evaluate the equilibrium price and quantity in markets and assess the impacts of changes in the business environment.

Course Objective: The course aims at understand the principles of economics in Business decision making.

Course Contents:

Module 1: How markets Work

What is Economics, why should students of Business learn Microeconomics, Market Economies Production Possibility Frontier, The Demand Curve, Factors that Affect Demand, The Supply Curve, Factors that affect Supply

Module 2: Demand, Supply and Equilibrium

The Equilibrium, Divergence from the Equilibrium Price, Effects of changes in business environment on the equilibrium, Price Elasticity of Demand and Supply, Income Elasticity and Cross Price Elasticity, Factors that affect the elasticity of demand, Taxes in the demand-supply Framework, Buyers, and Seller's surplus

Module 3: Production and Costs

The Production Function, Behaviour of Average and Marginal Products, Law of Diminishing Returns, Productivity in the Long Run, Scale and Scope of Production, Costs of Different types, Behaviour of average and marginal costs, Relationship between costs and productivity, Costs in the long run

Module 4: Markets of Different types

Perfectly Competitive Market, Profits in a perfectly competitive Market, Perfect competition in the long run, Monopoly, Profits in a monopolistic market, Sources of Monopoly Power, The Multi-product firm, Monopolistic Competition

Module 5: Markets Part 2

Oligopoly, Different Models of Oligopoly, why do markets Fail Game Theory: a strategic understanding

Examination Scheme:

Components	I	II	III	IV	ME	EE
Weightage (%)	5	5	5	5	20	60

(Component I - Presentation; Component II - **Assignment**; Component III - **Quiz**; Component IV-**Class Participation**; ME-**Mid Term Examination**; EE - **End Semester Examination**)

Text & References:

1. Mankiw, N. G. (2014). *Principles of economics*. Cengage Learning.
2. Varian, H. R. (2004). *Microeconomic analysis*. 1992. *3rd. ed. ed.* New York, London: *WW Norton & Company*.
3. Douglas Curtis and Ian Irvine, *Microeconomics: Markets, Methods, and Models*.
4. Preston Macafee & Racy R. Lewis, *Introduction to Economic Analysis*.

OPERATIONS MANAGEMENT

Course Code: MGT4104

Credit Units: 03

Course Outcome:

- Understand the fundamentals of operations management and its role in achieving competitive advantage.
- Analyze strategic decisions involved in product/service planning, process design, and facility layout.
- Apply techniques for long-term and short-term capacity planning, including project management methods such as PERT/CPM.
- Implement operating decisions related to scheduling, sequencing, aggregate planning, and inventory control.
- Evaluate strategies for controlling and improving operations processes, including productivity measurement, quality management practices, and green operations management initiatives.

Objective:

- Develop understanding of strategic and functional issues within an organization's operational environment.
- Equip learners to make informed decisions related to various operational activities.
- Introduce methods and tools that support effective operational decision-making.
- Enable selection of the best possible alternative through analytical and systematic evaluation.

Course Contents:

Module I: Introduction

Introduction of Operations Function and Operations Management; Input/output transformation; Operations as Competitive Advantage

Module II: Strategic Decisions

Planning and Designing the Products/Services; Process Design and Planning; Designing the Facility Location and Layout; Selection and Management of Product Technology; Long-term and Short-term Capacity Planning, Project Management (PERT/CPM)-Critical Path, Activity time estimation, Crashing of project duration

Module III: Operating Decisions Operations Scheduling and Sequencing, Aggregate Planning and Master Production Scheduling, Inventory Control Models, Materials Requirement Planning

Module IV: Controlling and Improvement Decision Productivity, Efficiency and Effectiveness; Measuring and Improving the Operations Processes; Quality Management Practices; Green operations management

Examination Scheme:

Components	I	II	III	IV	ME	EE
Weightage (%)	5	5	5	5	20	60

(Component I - **Presentation**; Component II - **Assignment**; Component III - **Quiz**; Component IV-**Attendance**; ME-**Mid Term Examination**; EE - **End Semester Examination**)

Text & References:

1. Chase, Jacob, Aquilano, Agarwal (2008), Operations Management for Competitive Advantage, Tata McGraw-Hill
2. Evans & Collier (2007), Operations Management: An Integrated Goods and Service Approach, Cengage
3. Heizer, Render, Jagadeesh (2009), Operations Management, Pearson Education, India
4. Klassen & Manor (2007), Cases in Operations Management, Sage Publishers
5. Krajewski, Ritzman, Malhotra (2007), Operations Management: Processes and Value Chains, Prentice-Hall
6. Mahadevan (2007), Operations Management: Theory and Practice, Pearson Education, India
7. Russell and Taylor (2009), Operations Management along the Supply Chain, Wiley
8. Shroeder (2009), Operations Management: Contemporary Concepts and Cases, Tata McGraw-Hill

INFORMATION TECHNOLOGY FOR MANAGERS

Course Code: MGT4105

Credit Units: 04

Course Outcome:

- Understand the evolution of computer systems and their impact on modern technology.
- Analyze input, output, and storage technologies used in contemporary computer systems.
- Evaluate the benefits of database management systems (DBMS) over traditional file systems and apply SQL queries using tools like MS-ACCESS/ORACLE.
- Explore telecommunications and computer networks, including distributed computing, GSM, CDMA, and Internet technologies.
- Examine electronic commerce systems, including e-commerce, m-commerce, and related concepts such as B2B, B2C, and electronic payment systems.

Course Objective:

- Introduce students to developments in computer technology and help them understand how a computer system works.
- Develop end-user computing skills for practical use of IT applications.
- Provide understanding of key technologies such as the internet, telecom, DBMS concepts, and e-commerce.
- Expose students to the latest trends and advancements in the field of computers and information technology.

Course Contents:

Module I: Modern Computer Systems

Evolution of Computer Systems, Input, output and storage technologies, Computer Assisted Control and Automation, (e.g. Delhi Metro, Digitally Controlled Car engines etc.), Computer Controlled Biometric/RFID based Access Control, Contemporary hardware, and software platforms (Open Source, Web Software etc.), Storage of Data Resources

Module II: Data Resource Management

Introduction to DBMS, Benefits of DBMS over traditional file system, Types of DBMS, Application of DBMS using MS-ACCESS / ORACLE as a tool for understanding of DBMS concepts. SQL Query handling, Forms, Concept of Data Warehouses and Data Marts, Introduction to Data Centres. Storage Technologies and Architecture (DAT, NAS, SAN etc.). Live examples of storage strategies of companies like Google, Amazon Wal-Mart dealing with storage crisis

Module III: Telecommunications and Computer Networks

Networked Enterprise: - Components, Types of networks, Advantages of Network Environment, Business Uses of Internet, Intranet and Extranet, Web 2.0/3.0, Distributed/Cloud/Grid Computing, GSM & CDMA, GPRS ,3G & 4G technologies, VOIP and IPTV.

Module IV: Electronic Commerce Systems

Introduction to e-Commerce and M-Commerce, Advantages and Disadvantages of each. Concept of B2B, B2C, C2C, with examples. Concept of Internet Banking and Online Shopping, Electronic Payment Systems. Project Discussion: - Development of e-commerce store (Web Site Development, Internet Publicity, Payment Gateway, Packaging & Delivery, After Sales Support).

Module V: e-governance

Concept of e-governance, World Perspective, Indian Perspective, Technologies for e-governance, e-governance as an effective tool to manage the country 's citizens and resources, Advantages and Disadvantage of E-governance, E-governance perspective in India. Discussion on MCA21 Project, Bhoomi etc.

Module VI: Security Management

The Information Security, System Vulnerability and Abuse, Security Threats (Malicious Software, Hacking etc.) and counter measure. Definition of Cyber Crime and Types. Antivirus, Firewalls, Anti-Spyware, Security Audit, Discussion on Overview of IT-ACT 2000.

Examination Scheme:

Components	I	II	III	IV	ME	EE
Weightage (%)	5	5	5	5	20	60

(Component I - **Presentation**; Component II - **Assignment**; Component III - **Quiz**; Component IV-**Attendance**; ME-**Mid Term Examination**; EE - **End Semester Examination**)

Text & References:

- Norton P (2010), Introduction to Computers, Tata McGraw-Hill
- Potter T (2010), Introduction to Computers, John Wiley & Sons (Asia) Pvt Ltd
- Morley D & Parker CS (2009), Understanding Computers – Today and Tomorrow, Thompson Press
- Javadekar, WS (2009); Management Information System; Tata Mc Graw Hill
- Mclead R & Schell G (2009), Management Information Systems; Pearson Prentice Hall
- O 'Brein, JA (2009); Introduction to Information Systems; Tata Mc Graw Hill

QUANTITATIVE TECHNIQUES IN MANAGEMENT

Course Code: MGT4106

Credit Units: 04

Course Outcome:

- Apply statistical techniques to analyze and interpret data in business contexts.
- Understand the concepts of probability and probability distributions, including Bayes' Theorem.
- Evaluate sampling methods and sampling distributions for estimating population parameters.
- Apply forecasting techniques such as correlation, regression analysis, and time series analysis to make predictions.
- Interpret computer-generated output for statistical analysis, including measures of central tendency, dispersion, probability distributions, and regression results.

Brief Course Description:

- **Highlight the importance of Quantitative Techniques in Management** as a universal scientific language across business, finance, computing, data science, and public policy.
- **Introduce fundamental concepts of statistics** essential for managerial analysis and decision-making.
- **Teach statistical inference methods** to interpret, analyse, and draw conclusions from data.
- **Provide hands-on exposure to various statistical techniques** used in real-world management scenarios.

Course Contents

Module I: Introduction

Application of Statistics in Business; Classification of Data; Interpretation of computer output of diagrammatic and graphical presentation of data, measures of central tendency, measures of dispersion and skewness.

Module II: Probability and Probability Distributions

Concepts of Probability, Probability Rules, Probability of an event under condition of Statistical Independence and Statistical dependence, Baye 's Theorem; Probability Distributions: Mean or Expected value of random variable, Variance and Standard Deviation of random variables; Binomial Probability Distribution, Poisson Probability Distribution and Normal Probability Distribution.

Module III: Sampling and Sampling Distribution

Sampling: Basic Concept, Types of Sampling Errors and Precautions, Parameter and Statistic, Sampling Distribution of the mean, Sampling distribution of proportion, Estimation – point estimation, Interval Estimation of the mean - σ known & σ unknown cases, interval estimation of the proportion, determining of sample size for estimating population mean μ , determination of sample size for estimating proportion p .

Module IV: Forecasting Techniques

Correlation - Karl Person, Spearman 's Rank methods, Regression Analysis – Estimated regression equation, least squares method, coefficient of determination, interpretation of computer output for Regression, Time Series Analysis- Variation in Time Series, Numerical application of trend analysis.

Examination Scheme

Course Evaluation:	Internal Assessment					EE	Total
	C-I	C-II	C-III	C-IV	Mid Term		
% Weightage	05	05	05	05	20	60	100

(Component I - **Presentation**; Component II - **Assignment**; Component III - **Quiz**; Component IV-**Attendance**; ME-**Mid Term Examination**; EE - **End Semester Examination**)

Text & References:

- Anderson D.R; Sweeny D.J, Williams T.A (2002), Statistics for Business and Economics, Cengage learning.
- Kazimierz L.J., & Pohl N.F. (2004), Basic Statistics for Business and Economics, New York: McGraw Hill.
- Levin Richard I. & Rubin David S. (1998), Statistics for Management, Pearson Education India
- Stephen. (2002), Applied Business Statistics: Text, Problems and Cases. New York: Harper and Row.
- Sharma, J.K. (2007), Business Statistics, Pearson Education India.

ENTREPRENEURSHIP & NEW VENTURES

Course Code: MGT4107

Credit Units: 03

Course Outcome:

- Understand the fundamental concepts of entrepreneurship, including its role in economic development and the characteristics of entrepreneurs.
- Analyze various sources and techniques for generating business ideas, including screening and feasibility checks.
- Evaluate environmental factors affecting entrepreneurship and apply tools such as SWOT and PESTEL analysis for opportunity recognition.
- Develop a comprehensive business plan, including marketing, organizational, and financial components, and identify sources of capital for venture funding.
- Assess the support provided by governmental and institutional agencies for entrepreneurship development, including financial assistance and subsidies under the MSMED Act 2006.

Objective:

- This course is designed to help students understand the basic nuances Entrepreneurship.
- From this course the students will come to know about the motivation behind entrepreneurship.
- Students undergoing the course will be appraised on how to shape a business idea.
- The course will help students to identify the components of a Business Plan

Course Contents:

Module I: Basic Concept

Basic Concept of an entrepreneur and Entrepreneurship Concept of entrepreneurship, Characteristics of Entrepreneur, Functions of Entrepreneur, Entrepreneurship as a style of management, Role of entrepreneurship on Economic development, Positive & Negative impact of entrepreneurship on Economic development, Women Entrepreneur

Module 2: Business Idea Generation

Idea & Entrepreneurship, Sources of Venture Idea, Generation of Venture Idea, Screening techniques of Venture idea, Feasibility check for ideas, Creativity & innovation for new idea Generation, Idea generation techniques: Brainstorming, Reverse brain storming, Brain writing, Checklist method, Attribute listing. Myths of Entrepreneurship.

Module 3: Scanning the Environment

Environmental factors affecting entrepreneurship, Opportunity Recognition: Identifying the business opportunity: SWOT and PESTEL analysis Pre-feasibility analysis- Stages of Project Feasibility Analysis-Market, Technical, Financial, Social and Ecological Analysis

Module 4: Business Plan and Sources of Capital

An introduction to the Business Plan, Components of Business Plan: Marketing plan, organizational plan, and financial plan. Sources of capital: Debt: Commercial banks, Institutional finance, private placement; Equity: personal, friends and family. Angel Financers and Venture capital.

Module 5: Support Provided by Institutions

MSMED Act 2006, Role of government & its nodal agencies in entrepreneurship development, financial assistance and subsidies offered by government and developmental agencies

Examination Scheme:

Components	I	II	III	IV	ME	EE
Weightage (%)	5	5	5	5	20	60

(Component I - **Presentation**; Component II - **Assignment**; Component III - **Quiz**; Component IV-**Attendance**; ME-**Mid Term Examination**; EE - **End Semester Examination**)

Text & References:

- Hisrich, Robert D., Michael P. Peters, Dean A. Sheperd (2007). *Entrepreneurship*. New Delhi: The McGraw-Hill Companies. Latest Edition
- Charania, Poornima M. (2009), *Entrepreneurship Development Small Business Enterprises*. New Delhi: Dorling Kindersley (India) Pt. Ltd.
- Desai Vasant. (2007). *Fundamentals of Entrepreneurship and Small Business Management*. New Delhi: Himalya Publishing House.
- Holt, David H. (1992), *Entrepreneurship New Venture Creation*. New Delhi. PHI Learnings Private Limited.

LEADERSHIP DEVELOPMENT LAB-I

Course Code: MGT4108

Credit Units: 01

While the roles of management, leadership and entrepreneurship have received enough attention in management theories, function of administration that is common to all these roles, has not received its due emphasis although administration occupies major time of a professional manager, and represents the ongoing routines of organizational functioning responsible for its outcomes. And whatever little attention it has received, so far, is in too aggregative a form, with over simplistic generalizations that fail to represent, either the richness or the complexity of the field realities. Therefore, it cannot provide guidance for learning the requisite administrative skills and attitude for improved administrative competencies.

The program is based on three learning strategies, each suitable for individual situation:

- (I) Doing, observing, reflecting, and recording - (focus on self: participant - observer)
- (ii) Observing, reflecting, and recording - (focus on others: participant - observer)
- (iii) Literature review akin to conventional learning - (indirect learning)

Examination Scheme:

Components	Internal assessment	External assessment	Total
Weightage (%)	40%	60%	100%

SEMESTER -II

Course Code	Course Title	L	T	P	C
MGT4201	Marketing Management	3	-	-	3
MGT4202	Financial Management	3	-	-	3
MGT4203	Human Resource Management	3	-	-	3
MGT4204	Business Research Methods	4	-	-	4
MGT4205	Legal Aspects of Business	3	-	-	3
MMS4201	Product & Brand Management	3	-	-	3
MMS4202	Digital & Social Media Marketing	3	-	-	3
MMS4203	B2B Marketing	3	-	-	3
MGT4208	Leadership Development Lab-II	-	-	2	1
CSS4251	Corporate Communication	1	-	-	1
BEH4251	Behavioural Communication & Relationship Management	1	-	-	1
	Foreign Language - II	3	-	-	3
LAN4251	French-II				
LAN4252	German-II				
LAN4253	Spanish-II				
				TOTAL	31

MARKETING MANAGEMENT

Course Code: MGT4201

Credit Units: 03

Course Outcome

- To analyse the evolving landscape of marketing in the modern era, identifying key shifts and challenges.
- To apply a strategic perspective to demonstrate how marketing decisions align with and contribute to overall corporate and business strategies.
- Synthesize cultural, social, and psychological influences on consumer behavior to formulate effective customer connection strategies.
- To evaluate the role of marketing research and technology in capturing insights for demand measurement, comparing traditional and new forecasting approaches.
- To Create a comprehensive marketing strategy that addresses the unique challenges and opportunities faced by market leaders, followers, and challengers.

Course Objectives

- Students will demonstrate an advanced understanding of marketing management principles, theories, and strategies, and effectively apply them to real-world business scenarios.
- Students will develop the ability to analyze complex marketing challenges, formulate strategic marketing plans, and creatively solve problems to address dynamic market conditions.
- Students will enhance their communication, teamwork, and leadership skills, enabling them to lead cross-functional marketing teams, collaborate effectively, and adapt to diverse business environments.
- Students will acquire advanced research skills to gather, analyze, and interpret market data, consumer behavior insights, and competitive intelligence, driving evidence-based marketing decisions.
- Students will explore and leverage cutting-edge marketing technologies, digital platforms, and data analytics tools to design and execute innovative marketing campaigns that resonate with the modern consumer.

Course Contents:

Module I: Understanding Marketing in New perspective

Fundamentals of Marketing, Customer Value and Satisfaction, Customer Delight, Conceptualizing Tasks and Philosophies of Marketing Management, Value Chain, Scanning the Marketing Environment, Marketing Mix Elements, Difference between marketing and Selling, Relationship marketing, social marketing, Strategic Planning in marketing, formulating the marketing plan.

Module II: Analysing Consumers & Selecting Markets

The factors influencing consumer behaviour. The stages in the buying process, the buying decision making process, factors effecting the buying decision., Market Segmentations, Levels of Market Segmentations, Patterns, Procedures, Requirement for Effective Segmentation, Evaluating the Market Segments, Selecting the Market Segments, Tool for Competitive Differentiation, Developing a Positioning Strategy.

Module III: Managing Product & Pricing Strategies

Classification of products, New Product development, stages of product development, Adoption process, Product mix decisions and line management, Length, width and depth of a line, line analysis, and brand management, product life cycle, stages in lifecycle and factors affecting each stage, Managing product life cycles. Setting the price, adapting the price, initiating, and responding the price changes,

Module IV: Designing: Managing the Integrated Communication

Channel functions and flows. Channel design decisions. Channel management decisions. Channel dynamics; vertical horizontal and multi-channel marketing systems. Market Logistics decisions. Effective Communication, Integrated Marketing Communication, Marketing Communication Process, Promotion mix, Advertising, Personal Selling, Sales Promotion and Publicity and Public Relations, Direct Marketing,

Module V: Emerging Trends in Marketing

An Introduction to Internet Marketing, Multi-Level Marketing, E-Marketing, Green Marketing, Event Marketing, Types of Events, Sponsorship, Cause Related Marketing, Marketing for Non-Profit Organizations Marketing Strategies for Leaders, Challenges, Followers and Niches

Examination Scheme:

Components	I	II	III	IV	ME	EE
Weightage (%)	5	5	5	5	20	60

(Component I - **Presentation**; Component II - **Assignment**; Component III - **Quiz**; Component IV-**Attendance**; ME-**Mid Term Examination**; EE - **End Semester Examination**)

Recommended Books:

- West, D, Ford J and E Ibrahim (2010) Strategic Marketing: Creating Competitive Advantage, 2nd Edition, Oxford.
- Background Reading: Texts
- Moore, G A (2014) Crossing the Chasm, 3rd Edition, Harper Business.
- Ryan, D (2012) Digital Marketing, Kogan Page.
- Champness, G and F Rodes Vila (2011) Brand valued: how socially valued brands hold the key to a sustainable future and business success, John Wiley, and Sons
- Kotler, P, Karta Jaya, H, and I Setiawan (2010) Marketing 3.0, John Wiley, and Sons.
- Hooley, G, Piercy, N and B Nicolaus (2011) Marketing Strategy and Competitive Positioning, 5th Edition, Prentice Hall.

FINANCIAL MANAGEMENT

Course Code: MGT4202

Credit Units: 03

Course Outcome:

- Students will possess a solid foundation of managerial knowledge and skills, enabling them to effectively analyze financial data, make informed decisions, and plan for financial success in various business contexts.
- Students will demonstrate proficiency in planning and problem-solving related to financial matters, showcasing their research aptitude through in-depth analysis of financial scenarios and the application of financial theories to real-world cases.
- Students will exhibit soft-skills-enabled leadership qualities, capable of effectively communicating complex financial concepts, utilizing innovative and modern financial tools
- Students will possess a research-oriented mindset, being able to critically evaluate financial strategies, assess risks, and propose financially sustainable solutions that align with environmental considerations
- Students will recognize the importance of lifelong learning in the dynamic field of finance, and they will be motivated to continually update their financial knowledge and skills to stay relevant in the ever-changing business landscape.

Course Objectives:

- To define and explain the components of the financial environment and the changing role of finance managers, showcasing comprehension of the factors that influence financial decision-making.
- To calculate and interpret the Time Value of Money (TVM) principles, demonstrating application and analysis of TVM concepts in financial scenarios.
- To compare the concepts of risk and return, evaluating their impact on investment decisions and illustrating the relationship between risk, return, and financial decision-making.
- To analyze the implications of capital structure choices on a firm's cost of capital, utilizing critical thinking to assess the relationship between capital structure and financial decision outcomes.
- To formulate and justify a recommended dividend policy by evaluating different schools of thought, demonstrating synthesis of dividend policy theories and their relevance to financial decision-making.

Course Contents:

Module I: Introduction

A Framework for Financial Decision-Making- Financial Environment, Changing Role of Finance Managers, Objectives of the firm.

Module II: Valuation Concepts

Time Value of Money, Risk and Return, Financial and Operating Leverage.

Module III: Financing Decisions

Capital Structure and Cost of Capital, Marginal Cost of Capital.

Module IV: Capital Budgeting

Estimation of Cash Flows, Criteria for Capital Budgeting Decisions, Issues Involved in Capital Budgeting, Risk analysis in Capital Budgeting – An Introduction.

Module V: Working Capital Management

Factors Influencing Working Capital Policy, Operating Cycle Analysis, Management of Inventory, Management of Receivables, Management of Cash and Marketable Securities, Financing of Working Capital.

Module VI: Dividend Policy Decisions

An introduction: Different Schools of Thought on Dividend Policy.

Examination Scheme:

Components	I	II	III	IV	ME	EE
Weightage (%)	5	5	5	5	20	60

(Component I - **Presentation**; Component II - **Assignment**; Component III - **Quiz**; Component IV-**Attendance**; ME-**Mid Term Examination**; EE - **End Semester Examination**)

Recommended Books:

- West, D, Ford J and E Ibrahim (2010) Strategic Marketing: Creating Competitive Advantage, 2nd Edition, Oxford.
- Background Reading: Texts
- Moore, G A (2014) Crossing the Chasm, 3rd Edition, Harper Business.
- Ryan, D (2012) Digital Marketing, Kogan Page.
- Champness, G and F Rodes Vila (2011) Brand valued: how socially valued brands hold the key to a sustainable future and business success, John Wiley, and Sons
- Kotler, P, Karta Jaya, H, and I Setiawan (2010) Marketing 3.0, John Wiley, and Sons.

HUMAN RESOURCE MANAGEMENT

Course Code: MGT4203

Credit Units: 03

Course Outcome

- Develop a comprehensive understanding of human resource management principles and skills to effectively lead and manage a diverse workforce.
- Apply planning and problem-solving techniques within human resource contexts, enhancing the ability to identify and address challenges in employee management and organizational dynamics.
- Cultivate soft skills essential for HR leadership, fostering effective communication, conflict resolution, and employee engagement.
- Develop research aptitude through exploration of HR research methodologies, enabling critical evaluation of workplace trends and contributing to evidence-based HR decisions.
- Recognize the importance of incorporating environmentally sustainable practices and leveraging innovative tools in HR strategies, and explore modern approaches for creating inclusive and socially responsible workplace environments.

Course Objectives:

- To provide students with a comprehensive understanding of the nature and scope of HRM, its functions, and the role and responsibilities of a Human Resource Manager within organizations.
- To explore different HRM models, including personnel management, human resource development, and strategic human resource management, enabling students to grasp the various approaches to managing human resources effectively.
- To equip students with the knowledge and skills to meet and acquire human resource requirements, including conducting job analysis, creating job descriptions and specifications, strategic human resource planning, and implementing effective recruitment and selection processes.
- To develop students' understanding of human resource development, covering training and development, managing careers, and performance appraisal, enabling them to foster employee growth and development within organizations.
- To provide insights into managing compensation, including the components of compensation, job evaluation methods, and designing and administering wage and salary structures, allowing students to understand how to create fair and competitive compensation systems.

Course Contents:

Module I: Introduction to Human Resource Management

Nature and scope of HRM, HRM functions, Role, and Responsibilities of the Human Resource Manager, HRM models, understanding concepts of personnel management, Human Resource Development and Strategic Human Resource Management, HR Environment, changing Role of HR.

Module II: Meeting and Acquiring Human Resource Requirements

Job Analysis, Job Description, Job specification, Strategic Human Resource Planning, Recruitment, Selection Process, Methods – Interview, Tests, Induction and Placement, Promotion and Transfer

Module III: Development of Human Resources

Training and Development, Managing Careers, Understanding Performance Appraisal

Module IV: Managing Compensation

Compensation, Components of compensation, Job evaluation, methods of job evaluation, Designing and administration of wage and salary structure

Module V: Separation Processes

Turnover, Retirement, Layoff, Retrenchment and Discharge, VRS

Module VI: Emerging Trends and Challenges in HRM

Overview of Human Resource Information System (HRIS), Introduction to HR Audit, IHRM Practices, Cross- Cultural and Diversity Management, Work-life integration, Human Resource Outsourcing

Examination Scheme:

Components	I	II	III	IV	ME	EE
Weightage (%)	5	5	5	5	20	60

(Component I - **Presentation**; Component II - **Assignment**; Component III - **Quiz**; Component IV-**Attendance**; ME-**Mid Term Examination**; EE - **End Semester Examination**)

Text & References:

1. Snell S and Bohlander G (2007). Human Resource Management, Cengage Learning (Thomson Learning).
2. Aswath Appa. K, (2005), Human Resource Management- Text & Cases, Tata McGraw Hill, New Delhi
3. Dessler G (2005). Human Resource Management Pearson Education, India
4. Mathis R L and Jackson J H (2006). Human Resource Management, Cengage Learning (Thomson Learning).

BUSINESS RESEARCH METHODS

Course Code: MGT4204

Credit Units: 04

Course Outcome:

- Develop the ability to design structured research plans and effectively address complex business challenges through systematic problem-solving methodologies.
- Cultivate a strong research mindset, enabling the identification of research gaps, formulation of research questions, and selection of appropriate methodologies for conducting business research.
- Acquire proficiency in utilizing advanced technological and analytical tools to collect, analyze, and interpret business data, fostering innovation in research approaches.
- Apply research findings to enhance managerial decision-making processes, demonstrating a deep understanding of how research contributes to informed business strategies.
- Develop a continuous learning attitude by exploring current trends and emerging practices in business research, fostering a commitment to ongoing professional development.

Course Objectives:

- To provide students with a comprehensive understanding of the research process, including the objective, significance, and types of research, as well as the criteria for conducting good research and ethical considerations in business research.
- To equip students with the knowledge and skills to identify and define research problems, develop hypotheses, and design effective research methodologies to address business challenges.
- To explore sampling design and scaling techniques, covering topics such as census and sample surveys, criteria for selecting sampling procedures, and the measurement and classification of data scaling techniques.
- To enable students to understand data collection procedures and fieldwork processes, while also learning how to minimize errors in data collection and tabulate the collected data effectively.
- To introduce students to statistical inference and hypothesis testing, including parametric and non-parametric tests such as Z-test, F-test, T-test, and Chi-Square test, and their application in analyzing marketing research data.

Course Contents:

Module I: Research Methodology and Research Methods

- Objective, significance, and types of research,
- Research Methods vis-à-vis Methodology
- Research Process and criterion for good research
- Ethics in Business Research

Module II: Research Problem and Research Design

- Identifying and Defining the Research Problem

- Developing the Hypotheses
- Meaning of Research Design
- Steps to Design the Research

Module III: Sampling Design and Scaling Techniques

- Census and sample survey
- Criteria for selecting a sampling procedure
- Measurement and Scaling techniques
- Classification and importance of scaling techniques

Module IV: Data Collection and Field Force

- Field work procedure.
- Common sources of Error in the Field Work.
- Minimizing Fieldwork Errors,
- Tabulation of the Collected Data.

Module V: Statistical Inference- Test of Significance

- Procedure for Testing a Hypothesis
- Parametric Test: Z-test, F-test, T-test
- Non-Parametric: Chi-Square Test

Module VI: Design and Analysis of Experiments

- Basic Principles of ANOVA
- ANOVA Technique
- Interpreting ANOVA (One Way and Two Way ANOVA) and its application in various fields of management
- Completely Randomized Design
- Randomised Block Design
- Multivariate Techniques-Factor Analysis, Conjoint Analysis, Cluster Analysis. Discrimen Tal Analysis, Multidimensional Scaling.

Module VII: Report Writing

- Pre-Writing Considerations, Format of the Marketing Research Report, Common Problems Encountered when Preparing the Marketing Research Report. Presenting the Research Report.

Learning Methods: Occasional, non-graded homework sets will be handed out in class. It is also expected that students will work the problems as the part of assignments. The class will be doing *Cases* throughout the semester. Students will prepare three written cases in small groups of 4-6 students. There will be presentations also in which the student has to collect, collate and analyse the data.

Examination Scheme:

Components	I	II	III	IV	ME	EE
Weightage (%)	5	5	5	5	20	60

(Component I - **Presentation**; Component II - **Assignment**; Component III - **Quiz**; Component IV-**Attendance**; ME-**Mid Term Examination**; EE - **End Semester Examination**)

Text & References: Text:

1. Cooper, Donald R and Schindler, Ramela (2000) Business Research Methods, Tata Mc Graw Hill

References:

1. Kothari C R, (1990) Research Methodology: Methods & Techniques, Vikas Publishing House Pvt.Ltd., 1978.
2. Levin & Rubin (2004), Statistics for Management, 8th Ed, Prentice Hall of India
3. Srivastava, Shenoy, and Sharma (2002)., Quantitative Techniques for Business Decisions, 4th Ed, Allied Publishers
4. Rd.'s. Shajahan (2004), Research Methods for Management 2nd Edition, Jaico Publishers
5. Ranjit Kumar, (2005), Research Methodology, Pearson Education

LEGAL ASPECTS OF BUSINESS

Course Code: MGT4205

Credit Units: 03

Course Outcome:

- Demonstrate an understanding of key legal concepts and regulations relevant to business operations, enabling them to make informed managerial decisions that comply with legal requirements.
- Analyze complex legal issues in a business context, formulate effective strategies to address legal challenges, and develop problem-solving skills to mitigate potential legal risks.
- Exhibit effective communication skills and the ability to collaborate with legal professionals and stakeholders, fostering their role as ethical and socially responsible business leaders.
- Demonstrate proficiency in conducting legal research, analyzing case laws, statutes, and regulations, and applying their findings to support business decision-making within a legal framework.
- Comprehend how modern technological advancements impact legal aspects of business, enabling them to leverage innovative tools for legal compliance and risk management

Course Objectives:

- To comprehend the foundational principles of business law, including contract law, torts, and intellectual property rights, and their significance in shaping ethical business practices and risk management.
- To analyze and interpret various types of business contracts, including terms, conditions, and obligations, to assess their legal implications and potential effects on business operations.
- To apply legal frameworks and regulatory compliance strategies, such as employment law and consumer protection laws, to ensure ethical business conduct and mitigate legal risks.
- To evaluate alternative dispute resolution mechanisms, including negotiation, mediation, and arbitration, and understand their role in resolving business conflicts and avoiding costly litigation.
- To assess and integrate legal considerations into managerial decision-making processes, including strategic planning, contract negotiations, and risk assessment, to uphold legal integrity and minimize liabilities within a business context.

Course Contents:

Module I: Indian Contract Act, 1872

Nature and kinds of Contracts, Concepts related to offer, Acceptance and Consideration, Principles Governing Capacity of Parties and Free Consent, Legality of Objects, Performance and Discharge of Contract, Breach of Contract and its Remedies, Special contracts of Bailment and Pledge, Indemnity and Guarantee, Contract of Agency.

Module II: Sale of Goods Act, 1930

Sale and Agreement to Sell, Hire Purchase – Pledge – Mortgage – Hypothecation Lease. Goods – Different types of Goods, Passing of Property in Goods, Conditions and Warranties, Doctrine of Caveat emptor, Rights of an unpaid Seller.

Module III: Negotiable Instruments Act, 1881

Meaning of Negotiability and Negotiable Instruments – Cheques, Bill of Exchange and Promissory Note – Crossing of Cheques – Endorsement – Dishonour of Cheques.

Module IV: Company Law

Companies Act, 1956 (including Companies Act, 2013) -Meaning and types of companies, Formation of a company, Memorandum and Articles of Association, Share Capital and Shareholders, Prospectus and Issue of Shares, Buy Back of Shares, Debentures, Company Meetings and Proceedings, Powers, Duties, Liabilities of Directors and Winding up of Company.

Module V: Indian Partnership Act, 1932

Meaning and definitions, Registration of partnerships, Types of partners, Dissolution, Limited Liability Partnership Act, 1932 – Meaning & definitions, Meaning of designated partner, Registration of LLP, Types of partners, Dissolution

Module VI: Intellectual Property Laws (IPR)

Overview of Law & Procedure relating to Patents, Trademarks & Copyrights, Infringement.

Examination Scheme:

Components	I	II	III	IV	ME	EE
Weightage (%)	5	5	5	5	20	60

(Component I - **Presentation**; Component II - **Assignment**; Component III - **Quiz**; Component IV-**Attendance**; ME-**Mid Term Examination**; EE - **End Semester Examination**)

Recommended Books:

- Gulshan SS (2003), Elements of Mercantile Law, Excel Books, N. Delhi.
- Kuchel MS (2010), Business Law, Vikas Publication
- Tulsian Pc, (2002), Relevance of Business Law, Tata McGraw Hills.
- Singh Avtar, (2006), Elements of Mercantile Law, Schad & Sons.

PRODUCT AND BRAND MANAGEMENT

Course Code: MMS4201

Credit Units: 03

Course Outcome:

- To understand the transition from product to brand
- To Design effective brand elements and build strong brand identities
- To Formulate strategies for brand revitalization and extensions
- To Assess brand equity and apply key brand equity models
- To Evaluate the role and value of branding in organizations and markets

Course Objectives:

- To introduce students to the concept of branding and its significance in the marketing context, highlighting the challenges faced by brand managers and the value of a brand to both customers and organizations.
- To explore the strategic brand management process, covering elements to build effective brands, criteria for choosing brand elements, and the creation of brand personality to enhance brand image and identity.
- To provide insights into product strategy development, including the elements of product strategy, product mix, line decisions, positioning strategy, and the product strategy's role throughout the product life cycle and new product development process.

Course Contents:

Module I: Product Strategy Development Elements of Product Strategy, Product Mix and Line decisions. Positioning Strategy, Product Strategy over Life Cycle, New Product Development Process

Module II: Introduction to Brand Management Concept of branding, the challenges faced by brand managers, the value of a brand to customers and the organization, Branding Challenges & Opportunities, Strategic Brand Management Process

Module III: Elements to build Effective Brands Criteria to choose brand elements, Creation of brand personality, brand personality scale, brand image sources, Brand identity dimensions

Module IV: Brand Re-vitalization Brand & Line Extensions, Marketing Mix for Brand Extensions, Co – Branding. Upward and Downward stretching of brands.

Module V: Managing the Brand Systems The brand equity concept, Brand Equity Models – Customer Based Brand Equity, Aaker Model, Brand hierarchy Brand Awareness, Brand Loyalty, Brand Associations, Brand Recognition, Recall.

Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	20	60

Recommended Books:

- Keller K.L. (2008), Strategic Brand Management: Building, Measuring, and Managing Brand Equity, Prentice Hall of India.
- Sengupta S. (2010), Brand Positioning, Tata McGraw-Hill Kapferer J. L. (1994), Strategic Brand Management, Free Press

DIGITAL & SOCIAL MEDIA MARKETING

Course Code: MMS4202

Credit Units: 03

Course Outcome

- The aim of this course is to provide students with the knowledge about business advantages of digital marketing and its importance for marketing success.
- to develop a digital marketing plan, to define a target group, to get introduced to various digital channels, their advantages, and ways of integration, how to integrate different digital media and create marketing content
- How to optimize a Web site and SEO optimization, how to create Google AdWords campaigns, social media planning
- To get basic knowledge of Google Analytics for measuring effects of digital marketing and getting insight of future trends that will affect the future development of the digital marketing.
- The application of the gained knowledge, skills, and competencies will help future managers in forming digital marketing plans to manage digital marketing performance efficiently.

Course Objectives

- To introduce students to the concepts of digital and traditional marketing, digital marketing channels, the role of the internet, and the various social media platforms and their types. Students will understand the challenges and opportunities presented by the internet for marketing.
- To familiarize students with social media monitoring tools and the process of creating an initial digital marketing plan. Students will learn about online marketing and the impact of the internet on marketing strategies.
- To explore the essentials of e-marketing, e-business, and e-commerce, along with internet business models. Students will gain insights into using the internet to support business activities and the e-marketing mix.
- To equip students with knowledge on marketing research for business, including decision support systems, user-generated content, and content management. They will understand the process of online data collection, marketing information systems, and the forces influencing online buying behavior.
- To develop social media goals and strategies for business, covering social media marketing plans, content marketing, advertising on social media, and optimizing content for search engines (SEO). Students will learn how to harness social media for advertising, building loyalty, and measuring social media metrics for evaluation and analysis.

Course Content:

Module I: Digital and Social Media Marketing

Digital and Traditional Marketing, Digital Marketing Channels, Role of Internet, Internet Marketing Concept, Internet Challenges, social media, and its Types, social media Monitoring Tools, Creating initial Digital Marketing Plan. Online Marketing, Impact of Internet on

Marketing, E-Business, E-Commerce, E-Marketing, Essentials of E-marketing, Internet Business Models, Use of Internet for Business Support, E-Marketing Mix.

Module II: E-Marketing Research for Business

Decision Support System in Marketing, User Generated Content, Content Management, E-Marketing Research, Online Collection of Primary and Secondary Data, Marketing Information System, Online Buying Process, Online Buyers' Behaviour, Forces Influencing Online Buying Behaviour, Article Directory, Publishing and Distributing Articles, White Papers, and E-Books.

Module III: Social Media Goals and Strategies for Business

Social Media Marketing Plan, Optimal Target Marketing, Permission vs. Interruption Marketing, Passive vs. Active Strategy, Content Marketing, Content Strategy, Harnessing Social Media for Advertising, Listening, Content Creation, Sharing, Building Loyalty, and Advocacy, Marketing Benefits of Blogging, Podcasts and Webinars, Search Marketing and Optimising Content for Search, SEO Optimization and Writing the SEO Content.

Module IV: Social Content and Multimedia

Google AdWords, Web design Optimization of Web sites, creating a Facebook Page, Facebook Ads Business Opportunities on Facebook, Business Openings on Instagram, Business Tools on LinkedIn, Creating Campaigns on LinkedIn, analysing visitation on LinkedIn, Creating Business Accounts on YouTube, YouTube Advertising, YouTube Analytics.

Module V: Social Media Monitoring and Measurement

Mobile Computing and Location Marketing, E-Mail Marketing, E-Mail Marketing Plan, E-mail Marketing Campaign Analysis, CRM, Web Analytics, Social Media Metrics, Choosing Social Media Metrics, Social Media Monitoring, Tracking, Planning for Measurement, Net Promoter Score, Return on Investment Evaluation, Qualitative Key Performance Index.

Examination Scheme:

Components	I	II	III	IV	ME	EE
Weightage (%)	5	5	5	5	20	60

(Component I - **Presentation**; Component II - **Assignment**; Component III - **Quiz**; Component IV-**Attendance**; ME-**Mid Term Examination**; EE - **End Semester Examination**)

Text & References:

1. Ryan, D. (2014). Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation, Kogan Page Limited.
2. The Beginner's Guide to Digital Marketing (2015). Digital Marketer. Pulizzi, J. (2014) Epic Content Marketing, McGraw Hill Education.
3. Barker, M., Barker, D. I., Bormann, N. F., & Neher, K. E. (2013). *Social media marketing: A strategic approach*. Cengage Learning.
4. Evans, D. (2010). *Social media marketing: An hour a day*. John Wiley & Sons.

B2B MARKETING

Course Code: MMS4203

Credit Units: 03

Course Objective:

To provide an understanding of industrial market characteristics, evolution of strategies and to learn practical application of different concepts of industrial market

Course Contents:

Module I

Introduction to industrial marketing, environment of industrial and consumer marketing, nature of an industrial buyer, types of industrial products and services and their contextual nature, standard product classification Industrial buying behaviour, individual vs. group decision making, concept of buying centre and environmental & organizational influences, buy-grid framework and its practical application, after-sales service (AMC) Industrial market segmentation, targeting and positioning techniques; sequential segmentation, niche market

Module II

Industrial channel, types, nature, difference between merchant, agents and broker, selection criteria, channel conflicts, channel integration (VMS), marketing strategies, policy, sales management practices training, motivation, and examination., e-commerce Industrial marketing communication, advertising, publicity, and sales promotion

Module III

New product development through in-house (R&D) and technology transfer, different stages in NPD, different types of test markets; IPRs, patent, copyright, non-disclosure agreement (NDA), industrial PLC, and effect of various external and internal environmental factors

Module IV

Different types of bids – tender and auction, two parts bid, price discovery mechanism under different market scenarios, OEM and their impact on pricing policies, break-even point calculation Line of credit and mode of payment, its implication on working capital management

Module V

Industrial marketing research techniques, marketing intelligence, sales, and demand forecast in industrial market Industrial marketing in international context, Incoterms, role of contingency factors affecting industrial marketing decision's Brief introduction to nature of turnkey and BOT projects, its contractual agreement, leasing

Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	20	60

Text & References:

Havildar, K.K., (2009). Industrial Marketing: Text and Cases, McGraw Hill

Reeder, Robert R., Reeder, Betty H., Brierty, Edward G. (2009). Industrial Marketing: Analysis, Planning and Control, PHI Learning

Newspapers- Economic Times, Business Standard, Financial Express, Brand Equity

Magazines- Advertising and Marketing, Business World, Business India

Reading about following organizations/ standard reports/ publications is suggested:

1. Directorate General of Supplies and Disposals (DGS & D)
2. Business Monitor International (BMI)
3. National Industrial Classification (NIC)

4. International Standard Industrial Classification (ISIC)
5. Thomas Register (USA)
6. Business Marketing Association (BMA)
7. Directorate General of Commercial Intelligence and Statistics (DGCI&S)
8. Export Credit Guarantee Corporation (ECGC)
9. Minerals and Metals Trading Corporation of India Limited (MMTC)
10. M-Junction
11. Transport Corporation of India (TCI)

LEADERSHIP DEVELOPMENT LAB-II

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Course Code: MGT4208

Credit Units: 01

Course Outcome:

- To help students understand the importance of planning, organizing, and executing.
- To encourage team-building skills and develop leadership skills.
- To enable students to analyse complex situations, make informed decisions, and solve problems effectively.
- To develop students' abilities to articulate ideas clearly and persuasively in both written and oral forms.
- To help students adapt to changing circumstances and overcome challenges with creativity and persistence.

Course Objectives:

- To highlight the significance of administration as a core function shared across management, leadership, and entrepreneurial roles.
- To help students understand that administrative tasks occupy a major portion of a manager's professional time and directly influence organizational outcomes.
- To address the lack of focused attention given to administration in existing management theories.
- To move beyond overly simplified and generalized views of administration found in current literature.
- To explore the complexity, depth, and real-world richness of administrative work within organizations.
- To equip students with practical insights that will enable them to manage routine organizational processes effectively.
- To provide a foundation for developing administrative competencies essential for marketing and sales managers.
- To ensure students gain actionable learning and guidance for applying administrative skills in real organizational settings.

CORPORATE COMMUNICATION

Course Code: CSS4251

Credit Units: 02

Course Outcome

- To ensure students gain actionable learning and guidance for applying administrative skills in real organisational settings.
- To develop an understanding of written communication strategies required in the workplace.
- To introduce the basics of corporate communication and its relevance in organisational settings.
- To build communication strategies for effective teamwork and collaboration

Course Objectives:

- Understand and apply effective written communication strategies for workplace situations.
- Write clear, structured, and professional business letters and reports.
- Explain the basics, scope, and importance of corporate communication in organizations.
- Identify physical and psychological barriers to communication and use methods to overcome them.
- Demonstrate effective verbal, non-verbal, and listening skills in team communication.
- Understand group dynamics and manage team conflicts through appropriate communication strategies.

Course Contents:

Module I: Introduction to Writing Skills

Effective Writing Skills, Avoiding Common Errors, Types of Official Correspondence

Module II: Letter Writing and Report Writing

Types and formats of letter writing, Purpose and Scope of a Report, Fundamental Principles of Report Writing, Project Report Writing

Module III: Understanding Corporate Communication

Definition and scope of business communication- Business target audience, their psychology, and expectations- Effective business messages- Basic forms of communication- Physical and psychological barriers in business communication

Module IV: Communication in Teams

Verbal Communication, Art of conversation- listening and conversational control; Non-verbal Communication- non-verbal cues, common characteristics, and guidelines for developing non-verbal communication skills; Groups Dynamics and conflicts in teams; Effective communication in small and large groups

Examination Scheme:

Components	CT	HA	CP	P	A	EE
Weightage (%)	40	20	15	20	5	0

CP – Class Participation/ Presentation; **HA** - Home Assignment; **P** - Project; **S** - Seminar; **V** - Viva; **Q** - Quiz; **CT** - Class Test; **A** - Attendance; **EE** - End Semester Examination

Text & References: Material to be provided by Faculty

BEHAVIOURAL COMMUNICATION AND RELATIONSHIP MANAGEMENT

Course Code: BEH4251

Credit Units: 01

Course Outcome

- To develop an understanding of behavioural communication and its role in shaping interpersonal interactions.
- To help students recognise and manage individual differences for healthier professional and personal relationships.
- To provide insights into communication climates and their influence on relationship satisfaction.
- To familiarise students with interpersonal communication models, patterns, and improvement techniques.
- To build skills for initiating, maintaining, and appropriately terminating interpersonal relationships in workplace settings.
- To enhance conflict-handling abilities through effective communication and self-disclosure.
- To prepare students to apply behavioural communication strategies for relationship management in organisational contexts.

Course Objectives:

- Understand the key concepts and scope of behavioural communication.
- Apply effective interpersonal communication skills in workplace settings.
- Manage individual differences and handle conflicts through appropriate communication.
- Use self-disclosure and feedback to build healthier relationships.
- Create and maintain positive communication climates.
- Apply interpersonal communication models and patterns effectively.
- Develop skills to initiate, maintain, and end professional relationships responsibly.

Course Contents:

Module I: Behavioural Communication

Scope of Behavioural Communication

Process – Personal, Impersonal and Interpersonal Communication Guidelines for developing Human Communication skills

Relevance of Behavioural Communication in relationship management

Module II: Managing Individual Differences in Relationships

Principles, Types of

Understanding and importance of self-disclosure Guidelines for effective communication during conflicts

Module III: Communication Climate: Foundation of Interpersonal Relationships

Elements of satisfying relationships
Conforming and Disconfirming Communication
Culturally Relevant Communication
Guideline for Creating and Sustaining Healthy Climate

Module IV: Interpersonal Communication Imperatives for Interpersonal Communication

Models – Linear, Interaction and Transaction Patterns – Complementary, Symmetrical and Parallel
Types – Self and Other Oriented
Steps to improve Interpersonal Communication

Module V: Interpersonal Relationship Development Relationship circle – Peer/ Colleague, Superior and Subordinate

Initiating and establishing IPR
Escalating, maintaining, and terminating IPR
Direct and indirect strategies of terminating relationship
Model of ending relationship

Module VI: End-of-Semester Appraisal

Viva based on personal journal

Assessment of Behavioural change because of training
Exit Level Rating by Self and Observer

Examination Scheme: Total Internal (100)

Components	SAP	Journal for Success (JOS)	Atte.	Mid Term Test / CT / Assignment	VIVA / Presentation
Weightage (%)	25	10	5	30	30

Text & References:

- Vangelis L. Anita, Mark N. Knapp, Inter Personal Communication and Human Relationships: Third Edition, Allyn, and Bacon
- Julia T. Wood. Interpersonal Communication everyday encounter
- Simons, Christine, Naylor, Belinda: Effective Communication for Managers, 1997 1st Edition Cassell
- Harvard Business School, Effective Communication: United States of America, Beebe, Beebe, and Redmond; Interpersonal Communication, 1996; Allyn and Bacon Publishers.

FRENCH II

Course Code: LAN 4251

Credit Units: 03

Course Outcome

To furnish the linguistic tools

to talk about daily activities and sports, to express necessities to talk about activities in recent future, to have conversations and perform day to day life tasks like enquiring about time, take an appointment to enquire about products and place orders in a shop/ restaurant

Course Contents:

Dossiers 4,5,6

Dossier 4 : Tu veux bien ? Actes de Communication :

Ilya, Les articles définis et indéfinis, Les marques du pluriel des noms, Les pronoms après une préposition (avec lui, chez moi), Le passé composé avec être, Pouvoir, vouloir, venir, connaître.

Dossier 5 : On se voit quand ? Actes de Communication :

Les pronoms compléments directs, Pourquoi ? Parce que, Quel(s), quelle(s), L'interrogation avec est-ce que, Finir – Savoir, L'heure et la date, Les mois de l'année, Quelques indicateurs de temps.

Dossier 6 : Bonne idée ! Actes de Communication :

La négation : ne... pas de, Les articles partitifs, Combien, Un peu de, beaucoup de ..., Qu'est-ce que, combien, Offrir, croire ; Penser à, penser de ; Plaire à ; Les couleurs ; Le masculin et le féminin des adjectifs ; Les pronoms compléments directs le, la, les

Grammaire :

l'expression du temps

les articles contractés, les quantités indéterminées et déterminées les adverbess de fréquences verbes- faire, prendre, venir, pouvoir, vouloir, les verbes pronominaux la comparaison de l'adjectif la négation (suite) le futur proche

Examination Scheme :

Components	WE	V	MT	CE	Att
Wightage (%)	50	20	15	10	5

Text & References :

Text :

Le livre à suivre :

Régine Mérieux. Lattitude1 : Méthode de français. Paris : Les Editions Didier, 2010. Régine Mérieux. Lattitude1 : Cahier d'exercices. Paris : Les Editions Didier, 2010. *Références :* Girardeau, Bruno et Nelly Mous. Réussir le DELF A1. Paris : Didier, 2010.

GERMAN II

Course Code: LAN 4252

Credit Units : 03

General topics:

Themen: Im Klassenzimmer, Richtungen

Landeskunde: über Deutsch und
Deutschland Wo wird Deutsch
gesprochen?

Geographische Lage Deutschlands, geographische Angaben

Deutschlands: Fläche, Flüsse, Währung, Bundesländer, aktuelle politische
Lage, Essenspezialitäten

Key Competencies / Learning Outcomes:

1. Introducing himself/ herself and others.
2. Understanding basic language structures when applied in authentic situations.
3. Building and understanding simple sentences pertaining to concrete necessities.
4. Asking and answering basic questions pertaining to one's and other's name, residence or similar topics from one's direct surroundings.
5. Reading and comprehension skills with special focus on vocabulary and syntax.
6. Global and fine understanding of written texts.

Correct pronunciation and reading of known names, words and simple sentences.

o Kapitel 4 • Unregelmäßige Verbformen, z.B. essen, mögen, möchten • Unbestimmter Artikel und Bestimmter Artikel im Akkusativ • Verben mit Akkusativobjekt	o Kapitel 4 • über Essen sprechen • einen Einkauf planen • Gespräche beim Einkauf führen • Gespräche beim Essen führen • mit W-Fragen Texte verstehen • Wörter ordnen und lernen
o Kapitel 5 • Modalverben, z.B. müssen, wollen, können • Possessivartikel im Nominativ • Zeitangaben: am, um, von...bis, W-Fragen	o Kapitel 5/ • die Uhrzeit verstehen und nennen • Zeitangaben machen • über die Familie sprechen • sich verabreden • sich für eine Verspätung entschuldigen • einen Termin telefonisch vereinbaren

o Kapitel 6 • Datumsangaben: wann, am Ordinalzahlen • Trennbare Verben: Thema Tagesablauf • Präteritum von haben and sein • Personalpronomen im Akkusativ • Präposition für+Akku.	o Kapitel 6 • Monate • etwas gemeinsam planen • über Geburtstage sprechen • eine Einladung verstehen und schreiben • im Restaurant bestellen und bezahlen • über ein Ereignis sprechen • bestimmte Informationen in Texten finden • im Radio verstehen
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Prescribed Text / book:

Dengler, Stefanie, u.a.: Netzwerk A1. Deutsch als Fremdsprache. Kursbuch und Arbeitsbuch. München / Delhi: Klett Langenscheidt / Goyal Saab 2015

SPANISH II

Course Code: LAN4253

Credit Units: 03

Course Objective:

- To describe locations, to talk about the climate
- To talk about their preferences, to be able to identify objects

Course Contents:

Unidad 3,4, 5 p34-69

**Unidad 3: ¿Dónde está
Santiago?Unidad 4: ¿Cuál
Prefieres?**

Unidad 5: Tus Amigos Son Mis
AmigosTarea comunicativa:

- i) Describir lugares y expresar existencia y ubicación
- ii) Hablar del clima y conocer los países hispanohablantes.
- iii) Expresar necesidad,
- iv) Hablar de preferencias
- v) Desenvolverse en una tienda de ropa
- vi) Hablar del aspecto y del carácter,
- vii) Expresar gustos e intereses
- viii) Hablar de relaciones personales y describir la familia

Contenido gramatical:

- i) Los demostrativos: este/esta/estos/estas/esto
- ii) El/la/los/las + adjetivo, Qué + sustantivo/ cuál / cuáles
- iii) Tener que + Infinitivo,
- iv) El verbo Ir
- v) El verbo gustar,
- vi) Los posesivos
- vii) El presente de Indicativo de algunos verbos irregulares
- viii) Yo también/ Yo tampoco/ Yo sí/ Yo no
- ix) Algunos usos de hay, El verbo estar.
- x) El Superlativo,
- xi) Los cuantificadores- Un/una/unos/unas, Mucho/ mucha/ muchos/muchas.

- xii) Los interrogativos-Qué/ cuál / cuáles/cuántos/
cuántas/ dónde/cómo

Contenido léxico:

I	El tiempo	
II		La geografía
III	Lugares de interés turístico	
IV	Los números a partir del 100	
V	Los colores	
VI	Prendas de vestir	
VII	Objetos de uso cotidiano	
VIII	La familia	
IX	Adjetivos de carácter	
	La familia	

Text & Reference:

El Libro de texto: Corpas, Jaime et al. Aula Internacional 1. Barcelona:Difusión, 2005.

SEMESTER -III

Course Code	Course Title	L	T	P	C
MIB4304	International Marketing & Documentation	3	-	-	3
MMS4304	Marketing Analytics	3	-	-	3
MMS4305	Sales Management	3	-	-	3
MMS4306	Consumer Behaviour	3	-	-	3
MMS4307	Distribution & Logistics Management	3	-	-	3
MMS4308	Integrated Marketing Communication	3	-	-	3
MMS4309	Retail & Mall Management	3	-	-	3
MGT4301	Simulation-I	-	-	2	1
CSS4351	Interpersonal Communication	1	-	-	1
BEH4351	Leading Through Teams	1	-	-	1
	Foreign Language - III	2	-	-	2
LAN4351	French-III				
LAN4352	German-III				
LAN4353	Spanish-III				
MGT4335	Summer Internship (Evaluation)	-	-	9	9
	Any ONE domain Elective				
MMS4341	Domain Elective-I- Luxury Brand Management (NTNC)	1	-	-	-
MMS4342	Domain Elective-II- Market Forecasting Strategy & modelling (NTNC)	1	-	-	-
				TOTAL	35

INTERNATIONAL MARKETING AND DOCUMENTATION

Course Code: MIB4304

Credit Units: 03

Course Outcome:

- To equip students with the ability to understand and manage business functions across international borders in today's dynamic global environment.
- To expose students to key international business activities, enabling them to recognize opportunities and challenges in global markets.
- To develop a broad managerial perspective for handling international business operations effectively.
- To build strategic thinking skills so students can make informed decisions in the global business context.

Course Objectives:

- Students will be able to understand and evaluate the international marketing environment, including cultural, economic, political, and legal factors affecting global business decisions.
- Students will be able to formulate effective global market entry, expansion, and competitive strategies, using knowledge of trade theories, global institutions, and international business practices.
- Students will gain the ability to design and adapt products, pricing, promotion, and distribution strategies to suit diverse international markets and consumer needs.
- Students will be able to apply export–import procedures, documentation, payment methods, and legal regulations to manage international trade operations efficiently and ethically.

Course Contents:

Module I: International Marketing Environment

Need, Scope, Tasks, Domestic vs. International marketing, international trade Theories, Importance of International Marketing, Management orientation (Ethnocentric, Polycentric, Regio centric & Geocentric). Economic Environment (World Economy, Stages of market & economic development, Income & Purchasing Power parity, Economic Risk Analysis, Balance of payments, Trade patterns, international trade alliances, WTO, World Bank, IMF, Regional Economic groups. Social & Cultural environment – Culture, Cultural impact on Industrial & Consumer products. Political, Legal & Regulatory Environment – Political Risk, IPR, Licensing & Trade Services, Dispute Settlement & Litigation, Embargoes & Sanctions.

Module II: International Entry & Expansion Strategies

International Market Entry Strategies – Exporting, Sourcing, Licensing, JVs, Ownership & control, Ownership/ Investment, Mergers and Acquisitions, Stages of development models (Domestic, International, Multinational, Global, Transnational) Strategies employed by Indian companies to sustain Globally. Tariff and Non-Tariff Barriers.

Module III: Developing Product for International Market

The international product and its life cycle, Product positioning & Segmentation, Product design consideration, Geographic expansion, Global branding, and different positioning of the same brand in different countries, new product development & testing. Dumping, Gray market, Role of Services in global economy,

Module IV: Promotion & Pricing Strategy for International Market

Channel development & Innovation. Role of International Advertising & Branding, PR, Trade Fairs, Personal selling, Sales promotion, Exhibitions, Sponsorship promotion, Internet Marketing. Global pricing Objectives & methods, Pricing policies – Marginal cost, cost plus, Market oriented, Export payment methods – L/C, Advance, DA/DP, FIBC, Counter trade, Transfer price.

Module V: Documents for Processing Export/Import Order and Legal Implications

Export documentation Framework – the need, documents as per requirement of a) the contract b) Govt. of India c) Importing country d) for claiming export assistance Processing of an Export Order & Payment Terms, INCO Terms, Foreign Exchange Regulation Act and Introduction to FEMA, Import Procedure and Documentation, Reading and understanding an L/C.

Examination Scheme:

Components	I	II	III	IV	ME	EE
Weightage (%)	5	5	5	5	20	60

(Component I - **Presentation**; Component II - **Assignment**; Component III - **Quiz**; Component IV- **Attendance**; ME-Mid Term Examination; EE - End Semester Examination)

Text & References:

Keegan Warren & Bhargava Naval (2011), Global Marketing Management, Pearson Education India

Catori Philip, Graham John & Salwan Prashant (2010), International Marketing, Mc Graw Hill

Paul Justin & Kapoor Ramneek (2010), International Marketing, Mc Graw Hill Joshi

Rakesh Mohan (2009), International Business, Oxford Higher Education

- Vasudeva PK (2010), International Marketing, Excel Books
- Harvard Business Review, Global Business Review (Sage Publications), Global Forum – ITC Geneva

MARKETING ANALYTICS

Course Code: MMS4304

Credit units: 3

Course Outcome:

- To introduce students to marketing analytics, focusing on how data can be effectively used to generate insights for segmentation, forecasting, pricing, customer analysis, and advertising decisions.
- To provide hands-on experience with analytical tools, especially Excel, enabling students to apply quantitative techniques to real business situations.
- To develop students' ability to analyse customers, markets, and digital campaigns, using data-driven approaches for resource allocation and decision-making.
- To train students in building actionable dashboards and marketing metrics, supported by case studies that illustrate real-world marketing analytics applications.

Course Objectives:

- Students will be able to summarise, analyse, and interpret marketing data to generate meaningful insights related to sales trends, segmentation, customer behaviour, and marketing performance.
- Students will gain the ability to apply analytical techniques such as cluster analysis, conjoint analysis, regression models, forecasting tools, demand estimation, and pricing optimisation to solve real marketing problems.
- Students will be able to evaluate and design marketing strategies in areas such as customer management, pricing, advertising effectiveness, digital analytics, and online marketing campaigns.
- Students will develop the skills to **create data-driven dashboards and marketing metrics**, enabling effective communication of insights and improving managerial decision-making in a business environment.

Module I: Summarising and Analysing Marketing Data

Analytics for gaining marketing insights, slicing, and dicing marketing data, examining revenues by store, month, product type, analysing influence of weekday, seasonality and overall trend on product sales, the Pareto 80-20 Principle related to product and creating end-of-week sales report.

Module II: Market Segmentation

Cluster Analysis for segmentation, conjoint analysis to segment a market, Collaborative Filtering- user based and item-based filtering.

Module III: Pricing

Estimating Demand Curves and Optimising Price, Determining Profit maximising Pricing, Price Bundling and Price Skimming.

Module IV: Forecasting

Analysis of Price, Advertising and Shelf Space on Product Sales, Using Simple Linear and Multiple Regression to Forecast Sales, Modelling Trend and Seasonality.

Module V: Customer Management

Understanding Customers' Choice using Conjoint Analysis, Estimating Probability of Behaviour using Logistic Regression, Customer Lifetime Value.

Module VI: Advertising

Advertising and Price Elasticity of Demand, Measuring Effectiveness of Advertising, PPC (Pay Per Click) Online Advertising.

Module VII: Digital Analytics

Designing Marketing Experiments, Paid Search Advertising, Viral Marketing, Text Mining.

Module VIII: Marketing Metrics

Measuring Marketing Performance using Key Metrics, Dashboard Designing.

Examination Scheme:

Components	I	II	III	IV	ME	EE
Weightage (%)	5	5	5	5	20	60

(Component I - **Presentation**; Component II - **Assignment**; Component III - **Quiz**; Component IV- **Attendance**; ME-**Mid Term Examination**; EE - **End Semester Examination**)

References:

1. Cutting-Edge Marketing Analytics. Real World Cases and Data Sets for Hands on Learning by Rajkumar Venkatesan, Paul Farris, and Ronald T. Wilcox, Pearson Education/FT Press.
2. Marketing Analytics: Data-Driven Techniques with Microsoft Excel by Wayne L. Winston, Wiley.
3. Marketing Metrics - Manager's Guide to Measuring Marketing Performance by Neil T Bendle, Paul Farris, Philip E Pfeifer, David J Reibstein, Pearson Education.

SALES MANAGEMENT

Course Code: MMS4305

Credit Units: 03

Course Outcome:

- To help students understand core concepts of sales management and apply them effectively to solve real business problems.
- To equip students with managerial and professional selling skills, enabling them to handle both backend sales management and frontline personal selling situations.
- To develop students' ability to manage and motivate sales teams, design territories, set quotas, and build effective compensation and training programs.
- To train students to conduct professional sales processes, from prospecting and planning to presentation, objection handling, and closing sales, with a strong result-oriented approach.

Course Objective:

- Students will be able to understand and apply the principles of modern sales management, including professionalism in selling, buyer behaviour, sales strategies, and sales team roles.
- Students will gain the ability to recruit, select, train, and motivate sales personnel, using job analysis, interviews, training methods, and motivational theories to enhance sales force performance.
- Students will be able to design and manage sales structures, including sales territories, quotas, compensation plans, and resource allocation to optimize sales effectiveness.
- Students will develop strong personal selling and communication skills, enabling them to prospect effectively, plan sales calls, deliver persuasive presentations, handle objections, and close sales professionally.

Course Contents:

Module I

Changing world of Sales Management and Professionalism in sales. Classification of Personal Selling approaches. Sales jobs, Qualification and skill required for success. Organizational buyer behaviour and buying situations. Contrasting Transactional and Relationship Selling models, Sales Teams. Sales management Competencies for effective and outstanding results. Developing Sales Management Strategy / Objectives and Sales Force Roles

Module II

Recruitment planning process: Job analysis, description, qualifications, buyer's perspective and

methods of locating prospective candidates. Selection: Application forms, Types of Interviews, Testing and Validating the hiring process.

Sales Training: Determining training needs, Training analysis, Methods of Evaluating sales Training and building a sales training program. Instructional methods used in training.

Module III

Motivation and the reasons for motivating sales people. Maslow's Hierarchy of Needs related to the sales force motivators and company's actions to fill needs. Methods of giving status to sales people to motivate them.

Sales force compensation. Components of compensation and their purpose. Comparison of various compensation plans. Optimizing sales compensation: Customer – Product Matrix and relating it to the appropriate compensation plans.

Module IV

Sales territory; Reasons for establishing or revising Sales Territories, setting up and revising Sales Territories: Market build-up and Work load method; optimizing sales territory.

Sales quotas; Objectives in using Quotas, Types of Sales Quotas and Quota setting procedures. Reasons when not to use Quotas.

Module V

Personal Selling process: Prospecting: Developing a prospect base, Strategic prospecting, Sources of prospects, common causes of customer attrition, preparing a prospect list and organizing information. Planning the initial sales call and approach: Pre call information on the Buyer and Organisation, Call Objectives, Planning the approach. Sales Presentation techniques: Types of presentation techniques, Presentation sequence, Adoptive Selling Model. Demonstrations: Demonstration plans, actions, custom fitting demonstrations, use of sales tools. Handling customer objections: types of objections, types of close, Trial Close. Closing the sales.

Examination Scheme:

Components	I	II	III	IV	ME	EE
Weightage (%)	5	5	5	5	20	60

(Component I - Presentation; Component II - **Assignment**; Component III - **Quiz**; Component IV-**Class Participation**; ME-**Mid Term Examination**; EE - **End Semester Examination**)

Text & References:

- Still, Cundiff and Govoni. (2009), Sales Management, Decisions, Strategies and Cases, Prentice Hall of India Pt. Ltd.
- Ingram, Laforge, Avila, Schwenker Jr., Williams. (2009), Analysis and Decision Making, Segment Books
- Douglas J. Dalrymple, Cron and DeCarlo. (2003), Sales Management, John Wiley & Sons Inc.
- Charles M. Futrell (2010). Fundamentals of Selling. Tata McGraw Hill
- Gerald L Manning, Michael Ahearne and Barry L Reece (2011). Selling Today, Prentice Hall Pub.

CONSUMER BEHAVIOUR

Course Code: MMS4306

Credit units: 03

Course Outcome

- Students will be able to understand the key factors influencing shopper behaviour, including demographics, lifestyle, motivation, perception, learning, attitudes, and decision-making processes.
- Students will gain the ability to analyse individual and group influences such as family, social class, culture, subcultures, and reference groups on consumer buying behaviour.
- Students will be able to apply consumer behaviour theories like attitude formation, brand loyalty, motivation theories, and diffusion of innovations to real marketing and retail strategies.
- Students will develop the skills to evaluate shopping patterns, impulse buying, customer loyalty, and opinion leadership, using these insights to support marketing decisions and shopper-focused strategies.

Course Objective:

- To introduce students to the core concepts and theories of shopper behaviour at the individual, group, and organizational levels.
- To help students understand psychological, social, and cultural factors that influence consumer decision-making and shopping patterns.
- To enable students to analyse shopper motivations, attitudes, learning, perception, and personality, and use these insights in marketing decisions.
- **To equip students with the ability to apply consumer behaviour knowledge** to retail strategy, lifestyle marketing, market segmentation, and product positioning.

Course Contents:

Module I

Consumer demographics, consumer life styles. Retailing implications of consumer demographics and lifestyle. Consumer profiles. Lifestyle marketing. Environmental factors and individual factors affecting consumers

Module II

Consumer as an Individual, Motivation, Needs, Goals, Personality, Self and Self Images, Perception, Imagery, Learning, Cues, Response, Reinforcement, Behavioural Learning and Cognitive Learning Theory, Brand Loyalty

Module III

Attitude, Attitude Formation and Change. Shopping attitudes and behaviour, where people shop. Consumer Buying Decision Process, types of consumer decision making. Impulse purchases and customer loyalty

Module IV

Group Dynamics and Reference Groups, Family Decision Making, Social Class, Culture, Subculture

Module V

Opinion Leadership Process, Diffusions of Innovations, Adoption Process

Examination Scheme:

Components	I	II	III	IV	ME	EE
Weightage (%)	5	5	5	5	20	60

(Component I - Presentation; Component II - **Assignment**; Component III - **Quiz**; Component IV-**Class Participation**; ME-**Mid Term Examination**; EE - **End Semester Examination**)

Text &References:

- Assel Henry (2006), Consumer Behaviour & Marketing Action, Thompson Press
- Seth & Mittal (2003), Consumer Behaviour: A Managerial Perspective, Thompson Press
- Schiffman and Kanuk (2009), Consumer Behaviour, Prentice Hall of India

DISTRIBUTION AND LOGISTICS MANAGEMENT

Course Code: MMS4307

Credit Units: 03

Course Outcome:

- To develop an understanding of distribution and channel management concepts, especially in the context of rapid technological innovations and increasing operational complexity.
- To equip students with the ability to design, manage, and evaluate marketing channels, focusing on the company's route to market and the downstream value chain.
- To help students analyse channel partners, logistics systems, retailing institutions, and new technologies, enabling efficient coordination and performance.
- To train students to identify and address channel conflicts, power dynamics, and relationship management issues that influence channel effectiveness and customer service.

Course Objective:

- Students will be able to understand and evaluate distribution systems, including channel functions, structures, partner selection, and channel design for different market segments.
- Students will gain the ability to analyse channel flows, institutions, and technologies, including retailing, wholesaling, franchising, ERP/SAP systems, and electronic channels.
- Students will be able to identify and manage channel conflicts, power relationships, coordination mechanisms, and performance monitoring to ensure smooth channel operations.
- Students will develop skills to **design and manage logistics systems**, including transportation, warehousing, inventory management, packaging, and strategic logistics planning for efficient distribution.

Course Contents:

Module I: Introduction to Distribution

Distribution System- Role, Scope, Functions & Structure, Types of channels, Levels of channels, Cost, Control and Customer service, Selection of Channels, partners, Motivation of channels, Factors affecting channel design. Channel Design and Implementation – segmenting, targeting, gap analysis, establishment of new channels or refining existing channels.

Module II: Channel Flows and Concepts

Channel Flows – definition and concepts, Relevance of channel structure on Membership Issues. Vertical Integration of Marketing Channels – costs, benefits, and need.

Module III: Channel Institutions

Retailing: Strategic Issues in Retailing. Merchandising Techniques: Franchising; nature and scope, Wholesaling, Assorting, Distribution of supplementary services, and Intermediaries for service delivery. New age technologies: SAP, ERP and Electronic channels.

Module IV: Power, Conflict & Controlling

Channel Conflict – nature and degree, sources, consequences, conflict resolution strategies, Channel Performance: Monitoring & evaluation, identifying power sources, and channel coordination.

Module V: Logistics System

Logistics System – concept, objective and scope, the system elements, transportation, warehousing, inventory management, packing and unitization, communication and control, importance, Strategic Logistics Planning – logistics strategy, implementation, and management.

Examination Scheme:

Components	I	II	III	IV	ME	EE
Weightage (%)	5	5	5	5	20	60

(Component I - Presentation; Component II - **Assignment**; Component III - **Quiz**; Component IV-**Class Participation**; ME-**Mid Term Examination**; EE - **End Semester Examination**)

Text & References

- Bert Rosenbloom. (2008), Marketing Channels. South Western Cengage Learning
- DK Agrawal. (2008), Logistics and Supply Chain Management. Macmillan India.
- Havildar and Cavale. (2008), Sales and Distribution Management- Text and Cases. Tata Mc Graw Hill.
- Stern & El-Ansary. (2009), Marketing channels. Pearson PHI Publication.
- V.V. Sopal. (2010), Logistics Management. Pearson Publication.

INTEGRATED MARKETING COMMUNICATION

Course Code: MMS4308

Credit Units: 03

Course Outcome:

- To provide a clear understanding of the characteristics and components of Integrated Marketing Communication (IMC) and how they contribute to effective brand building.
- To teach students the evolution of IMC strategies and how modern marketing environments influence the use of integrated communication tools.
- To develop practical knowledge of applying IMC concepts such as advertising, media planning, sales promotion, PR, and digital communication in real marketing scenarios.
- To help students design and evaluate IMC plans, using communication theories, message strategies, and promotional tools to achieve brand identity, equity, and customer engagement.

Course Objective:

- Students will be able to understand the principles, evolution, and strategic importance of Integrated Marketing Communication, and its role in building brand identity, brand equity, and customer loyalty.
- Students will develop the ability to create and evaluate advertising and communication strategies, including message design, media planning, copywriting, and execution across print, broadcast, and digital platforms.
- Students will be able to apply IMC tools such as sales promotion, PR, event marketing, corporate advertising, and digital communication to create cohesive and impactful promotional campaigns.
- Students will gain practical skills to **develop, integrate, and assess comprehensive IMC plans**, considering media effectiveness, customer insights, communication objectives, and modern marketing challenges.

Course Contents:

Module I

Introduction to Integrated Marketing Communication, Evolution of IMC, Role of IMC in creating brand identity, brand equity, and customer franchise, Communication Process, Promotional Mix: Tools for IMC, The IMC Planning Process, Global IMC. The Value of IMC plans – information technology, changes in channel power, increase in competition, brand parity, integration of information, decline in the effectiveness of mass-media advertising.

Module II

Advertising Basics: Definition, History, Roles and Functions of Advertising, Types of Advertising, Steps in Development of Advertisement.

Advertising Design: Appeals, Message Strategies & Execution Framework: Advertising Design, Advertising Theory, Types of Advertising Appeals, Structure of an Advertisement, Message Strategies, Cognitive strategies, Execution Strategies, Creating an Advertising, Advertising Effectiveness.

Copywriting: Meaning and Definition of Copywriting, The Copywriter, Copywriting for Print, Copywriting guidelines, Radio Copywriting, TV Copywriting, writing for the Web, Tips for writing good web content.

Module III

Media Planning and Strategies: Growth and Importance of Media, Meaning and Role of Media Planning, Media Plan, Market Analysis, Media Objectives, Developing and Implementing Media Strategies, Evaluating the effectiveness.

Print Media and Outdoor media: Characteristics of the press, Basic media concepts, Newspapers, Magazines, Factors to consider for magazine advertising, Packaging, Out-of-home Advertising, Directory Advertising. Broadcast and Internet Media: Meaning of Broadcast Media, Radio as Medium, Television as Medium, Internet Advertising, Email Advertising

Module IV

Sales Promotion: Scope and Role of Sales Promotion, Growth of Sales Promotion, Consumer Oriented Sales Promotion, Techniques in Sales Promotion, Trade Oriented Sales Promotion, Coordinating sales promotion and advertising; Sales promotion abuse; Personal selling

Module V

Public Relations, Publicity and Corporate Advertising: Definition of Public Relations, Publicity and Corporate

Advertising; Difference between public relations and advertising, Functions of Public Relations; Creating positive image building activities, Preventing, or reducing image damage; Sponsorship and Event marketing; Role of internet in Public Relations, Publicity, Advantages and Disadvantages of Publicity

Examination Scheme:

Components	I	II	III	IV	ME	EE
Weightage (%)	5	5	5	5	20	60

(Component I - **Presentation**; Component II - **Assignment**; Component III - **Quiz**; Component IV-**Class Participation**; ME-**Mid Term Examination**; EE - **End Semester Examination**)

Text & References:

- Belch, George and Belch, Michael (2018), Advertising and Promotion-An Integrated Marketing Communication Perspective, McGraw Hill
- Clow, Kenneth & Baack, Donald (2015), Integrated Advertising, Promotion and Marketing Communication, Pearson Education
- Jethwa Ney, Jaishree and Jain, Shruti (2012), Advertising Management, Oxford University Press
- O'Guinn Thomas, Allen, Scheinbaum Angeline Close, Selenic Richard J. (2015), Advertising and Integrated Promotions, Cengage Learning
- Shah Kruti, D'Souza Allan (2008), Advertising and Promotions-An IMC Perspective, McGraw Hill

Suggested Reference Books:

- Duncan, Tom & Outercoat Hans (2008), Integrated Marketing Communication, McGraw-Hill
- Jain Shradha (2008), Integrated Marketing Communication: Trends and Innovations, Global India Publications
- Schultz, Don and Schultz, Heidi (2004), IMC, The Next Generation, McGraw Hill

RETAIL AND MALL MANAGEMENT

Course Code: MMS4309

Credit Units: 03

Course Outcome:

- To build fundamental competencies in retail and mall management, preparing students for roles in FMCG, pharmaceuticals, consumer durables, fashion, apparel, electronics, and real estate retail sectors.
- To develop the skills and understanding needed to manage different retail formats, including store-based, non-store retailing, and modern shopping malls.
- To prepare students for entrepreneurial opportunities in retail, enabling them to design, operate, and manage their own retail ventures effectively.
- To familiarize students with mall development and mall management principles.
- To include tenant mix, promotion, facility management, and operational challenges of modern malls.

Course Objective:

- To equip students with foundational competencies in retail and mall management across FMCG, pharmaceuticals, consumer durables, fashion, apparel, electronics, and real estate sectors.
- To develop managerial skills for handling diverse retail formats such as store-based, non-store, and modern shopping mall models.
- To foster entrepreneurial capabilities for planning, launching, and managing independent retail ventures.
- To provide knowledge of mall development concepts and strategic mall management practices.
- To impart practical understanding of tenant mix, promotional strategies, facility management, and operational challenges in contemporary malls.

Course Contents:

- Students will be able to **understand key concepts of retailing**, including retail formats, location strategies, store layout, customer profiles, and challenges of the Indian retail environment.
- Students will gain the ability to plan, design, and manage store operations, including POS systems, retail accounting, floor layout, merchandise management, visual merchandising, and retail technology.
- Students will be able to **analyse the mall format as a modern retail phenomenon**, understanding mall characteristics, licensing requirements, customer behaviour, and strengths/weaknesses of mall-based retailing.
- Students will develop practical skills to **manage malls effectively**, including tenant mix planning, zoning, promotions, facility and ambience management, and financial aspects of mall operations.

Module I

Concept of retailing, Current retail scenario (Global and in Indian), Growth of retail business / Outlets in India. Key drivers of retailing in India, Evolution of retailing in India, Organized retailing in India, Retail Formats, and their Characteristics viz. Location, space / layout, merchandise, Customer profile etc.

Store based and non-store formats of retailing, Issues, and challenges of retailing in India.

Module II: Store Planning, Design and Layout

Various location alternatives and their advantages/disadvantages, Location mapping, Location parameters, Site selection and their suitability vis-à-vis various retail formats ; Store design, atmospherics and the Retailing Image Mix: (employees, merchandise, fixtures, sound, odour, visual, type, density etc.), The space mix: (Single goods, convenience goods, impulse purchase merchandise), The effective retail space management: (Store Layout: the circulation path).

Module III: Store Operations

POS (Point of Sale) / Cash process, Customer service and accommodation, Retail selling process, Retail floor and shelf management, Retail accounting and cash management, Merchandise, and category management. Visual merchandising and displays, Retail technology and retail automation, POS and Back-end Technologies.

Module IV: Mall Phenomenon

Defining shopping mall, how shopping mall differs from other retail formats in characteristics such as Location, Space / Layout, Merchandise, Customer Profile, Niche, Conveniences, Shopping Centre / Mall Location: Existing mall traffic, clean environment, Designated parking area, Medium to high rental cost, Strengths, and Weaknesses of the Mall format; Licenses and Permits for mall operations.

Module VI: Mall Management

Positioning the Mall, zoning – formulating the right tenant mix and its placement in a mall, promotions and marketing, facility management – infrastructure, traffic and ambience management, finance management. Lifestyle centres and their management, Indian scenario of mall management practices.

Examination Scheme:

Components	I	II	III	IV	ME	EE
Weightage (%)	5	5	5	5	20	60

(Component I - Presentation; Component II - **Assignment**; Component III - **Quiz**; Component IV - **Class Participation**; ME-Mid Term Examination; EE - End Semester Examination)

Text & References:

- Michael Levy, Barton A Weitz and Ajay Pandit, (2008), Retailing Management, Tata McGraw Hill
- R Vedatmane & Gibbson, (2008), Retail Management: Functional Principals and Practices, Jaico publications
- Patrick M. Dunne & Robert F Lusch, (2002), Retail Management, Cengage Learning

- Berry Berman & Joel R. Evans, (2009), Retail Management – A Strategic Approach, Pearson Education

Learning Resources:

- Images Retail magazine
- Cygnus Report on Retail Sector
- CII Report on Retail Scenario in India
- Images Malls in India
- Images Year Book

- AT Kearney Report

SIMULATION-I

Course Code: MGT4301

Credit Units: 01

'Learning by doing' through business games enhances valuable learning. Business management simulations are the safer ways of helping the students to learn how to navigate the landscape of a real company.

One of the key differentiators of business simulation games is that it acts as an excellent tool to practice real world business decision-making skills as everything happens in a risk-free simulated learning environment. This encourages the students to try out different strategies, observe the results, monitor market fluctuations, then pivot their direction, all without real-life repercussions.

In business simulation games students form the management teams of a virtual company that competes against other companies in the same market.

However, in the decision-making areas, students can immediately see the effect of their choices once they start experimenting with the decisions.

But the most valuable rewards for students is ultimately help them improve on their business decision making skills, holistic thinking, teamwork, proactive pivoting, and problem-solving skills, all of which will be retained substantially longer than by others, less active forms of learning.

Guidelines for Workshop

The procedure for earning credits from simulation workshop consists of the following steps:

- Relevant study material and references will be provided by the trainer in advance.
- The participants are expected to explore the topic in advance and take active part in the simulations game held
- Attending and Participating in all activities of the workshop
- Group Activities must be undertaken by students as guided by the trainer.
- Evaluation of workshop activities would be done through test and quiz at the end of the workshop.
- Submitting a write up of at least 500 words about the learning outcome from the workshop.

Examinations Scheme:

Active Participation	Write up	Total
50	50	100

INTERPERSONAL COMMUNICATION

Course Code : CSS4351

Crédit Unit : 01

Course Outcome:

- Students will be able to understand the fundamentals of interpersonal communication, including key elements, personal expression, and practical application through résumé building.
- Students will develop professional grooming and corporate etiquette, understanding formal dressing and appearance as essential components of workplace communication.
- Students will be able to apply non-verbal communication skills—such as body language, expressions, and gestures—especially in interviews, group discussions, and corporate interactions.
- Students will gain the ability to communicate effectively at the workplace, using strong verbal skills, negotiation techniques, persuasion methods, and strategies for handling professional relationships.

Course Objective :

- To help students understand the process of interpersonal communication, including how people exchange ideas, information, and emotions through verbal and non-verbal channels.
- To orient students toward effective communication skills required in academic, personal, and professional settings.
- To develop grooming and professional presentation skills, aligning with organizational expectations.
- To enhance non-verbal, verbal, negotiation, and persuasion abilities, especially for workplace interactions, interviews, and group discussions.

Course Contents :

Module I: Overview of Interpersonal Communication

Introduction to interpersonal communication, understanding key elements of interpersonal communication, Highlighting elements of interpersonal communication via resume building

Module II: Grooming

Understanding importance of grooming as an organizational requirement, essentials of grooming for boys and for girls, formal dressing for boys and for girls

Module III: Non-Verbal Communication

Overview of Non-Verbal Communication, Importance of non-verbal communication particularly with reference to corporate set up, body language during selection procedures (group discussion and personal interviews)

Module IV: Interpersonal Communication at work

Importance of interpersonal communication at work, how to handle people at work, negotiation and persuasion skills, Understanding verbal communication, importance of verbal communication at work

Examination Scheme:

Components	CT	HA	C	V	A	EE
Weightage (%)	50	40	5	0	5	0

C - Case Discussion/ Presentation; HA - Home Assignment; P - Project; S - Seminar; V - Viva; Q - Quiz; CT - Class Test; A - Attendance; EE - End Semester Examination

Text & References:

- Materials to be provided by Faculty

LEADING THROUGH TEAMS

Course Code: BEH4351

Credit Units: 01

Course Outcome:

- Differentiate between teams and groups and apply team design principles to create effective team missions, roles, and goals.
- Analyze team dynamics using sociometry and construct sociograms to assess interpersonal relationships within a team.
- Apply concepts of team building, team performance curves, and communication strategies to enhance overall team effectiveness.
- Demonstrate leadership styles, conflict management techniques, and stress-coping strategies for managing diverse teams.
- Integrate universal human values and practical spirituality to build globally competent teams and reflect behavioural changes through self-assessment and appraisal.

Course Objective:

This course aims to enable students to:

Understand the concept and building of teams

Manage conflict and stress within team

Facilitate better team management and organizational effectiveness through universal human values.

Course Contents:

Module I: Teams: An Overview

Team Design Features: team vs. group

Effective Team Mission and Vision

Life Cycle of a Project Team

Rationale of a Team, Goal Analysis and Team Roles

Module II: Team & Sociometry

Patterns of Interaction in a Team

Sociometry: Method of studying attractions and repulsions in groups

Construction of sociogram for studying interpersonal relations in a Team

Module III: Team Building

Types and Development of Team Building

Stages of team growth

Team performance curve

Profiling your Team: Internal & External Dynamics

Team Strategies for organizational vision

Team communication

Module IV: Team Leadership & Conflict Management

Leadership styles in organizations

Self Authorized team leadership

Causes of team conflict

Conflict management strategies
Stress and Coping in teams

Module V: Global Teams and Universal Values

Management by values
Pragmatic spirituality in life and organization
Building global teams through universal human values
Learning based on project work on Scriptures like Ramayana, Mahabharata, Gita etc.

Module VI:End-of-Semester Appraisal

Viva based on personal journal
Assessment of Behavioural change as a result of training
Exit Level Rating by Self and Observer

Examination Scheme: Total Internal (100)

Components	SAP	Journal for Success (JOS)	Attd.	Mid Term Test / CT / Assignment	VIVA / Presentation
Weightage (%)	25	10	5	30	30

Text&References:

- Organizational Behaviour, Davis, K.
- Hoover, Judith D. Effective Small Group and Team Communication, 2002, Harcourt College Publishers
- LaFasto and Larson: When Teams Work Best, 2001, Response Books (Sage), New Delhi
- Dick, McCann & Margerison, Charles: Team Management, 1992 Edition, viva books
- J William Pfeiffer (ed.) Theories and Models in Applied Behavioural Science, Vol 2, Group (1996); Pfeiffer & Company
- Smith Robert D.; The Psychology of Work and Human Performance, 1994, Harper Collins College Publishers

FRENCH-III

Course Code: LAN 4351

Credit Units: 02

Course Objective:

To enable the students to talk about the qualities and defects of people. to ask/give directions, to enquire about a lodging. to ask and give informations about a certain place. to describe events in past tense.

Course Contents :

Dossiers 7,8 Dossier 7 : C'est où ? Actes de Communication :

L'impératif ; Quelques prépositions de lieu ; Les articles contractés au, à la... ; Le passé composé avec avoir et l'accord du participe passé avec être ; Les nombres ordinaux ; Ne... plus, ne... jamais ; Les adjectifs numéraux ordinaux ; Faire.

Dossiers 8 : N'oubliez pas !

En dans les constructions avec de ; Quelque chose, rien ; Quelqu'un, personne ; Il faut, devoir ; Qui, que, où ; Les pronoms compléments indirects (me, te, lui, leur...).

Grammaire : les adjectifs démonstratifs

les verbes : 'ir oupe' devoir,

falloir les prépositions de lieu,

de pays

l'impératif, le passé composé, forme et accord du participe passé, la négation au passé

composé les indicateurs de temps (il y a, depuis)

Examination Scheme:

Components	WE	V	MT	CE	Att
Weightage (%)	50	20	15	10	5

Text & References :

Text :

Le livre à suivre :

Régine Mérieux. Lattitude1 : Méthode de français. Paris : Les Editions Didier, 2010. Régine Mérieux. Lattitude1 : Cahier d'exercices. Paris : Les Editions

Didier, 2010. *Références :*

Girardeau, Bruno et Nelly Mous. Réussir le DELF A1. Paris : Didier, 2010.

PG FL Spanish III

Course Code: LAN4353

Credit Units: 02

Course Objective:

- Talk about personal habits and daily routine
- To talk about Spanish cuisine and food habits

Course Contents:

Unidad 6,7--p. -70-93

**Unidad 6: Día a
Día Unidad 7: ¡A
Comer!**

Tarea comunicativa:

- i) Hablar de hábitos y frecuencia
- ii) Preguntar y decir la hora
- iii) Desenvolverse en bares y restaurantes
-) Pedir y dar información sobre comida
- iv) Hablar de hábitos gastronómicos de los países
-) hispanohablantes
- v) Dar la receta de platos típicos
- vi)

Contenido gramatical:

- i) El presente de indicativo de algunos verbos irregulares
- ii) Los verbos reflexivos
- iii) Secuenciar actividades
- iv) Los pronombres de objeto directo
- v) Los verbos poner, traer
- vi) La forma impersonal se
- vii) Los verbos relacionados con la cocina
-)

Contenido léxico:

- i) Los días de la semana
- ii) Las partes del día
- iii) La hora
-)

- iv) Actividades diarias
- v) Los platos típicos
- vi) Alimentos
- vii) Las comidas del día
- viii) Los utensilios y verbos para dar la receta

Examination Scheme:

Components	WE	V	MT	CE	Att
Weightage (%)	50	20	15	10	5

Text & Reference:

El Libro de texto: Corpas, Jaime et al. *Aula Internacional 1*. Barcelona: Difusión, 2005

Course Code: LAN 4351

Credit Units: 02

Course Outcome:

- Listening and comprehension skills.
- Understanding and responding to audio texts, telephonic messages, and announcements.
- Listening and speaking skills
- Proficiency in pronunciation
- Communicating in routine situations where exchange of basic information is required

Course Objectives:

- Listening and comprehension skills.
- Understanding and responding to audio texts, telephonic messages, and announcements.
- Listening and speaking skills
- Proficiency in pronunciation
- Communicating in routine situations where exchange of basic information is required

Detailed Contents:

Kapitel 7

Grammatischer Aspekt

- Präpositionen mit Dativ, z.B. aus, bei
- Artikelwörter: bestimmt, unbestimmt, negativ im Nom., Akku., Dativ
- Possessivartikel im Dativ Thematischer Aspekt
- Termine absprechen
- Anleitungen verstehen und geben
- Briefe verstehen und beantworten
- über Sprachenlernen sprechen
- Informationen in Texten finden

Kapitel 8

- Grammatischer Aspekt
- Adjektiv mit sein Thema: Wohnungsbeschreibung
- Adjektiv sehr, zu
- Wohin: in+Akku.
- Wo: in+Dativ
- Wechselpräpositionen z.B. über, auf, unter, vor
- Thematischer Aspekt
- Wohnungsanzeigen verstehen
- eine Wohnung beschreiben
- die Wohnungseinrichtung planen
- eine Einladung schriftlich beantworten
- über eine Wohnungseinrichtung sprechen
- einen Text über eine Wohnung schreiben

Examination Scheme:

Components	WE	V	MT	CE	Att
Weightage (%)	50	20	15	10	5

Recommended Books:

- Lagune 1

References:

- Aufderstraße, Hartmut, u.a. : Lagune 1. Deutsch als Fremdsprache. Kursbuch und Arbeitsbuch. Ismaning: Max Hueber Verlag 2012.

SUMMER INTERNSHIP (EVALUATION)

Course Code: MGT4335

Credit Units: 09

There are certain phases of every Intern's professional development that cannot be effectively taught in the academic environment. These facets can only be learned through direct, on-the-job experience working with successful professionals and experts in the field. The internship programme can best be described as an attempt to institutionalize efforts to bridge the gap between the professional world and the academic institutions. Entire effort in internship is in terms of extending the program of education and evaluation beyond the classroom of a university or institution. The educational process in the internship course seeks out and focuses attention on many latent attributes, which do not surface in the normal classroom situations. These attributes are intellectual ability, professional judgment and decision-making ability, inter-disciplinary approach, skills for data handling, ability in written and oral presentation, sense of responsibility etc.

To achieve these objectives, each student will maintain and submit a file (**Internship File**) and a report (**Internship Report**)

INTERNSHIP FILE

The Internship File aims to encourage students to keep a personal record of their learning and achievements throughout the Programme. It can be used as the basis for lifelong learning and for job applications. **Items can be drawn from activities completed in the course modules and from the workplace to demonstrate learning and personal development.**

The File will assess the student's analytical skills and ability to present supportive evidence, whilst demonstrating understanding of their organization, its needs, and his/her own personal contribution to the organization.

The File is essentially a comprehensive documentation of how one proceeds while working on the assignment and should be regularly checked by the faculty guide/ supervisor, issues discussed with the students, doubts if any clarified and signed as having done so. This will form the basis of **continuous evaluation** of the project.

The File will include **five sections** in the order described below.

1. **The Title Page** – An Internship Experience Report For (Your Name), name of internship organization, name of the Supervisor/Guide and his/her designation, date started and completed, and number of credits for which the report is submitted.
2. **Table of Content** – An outline of the contents of the file by topics and subtopics with the page number and location of each section.
3. **Introduction** – Short, but should include how and why you obtained the internship experience position and the relationship it has to your academic/professional and career goals.
4. **Main Body** – Should include a brief summary/ executive summary of the **Internship Project Report** that the student has worked on, an **analysis of the company/organization** in which the student is working, a **personal review** of the student's management skills and how they have been developed through the programme, the daily tasks performed, major projects contributed to, dates and hours spent on a task, observations and feelings, meetings attended and their purposes, listing of tools and materials and their suppliers, and photographs if possible of projects, buildings and co-workers.

5. **Appendices** – Include pamphlets, forms, charts, brochures, technical and descriptive literature, graphs, and other information related to your internship experience.

INTERNSHIP REPORT

The **Internship Report** is the research report that the student must prepare on the project assigned by the organization. (Incise a student is not assigned a specific research project in the organization, he must select any one aspect of the organization and prepare a research report on it). The lay out of the

report should be as per the standard layout prescribed by the organization wherein the student undertakes the Internship. In case, there is no layout prescribed by the organization the following components should be included in the report:

□ **Title or Cover Page**

The title page should contain Project Title; Student's Name; Programme; Year and Semester and Name of the Faculty Guide.

□ **Acknowledgements**

Acknowledgment to any advisory or financial assistance received in the course of work may be given. It is incomplete without student's signature.

□ **Abstract**

A good "Abstract" should be straight to the point; not too descriptive but fully informative. First paragraph should state what was accomplished about the objectives. The abstract does not have to be an entire summary of the project, but rather a concise summary of the scope and results of the project. It should not exceed more than 1000 words.

□ **Table of Contents**

Titles and subtitles are to correspond exactly with those in the text.

□ **Introduction**

Here a brief introduction to the problem that is central to the project and an outline of the structure of the rest of the report should be provided. The introduction should aim to catch the imagination of the reader, so excessive details should be avoided.

□ **Materials and Methods**

This section should aim at experimental designs, materials used (wherever applicable). Methodology should be mentioned in details including modifications undertaken, if any. It includes organization site(s), sample, instruments used with its validation, procedures followed and precautions.

□ **Results and Discussion**

Present results, discuss and compare these with those from other workers, etc. In writing this section, emphasis should be laid on what has been performed and achieved in the course of the work, rather than discuss in detail what is readily available in text books. Avoid abrupt changes in contents from section to section and maintain a lucid flow throughout the thesis. An opening and closing paragraph in every chapter could be included to aid in smooth flow.

Note that in writing the various sections, all figures and tables should as far as possible be next to the associated text, in the same orientation as the main text, numbered, and given appropriate titles or captions. All major equations should also be numbered and unless it is necessary, do not write in “point” form.

While presenting the results, write at length about the the various statistical tools used in the data interpretation. The result interpretation should be simple but full of data and statistical analysis. This data interpretation should be in congruence with the written objectives and the inferences should be drawn on data and not on impression. Avoid writing straight forward conclusion rather, it should lead to generalization of data on the chosen sample.

Results and its discussion should be supporting/contradicting with the previous research work in the given area. Usually, one should not use more than two researches in either case of supporting or contradicting the present case of research.

□ **Conclusion(s) & Recommendations**

- A conclusion should be the final section in which the outcome of the work is mentioned briefly. Check that your work answers the following questions:
- Did the research project meet its aims (check back to introduction for stated aims)?
 - What are the main findings of the research?
 - Are there any recommendations?
 - Do you have any conclusion on the research process itself?
- **Implications for Future Research**
- This should bring out further prospects for the study either thrown open by the present work or with the purpose of making it more comprehensive.
- **Appendices**
- The Appendices contain material which is of interest to the reader but not an integral part of the thesis and any problem that have arisen that may be useful to document for future reference.

□ **References**

References should include papers, books etc. referred to in the body of the report. These should be written in the alphabetical order of the author's surname. The titles of journals preferably should not be abbreviated; if they are, abbreviations must comply with an internationally recognised system.

Examples

For research article

Voravuthikunchai SP, Lortheeranuwat A, Nin prom T, Popaya W, Pongpaichit S, Supawita T. (2002) Antibacterial activity of Thai medicinal plants against enterohaemorrhagic Escherichia coli O157: H7. Clin Microbiol Infect, **8** (suppl 1): 116–117.

For book

Kowalski,M.(1976) Transduction of effectiveness in Rhizobium meliloti. SYMBIOTIC NITROGEN FIXATION PLANTS (editor P.S. Nutman IBP), **7**: 63-67

The Layout Guidelines for the Internship File & Internship Report

- A4 size Paper
- Font: Arial (10 points) or Times New Roman (12 points)
- Line spacing: 1.5
- Top and bottom margins: 1 inch/ 2.5 cm; left and right margins: 1.25 inches/ 3 cm

Examination Scheme:	
Continuous Evaluation by faculty guide	15%
Continuous evaluation by CRC	15%
Feedback from industry guide	35%
Report, Presentation & Viva Voce	35%
TOTAL	100%

SEMESTER -IV

SEMESTER IV					
Course Code	Course Name	L	T	P	T
MGT4401	Strategic Management	3	-	-	3
MMS4410	Marketing of Services & CRM	3	-	-	3
MMS4411	Rural Marketing	3	-	-	3
MIB4409	International Supply Chain Management	3	-	-	3
MGT4402	Simulation-II	-	-	2	1
CSS4451	Communication in Context	1	-	-	1
BEH4451	Professional Excellence	1	-	-	1
MGT4437	Dissertation (Commencing in Sem – III)	-	-	-	9
	Any ONE domain Elective				
MMS4441	Domain Electives-III- Sales management in Crisis situation (NTNC)	1	-	-	-
MMS4442	Domain Electives-IV- Omni-channel strategies (NTNC)	1	-	-	-
			TOTAL		24

STRATEGIC MANAGEMENT

Course Code: MGT4401

Credit Units: 03

Course Outcome:

- To help students understand the concept of strategy and the strategic management process.
- To familiarize students with the basic concepts and principles of strategic management.
- To develop students' ability to design organizational strategies suited to dynamic business environments.
- To provide a strategic management framework that strengthens students' skills in identifying and describing an organization's strategic posture and direction.

Course Objective:

- Students will be able to explain the evolution, purpose, and core concepts of strategy and strategic management, including vision, mission, business definition, and stakeholder relevance.
- Students will be able to analyse an organization's external and internal environment using frameworks such as PESTLE, ETOP, SAP, Value Chain, VRIO, Aaker's model, competitor analysis, industry analysis, scenario analysis, and SWOT.
- Students will be able to evaluate strategic options and make strategic choices using BCG, GE Matrix, Hofer's model, Grand Strategy Selection Matrix, Ansoff's product-market grid, and Porter's generic strategies.
- Students will be able to assess industry structures, lifecycle stages, and apply competitive strategies including defensive, offensive, dominance, and blue ocean approaches.

Course Contents:

Module I: Introduction and Purpose of Strategy Formulation

Evolution and Introduction of strategic management. Concept and Classification of Corporate and Business Strategy with Hierarchy definition; Purpose of Strategy Formulation: Concept of Vision, Mission, and Business Definition. Importance of Stakeholders in Business.

Module II: Strategic Analysis

PESTLE Analysis, Environmental Threat and Opportunity Profile (ETOP), Strategic Advantage Profile (SAP), Porter's Value Chain Analysis, Resource Based View of the Firm-VRIO Framework; Market Analysis-David Aaker Model, Competitor Analysis, Industry Analysis using Porter's five forces Model; Scenario analysis and SWOT Analysis. Strategic implications of company decisions and Strategic response to changes in business environment.

Module III: Strategic Choice – Traditional Approach

Portfolio Analysis using BCG, GE Nine Cell Matrix, Hofer's Model, Making Strategic Choices using Strickland's Grand Strategy Selection Matrix; Ansoff's Product Market Grid; Choosing Generic Strategies using Porter's Model of competitive advantage.

Module IV: Industry Structures and Competitive Strategies

Industry Structures and Lifecycle stages, Marketing Warfare and Dominance Strategies: Advantages and Disadvantages of Defensive and Offensive strategies; Innovation as Blue Ocean Strategy.

Module V: Strategy Implementation and Evaluation

Issues in implementation: Resource Allocation, Organization Structure, Social responsibilities – Ethics. Measuring performance and establishing strategic controls.

Examination Scheme:

Components	I	II	III	IV	ME	EE
Weightage (%)	5	5	5	5	20	60

(Component I - Presentation; Component II - Assignment; Component III - Quiz; Component IV-Class Participation; ME-Mid Term Examination; EE - End Semester Examination)

Text & References:

- ☐ Wheelen and Hunger, (2008), Essentials of Strategic Management, Prentice Hall of India.
- ☐ Ramaswamy and Nandakumar, (1999), Strategic Planning: Formulation of Corporate Strategy Text and Cases, Macmillan India Ltd.,
- ☐ Jauch & Glueck, (1988), Business Policy and Strategic Management, McGraw Hill.
- ☐ Thomson & Strickland, (2008), Business Policy and Strategic Management, McGraw Hill.
- ☐ Pearce John „A & Robinson R.B, (1997), Strategic Management: Strategy Formulation and Implementation, A.I.T.B.S. Publishers & Distributors
- ☐ Regular reading of all latest Business journals: HBR, Business World, Business India, Business Today

MARKETING OF SERVICES & CRM

Course Code: MMS 4410

Credits Units: 03

Course Outcome:

- To develop an understanding of services and the fundamentals of service marketing.
- To highlight the key aspects of service marketing that differentiate it from goods marketing.
- To understand the role of customer relationship management in creating, delivering, and sustaining service value.
- To develop the ability to design and manage service processes that enhance customer satisfaction and long-term loyalty.

Course Objective:

- Explain the concept of services and their significance in the modern economy.
- Explain the concept of CRM and its importance in service marketing.
- Develop differentiation and positioning strategies for service products.
- Analyze and improve service processes to enhance service quality.
- Develop strategies to enhance service quality and customer satisfaction across different service sectors.

MODULE-I Nature & Scope: Concept of services importance, Goods & Services marketing, Emergence & Reasons for growth of service sector in India, Characteristics of services, Classifications of services, Environment of Service Marketing (Micro as well as Macro).

MODULE-II Understanding Customers: Concept of CRM, Relationship management in practice, Segmenting, Targeting & Positioning various services.

MODULE-III Product, Product differentiation, product levels Pricing of services: Pricing concepts, pricing strategies for services, use of differential pricing. Place-Service distribution, components of service delivery system, potential management, problems associated with services delivery.

MODULE-IV 4Ps: Promotion- Advertising, Sales Promotion & Personal Selling in service industry. People- Importance of people in service marketing. role of various people involved. Physical Evidence- concept of Physical Evidence, importance, types of Physical Evidence in various services Process- concept, types of process, Role of process in various services

MODULE-V Service Models: Service quality Gap Model, Gornos Model of service quality (Internal marketing, external marketing, and Interactive marketing). Challenges in Marketing of services Application of Service Marketing to Hospitals, Educational Institutions, Tourism Industry.

Examination Scheme:

Components	I	II	III	IV	ME	EE
Weightage (%)	5	5	5	5	20	60

(Component I - Presentation; Component II - Assignment; Component III - Quiz; Component IV- Class Participation; ME-Mid Term Examination; EE - End Semester Examination)

References:

Suggested Readings:

- Valarie A Zeithaml Mary Jo Bitner, [Dwayne Gremler, Ajay Pandit](#). (2007), Services Marketing: Integrating customer focus across the firm, Tata McGraw Hill
- Rajendra Nargundkar, (2006), Services Marketing: Text and Cases. Tata McGraw-Hill Publishing Co. Ltd.
- Harsh V. Verma, (2010), Services Marketing, Text, and Cases. Pearson Education.
- Sinha: Services marketing

- **Jha: Services marketing**
- **Alok Kumar, Chhabi Sinha, Rakesh Sharma (2009), Customer Relationship Management – Concepts and Application, Bizana Publication.**
- **Alok Kumar Rai (2009), Customer relationship Management Concepts and Cases, Prentice Hall of India.**
- **G Shailesh & Jagdish N Sheth, (2006), Customer Relationship Management-A Strategic Approach, Macmillan India, New Delhi.**

Course Outcome:

- To build students' understanding of the increasing significance of rural marketing.
- To highlight emerging trends in rural markets and the challenges faced by companies targeting rural India.
- To study the unique characteristics and behaviour of rural customers in India.
- To prepare students to handle future marketing challenges specific to the rural sector.

Course Objective:

- To study the contribution of Rural Marketing.
- To understand significant Rural market Drivers.
- To understand the concept of distribution channel used in Rural markets.
- To study the challenges and opportunities available at the bottom of pyramid.

Course Contents:**Module I**

Rural Marketing an Overview, Principles of Marketing as Relevant to Rural Marketing, Evolution of Rural Marketing, Rural Marketing Mix, Profiles of Urban & Rural customers and Differences in their Characteristics, Rural Consumer Behavior. Agricultural Marketing: Marketing of Agricultural Produce, Agricultural Inputs. Contract farming

Module II

Rural Environment, Rural Market Strategies with special reference to Segmentation, Targeting and Positioning, Innovation for Rural Market, Products and Services in the Rural Markets, Channels of Distribution and Trade Management, Rural Retailing.

Module III

Rural Communication: Advertising and Sales Promotion Strategies and New Product launch Techniques for Rural Markets. Pricing in Rural Markets.

Module IV

Rural Market Research and Market Information System, Marketing Strategies, Policy, Sales Management Practices, Training, Motivation. Sales Quota Strategies.

Module V

Social Marketing: Corporate Social Responsibility in Rural Markets. The Future of Rural Marketing in India. Role of Govt. In Rural & Agricultural Marketing. Case Studies: ITC chappal, HUL Project Shakti, Sagar, DCM Harnail

Examination Scheme:

Components	I	II	III	IV	ME	EE
Weightage (%)	5	5	5	5	20	60

(Component I - Presentation; Component II - Assignment; Component III - Quiz; Component IV- Class Participation; ME-Mid Term Examination; EE - End Semester Examination)

Text & References:

- **Kashyap Pradeep & Raut Siddhartha, (2009), Rural Marketing Bizana Publishers.**
- **Dogra B. & Ghuman K. (2010), Rural Marketing Concepts and Practices, Tata McGraw-Hill.**
- **Krishnamacharya C.S.G. & Ramakrishnan Lalitha (2011), Rural Marketing Text & Cases, Pearson Education.**
- **Magazines- Business World, Business India**
- **The Rural Marketing Journal**

INTERNATIONAL SUPPLY CHAIN MANAGEMENT

Course Code: MIB4409

Credit Units: 03

Course Outcome:

- To develop an understanding of the components of integrated supply chain management suited to global markets.
- To explain the importance of an efficient, zero-defect supply chain in a borderless WTO environment.
- To provide clarity on the micro aspects of global distribution and logistics.
- To impart knowledge of multimodal transport operators and the role of ocean and air transportation in world trade.

Course Objectives:

1. Importance of supply chain management for competitiveness, including supplier networks, outsourcing, and logistics operations.
2. Strategic issues in SCM like value chain analysis, transportation choices, and inter-firm coordination.
3. International logistics system overview, covering transportation, warehousing, and third-party logistics.
4. Air and ocean transport essentials, including liner operations, world trade, and air freight.
5. Managing SCM performance through IT, ERP, JIT, waste elimination, and performance measurement.

Course Contents

Module I: Global Supply Chain – Overview

Introduction & Importance of Supply Chain Management, Developing Supply Chain as a Competitive Tool for Customer Satisfaction and Corporate Profitability, Channel Structure, Supplier Network Development, Outsourcing, Supply Chain Logistics Operations.

Module II: Strategic Issues in Supply Chain Management

Value chain and value delivery system, Concept of multi-modal transportation and infrastructure needs; Transportation Choices and Third-Party Logistics, Fourth Party Logistics Distribution Channel Design, Strategic Alliances, Communication Flow of Supply Chain, Documentation needs, and liabilities; Inter-functional coordination, Inter-corporate cooperation, Outsourcing in Supply Chain; Vendor Management & Development, Strategic Lead Time Management, Warehousing

Module III: International Logistic System

Concept, Objectives & Scope, The System Elements, International Transportation Issues, Warehousing, Inventory Management, Packaging and Unitization Issues, Communication and Control, Centralized and Decentralized Logistic Management, Third Party Logistics (3PL), Multimodal Transport Operator (M.T.O.)

Module IV: Air & Ocean Transport and Chartering

The General Structure of shipping industry, Characteristics of Shipping Industry, Liner and Tramp Operations and Significance, World Seaborne Trade and World Shipping, Composition of World Seaborne Trade, Problems of Developing Countries, Liner Freightage Practice, Principles – Freight Structure, Voyage Charter, Time Charter, Barbat Charter. Indian Shipping, Growth and Perspective, Problems of Shipping Industry, Shipping Policy, International Air Transport System, Air Transport and PDM Approach to Export Distribution, International Set

– up for Air Transport, Air Freight Rates, India's Export – Import Trade by Air, Problems and Prospects, Law Relating to Carriage of Goods

Module V: Managing the Supply Chain Performance

SCM and Information Technology, IT Enabled Supply Chain Management, Inter-firm Integration: Implementation Issues, Application of ERP, JIT, Optimization of Supply Chain, Retailing Management, Waste Elimination and Lean Thinking in Supply Chain; Supply chain performance measurement systems; Supply Chain Balanced Score Card.

Examination Scheme:

Components	I	II	III	IV	ME	EE
Weightage (%)	5	5	5	5	20	60

(Component I - Presentation; Component II - Assignment; Component III - Quiz; Component IV-Class Participation; ME-Mid Term Examination; EE - End Semester Examination)

Text & References:

- Bowersox, Closs and Cooper (2008), Supply Chain Logistics Management, Tata McGraw-Hill
- Chopra, Meindl and Kalra (2008), Supply Chain Management: Strategy, Planning, and Operation, Pearson Education
- Rangaraj, Raghuram and Srinivasan (2009), Supply Chain Management for Competitive Advantage: Concepts and Cases, Tata McGraw-Hill
- Ray (2010). Supply Chain Management for Retail, Tata McGraw-Hill
- Shah (2009), Supply Chain Management: Text and Cases, Pearson Education
- Simchi-Levi, et al (2008), Designing and Managing the Supply Chain: Concepts, Strategies and Case Studies, Tata McGraw-Hill
- Wisner, Leong and Tan (2005), Principles of Supply Chain Management, Cengage

COMMUNICATION IN CONTEXT

Course Code: CSS4451

Credit

Units: 01

Course Outcome:

- Students will be able to explain how workplace, cultural and situational contexts influence communication effectiveness.
- Students will be able to analyse cultural dimensions, including high-context and low-context communication, and apply principles of cross-cultural communication.
- Students will be able to distinguish between different speech contexts (public, intrapersonal, interpersonal) and speech styles (intimate, casual, formal).
- Students will be able to identify and interpret various speech acts and apply appropriate communicative strategies in different communication situations.

Course Objective:

- To develop an understanding of how communication functions in workplace, cultural, and situational contexts.
- To build awareness of cultural factors that shape communication styles and behaviours.
- To strengthen students' ability to identify and adapt to different speech contexts and styles.
- To equip students with effective communicative strategies for various real-life communication situations.

Course Contents:

Module I: Communication in Work-Place Context

Role of context in communication of uncertain beliefs- Understanding High Context and Low Context- Role of Culture with respect to high context and low context communication

Module II: Importance of Culture in Communication

Principles of effective cross-cultural communication- Characteristics of culture- Social differences- Contextual differences- Nonverbal differences- Ethnocentrism

Module III: Understanding various Speech Situations

Types of Speech Context i.e. Public, Intrapersonal, and Interpersonal; Types of Speech Style i.e. intimate, casual, formal.

Module IV: Communicative Strategies in various speech situations

Understanding various types of speech act-Types of communicative strategies that can be employed

Examination Scheme:

Components	CT	HA	CP	P	A	EE
Weightage (%)	50	15	10	20	5	0

CP – Class Participation/ Presentation; HA - Home Assignment; P - Project; S - Seminar;
V - Viva; Q - Quiz; CT - Class Test; A - Attendance; EE - End Semester

Examination

Text & References:

- Material to be provided by Faculty

PROFESSIONAL EXCELLENCE

Course Code: BEH4451

Credit Units: 01

Course Outcome:

- Students will be able to analyse individual differences, personality dimensions, and social influences that shape behaviour in personal, societal, and professional contexts.
- Students will be able to apply principles of personal excellence, including goal setting, time management, self-assessment, and development of professional strengths.
- Students will be able to design an effective career plan by understanding their interests, aptitudes, resources, and employability skills.
- Students will be able to identify sources of stress, evaluate its impact, and apply appropriate coping strategies for healthy functioning.

Course Objective:

This course aims at imparting an understanding of:

- Build and leverage your professional reputation
- Maintain focus in pressure situations
- Make a balanced choice between professional and personal commitments

Course Contents:

Module I: Individual, Society and Nation

Individual Differences and Dimensions of Personality

Socialization Process

Relating to the Nation: Values, Culture, Religion

Sense of pride and Patriotism

Managing Diversity

Module II: Components of Excellence

Personal Excellence:

Identifying long-term choices and goals

Uncovering the talent, strength & style

Analysing choke points in your personal processes by analysis in area of placements, events, seminars, conference, extracurricular activities, projects etc.

Developing professional power: Goal-setting, time management, handling criticism, interruptions, and time wasters

Module III: Career Planning

Knowing one's Interest and Aptitude

Identifying available Resources

Setting goals to maintain focus:

Developing Positive attributes in personality

Self-reliance and Employability skills

Module IV: Stress Management for Healthy Living

Meaning and Nature of Stress

Stages of stress

Causes and Consequences of stress: Personal, Organizational and Environmental

Personal Styles and strategies of coping

Module V: Professional Success

Building independence & interdependence

Reducing resistance to change

Continued reflection (Placements, events, seminars, conferences, projects extracurricular Activities etc.)

Module VI: End-of-Semester Appraisal

Viva based on personal journal

Assessment of Behavioral change because of training

Exit Level Rating by Self and Observer

Examination Scheme: Total Internal (100)

Components	SAP	Journal for Success (JOS)	Atte.	Mid Term Test / CT / Assignment	VIVA / Presentation
Weightage (%)	25	10	5	30	30

Texta & Références :

- **J William Pfeiffer (ed.) Theories and Models in Applied Behavioural Science, Vol 2, Group (1996); Pfeiffer & Company**
- **Smither Robert D.; The Psychology of Work and Human Performance, 1994, Harper Collins College Publishers**
- **Raman, A.T. (2003) Knowledge Management: A Resource Book. Excel Books, Delhi.**
 - **Kamala Vijayan, D. (2005). Information and Knowledge Management. Macmillan India Ltd. Delhi**

SIMULATION-II

Course Code: MGT4402

Credit Units: 01

'Learning by doing' through business games enhances valuable learning. Business management simulations are the safer ways of helping the students to learn how to navigate the landscape of a real company.

One of the key differentiators of business simulation games is that it acts as an excellent tool to practice real world business decision-making skills as everything happens in a risk-free simulated learning environment. This encourages the students to try out different strategies, observe the results, monitor market fluctuations, then pivot their direction, all without real-life repercussions.

In business simulation games students form the management teams of a virtual company that competes against other companies in the same market.

However, in the decision-making areas, students can immediately see the effect of their choices once they start experimenting with the decisions.

But the most valuable rewards for students is ultimately help them improve on their business decision making skills, holistic thinking, teamwork, proactive pivoting, and problem-solving skills, all of which will be retained substantially longer than by others, less active forms of learning.

Guidelines for Workshop

The procedure for earning credits from simulation workshop consists of the following steps: Relevant study material and references will be provided by the trainer in advance.

The participants are expected to explore the topic in advance and take active part in the simulations game held.

Attending and Participating in all activities of the workshop

Group Activities must be undertaken by students as guided by the trainer.

Evaluation of workshop activities would be done through test and quiz at the end of the workshop.

Submitting a write up of at least 500 words about the learning outcome from the workshop.

Examinations Scheme:

Active Participation	Write up	Total
50	50	100

DISSERTATION

Course Code: MGT4437

Credit Units: 09

The aim of the dissertation is to provide you with an opportunity to further your intellectual and personal development in your chosen field by undertaking a significant practical unit of activity, having an educational value at a level commensurate with the award of your degree

The dissertation can be defined as a scholarly inquiry into a problem or issues, involving a systematic approach to gathering and analysis of information / data, leading to production of a structured report.

Selecting the Dissertation Topic

It is usual to give you some discretion in the choice of topic for the dissertation and the approach to be adopted. You will need to ensure that your dissertation is related to your field of specialization.

Deciding this is often the most difficult part of the dissertation process, and perhaps, you have been thinking of a topic for some time.

It is important to distinguish here between „dissertation topic“ and „dissertation title“. The topic is the specific area that you wish to investigate. The title may not be decided until the dissertation has been written to reflect its content properly.

Few restrictions are placed on the choice of the topic. Normally we would expect it to be:

- ☐ Relevant to business, defined broadly;
- ☐ Related to one or more of the subjects or areas of study within the core program and specialization stream;
- ☐ Clearly focused to facilitate an in-depth approach, subject to the availability of adequate sources of information and to your own knowledge of value and interest to you and your personal and professional development.

Planning the Dissertation

This will entail following:

- ☐ Selecting a topic for investigation.
- ☐ Establishing the precise focus of your study by deciding on the aims and objectives of the dissertation, or formulating questions to be investigated. Consider very carefully what is worth investigating and its feasibility.
- ☐ Drawing up initial dissertation outlines considering the aims and objectives of the dissertation. Workout various stages of dissertation
- ☐ Devising a timetable to ensure that all stages of dissertation are completed in time. The timetable should include writing of the dissertation and regular meetings with your dissertation guide.

The Dissertation plan or outline

It is recommended that you should have a dissertation plan to guide you right from the outset. Essentially, the dissertation plan is an outline of what you intend to do, chapter wise and therefore should reflect the aims and objectives of your dissertation.

There are several reasons for having a dissertation plan

- ☐ It provides a focus to your thoughts.
- ☐ It provides your faculty-guide with an opportunity, at an early stage of your work, to make constructive comments and help guide the direction of your research.
- ☐ The writing of a plan is the first formal stage of the writing process, and therefore helps build up your confidence.

- ☐ In many ways, the plan encourages you to come to terms with the reading, thinking, and writing in a systematic and integrated way, with plenty of time left for changes.
- ☐ Finally, the dissertation plan generally provides a revision point in the development of your dissertation report to allow appropriate changes in the scope and even direction of your work as it progresses.

Keeping records

This includes the following:

- ☐ Making a note of everything you read; including those discarded.
- ☐ Ensuring that when recording sources, author's name and initials, date of publication, title, place of publication and publisher are included. (You may consider starting a card index or database from the outset). Making an accurate note of all quotations at the time you read them.
- ☐ Make clear what is a direct quotation and what is your paraphrase.

Dissertation format

All students must follow the following rules in submitting their dissertation.

- ☐ Front page should provide title, author, Name of degree/diploma and the date of submission.
- ☐ Second page should be the table of contents giving page references for each chapter and section.
- ☐ The next page should be the table of appendices, graphs and tables giving titles and page references.
- ☐ Next to follow should be a synopsis or abstract of the dissertation (approximately 500 words) titled: Executive Summary
- ☐ Next is the „acknowledgements“.
- ☐ Chapter I should be a general introduction, giving the background to the dissertation, the objectives of the dissertation, the rationale for the dissertation, the plan, methodological issues, and problems. The limitations of the dissertation should also be hinted in this chapter.
- ☐ Other chapters will constitute the body of the dissertation. The number of chapters and their sequence will usually vary depending on, among others, on a critical review of the previous relevant work relating to your major findings, a discussion of their implications, and conclusions, possibly with a suggestion of the direction of future research on the area.
- ☐ After this concluding chapter, you should give a list of all the references you have used. These should be cross - references with your text. For articles from journals, the following details are required e.g.

Draper P and Pandya K. 1991, The Investment Trust Discount Revisited, Journal of Business Finance and Accounting, Vol18, No6, Nov, pp 791-832.

For books, the following details are required:

Levi, M. 1996, International Financial Management, Prentice Hall, New York, 3rd Ed, 1996

- ☐ Finally, you should give any appendices. These should only include relevant statistical data or material that cannot be fitted into the above categories.

The Layout Guidelines for the Dissertation

- ☐ A4 size Paper
- ☐ Font: Arial (10 points) or Times New Roman (12 points)
- ☐ Line spacing: 1.5
- ☐ Top and bottom margins: 1 inch/ 2.5 cm; left and right margins: 1.25 inches/ 3 cm

Guidelines for the Assessment of the Dissertation

While evaluating the dissertation, faculty guide will consider the following aspects:

1. Has the student made a clear statement of the objective or objective(s).
2. If there is more than one objective, do these constitute parts of a whole?
3. Has the student developed an appropriate analytical framework for addressing the problem at hand.
4. Is this based on up-to-date developments in the topic area?
5. Has the student collected information / data suitable to the frameworks?
6. Are the techniques employed by the student to analyses the data / information appropriate and relevant?
7. Has the student succeeded in drawing conclusion form the analysis?
8. Do the conclusions relate well to the objectives of the project?
9. Has the student been regular in his work?
10. Layout of the written report.

Examination Scheme:	
Contents & Layout of the Report	30
Conceptual Framework	10
Objectives & Methodology	15
Implications & Conclusions	15
Viva/ Presentations	30
TOTAL	100