



Amity Business School Mumbai

Program Structure

Curriculum & Scheme of Examination



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

2023-2025

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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 Outcomes

PO No.	Description
PO1	Apply knowledge of management theories and practices to solve business problems.
PO2	Foster Analytical and critical thinking abilities for data-based decision-making.
PO3	Ability to develop Value-based Leadership ability.
PO4	Ability to understand, analyze, and communicate global, economic, legal, and ethical aspects of business.
PO5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

Program Specific Outcomes

PSO	Description
PSO1	To apply the fundamental knowledge of Management, Theory & Practice in their selected area of Specialization for effective development.
PSO2	To inculcate critical thinking, problem-solving, decision-making, and entrepreneurial skills among students through experiential learning using case studies, business simulation software, company projects, internships, and domain expert sessions.
PSO3	To develop human values professional ethics interpersonal integrity through various social and club activities, Leadership development labs project extracurricular activities ensuring overall personality and professional development

PEO	Program Educational Objectives Statements
PEO1	To train the students of the Management program for a logical and practical approach to problem-solving and function effectively as skilled managers who can respond to changing environments in a social and global context.
PEO2	To groom the students to work in multicultural and multidisciplinary teams for effective problem-solving and understand the principles of group dynamics, Teamwork, and growth of the Management profession.
PEO3	To encourage and train the students in a way that they can pursue higher studies, and start independent ventures, thereby contributing to the fields of Business.

Program Structure- MBA (MARKETING & SALES)

Semester	SEM I	SEM II	SEM III	SEM IV	TOTAL CREDITS
Credits	30	32	35	24	121

SEMESTER -I

Course Code	Course Title	L	T	P	C
MGT4101	Management Process & Organizational Behaviour	3	-	-	3
MGT4102	Accounting for Managers	3	-	-	3
MGT4103	Managerial Economics	3	-	-	3
MGT4104	Operations Management	3	-	-	3
MGT4105	Information Technology for Managers	3	-		3
MGT4106	Quantitative Techniques in Management	3	-		3
MGT4107	Entrepreneurship and New Ventures	3	-	-	3
MGT4108	Leadership Development Lab-I	-	-	1	-
MGT4109	Marketing Management-I	3	-	-	3
CSS4151	Basics of Communication	2	-	-	2
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
MGT4210	Marketing Management-II	3	-	-	3
MGT4202	Financial Management	3	-	-	3
MGT4203	Human Resource Management	3	-	-	3
MGT4204	Business Research Methods	3	-	-	3
MGT4205	Legal Aspects of Business	3	-	-	3
MMS4201	Product & Brand Management	3	-	-	3
MMS4202	Digital & Social Media Marketing	3	-	-	3
MIB4409	International Supply Chain Management	3	-	-	3
MGT4208	Leadership Development Lab-II (NTCC)	-	-	1	-
MGT 4211	Business Ethics & Corporate Governance	2	-	-	2
CSS4251	Corporate Communication	1	-	-	2
BEH4251	Behavioural Communication & Relationship Management	1	-	-	1
	Foreign Language – II	3	-	-	3
LAN4251	French-II				
LAN4252	German-II				
LAN4253	Spanish-II				
				TOTAL	32

SEMESTER –III

Course Code	Course Title	L	T	P	C
MGT4401	Strategic Management	3	-	-	3
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
MGT4312	Creating & Managing New Business in Emerging Markets	3	-	-	3
MGT4301	Simulation-I	4	-	-	-
CSS4351	Interpersonal Communication	2	-	-	2
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 –IV

Course Code	Course Title	L	T	P	C
MMS4410	Marketing of Services & CRM	3	-	-	3
MMS4411	Rural Marketing	3	-	-	3
MMS44308	Integrated Marketing Communication	3	-	-	3
MGT4452	Principles of Retailing	3			3
CSS4451	Communication in Context	2	-	-	2
BEH4451	Professional Excellence	1	-	-	1
MGT4301	Simulation-I	4	-	-	-
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

MBA Semester - I		
Course Code	Course Name	Credits
MGT4101	MANAGEMENT PROCESS AND ORGANIZATIONAL BEHAVIOUR	3

Contact Hours			Credits Assigned			
Theory	Practical	Tutorial	Theory	Practical	Tutorial	Total
03	-	-	03	-	-	03

	Theory					Term Work / Practical/Oral			Total
Internal Assessment				End Sem Exam	Duration Of End Sem Exam	Term Work	Pract.	Oral	
Test	Continuous Evaluation	Attendance	Total Internal						
15	10	05	30	70	3 Hours	-	-	-	100

Course Outcome

- Develop a strong foundation of managerial knowledge and skills, encompassing key concepts and principles of management and organizational behavior.
- Exhibit proficiency in planning and problem-solving techniques, utilizing relevant frameworks and methodologies to analyze and address organizational challenges.
- Cultivate essential soft skills required for becoming adept business leaders, including effective communication, teamwork, conflict resolution, and emotional intelligence
- Develop research aptitude by understanding and applying research methodologies pertinent to management and organizational behavior, enabling students to critically evaluate and contribute to existing knowledge within the field.
- Gain an appreciation for environmentally sustainable practices in management, recognizing the importance of ethical and responsible decision-making that considers environmental impact.

Course Objectives

- To understand key concepts related to the evolution of management thought, including prominent theories and thinkers, and their impact on modern management practices.
- To analyze the functions of management, namely planning, organizing, leading, and controlling, by applying these concepts to real-world scenarios and case studies.
- To differentiate between various roles and skills of a manager, including interpersonal, informational, and decisional roles, and to assess how these roles contribute to effective management.

- To identify and evaluate current trends in management, such as technological advancements, globalization, sustainability, and diversity, and to discuss their implications for organizations and managers.
- To examine the nature and structure of organizations, differentiate between various types of organizations (e.g., functional, matrix, virtual), and critically analyze line and staff relationships and their impact on organizational effectiveness.

Detailed Syllabus

Module/ Unit	Course Module / Contents		Hours	Marks Weightage
1	Module I: Management vs. Manager		10	25%
	1.1	Evolution of management thought		
	1.2	Functions of management		
	1.3	Roles and Skills of a manager		
	1.4	Current trends in Management		
2	Organization		08	20%
	2.1	Nature and structure of organization,		
	2.2	Types of organizations		
	2.3	Line and staff relationships,		
	2.4	Organisational Design.		
3	Introduction to Organization		07	20%
	3.1	Overview of organization behavior and its importance,		
	3.2	Foundations of Individual behavior.		
4	Individual Behavior		05	15%
	4.1	Individual behavior, Perception and learning,		
	4.2	Personality, Values & attitudes, Motivation: Concept theory and application, Emotions and moods		
5	5.1	Foundations of group behaviour, understanding work teams,	05	15%
	5.2	Leadership, Power and politics, Conflicts and negotiation.		
6	6.1	Organizational culture, Organisational change and development,	04	5%
	6.2	Work stress and its management		
Total			39	

Recommended Books:

- 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, D. & Willmott, H. (2012) Introducing Organization Behaviour and Management, Cengage Publications

MBA Semester - I

Course Code	Course Name	Credits
MGT4102	ACCOUNTING FOR MANAGERS	3

Contact Hours			Credits Assigned			
Theory	Practical	Tutorial	Theory	Practical	Tutorial	Total
03	-	-	03	-	-	03

	Theory					Term Work / Practical/Oral			Total
Internal Assessment				End Sem Exam	Duration Of End Sem Exam	Term Work	Pract.	Oral	
Test	Continuous Evaluation	Attendance	Total Internal						
15	10	05	30	70	3 Hours	-	-	-	100

Course Outcome

- Develop a comprehensive understanding of managerial accounting principles and skills to effectively analyze financial data and make informed business decisions.
- Apply planning and problem-solving techniques in financial analysis, aiding in the identification and resolution of challenges encountered in organizational accounting processes.
- Cultivate soft skills essential for business leadership, fostering effective communication and collaboration in financial contexts.
- Develop research aptitude through exploration of accounting methodologies, enabling critical evaluation of financial practices and contributing to improved decision-making.
- Recognize the significance of environmentally sustainable practices in accounting, and explore innovative tools and strategies for integrating sustainability considerations into financial management decisions, promoting responsible business practices.

Course Objectives

1. To comprehend the foundational concepts of accounting by explaining the significance of accounting policies, the role of accounting in management control, and the categorization of accounting into its various branches.
2. To apply the principles of recording transactions and classification to construct a trial balance and identify errors, while also maintaining accurate cash book entries.
3. To evaluate the process of preparing final accounts, including adjustments and considerations for depreciation accounting, reserves, and provisions, in compliance with the Indian Companies Act.
4. To analyze financial statements by establishing relationships and comparisons among accounting data, conducting ratio analysis, and interpreting cash flow statements to assess the existing and future capital requirements of a business.
5. To demonstrate understanding of cost accounting principles by classifying and allocating costs, constructing a cost sheet, and explaining the significance of cost elements in managerial decision-making, with a focus on emerging management accounting practices like marginal costing, cost-volume-profit analysis, and budgeting, while also conducting variance analysis.

Detailed Syllabus

Module/ Unit	Course Module / Contents		Hours	Marks Weightage
	Module I: Accounting Basics			
1	1.1	Introduction, Foundations, Accounting policies,	10	20%
	1.2	Accounting and management control, Branches of accounting,		
	1.3	Recording of transactions and classification,		
	1.4	Trial Balance & Errors, Cash book		
	Module II: Final Accounts			
2	2.1	Preparation, Adjustments	08	20%
	2.2	Analysis, Depreciation Accounting		
	2.3	Reserves & Provisions Form and		
	2.4	contents of financial statements with reference to Indian Companies Act		

3	Module III: Financial Statement Analysis		07	20%
	3.1	Relation and Comparison of Accounting data and using financial statement information,		
	3.2	Ratio Analysis,Cash flow analysis		
	3.3	Determination of Existing and future capital requirement		
4	Module IV: Cost Accounting		07	20%
	4.1	Elements of cost		
	4.2	Cost Classification and Allocation		
	4.3	Cost Sheet		
5	Module V: Management Accounting			
	5.1	Emergence of Management Accounting, Marginal Costing and Cost Volume Profit Analysis, Budgeting & Variance Analysis	07	20%
Total			39	

Recommended Books:

- 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.
- 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.
- Ghosh,T.P (2005), Fundamentals of Management Accounting, Excel Books

MBA Semester - I

Course Code	Course Name	Credits
MGT4103	MANAGERIAL ECONOMICS	3

Contact Hours			Credits Assigned			
Theory	Practical	Tutorial	Theory	Practical	Tutorial	Total
03	-	-	03	-	-	03

	Theory					Term Work / Practical/Oral			Total
Internal Assessment				End Sem Exam	Duration Of End Sem Exam	Term Work	Pract.	Oral	
Test	Continuous Evaluation	Attendance	Total Internal						
15	10	05	30	70	3 Hours	-	-	-	100

Course Outcome

- Acquire a solid foundation of managerial economics knowledge and skills to effectively analyze and address business challenges from a strategic perspective.
- Apply planning and problem-solving techniques rooted in economic principles to enhance decision-making in various business scenarios.
- Cultivate essential soft skills for effective business leadership, enabling effective communication and collaboration in economic contexts.
- Develop research aptitude by exploring economic research methodologies, facilitating critical evaluation of economic trends and contributing to informed decision-making.
- Recognize the significance of incorporating environmentally sustainable practices into economic decision-making and explore innovative tools to integrate sustainability considerations into managerial strategies.

Course Objectives

- To understand the importance of economic analysis in shaping micro and macro-level managerial decisions and its role in formulating effective business strategies.
- To Examine individual and market demand features, segment demand conceptually, scrutinize demand and supply determinants.

- To Implement production function and returns to scale to explain marginal and average product behavior, critically evaluate diminishing returns' production impact, and connect production costs to decisions, considering cost-productivity links.
- To assess competitive, monopolistic, and oligopolistic markets, analyze profit dynamics, comprehend monopoly sources, and compare models of monopolistic competition.
- To Investigate macroeconomic variables and relationships, assess business environment influences, interpret money flow models involving savings and investment.

Detailed Syllabus

Module/ Unit	Course Module / Contents		Hours	Marks Weightage
1	Module 1: Introduction to Economic Analysis		07	20%
	1.1	Nature and scope of economic analysis: its relevance for managerial decision making at micro and macro level.		
	1.2	Demand analysis: nature of demand for a product-individual demand and market demand, demand by market segmentation.		
	1.3	Demand function and determinants of demand. Supply function: determinants of supply of a product. Concept of elasticity of demand.		
	1.4	Economies of scale: internal and external.		
2	Module 2: Production and Cost		08	20%
	2.1	The Production Function, Behaviour of Average and Marginal Products, Law of Diminishing		
	2.2	Returns, returns to scale and returns to a factor. Productivity in the Long Run, Scale and Scope of Production		
	2.3	Costs of Different types for management decision making		
3	Module 3: Market Structure: Price and Output Decisions		07	20%
	3.1	Perfectly Competitive Market, Profits in a perfectly competitive Market,		
	3.2	Perfect competition in the long run, Monopoly, Profits in a monopolistic market, Sources of Monopoly Power		

	3.3	The Multi-product firm, Monopolistic Competition. Oligopoly: Different Models of Oligopoly.		
4	Module 4: Macro Economics Analysis		07	20%
	4.1	Economic Policy and Analysis: Macro Economic Variables and Functional Relationships.		
	4.2	Business Environment: Factors Influencing the Business Environment. National Income Analysis. Models of Circular Flow of Money-Incorporating Savings Investment, Concepts of Investment Multiplier.		
	4.3	Demand and Supply of Money: Transaction, Precautionary and Speculative Demand for Money; Liquidity preference function; Components of Money Supply.		
	4.4	Business Cycles: An Analysis of Fluctuation in the level of Economic Activity. Phases of Business Cycles.		
5	Module 5: Monetary Policy and Inflation		10	20%
	5.1	Monetary Policy: Objectives of Monetary Policy. Function of Central Bank.		
	5.2	Credit Policy and its implications on the Corporate Sector. Fiscal Policy: meaning, objectives and impact on economy.		
	5.3	Money Market, Capital Market and Foreign Exchange Market. Inflation and Deflation:		
	5.4	Demand – Pull and Cost – Push Inflation. Impact of Inflation. Analysis of Policies to control inflation.		
Total			39	

Recommended Books:

- Gupta, G.S. (2006), Managerial Economics, Tata McGraw Hill
- Peterson, H.C and Lewis, W.C. (2005), Managerial Economics, Prentice Hall of India
- R Ferguson, R., Ferguson, G.J and Rothschild, R. (1993) Business Economics, Macmillan India.
- Chandra, P.(2006), Project: Preparation, Appraisal, Implementation and Review, Tata McGrawHill.

MBA Semester - I

Course Code	Course Name	Credits
MGT4104	OPERATIONS MANAGEMENT	3

Contact Hours			Credits Assigned			
Theory	Practical	Tutorial	Theory	Practical	Tutorial	Total
03	-	-	03	-	-	03

	Theory					Term Work / Practical/Oral			Total
Internal Assessment				End Sem Exam	Duration Of End Sem Exam	Term Work	Pract.	Oral	
Test	Continuous Evaluation	Attendance	Total Internal						
15	10	05	30	70	3 Hours	-	-	-	100

Course Outcome

- Develop a comprehensive understanding of operations management principles and skills to effectively oversee and optimize business processes within organizations.
- Apply planning and problem-solving techniques in the context of operations management, enhancing the ability to identify and address operational challenges.
- Cultivate soft skills essential for business leadership in operations, promoting effective communication, teamwork, and conflict resolution.
- Develop research aptitude by exploring methodologies pertinent to operations management, enabling critical evaluation of processes and contributing to continuous improvement.
- Recognize the importance of incorporating environmentally sustainable practices into operations, and explore innovative tools to integrate sustainability considerations and modern techniques in operational strategies.

Course Objectives

- To understand the foundational concepts and principles of operations management, including the role of operations in organizational strategy and its impact on overall business performance.
- To apply various operational strategies and techniques, such as process design, capacity planning, and quality management, to optimize resource utilization and enhance operational efficiency.
- To analyze and evaluate the complexities of supply chain management, including inventory control, demand forecasting, and distribution network design, in order to improve coordination and responsiveness.
- To assess and utilize key performance metrics like productivity, efficiency, and quality measurements, to evaluate operational performance and identify areas for continuous improvement.
- To solve real-world operational challenges by integrating concepts like lean principles, Six Sigma methodologies, and technology adoption, in order to enhance overall operational effectiveness and customer satisfaction.

Detailed Syllabus				
Module/ Unit	Course Module / Contents		Hours	Marks Weightage
	Module I: Introduction		10	20%
1	1.1	Introduction of Operations Function and Operations Management;		
	1.2	Input/output transformation		
	1.3	Operations as Competitive Advantage		
	Module II: Strategic Decisions		08	20%
2	2.1	Planning and Designing the Products/Services		
	2.2	Process Design and Planning		
	2.3	Designing the Facility Location and Layout		
	2.4	Selection and Management of Product Technology		
	2.5	Long-term and Short-term Capacity Planning		
	Module III: Operating Decisions		07	20%
3	3.1	Operations Scheduling and Sequencing		
	3.2	Aggregate Planning and Master Production Scheduling		
	3.3	Inventory Control Models		
	3.4	Materials Requirement Planning		

4	Module IV: Project Management		07	20%
	4.1	Project Management (PERT/CPM)-Critical Path		
	4.2	Activity time estimation		
	4.3	Crashing of project duration		
5		Module V: Controlling and Improvement Decision	07	20%
	5.1	Productivity, Efficiency and Effectiveness		
	5.2	Measuring and Improving the Operations Processes		
	5.3	Quality Management Practices		
	5.4	Green operations management.		
Total			39	

Recommended Books:

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

MBA Semester - I

Course Code	Course Name	Credits
MGT4105	INFORMATION TECHNOLOGY FOR MANAGERS	3

Contact Hours			Credits Assigned			
Theory	Practical	Tutorial	Theory	Practical	Tutorial	Total
03	-	-	03	-	-	03

	Theory					Term Work / Practical/Oral			Total
Internal Assessment			End Sem Exam	Duration Of End Sem Exam	Term Work	Pract.	Oral		
Test	Continuous Evaluation	Attendance						Total Internal	
15	10	05	30	70	3 Hours	-	-	-	100

Course Outcome

- Develop a comprehensive understanding of IT concepts and skills to effectively manage and leverage technology within organizations.
- Apply planning and problem-solving techniques in IT contexts, enhancing the ability to strategize and address technology-related challenges.
- Cultivate soft skills essential for business leadership in the IT domain, fostering effective communication, collaboration, and team management.
- Develop research aptitude by exploring IT research methodologies, enabling critical evaluation of technology trends and contributing to informed decision-making.
- Recognize the significance of incorporating environmentally sustainable and innovative practices in IT strategies, and explore modern tools to enhance operational efficiency and sustainability in technological initiatives.

Course Objectives

1. To understand the foundational concepts of information technology, including hardware, software, networks, and databases, and their relevance in modern business environments.
2. To apply various IT solutions and tools, such as enterprise software, data analytics, and cloud computing, to address business challenges and improve decision-making processes.

3. To analyze the strategic implications of information technology in organizations, including digital transformation, cybersecurity, and risk management, and to evaluate their impact on business operations.
4. To assess the principles of IT governance, including IT project management, compliance, and ethical considerations, to ensure the effective and responsible use of technology resources.
5. To solve complex IT-related problems by integrating knowledge of emerging technologies, innovation management, and aligning IT initiatives with organizational goals, in order to drive sustainable business growth and competitive advantage.

Detailed Syllabus

Module/ Unit	Course Module / Contents		Hours	Marks Weightage
	Module I: Modern Computer Systems			
1	1.1	Evolution of Computer Systems	10	20%
	1.2	Input, output and storage technologies		
	1.3	Computer Assisted Control and Automation		
	1.4	(e.g. Delhi Metro , Digitally Controlled Car engines etc.), Computer Controlled Biometric/RFID based Access Control		
	1.5	Storage of Data Resources		
	Module II: Data Resource Management			
2	1.1	Introduction to DBMS, Benefits of DBMS over traditional file system	08	20%
	1.2	Types of DBMS		
	1.3	Application of DBMS using MS-ACCESS / ORACLE as a tool for understanding of DBMS concepts		
	1.4	SQL Query handling, Forms, Concept of Data Warehouses and Data Marts		
	1.5	Introduction to Data Centers. Storage Technologies and Architecture (DAT, NAS, SAN etc.)		
	1.6	Live examples of storage strategies of companies like Google, Amazon Wal-Mart dealing with storage crisis		
	Module III: Telecommunications and Computer Networks			
3	1.1	Networked Enterprise :- Components, Types of networks, Advantages of Network Environment	07	20%
	1.2	Business Uses of Internet, Intranet and Extranet		
	1.3	Web 2.0/3.0, Distributed/Cloud/Grid Computing, GSM & CDMA, GPRS		
	1.4	3G & 4G technologies, VOIP and IPTV.		

4	Module IV: Electronic Commerce Systems		05	15%
	1.1	Introduction to e-Commerce and M-Commerce		
	1.2	Advantages and Disadvantages of each. Concept of B2B,B2C, C2C , with examples.		
	1.3	Concept of Internet Banking and Online Shopping		
	1.4	Electronic Payment Systems		
	1.5	Project Discussion:- Development of e-commerce store (Web Site Development, Internet Publicity, Payment Gateway, Packaging & Delivery , After Sales Support)		
5	Module V: E-governance		05	15%
	1.1	Concept of e-governance		
	1.2	World Perspective, Indian Perspective, Technologies for e-governance, e-governance as an effective tool to manage the country's citizens and resources		
	1.3	Advantages and Disadvantage of E-governance, E-governance perspective in India		
	1.4	Discussion on MCA21 Project,Bhoomi etc.		
6	Module VI: Security Management		04	10%
	1.1	The Information Security, System Vulnerability and Abuse		
	1.2	Security Threats (Malicious Software, Hacking etc.) and counter measure.		
	1.3	Definition of Cyber Crime and Types		
	1.4	Antivirus, Firewalls, Anti- Spyware, Security Audit, Discussion on Overview of IT-ACT 2000.		
Total			39	

Recommended Books:

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, D. & Willmott, H. (2012) Introducing Organization Behaviour and Management, Cengage Publication

Semester - I

Course Code	Course Name	Credits
MGT4106	QUANTITATIVE TECHNIQUES IN MANAGEMENT	

Contact Hours			Credits Assigned			
Theory	Practical	Tutorial	Theory	Practical	Tutorial	Total
03	-	-	03	-	-	03

	Theory					Term Work / Practical/Oral			Total
Internal Assessment				End Sem Exam	Duration Of End Sem Exam	Term Work	Pract.	Oral	
Test	Continuous Evaluation	Attendance	Total Internal						
15	10	05	30	70	3 Hours	-	-	-	100

Course Outcome

- Develop a solid grasp of quantitative techniques and skills to effectively analyze and solve complex managerial problems.
- Apply planning and problem-solving techniques utilizing quantitative methods, enhancing the ability to devise data-driven solutions to various organizational challenges.
- Cultivate essential soft skills for business leaders in a quantitative context, fostering effective communication of analytical insights and collaboration in data-driven decision-making.
- Develop research aptitude by exploring quantitative research methodologies, enabling critical evaluation of data, and contributing to evidence-based managerial decisions.
- Recognize the importance of integrating environmentally sustainable practices and modern analytical tools into managerial decision-making, and explore innovative approaches for quantitatively assessing and promoting sustainability within organizations.

Course Objectives

- To understand the foundational concepts of quantitative techniques, including mathematical models, data analysis methods, and their significance in managerial decision-making processes.
- To apply a range of quantitative tools such as statistics, linear programming, and optimization

techniques to solve complex business problems, enhancing the decision-making capabilities of managers.

- To analyze various decision models, including risk analysis, time series forecasting, and simulation, to evaluate potential outcomes and make informed managerial choices.
- To interpret and extract meaningful insights from data using techniques like data visualization, hypothesis testing, and regression analysis, enabling effective interpretation of business trends and patterns.
- To solve real-world managerial challenges by integrating quantitative techniques with critical thinking skills, creating innovative solutions and optimizing processes to achieve organizational objectives.

Detailed Syllabus

Module/ Unit	Course Module / Contents		Hours	Marks Weightage
1	Module I: Introduction		8	20%
	1.1	Application of Statistics in Business		
	1.2	Classification of Data		
	1.3	Interpretation of computer output of diagrammatic and graphical presentation of data		
	1.4	Measures of central tendency		
	1.5	Measures of dispersion and skewness.		
2	Module II: Probability and Probability Distributions		8	20%
	2.1	Concepts of Probability, Probability Rules		
	2.2	Probability of an event under condition of Statistical Independence and Statistical dependence, Baye's Theorem		
	2.3	Probability Distributions: Mean or Expected value of random variable, Variance and Standard Deviation of random variables		
	2.4	Binomial Probability Distribution, Poisson Probability Distribution and Normal Probability Distribution.		
3	Module III: Sampling and Sampling Distribution		8	20%
	3.1	Sampling: Basic Concept, Types of Sampling Errors and Precautions		
	3.2	Parameter and Statistic, Sampling Distribution of the mean		

	3.3	Sampling distribution of proportion, Estimation – point estimation		
	3.4	Interval Estimation of the mean - σ known & σ unknown cases.		
	Module IV Estimation of the proportion			
4	4.1	Interval estimation of the proportion	8	20%
	4.2	Determining of sample size for estimating population mean μ		
	4.3	Determination of sample size for estimating proportion p		
	5.1	Module V: Forecasting Techniques		
5	5.2	Correlation - Karl Person	7	20%
	5.3	Spearman's Rank methods, Regression Analysis – Estimated regression equation		
	5.4	Least squares method, coefficient of determination, interpretation of computer output for Regression		
	5.5	Time Series Analysis- Variation in Time Series, Numerical application of trend analysis		
Total			39	

Recommended Books:

- Anderson D.R; Sweeny D.J, Williams T.A (2002), Statistics for Business and Economics, Cengage learning. Kazinier 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 .K.C. (2002), Applied Business Statistics: Text, Problems and Cases. New York: Harper and Row. Sharma, J.K. (2007), Business Statistics, Pearson Education India.

MBA Semester - I

Course Code	Course Name	Credits
MGT4107	ENTREPRENEURSHIP & NEW VENTURE	3

Contact Hours			Credits Assigned			
Theory	Practical	Tutorial	Theory	Practical	Tutorial	Total
03	-	-	03	-	-	03

	Theory					Term Work / Practical/Oral			Total
Internal Assessment				End Sem Exam	Duration Of End Sem Exam	Term Work	Pract.	Oral	
Test	Continuous Evaluation	Attendance	Total Internal						
15	10	05	30	70	3 Hours	-	-	-	100

Course Outcome

- Develop a strong foundation of entrepreneurial knowledge and skills to effectively navigate the process of creating and managing new ventures.
- Apply planning and problem-solving techniques within an entrepreneurial context, enhancing the ability to identify and address challenges inherent to new venture development.
- Cultivate soft skills crucial for business leaders in the realm of entrepreneurship, fostering effective communication, networking, and adaptability.
- Develop research aptitude through exploration of entrepreneurial research methodologies, enabling critical evaluation of market trends and contributing to informed decision-making.
- Recognize the significance of incorporating environmentally sustainable practices and innovative tools into entrepreneurial endeavors, and explore modern approaches for creating and scaling ventures that align with sustainable principles.

Course Objectives

1. To understand the foundational principles of entrepreneurship, including the identification of opportunities, risk assessment, innovation, and the role of entrepreneurs

- in driving economic growth.
2. To apply various techniques for generating and evaluating business ideas, including market analysis, feasibility assessment, and SWOT analysis, to develop viable entrepreneurial concepts.
 3. To analyze and evaluate comprehensive business plans, including financial projections, marketing strategies, and operational frameworks, to determine their potential for success in a competitive market.
 4. To develop and enhance crucial entrepreneurial skills, such as negotiation, networking, and problem-solving, fostering the ability to navigate challenges and uncertainties in the entrepreneurial journey.
 5. To apply knowledge gained to initiate and manage new ventures, including strategies for funding, growth, and sustainability, effectively translating innovative ideas into successful business ventures.

Detailed Syllabus

Module/ Unit	Course Module / Contents		Hours	Marks Weightage
1	Module I: Basic Concept		08	20%
	1.1	Basic Concept of an entrepreneur and Entrepreneurship Concept of entrepreneurship		
	1.2	Characteristics of Entrepreneur, Functions of Entrepreneur		
	1.3	Entrepreneurship as a style of management, Role of entrepreneurship on Economic development		
	1.4	Positive & Negative impact of entrepreneurship on Economic development, Women Entrepreneur		
	Module 2: Business Idea Generation		08	20%
2	2.1	Idea & Entrepreneurship, Sources of Venture Idea		
	2.2	Generation of Venture Idea, Screening techniques of Venture idea, Feasibility check for ideas, Creativity & innovation for New idea Generation		
	2.3	Idea generation techniques: Brainstorming, Reverse brain storming, Brain writing, Checklist method, Attribute listing. Myths of Entrepreneurship.		
3	Module 3: Scanning the Environment		08	20%
	3.1	Environmental factors affecting entrepreneurship		
	3.2	Opportunity Recognition: Identifying the business opportunity: SWOT and PESTEL analysis Pre-		

		feasibility analysis- Stages of Project Feasibility Analysis-		
	3.2	Market, Technical, Financial, Social and Ecological Analysis		
4	Module 4: Business Plan and Sources of Capital		07	20%
	4.1	An introduction to the Business Plan		
	4.2	Components of Business Plan: Marketing plan, organizational plan, and financial plan		
	4.3	Sources of capital: Debt: Commercial banks, Institutional finance, private placement; Equity: personal, friends and family. Angel Financers and Venture capital		
5		Module 5 : Support Provided by Institutions MSMED Act 2006, Role of government & its nodal agencies in entrepreneurship development	08	20%
	5.1			
	5.2	Financial assistance and subsidies offered by government and developmental agencies		
Total			39	

Recommended Books:

- Hisrich, Robert D., Michael P.Peters,Dean A. Sheperd (2007).*Entrepreneurship*. New Delhi : TheMcGraw-Hill Companies. Latest Edition
- Charantimath, Poornima M.(2009), *Entrepreneurship Development Small Business Enterprises*.New Delhi : Dorling Kindersley (India) Pvt. Ltd.
- Desai Vasant.(2007). Fundamentals of Entrepreneurship and Small BusinessManagement.NewDelhi :Himalya Publishing House.
- Holt, avid H. (1992), *Entrepreneurship New Venture Creation*. New Delhi . PHI LearningsPrivate Limited.

MBA Semester - I

Course Code	Course Name	Credits
CSS4151	BASICS OF COMMUNICATION	2

Contact Hours			Credits Assigned			
Theory	Practical	Tutorial	Theory	Practical	Tutorial	Total
02	-	-	02	-	-	03

	Theory					Term Work / Practical/Oral			Total	
Internal Assessment					End Sem Exam	Duration Of End Sem Exam	Term Work	Pract.		Oral
Test	Continuous Evaluation	Attendance	Total Internal							
15	10	05	30	70	3 Hours	-	-	-	100	

Course Outcome

- Understand the fundamental principles of business communication and its significance in corporate environments.
- Evaluate the relationship between effective communication and achieving organizational objectives.
- Develop skills in crafting and presenting a compelling curriculum vitae (CV) to effectively communicate one's professional profile.
- Recognize the importance of delivering effective presentations in professional settings.
- Understand the significance of written communication in organizational settings.

Course Objectives

- Understand the fundamentals of business communication and its relevance in corporate and managerial contexts.
- Identify and analyze key areas of communication in management and their impact on organizational effectiveness.
- Develop the ability to communicate effectively in professional settings through oral, written, and non-verbal means.

- Apply communication skills in creating effective CVs, delivering impactful presentations, and writing professional documents.
- Demonstrate professional etiquette in various workplace communication situations, including telephone, meetings, and email correspondence

Detailed Syllabus

Module/ Unit	Course Module / Contents		Hours	Marks Weightage
	Overview of Basics of Communication		07	30%
1	1.1	Understanding business communication, Importance of business communication in the corporate set up, key areas of communication in management,		
	Key Areas of Communication in Management		07	30%
2	2.1	Understanding key areas of communication in Management, Importance of audience in communication, dimensions of communication, effective communication about oneself through CV		
3	Communication at Work		06	20%
	3.1	Importance of Effective Presentations, Art of making effective presentations, Importance of Speech writing, Art of delivering good speech, Etiquettes of telephone conversation, Handling difficult conversations at work		
4	Written Communication at Work		06	20%
	4.1	Importance of written communication at work, Effective communication via email, Art of writing effective emails, Other important written communications- writing a proposal, writing a brief, documents for internal communication		
Total			26	

MBA Semester - I

Course Code	Course Name	Credits
MGT4109	Marketing Management-I	3

Contact Hours			Credits Assigned			
Theory	Practical	Tutorial	Theory	Practical	Tutorial	Total
03	-	-	03	-	-	03

	Theory					Term Work / Practical/Oral			Total
Internal Assessment				End Sem Exam	Duration Of End Sem Exam	Term Work	Pract.	Oral	
Test	Continuous Evaluation	Attendance	Total Internal						
15	10	05	30	70	3 Hours	-	-	-	100

Course Outcome

1. Develop a complete understanding of marketing principles and skills to effectively formulate and implement successful marketing strategies.
2. Apply planning and problem-solving techniques in marketing contexts, enhancing the ability to identify and address challenges while creating value for customers and businesses.
3. Cultivate soft skills essential for marketing leadership, fostering effective communication, teamwork, and customer relationship management.
4. Develop research aptitude by exploring marketing research methodologies, enabling critical evaluation of consumer trends and contributing to data-driven marketing decisions.
5. Recognize the importance of incorporating environmentally sustainable practices and leveraging innovative tools in marketing efforts, and explore modern approaches for creating ethical and impactful

Course Objectives

1. To understand the foundational concepts of marketing, including market segmentation, targeting, positioning, and the marketing mix, and their role in creating customer value and driving business success.
2. To apply various market analysis tools, such as consumer behavior analysis, competitor analysis, and market research methods, to gather insights and make informed marketing decisions.
3. To critically analyze and evaluate marketing strategies, including product development, pricing, distribution, and promotional activities, to design effective campaigns and reach target audiences.
4. To interpret the importance of branding, brand equity, and integrated marketing communication, and to apply strategies for creating and maintaining a strong brand image across various channels.
5. To formulate comprehensive marketing plans that align with organizational goals, encompassing budgeting, timeline setting, and performance measurement, to guide successful marketing campaigns and achieve desired outcomes.

Detailed Syllabus

Module/ Unit	Course Module / Contents		Hours	Marks Weightage
	Introduction			
1	1.1	Introduction: Concept, nature, scope, and importance of marketing;	10	25%
	1.2	Marketing concept and its evolution; Marketing mix; Strategic marketing planning – an overview.		
	1.3	Market Analysis and Selection: Marketing environment – macro and micro components and their impact on marketing decisions;		
	1.4	Market segmentation and positioning; Buyer behavior; consumer versus organizational buyers; Consumer decision making process.		
	Product Decisions			
2	2.1	Product Decisions: Concept of a product; Classification of products; Major product decisions;	08	20%
	2.2	Product line and product mix; Branding; Packaging and labeling; Product life cycle – strategic implications;		

	2.3	New product development and consumer adoption process. Pricing Decisions:		
	2.4	Factors affecting price determination; Pricing policies and strategies; Discounts and rebates.		
3	Distribution Channels		07	20%
	3.1	Distribution Channels and Physical Distribution Decisions: Nature, functions, and types of distribution channels		
	3.2	Distribution channel intermediaries; Channel management decisions; Retailing and wholesaling. Promotion Decisions		
	3.3	Communication Process; Promotion mix – advertising, personal selling, sales promotion, publicity, and public relations		
	3.4	Determining advertising budget; Copy designing and testing; Media selection; Advertising effectiveness; Sales promotion – tools and techniques		
4	Marketing Research		07	15%
	4.1	Marketing Research: Meaning and scope of marketing research;		
	4.2	Marketing research process. Marketing Organisation and Control:		
	4.3	Organizing and controlling marketing operations.		
5	5.1	Issues and Developments in Marketing: Social, ethical, and legal aspects of marketing. Marketing of services	07	20%
	5.2	International marketing; Green marketing; Cyber marketing		
	5.3	Relationship marketing and other developments of marketing.		
Total			39	

SYLLABUS

MBA (Marketing & Sales)

SEMESTER-II

(2023- 2025)

MBA Semester - II

Course Code	Course Name	Credits
MGT4210	Marketing Management-II	3

Contact Hours			Credits Assigned			
Theory	Practical	Tutorial	Theory	Practical	Tutorial	Total
03	-	-	03	-	-	03

	Theory					Term Work / Practical/Oral			Total
Internal Assessment				End Sem Exam	Duration Of End Sem Exam	Term Work	Pract.	Oral	
Test	Continuous Evaluation	Attendance	Total Internal						
15	10	05	30	70	3 Hours	-	-	-	100

Course Outcome

- To analyze 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.

Detailed Syllabus

Module/ Unit	Course Module / Contents		Hours	Marks Weightage
	Module I: Marketing management for a turbulent era			
1	1.1	Marketing; the new realities	10	10%
	1.2	Connecting with customers		
	1.3	Marketing stakeholders		
	1.4	The Strategic Marketing Management Process		
	Module II: The marketing fit with corporate and business strategies			
2	2.1	Levels of strategy	08	10%
	2.2	How marketing delivers to corporate strategy decisions		
	2.3	Business unit strategy decisions		
	2.4	The strategic marketing plan- a blueprint for action		
	Module III: Customer insights and customer connections			
3	3.1	Defining the customer, Cultural, social, and personal influences on consumer behavior	07	20%
	3.2	psychological processes, B2B/Government purchase decision process		
	3.3	connecting with consumers, B2B and B2C, and building relationships and loyalty		

4	Module IV: Capturing marketing insights for demand measurement.		05	20%
	4.1	How an MIS system helps capture Marketing Insights		
	4.2	Traditional forecasting approaches to forecasting current and future demand		
	4.3	New forecasting approaches to current and future demand		
	4.4	The role of Marketing Research, Applications of Marketing Research, Using technology to capture marketing insights		
5	5.1	Module V: Marketing strategies for competitive and market scenarios	05	20%
	5.2	Growing the core competencies, Marketing Strategies for market leaders, followers, and challengers		
	5.3	Marketing over the Product Lifecycle, Marketing strategies for slow growth economies		
	5.4	Marketing strategies in strategic alliances, networks, and hollow corporations		
6	6.1	Module VI: Organizing, planning, delivering, and measuring market performance.	04	20%
	6.2	Factors for implementing different strategies, Organizational processes, and structures for implementing different strategies		
	6.3	Designing the plan, do, measure and control cycle, Marketing metrics and analytics		
	6.4	Periodic assessment of marketing performance: the traditional marketing audit, Measuring and delivering marketing performance, Technology driven marketing metrics		
Total			39	

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.
- Champniss, 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, Kartajaya, H and I Setiawan (2010) Marketing 3.0, John Wiley, and Sons.
- Hooley, G, Piercy, N and B Nicoulaud (2011) Marketing Strategy and Competitive Positioning, 5th Edition, Prentice Hall.

MBA Semester - II

Course Code	Course Name	Credits
MGT4202	FINANCIAL MANAGEMENT	3

Contact Hours			Credits Assigned			
Theory	Practical	Tutorial	Theory	Practical	Tutorial	Total
03	-	-	03	-	-	03

	Theory					Term Work / Practical/Oral			Total
Internal Assessment				End Sem Exam	Duration Of End Sem Exam	Term Work	Pract.	Oral	
Test	Continuous Evaluation	Attendance	Total Internal						
15	10	05	30	70	3 Hours	-	-	-	100

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 and contrast 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.

Detailed Syllabus

Module/ Unit	Course Module / Contents	Hours	Marks Weightage
1	Module I: Introduction A Framework for Financial Decision-Making- Financial Environment, Changing Role of Finance Managers, Objectives of the firm.	05	10%
2	Module II: Valuation Concepts Time Value of Money, Risk and Return, Financial and Operating Leverage.	08	20%
3	Module III: Financing Decisions Capital Structure and Cost of Capital, Marginal Cost of Capital.	08	20%
4	Module IV: Capital Budgeting Estimation of Cash Flows, Criteria for Capital Budgeting Decisions, Issues Involved in Capital Budgeting, Riskanalysis in Capital Budgeting – An Introduction.	06	20%
5	Module V: Working Capital Management Factors Influencing Working Capital Policy, Operating Cycle Analysis, Management	06	20%
6	Module VI: Dividend Policy Decisions An introduction: Different Schools of Thought on Dividend Policy.	06	10%
Total		39	

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.
- Champniss, 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, Kartajaya, H and I Setiawan (2010) Marketing 3.0, John Wiley, and Sons.

MBA Semester - II

Course Code	Course Name	Credits
MGT4203	HUMAN RESOURCE MANAGEMENT	3

Contact Hours			Credits Assigned			
Theory	Practical	Tutorial	Theory	Practical	Tutorial	Total
03	-	-	03	-	-	03

	Theory					Term Work / Practical/Oral			Total
Internal Assessment				End Sem Exam	Duration Of End Sem Exam	Term Work	Pract.	Oral	
Test	Continuous Evaluation	Attendance	Total Internal						
15	10	05	30	70	3 Hours	-	-	-	100

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.

Detailed Syllabus

Module/ Unit	Course Module / Contents		Hours	Marks Weightage
1	Module I: Introduction to Human Resource Management		6	10%
	1.1	Nature and scope of HRM, HRM functions, Role and Responsibilities of the Human Resource Manager		
	1.2	HRM models, understanding concepts of personnel management, Human Resource Development and Strategic Human Resource Management		
	1.3	HR Environment, changing Role of HR		
2	Module II: Meeting and Acquiring Human Resource Requirements		7	10%
	2.1	Job Analysis, Job Description, Job specification		
	2.2	Strategic Human Resource Planning, Recruitment		
	2.3	Selection Process, Methods – Interview, Tests,		
	2.4	Induction and Placement, Promotion and Transfer		

3	Module III: Development of Human Resources		7	20%
	3.1	Training and Development		
	3.2	Managing Careers,		
	3.3	Understanding Performance Appraisal		
4	Module IV: Managing Compensation		7	20%
	4.1	Compensation, Components of compensation,		
	4.2	Job evaluation, methods of job evaluation,		
	4.3	Designing and administration of wage and salary structure		
5	Module V: Separation Processes		6	20%
	5.1	Turnover, Retirement, Layoff		
	5.2	Retrenchment and Discharge, VRS		
6	Module VI: Emerging Trends and Challenges in HRM		6	20%
	6.1	Overview of Human Resource Information System (HRIS)		
	6.2	Introduction to HR Audit, IHRM Practices		
	6.3	Cross- Cultural and Diversity Management, Work-life integration, Human Resource Outsourcing		
Total			39	

Recommended Books:

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

MBA Semester - II

Course Code	Course Name	Credits
MGT4204	BUSINESS RESEARCH METHODS	3

Contact Hours			Credits Assigned			
Theory	Practical	Tutorial	Theory	Practical	Tutorial	Total
03	-	-	03	-	-	03

	Theory					Term Work / Practical/Oral			Total
Internal Assessment				End Sem Exam	Duration Of End Sem Exam	Term Work	Pract.	Oral	
Test	Continuous Evaluation	Attendance	Total Internal						
15	10	05	30	70	3 Hours	-	-	-	100

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.

Detailed Syllabus

Module/ Unit	Course Module / Contents		Hours	Marks Weightage
	Research Methodology and Research Methods		07	20%
1	1.1	Objective, significance and types of research, Research Methods vis-à-vis Methodology, Research Process and criterion for good research, Ethics in Business Research.		
	Research Problem and Research Design		07	20%
2	2.1	Identifying and Defining the Research Problem, Developing the Hypotheses, Meaning of Research Design, Steps to Design the Research.		
	Sampling Design and Scaling Techniques		07	20%
3	3.1	Census and sample survey. Criteria for selecting a sampling procedure. Measurement and Scaling techniques, Classification and importance of scaling techniques		

4	Data Collection and Field Force		04	15%
	4.1	Field work procedure. Common sources of Error in the Field Work. Minimizing Fieldwork Errors. Tabulation of the Collected Data.		
5	Statistical Inference- Test of Significance		07	15%
	5.1	Procedure for Testing a Hypothesis, Parametric Test: Z-test, F-test, T-test, Non-Parametric: Chi-Square Test.		
6	Design and Analysis of Experiments		04	5%
	6.1	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. Discriminal Analysis, Multidimensional Scaling.		
7	Report Writing		03	5%
	7.1	Pre-Writing Considerations, Format of the Marketing Research Report, Common Problems Encountered when Preparing the Marketing Research Report. Presenting the Research Report Learning		
Total			39	100%

Recommended Books:

1. Kothari CR, (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. Dr .S. Shajahan (2004), Research Methods for Management 2nd Edition, Jaico Publishers
5. Ranjit Kumar, (2005), Research Methodology. Pearson Education

MBA Semester - II

Course Code	Course Name	Credits
MGT4205	Legal Aspects of Business	3

Contact Hours			Credits Assigned			
Theory	Practical	Tutorial	Theory	Practical	Tutorial	Total
03	-	-	03	-	-	03

	Theory					Term Work / Practical/Oral			Total
Internal Assessment				End Sem Exam	Duration Of End Sem Exam	Term Work	Pract.	Oral	
Test	Continuous Evaluation	Attendance	Total Internal						
15	10	05	30	70	3 Hours	-	-	-	100

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, in order 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.

Detailed Syllabus

Module/ Unit	Course Module / Contents		Hours	Marks Weightage
1	Indian Contract Act, 1872		07	25%
	1.1	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.		
2	Sale of Goods Act, 1930		07	20%
	2.1	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.		
3	Negotiable Instruments Act, 1881		07	20%
	3.1	Meaning of Negotiability and Negotiable Instruments Cheques Bill of Exchange and Promissory Note - Crossing of Cheques - Endorsement-Dishonor of Cheques.		

4	Company Law		07	15%
	4.1	Companies Act, 1956-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.		
5	Indian Partnership Act, 1932		07	15%
	5.1	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		
6	Intellectual Property Laws (IPR)		04	5%
	6.1	Overview of Law & Procedure relating to Patents, Trade marks & Copyrights, Infringement		
Total			39	

Recommended Books:

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

MBA Semester - II

Course Code	Course Name	Credits
MGT4211	Business Ethics and Corporate Governance	2

Contact Hours			Credits Assigned			
Theory	Practical	Tutorial	Theory	Practical	Tutorial	Total
02	-	-	02	-	-	02

	Theory					Term Work / Practical/Oral			Total
Internal Assessment				End Sem Exam	Duration Of End Sem Exam	Term Work	Pract.	Oral	
Test	Continuous Evaluation	Attendance	Total Internal						
15	10	05	30	70	3 Hours	-	-	-	100

Course Outcome

- Develop a profound understanding of business ethics and corporate governance principles, enabling effective decision-making in alignment with ethical standards and regulatory frameworks.
- Apply planning and problem-solving techniques within the realm of business ethics and corporate governance, enhancing the ability to identify and address ethical dilemmas and governance challenges.
- Cultivate soft skills essential for ethical leadership and responsible corporate behavior, fostering effective communication, ethical decision-making, and stakeholder engagement.
- Develop research aptitude by exploring methodologies relevant to business ethics and corporate governance research, enabling critical evaluation of ethical and governance practices and contributing to ethical decision-making.
- Recognize the significance of incorporating environmentally sustainable practices and leveraging innovative tools in ethical and governance considerations, and explore modern approaches for establishing and maintaining ethical corporate cultures and sustainable governance structures.

Course Objectives

- To introduce students to the fundamental concepts of values and ethics, emphasizing the importance of ethical behavior in business and the sources of value systems that guide decision-making.
- To explore different ethical frameworks, including universalism, utilitarianism, distributive justice, social contracts, and individual freedom of choice, enabling students to understand the diverse approaches to ethical decision-making.
- To examine the relationship between law and ethics, discussing the impact of laws on business ethics and the social responsibilities of businesses, such as environmental protection, fair trade practices, and safeguarding customer health and well-being.
- To familiarize students with corporate governance principles, issues, and needs, including the corporate governance code, transparency, disclosure, and the roles of auditors, board of directors, and shareholders.
- To discuss global issues of governance, accounting, and regulatory frameworks, including corporate scams, corporate social responsibility, and case studies on companies like Satyam Computers and Enron, enabling students to analyze real-world scenarios and apply ethical principles in complex business situations.

Detailed Syllabus

Module/ Unit	Course Module / Contents		Hours	Marks Weightage
1	Introduction to Values and Ethics		06	25%
	1.1	Values – Importance, Sources of Value Systems, Types, Values, Loyalty and Ethical Behavior		
	1.2	Business Ethics – Nature, Characteristics and Needs, , Ethical challenges under globalization.		
	1.3	Ethical Practices in Management		
2	Module II: The Ethical Value System		08	25%
	2.1	The Ethical Value System – Universalism, Utilitarianism, Distributive Justice, Social Contracts, Individual Freedom of Choice, Professional Codes;		
	2.2	Culture and Ethics – Ethical Values in different Cultures, Culture and Individual Ethics. discrimination at work place,		

	2.3	The limits of Doctrine of Caveat Emptor, Ethical Issues in marketing, Advertising		
3	Module III: Law and Ethics		07	25%
	3.1	Law and Ethics – Relationship between Law and Ethics, Other Bodies in enforcing Ethical Business		
	3.2	Behaviour, Impact of Laws on Business Ethics; Social Responsibilities of Business – Environmental		
	3.3	Protection, Fair Trade Practices, fulfilling all National obligations under various Laws, Safeguarding Health and wellbeing of Customers.		
4	Module IV: Corporate Governance		05	25%
	4.1	Corporate Governance: Issues, need, corporate governance code, transparency & disclosure, role of auditors, board of directors and shareholders		
	4.2	; Global issues of governance, accounting and regulatory frame work, corporate scams, committees in India and abroad,		
	4.3	corporate social responsibility, Case studies on Satyam Computers, Enron.		
Total			26	

Recommended Books:

- M.G. Velasquez, Business Ethics, Prentice Hall India Limited, New Delhi
- L. T. Hosmer : The Ethics of Management, Universal Book.
- D. Murray : Ethics in Organizational, Kogan Page.
- S. K. Chakraborty: Values and Ethics in Organisation, OUP

Semester - II

Course Code	Course Name	Credits
MMS4201	PRODUCT AND BRAND MANAGEMENT	3

Contact Hours			Credits Assigned			
Theory	Practical	Tutorial	Theory	Practical	Tutorial	Total
03	-	-	03	-	-	03

	Theory					Term Work / Practical/Oral			Total
Internal Assessment				End Sem Exam	Duration Of End Sem Exam	Term Work	Pract.	Oral	
Test	Continuous Evaluation	Attendance	Total Internal						
15	10	05	30	70	3 Hours	-	-	-	100

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.

- To familiarize students with brand revitalization techniques, including brand and line extensions, marketing mix considerations for brand extensions, co-branding, and upward and downward stretching of brands.
- To introduce students to brand equity concepts and models, such as customer-based brand equity, Aaker Model, and Brand Hierarchy. Students will also learn about brand awareness, brand loyalty, brand associations, and other important dimensions that contribute to the overall strength and perception of a brand.

Detailed Syllabus

Module/ Unit	Course Module / Contents		Hours	Marks Weightage
	Product Strategy			
1	1.1	Development of Elements of Product Strategy.	10	20%
	1.2	Product Mix and Line Decisions.		
	1.3	Positioning Strategy.		
	1.4	Product Strategy over Life Cycle, New Product Development Process		
	Introduction to Brand Management			
2	2.1	Concept of branding, the challenges faced by brand managers,	08	20%
	2.2	The value of a brand to customers and the organization.		
	2.3	Branding Challenges & Opportunities.		
	2.4	Strategic Brand Management Process.		
	Elements to Build Effective Brands			
3	3.1	Criteria to choose brand elements	07	20%
	3.2	Creation of brand personality, brand personality scale		
	3.3	Brand image sources, and Brand identity Dimensions		
	Brand Re-vitalization			
4	4.1	Brand & Line Extensions	05	20%
	4.2	Marketing Mix for Brand Extensions, Cobranding. Upward and downward stretching of brands.		
	Managing the Brand Systems			

5	5.1	The brand equity concept, Brand Equity Models – Customer-Based Brand Equity,	09	20%
	5.2	Aaker Model, Brand Hierarchy Brand Awareness, Brand Loyalty, Brand Associations, Brand Recognition, Recall		
Total			39	

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

Semester - II

Course Code	Course Name	Credits
MMS4202	DIGITAL & SOCIAL MEDIA MARKETING	3

Contact Hours			Credits Assigned			
Theory	Practical	Tutorial	Theory	Practical	Tutorial	Total
03	-	-	03	-	-	03

	Theory					Term Work / Practical/Oral			Total
Internal Assessment				End Sem Exam	Duration Of End Sem Exam	Term Work	Pract.	Oral	
Test	Continuous Evaluation	Attendance	Total Internal						
15	10	05	30	70	3 Hours	-	-	-	100

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 targetgroup, 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.

Detailed Syllabus

Module/ Unit	Course Module / Contents		Hours	Marks Weightage
	Digital and Social Media Marketing			
1	1.1	Digital and Traditional Marketing, Digital Marketing Channels, Role of the Internet, Internet Marketing Concept, Internet Challenges, Various social media, and its Types.	10	20%
	1.2	Social Media Monitoring Tools, Creating an Initial Digital Marketing Plan. Online Marketing, Impact of the Internet on Marketing		
	1.3	E-Business, E-Commerce, E-Marketing, Essentials of E-marketing, Internet Business Models.		
	1.4	Use of the Internet for Business Support, E-Marketing Mix.		
2	Marketing Research for Business		08	20%
	2.1	Decision Support System in Marketing, User Generated Content, and Content Management.		
	2.2	E-Marketing Research, Online Collection of Primary and Secondary Data, Marketing Information System.		
	2.3	Online Buying Process, Online Buyers' Behaviour, Forces Influencing Online Buying Behaviour.		
	2.4	Article Directory, Publishing and Distributing Articles, White Papers, and E-Books.		

3	Social Media Goals and Strategies for Business		07	20%
	3.1	Social Media Marketing Plan, Optimal Target Marketing, Permission vs. Interruption Marketing, Passive vs. Active Strategy.		
	3.2	Content Marketing, Content Strategy, harnessing social media for Advertising, Listening, Content Creation, Sharing, Building Loyalty, and Advocacy.		
	3.3	Marketing Benefits of Blogging, Podcasts and Webinars, Search Marketing and Optimizing Content for Search, SEO Optimization, and Writing the SEO Content.		
4	Social Content and Multimedia		05	15%
	4.1	Google AdWords, Web design Optimization of Web sites, creating a Facebook Page, Facebook Ads Business Opportunities on Facebook, Business Openings on Instagram		
	4.2	Business Tools on LinkedIn, Creating Campaigns on LinkedIn, analyzing, visitation on LinkedIn, Creating Business Accounts on YouTube, YouTube Advertising, YouTube Analytics.		
5	Social Media Monitoring and Measurement		09	25%
	5.1	Mobile Computing and Location Marketing, E-Mail Marketing, E-Mail Marketing Plan, E-mail Marketing Campaign Analysis		
	5.2	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.		
Total			39	

Recommended Books:

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

Semester - II

Course Code	Course Name	Credits
MIB4209	INTERNATIONAL SUPPLY CHAIN MANAGEMENT	3

Contact Hours			Credits Assigned			
Theory	Practical	Tutorial	Theory	Practical	Tutorial	Total
03	-	-	03	-	-	03

	Theory					Term Work / Practical/Oral			Total
Internal Assessment				End Sem Exam	Duration Of End Sem Exam	Term Work	Pract.	Oral	
Test	Continuous Evaluation	Attendance	Total Internal						
15	10	05	30	70	3 Hours	-	-	-	100

Course Outcome

- Develop a comprehensive understanding of international supply chain management principles and skills to effectively coordinate and optimize global business operations.
- Apply planning and problem-solving techniques within an international supply chain context, enhancing the ability to identify and address challenges across diverse geographical and logistical environments.
- Cultivate soft skills essential for leadership in international supply chain management, fostering effective communication, cross-cultural collaboration, and negotiation.
- Develop research aptitude by exploring methodologies pertinent to international supply chain research, enabling critical evaluation of global market trends and contributing to informed supply chain decisions.
- Recognize the importance of incorporating environmentally sustainable practices and leveraging innovative tools in international supply chain operations, and explore modern approaches for creating resilient, sustainable, and responsive global supply chains.

Course Objectives

- To introduce students to the concepts and importance of supply chain management, emphasizing its role as a competitive tool for customer satisfaction and corporate profitability.
- To explore channel structure and supplier network development, covering the concept of outsourcing and supply chain logistics operations.
- To familiarize students with distribution channel design, strategic alliances, and the communication flow in supply chains.
- To equip students with knowledge on international logistics systems, including international transportation issues, warehousing, inventory management, and packaging and unitization concerns.
- To discuss air and ocean transport and chartering, including the general structure of the shipping industry, liner and tramp operations, world seaborne trade, and Indian shipping perspectives.

Detailed Syllabus

Module/ Unit	Course Module / Contents		Hours	Marks Weightage
1	Global Supply Chain – Overview		10	20%
	1.1	Introduction & Importance of Supply Chain Management, Developing Supply Chain as a Competitive Tool for Customer Satisfaction and Corporate Profitability		
	1.2	Channel Structure, Supplier Network Development		
	1.3	Outsourcing., Supply Chain Logistics Operations		
2	Strategic Issues in Supply Chain Management		08	20%
	2.1	Value chain and value delivery system, Concept of multi-modal transportation and infrastructure needs.		
	2.2	Transportation Choices and Third-Party Logistics, Fourth Party Logistics Distribution Channel Design.		
	2.3	Strategic Alliances, Communication Flow of Supply Chain, Documentation needs and liabilities; Inter-functional coordination, Inter-corporate cooperation, Outsourcing in Supply Chain		
	2.4	Vendor Management & Development, Strategic Lead Time Management, Warehousing		
3	International Logistic System		07	15%
	3.1	Concept, Objectives & Scope, The System Elements, International Transportation Issues, Warehousing, Inventory Management, Packaging and Unitization Issues.		

	3.2	Communication and Control, Centralized and Decentralized Logistic Management, Third Party Logistics (3PL), Multimodal Transport Operator (M.T.O.)		
4	Air & Ocean Transport and Chartering		05	20%
	4.1	The General Structure of the shipping industry, Characteristics of the Shipping Industry, Liner and Tramp Operations and Significance, World Seaborne Trade and World Shipping, Composition of World Seaborne Trade, Problems of Developing Countries,		
	4.2	Liner Freightage Practice, Principles – Freight Structure, Voyage Charter, Time Charter, Bareboat 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		
5	5.1	Managing the Supply Chain Performance SCM and Information Technology, IT Enabled Supply Chain Management, Inter-firm Integration: Implementation Issues	09	25%
	5.2	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.		
Total			39	

Recommended Books:

- 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.

MBA Semester - II

Course Code	Course Name	Credits
MGT4208	LEADERSHIP DEVELOPMENT LAB-II	-

Contact Hours			Credits Assigned			
Theory	Practical	Tutorial	Theory	Practical	Tutorial	Total
-	01	-	-	-	-	-

	Theory					Term Work / Practical/Oral			Total
Internal Assessment				End Sem Exam	Duration Of End Sem Exam	Term Work	Pract.	Oral	
Presentation	Continuous Evaluation	Attendance	Total Internal						
45	50	05	100	-	-	-	-	-	100

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 analyze 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

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 in spite of the fact that 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

Semester - II

Course Code	Course Name	Credits
CSS4251	CORPORATE COMMUNICATION	2

Contact Hours			Credits Assigned			
Theory	Practical	Tutorial	Theory	Practical	Tutorial	Total
02	-	-	02	-	-	02

	Theory					Term Work / Practical/Oral			Total
Internal Assessment				End Sem Exam	Duration Of End Sem Exam	Term Work	Pract.	Oral	
Test	Continuous Evaluation	Attendance	Total Internal						
40	55	05	100	-	-	-	-	-	-

Course Outcome

- To develop an understanding of written communication strategies necessary in the workplace, basics of corporate communication and communication strategies in team
- Recognize different types and formats of letter writing, including formal, informal, and business letters, and understand when each is appropriate.
- Understand the purpose and scope of reports in business communication and how to effectively structure and present information in report format.
- Identify and overcome physical and psychological barriers to effective business communication, such as language barriers, cultural differences, and communication apprehension.
- Apply effective communication strategies to enhance team collaboration, decision-making, and problem-solving capabilities.

Course Objectives

- To acquaint students about the significance of corporate communication
- To make the students skilled in verbal and non-verbal communication
- To demonstrate the role of communication in public relations

Detailed Syllabus

Module/ Unit	Course Module / Contents		Hours	Marks Weightage
1	Introduction to Writing Skills		07	30%
	1.1	Effective Writing Skills, Avoiding Common Errors, Types of official correspondence		
2	Letter Writing and Report Writing		07	30%
	2.1	Types and formats of letter writing, Purpose and Scope of a Report, Fundamental Principles of Report Writing, Project Report Writing		
3	Understanding Corporate Communication		06	20%
	3.1	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		
4	Communication in Team		06	20%
	4.1	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		
Total			26	

Recommended Books:

Text & References:

1. Business Communication, Raman – Prakash, Oxford
2. The Oxford Handbook of Commercial Correspondence, Ashley A, Oxford Business Communication for Managers: An Advanced Approach, Penrose, Thomson
3. Business Communication, Krizan, Thomson
4. Understanding Human Communication, 9/e, Adler R Oxford
5. Business Communication- Sethi, Bhavana Adhikari, Tata McGraw Hill

Semester – II

Course Code	Course Name	Credits
BEH4251	Behavioral Communication and Relationship Management	1

Contact Hours			Credits Assigned			
Theory	Practical	Tutorial	Theory	Practical	Tutorial	Total
01	-	-	01	-	-	01

	Theory					Term Work / Practical/Oral			Total
Internal Assessment				Report Submission	viva presentation	Term Work	Pract.	Oral	
Activity	Continuous Evaluation	Attendance	Total Internal						
25	10	05	00	30	30	-	-	-	100

Course Outcome

- The knowledge of this subject is essential to understand why behavioural communication is important in personal and professional life also the knowledge of different processes of behavioural communication and relationship management is very essential in humans life. So they can resolve the issue by right type of behaviour and action.

Course Objectives

Course Objective:

This course aims at imparting:

- 1.To understand the process of behavioral communication
- 2.To understand various aspect of behavioral communication and relation management
3. To learn the strategies of effective behavioral communication and relation management \
4. To understand importance of Behavioral communication and relation management
5. To understand various strategies to maintain relationship by using behavioral communication

Detailed Syllabus

Module/ Unit	Course Module / Contents		Hours	Marks Weightage
1	Behavioral Communication		1.5	15%
	1.1	Scope of Behavioral Communication		
	1.2	Process – Personal, Impersonal and Interpersonal Communication		
	1.3	Guidelines for developing Human Communication skills.		
	1.4	Relevance of Behavioral Communication in relationship management		
2	Managing Individual Differences in Relationships		1.5	15%
	2.1	Principles		
	2.2	Types of issues		
	2.3	Approaches		
	2.4	Understanding and importance of self disclosure Guidelines for effective communication during conflicts		
3	Communication Climate: Foundation of Interpersonal Relationships		1.5	15%
	3.1	Elements of satisfying relationships		
	3.2	Conforming and Disconfirming Communication		
	3.3	Culturally Relevant Communication		
	3.4	Guideline for Creating and Sustaining Healthy Climate		
4	Interpersonal Communication		1.5	15%
	4.1	Imperatives for Interpersonal Communication		
	4.2	Models – Linear, Interaction and Transaction		
	4.3	Patterns – Complementary, Symmetrical and Parallel		
	4.4	Types – Self and Other Oriented Steps to improve Interpersonal Communication		
5	Interpersonal Relationship Development		1.5	15%
	5.1	Relationship circle – Peer/ Colleague, Superior and Subordinate		
	5.3	Initiating and establishing IPR		

		Escalating, maintaining and terminating IPR		
	5.3	Direct and indirect strategies of terminating relationship		
	5.4	Model of ending relationship		
6		End-of-Semester Appraisal	2.5	25%
	6.1	Viva based on personal journal, Assessment of Behavioral change as a result of training.		
	6.2	Exit Level Rating by Self and Observer		
Total			10	100%

Recommended Books:

- Vangelist L. Anita, Mark N. Knapp, Interpersonal 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 Cassel
- Goddard, Ken: Informative Writing, 1995 1st Edition, Cassell
- Harvard Business School, Effective Communication: United States of America
- Foster John, Effective Writing Skills: Volume-7, First Edition 2000, Institute of Public Relations (IPR)

Semester - II

Course Code	Course Name	Credits
LAN4251	PG FL FRENCH II	3

Contact Hours			Credits Assigned			
Theory	Practical	Tutorial	Theory	Practical	Tutorial	Total
03	-	-	03	-	-	03

		Theory					Term Work / Practical/Oral			Total
Internal Assessment					End Sem Exam	Duration Of End Sem Exam	Term Work	Pract.	Oral	
Mid Term	Viva	Continuous Evaluation	Attendance	Total Internal						
15	20	10	05	50	50	75 mins	-	-	-	100
Course Outcome										

After the completion of this course Students will be able to

- to greet someone in French
- to present and describe oneself and people
- to enter in contact, and begin a conversation
- to talk about one's family, tastes and preferences

Course Objectives

Course Objective:

- 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

Detailed Syllabus

Reading exercises, writing tasks and grammar of:

Module/ Unit	Course Module / Contents		Hours	Marks Weightage
1	DOSSIER 2 – Nous faisons connaissance		20	50%
	Leçon 1	Aller voir ailleurs		
	Leçon 2	Balade autoguidée		
	Leçon 3	Week-end à Aoste		
	Leçon 4	Parle avec moi		
	Leçon 5	Nous couchsurfons		
	Leçon 6	En route !		
2	DOSSIER 3 – Nous parlons la même langue		19	50%
	Leçon 1	En famille		
	Leçon 2	Concours de selfies		
	Leçon 3	La France et nous		
	Leçon 4	Vive le speak dating !		
	Leçon 5	Quartier Libre		
	Leçon 6	Vous avez mal où ?		
Total			39	100%

Recommended Books:

Text:

Le livre à suivre:

- Nathalie Hirschsprung, Tony Tricot, Cosmopolite 1 Méthode de Français A1. Hachette, 2017.
- Nathalie Hirschsprung, Tony Tricot, Anaïs Mater, Émilie Mathieu-Benoit, Nelly Mous, Cosmopolite 1
- Cahier d'activités A1. Hachette, 2017.

Références:

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

Semester - II

Course Code	Course Name	Credits
LAN4253	PG FL SPANISH II	3

Contact Hours			Credits Assigned			
Theory	Practical	Tutorial	Theory	Practical	Tutorial	Total
3	-	3	3	-	-	3

			Theory				Term Work / Practical/Oral			Total
Internal Assessment					End Sem Exam	Duration Of End Sem Exam	Term Work	Pract.	Oral	
Mid Term	Continuous Evaluation	Attendance	Oral	Total Internal						
15	10	05	20	50	50	75 mins	-	-	-	100

Course Outcome

After the completion of this course Students will be able to

- To talk about future tense
- To talk about activities and communicate in simple and routine task.
- To describe in simple terms aspects of your backs
- To enquire about products and place orders in a shop/restaurant

Course Objectives

To furnish the linguistic tools

- To talk about future tense
- To talk about activities and communicate in simple and routine task.
- To describe in simple terms aspects of your background
- To enquire about products and place orders in a shop/restaurant

Detailed Syllabus

Module/ Unit	Course Module / Contents		Hours	Marks Weightage
1			20	50%
	1	El verbo Ser y Estar		
	2	El verbo Haber y los usos del verbo Haber en el contexto del presente.		
	3	Los demostrativos		
	4	Las preposiciones con el verbo Estar		
2			19	50%
	1	El verbo Gustar y los verbos como Gustar y como usar los verbos como Gustar. (Encantar, fascinar, Doler)		
	2	Futuro Inmediato		
	3	Numeros hasta billon		
	4	Descripción de la casa y de la vacación futura		
Total			32	100%

Recommended Books:

Los libros:

Aula Internacional A1 y A2.

Protagonista A1 y A2

Avance A1 y A2

References:

- Book Aula Internacional 1 A1 Textbook New + Dale Al DELE A1 (Dele Exam Preparation) With CD Author: Jaime Corpas, Eva Garcia, Agustin Garmendia
- Book AULA INTERNACIONAL 2 (A2) Textbook New + Dale Al DELE A2 (Dele Exam Preparation) With CD Author: Carmen Soriano Jaime Corpas, Agusin Garmendia, Nuria Sanchez

SYLLABUS

MBA

(MARKETING & SALES)

SEMESTER-3

(2023- 2025)

Semester - III

Course Code	Course Name	Credits
MGT4401	STRATEGIC MANAGEMENT	3

Contact Hours			Credits Assigned			
Theory	Practical	Tutorial	Theory	Practical	Tutorial	Total
03	-	-	03	-	-	03

	Theory					Term Work / Practical/Oral			Total
Internal Assessment				End Sem Exam	Duration Of End Sem Exam	Term Work	Pract.	Oral	
Test	Continuous Evaluation	Attendance	Total Internal						
15	10	05	30	70	3 Hours	-	-	-	100

Course Outcome

- Students will learn to develop a strong foundation of knowledge and soft skills to comprehend and analyze complex strategic management concepts and frameworks.
- Students will learn to demonstrate proficiency in planning and decision-making by formulating effective strategies that align with organizational goals and respond to dynamic business environments.
- Students will learn to enhance communication skills to effectively convey strategic insights and decisions to diverse stakeholders using appropriate mediums and approaches.
- Students will learn to cultivate applied research aptitude by employing strategic analysis techniques to investigate industry trends, competitive landscapes, and emerging opportunities.
- Students will learn to integrate professionalism through ethical practices into strategic leadership roles, considering societal responsibilities, environmental sustainability, and fostering a commitment to continuous learning.

Course Objectives

- To Summarize the evolution of strategic management and the concept of corporate and business strategy hierarchy.
- To apply the PESTLE analysis framework to assess the impact of external factors on business environments.
- To analyze portfolio analysis tools, such as BCG matrix, to categorize business units and propose appropriate strategic actions.
- To Synthesize industry lifecycle stages and competitive strategies to formulate an innovative approach for market dominance.
- To Evaluate the effectiveness of strategic controls in measuring and improving the performance of implemented strategies.

Detailed Syllabus

Module/ Unit	Course Module / Contents		Hours	Marks Weightage
1	Introduction and Purpose of Strategy Formulation		10	20%
	1.1	Evolution and Introduction of strategic management. Concept and Classification of Corporate and Business Strategy with Hierarchy definition.		
	1.2	Defining various Purposes of Strategy Formulation		
	1.3	Concept of Vision, Mission, and Business Definition		
	1.4	Importance of Stakeholders in Business.		
2	Strategic Analysis		08	20%
	2.1	PESTLE Analysis, Environmental Threat, and Opportunity Profile (ETOP), Strategic Advantage Profile (SAP), Porter's Value Chain Analysis.		
	2.2	Resource-Based View of the Firm-VRIO Framework; Market Analysis-David Aaker Model, Competitor Analysis, Industry Analysis using Porter's five forces Model.		
	2.3	Scenario Analysis and SWOT Analysis		
	2.4	Strategic implications of company decisions and Strategic response to changes in business environment.		

3	Strategic Choice – Traditional Approach		07	20%
	3.1	Portfolio Analysis using BCG, GE Nine Cell Matrix, Hofer’s Model		
	3.2	Making Strategic Choices using Strickland’s Grand Strategy Selection Matrix		
	3.3	Ansoff’s Product Market Grid; Choosing Generic Strategies using Porter’s Model of competitive advantage.		
4	Industry Structures and Competitive Strategies		05	15%
	4.1	Industry Structures and Lifecycle Stages, Marketing Warfare and Dominance Strategies: Advantages and Disadvantages of Defensive and Offensive Strategies		
	4.2	Innovation as Blue Ocean Strategy.		
5	Strategy Implementation and Evaluation		09	25%
	5.1	Issues in implementation: Resource Allocation, Organization Structure, Social responsibilities – Ethics		
	5.2	Measuring performance and establishing strategic controls.		
Total			39	

Recommended Books:

- Wheelen and Hunger, (2008), Essentials of Strategic Management, Prentice Hall of India.
- Ramaswamy and Namakumari, (1999), Strategic Planning: Formulation of Corporate Strategy Text and Cases, Macmillan India Ltd.,
- Jauch & Gluck, (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 the latest Business Journals: HBR, Business World, Business India, Business Today

Semester - III

Course Code	Course Name	Credits
MIB4304	INTERNATIONAL MARKETING AND DOCUMENTATION	3

Contact Hours			Credits Assigned			
Theory	Practical	Tutorial	Theory	Practical	Tutorial	Total
03	-	-	03	-	-	03

	Theory					Term Work / Practical/Oral			Total
Internal Assessment				End Sem Exam	Duration Of End Sem Exam	Term Work	Pract.	Oral	
Test	Continuous Evaluation	Attendance	Total Internal						
15	10	05	30	70	3 Hours	-	-	-	100

Course Outcome

- Students will learn to develop a comprehensive understanding of international marketing strategies, backed by knowledge and soft skills, to effectively analyze and address global market challenges.
- Students will learn to Apply advanced planning and decision-making techniques to create international marketing plans that navigate diverse cultural, regulatory, and economic landscapes.
- Students will learn to Enhance communication skills to convey complex marketing concepts and strategies to diverse international stakeholders through culturally sensitive and appropriate means.
- Students will learn to Cultivate applied research aptitude by utilizing market research methodologies to gather insights into global market trends, consumer behavior, and competitive dynamics.
- Students will learn to Promote professionalism through ethical practices in international marketing endeavors, integrating leadership with problem-solving abilities while considering societal responsibilities, environmental sustainability, and a commitment to lifelong learning.

Course Objectives

- To explain the importance of international marketing and the differences between ethnocentric, polycentric, regiocentric, and geocentric management orientations.

- To apply knowledge of international market entry strategies to recommend the most suitable approach for a given business scenario.
- To analyze the product life cycle and market segmentation to formulate effective strategies for launching a product in international markets.
- To Synthesize various global advertising and promotion methods to design an integrated international marketing communication plan.
- To evaluate the required export documentation framework and analyze the legal implications involved in international trade transactions.

Detailed Syllabus

Module/ Unit	Course Module / Contents		Hours	Marks Weightage
1	International Marketing Environment		10	20%
	1.1	Need, Scope, Tasks, Domestic vs. International marketing, international trade Theories, Importance of International Marketing, Management orientation (Ethnocentric, Polycentric, Regio centric & Geocentric).		
	1.2	Economic Environment (World Economy, Stages of market & economic development, Income & Purchasing Power parity, Economic Risk Analysis, Balance of payments, Trade patterns, international trade alliances.		
	1.3	WTO, World Bank, IMF, Regional Economic groups. Social & Cultural Environment – Culture, Cultural impact on Industrial & Consumer products. Political, Legal & Regulatory Environment – Political Risk.		
	1.4	IPR, Licensing & Trade Services, Dispute Settlement & Litigation, Embargoes & Sanctions.		
2	International Entry & Expansion Strategies		08	20%
	2.1	International Market Entry Strategies – Exporting, Sourcing, Licensing, JVs, Ownership & Control, Ownership/ Investment.		
	2.2	Mergers and Acquisitions, Stages of development models (Domestic, International, Multinational, Global, Transnational) Strategies.		
	2.3	Strategies employed by Indian companies to sustain Globally.		
	2.4	The Role and Influence of Tariff and Non-Tariff Barriers.		

3	Developing Products for International Market		07	20%
	3.1	The international product and its life cycle, Product positioning & Segmentation, Product design consideration, and Geographic expansion.		
	3.2	Global branding and different positioning of the same brand in different countries, new product development & testing.		
	3.3	Role of Dumping, Gray market, Role of Services in the global economy.		
4	Promotion & Pricing Strategy for International Market		05	15%
	4.1	Channel development & Innovation. Role of International Advertising & Branding, PR, Trade Fairs, Personal selling, Sales promotion, Exhibitions, Sponsorship promotion, and Internet Marketing.		
	4.2	Global pricing Objectives & methods, Pricing policies – Marginal cost, cost plus, Market-oriented, Export payment methods – L/C, Advance, DA/DP, FIBC, Countertrade, Transfer price.		
5	Documents for Processing Export/Import Orders and Legal Implications		09	25%
	5.1	Export documentation Framework – the need, documents as per the requirement of a) the contract b) Govt. of India c) Importing country d) for claiming export assistance.		
	5.2	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.		
Total			39	

Recommended Books:

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

Semester - III

Course Code	Course Name	Credits
MMS4304	MARKETING ANALYTICS	3

Contact Hours			Credits Assigned			
Theory	Practical	Tutorial	Theory	Practical	Tutorial	Total
03	-	-	03	-	-	03

	Theory					Term Work / Practical/Oral			Total
Internal Assessment				End Sem Exam	Duration Of End Sem Exam	Term Work	Pract.	Oral	
Test	Continuous Evaluation	Attendance	Total Internal						
15	10	05	30	70	3 Hours	-	-	-	100

Course Outcome

- Students will gain comprehensive knowledge and soft skills to understand and interpret data-driven marketing concepts and techniques for effective decision-making.
- Student will learn to Apply planning and decision-making strategies by utilizing marketing analytics tools to identify trends, predict consumer behavior, and formulate data-driven marketing strategies.
- Student will learn to Enhance communication skills to convey complex analytical findings and insights to diverse stakeholders, making data-driven recommendations accessible and understandable.
- Student will learn to Develop applied research aptitude by employing analytical techniques to collect, process, and interpret marketing data, contributing to informed decision-making and strategic planning.
- Student will learn to foster professionalism through ethical practices in the realm of marketing analytics, demonstrating leadership with problem-solving abilities, societal responsibility, environmental consciousness, and a commitment to continuous learning.

Course Objectives

- To apply data analytics techniques to interpret and segment marketing data and generate meaningful end-of-week sales reports.
- To analyze and interpret market segmentation using cluster analysis and conjoint analysis, considering collaborative filtering methods.
- To evaluate demand curve estimation methods and determine optimal pricing strategies based on profit maximization, including price bundling and skimming.
- To analyze the impact of pricing, advertising, and shelf space on product sales, using regression analysis for forecasting trends and seasonality.
- To synthesize insights from conjoint analysis and logistic regression to understand customer choices and estimate customer lifetime value.

Detailed Syllabus

Module/ Unit	Course Module / Contents		Hours	Marks Weightage
1	Summarizing and Analyzing Marketing Data		06	20%
	1.1	Analytics for gaining marketing insights, slicing, and dicing marketing data, and Examining revenues by store, month, and product type.		
	1.2	Analyzing the influence of weekdays, seasonality, and overall trend on product sales.		
	1.3	The Pareto 80-20 Principle related to product and creating end-of-week sales reports.		
	Data Analytics for Market Segmentation		06	20%
2	2.1	Cluster Analysis for Market Segmentation.		
	2.2	Adoption of conjoint analysis to segment a market		
	2.3	Collaborative Filtering- user-based and item-based filtering.		
3	Pricing		07	15%
	3.1	Estimating Demand Curves and Optimizing Price.		
	3.2	Determining Profit maximizing Pricing.		
	3.3	Price Bundling and Price Skimming.		
4	Forecasting		05	10%
	4.1	Analysis of Price, Advertising, and Shelf Space on Product Sales		

	4.2	Using Simple Linear and Multiple Regression to Forecast Sales, Modeling Trends, and Seasonality.		
5	Customer Management		06	20%
	5.1	Understanding Customers' Choices using Conjoint Analysis.		
	5.2	Estimating Probability of Behaviour using Logistic Regression, and Customer Lifetime Value.		
6	Advertising		03	5%
	6.1	Advertising and Price Elasticity of Demand, Measuring Effectiveness of Advertising, PPC (Pay Per Click) Online Advertising.		
7	Digital Analytics		03	5%
	7.1	Designing Marketing Experiments, Paid Search Advertising, Viral Marketing, and Text Mining.		
8	Marketing Metrics		03	5%
	8.1	Measuring Marketing Performance using Key Metrics, Dashboard Designing.		
Total			39	

Recommended Books:

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

Semester - III

Course Code	Course Name	Credits
MMS4305	SALES MANAGEMENT	3

Contact Hours			Credits Assigned			
Theory	Practical	Tutorial	Theory	Practical	Tutorial	Total
03	-	-	03	-	-	03

	Theory					Term Work / Practical/Oral			Total
Internal Assessment				End Sem Exam	Duration Of End Sem Exam	Term Work	Pract.	Oral	
Test	Continuous Evaluation	Attendance	Total Internal						
15	10	05	30	70	3 Hours	-	-	-	100

Course Outcome

- To describe the changing landscape of sales management, differentiate between transactional and relationship selling models, and explain the roles and skills required for successful sales jobs.
- To apply recruitment planning processes and methods to locate and evaluate prospective sales candidates effectively.
- To analyze motivation theories such as Maslow's Hierarchy of Needs and their application to sales teams' motivation strategies.
- To synthesize methods for establishing and revising sales territories and apply sales quota setting procedures to optimize sales performance.
- To apply the personal selling process to prospect effectively, plan initial sales calls, and demonstrate products using appropriate techniques.

Course Objectives

- Students will learn to develop a strong foundation of knowledge and soft skills in sales techniques, strategies, and customer behavior to effectively navigate the sales landscape.

- Students will learn to Apply planning and decision-making skills to formulate sales plans, set targets, and allocate resources, ensuring alignment with organizational goals.
- Students will learn to Enhance communication skills to convey sales concepts persuasively, tailoring messages to engage diverse stakeholders and fostering meaningful customer relationships.
- Students will learn to Cultivate applied research aptitude by analyzing market trends, consumer preferences, and competitive dynamics to optimize sales strategies and outcomes.
- Students will learn to Integrate professionalism through ethical practices in sales management, demonstrating leadership with problem-solving abilities, societal responsibility, and considering environmental sustainability while fostering continuous learning and growth.

Detailed Syllabus

Module/ Unit	Course Module / Contents		Hours	Marks Weightage
1	Introduction to Sales Management		10	20%
	1.1	Changing world of Sales Management and Professionalism in sales. Classification of Personal Selling Approaches. Sales jobs, Qualifications, and skills required for success.		
	1.2	Organizational buyer behavior and buying situations. Contrasting Transactional and Relationship Selling models, Sales Teams.		
	1.3	Sales management Competencies for effective and outstanding results.		
	1.4	Developing Sales Management Strategy / Objectives and Sales Force Roles		
2	Role of HR in Sales Management		08	20%
	2.1	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.		
	2.2	Sales Training: Determining training needs, Training analysis, Methods of Evaluating sales Training, and building a sales training program. Instructional methods used in training.		
3	Managing Sales Team		07	20%
	3.1	Motivation and the reasons for motivating salespeople. Maslow's Hierarchy of Needs related to the sales force motivators and the company's actions to fill needs. Methods of giving status to salespeople to motivate them.		

	3.2	Sales force compensation. Components of compensation and their purpose. Comparison of various compensation plans.		
	3.3	Optimizing sales compensation: Customer – Product Matrix and relating it to the appropriate compensation plans.		
4	Territory Management		05	15%
	4.1	Sales territory; Reasons for establishing or revising Sales Territories, setting up and revising Sales Territories: Market build-up and Workload method; optimizing sales territory.		
	4.2	Sales quotas; Objectives in using Quotas, Types of Sales Quotas, and Quota setting procedures. Reasons when not to use Quotas.		
5	Personal Selling			
	5.1	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, and Planning the approach. Sales Presentation Techniques.	09	25%
	5.2	Types of presentation techniques, Presentation sequence, Adoptive Selling Model. Demonstrations: Demonstration plans, actions, custom fitting demonstrations, and use of sales tools. Handling customer objections: types of objections, types of close, Trial Close. Closing the sales.		
Total			39	

Recommended Books:

- Still, Cundiff and Govoni. (2009), Sales Management, Decisions, Strategies and Cases, Prentice Hall of India Pvt. Ltd.
- Ingram, Laforge, Avila, Schwegker 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.

Semester - III

Course Code	Course Name	Credits
MMS4306	CONSUMER BEHAVIOUR	3

Contact Hours			Credits Assigned			
Theory	Practical	Tutorial	Theory	Practical	Tutorial	Total
03	-	-	03	-	-	03

	Theory					Term Work / Practical/Oral			Total
Internal Assessment				End Sem Exam	Duration Of End Sem Exam	Term Work	Pract.	Oral	
Test	Continuous Evaluation	Attendance	Total Internal						
15	10	05	30	70	3 Hours	-	-	-	100

Course Outcome

- Student will learn to Develop a solid foundation of knowledge and soft skills to comprehend and analyze psychological, social, and cultural factors influencing consumer decisions.
- Student will learn to Apply planning and decision-making skills to interpret and predict consumer behavior, enabling the creation of effective marketing strategies and campaigns.
- Student will learn to Enhance communication skills to effectively convey consumer behavior insights and findings to diverse stakeholders through various mediums and channels.
- Student will learn to Cultivate applied research aptitude by employing research methodologies to gather and analyze data related to consumer preferences, trends, and purchasing patterns.
- Student will learn to Integrate professionalism through ethical practices into the study of consumer behavior, demonstrating leadership with problem-solving abilities, considering societal responsibilities, environmental sustainability, and fostering a commitment to lifelong learning.

Course Objectives

- To understand the impact of consumer demographics and lifestyles on retailing strategies.
- To apply theories of motivation, needs, and personality to analyze consumer behavior and purchasing decisions.
- To analyze the formation and change of consumer attitudes and evaluate their influence on shopping behavior and brand loyalty.
- To synthesize the impact of group dynamics, reference groups, family decision-making, social class, culture, and subculture on consumer behavior.
- To evaluate the process of innovation diffusion and opinion leadership's role in influencing consumer adoption of new products and ideas.

Detailed Syllabus

Module/ Unit	Course Module / Contents		Hours	Marks Weightage
1	Introduction to Consumer Behavior		10	20%
	1.1	Consumer demographics, consumer lifestyles. Retailing implications of consumer demographics and lifestyle.		
	1.2	Consumer profiles. Lifestyle marketing. Environmental factors and individual factors affect consumers.		
2	Role of Motivation, Need Personality in CB		08	20%
	2.1	Consumer as an Individual, Motivation, Needs, Goals, Personality, Self and Self Images, Perception, Imagery, Learning, Cues, Response.		
	2.2	Reinforcement, Behavioral Learning, and Cognitive Learning Theory, Brand Loyalty.		
3	Managing Consumer Attitude		07	20%
	3.1	Attitude, Attitude Formation, and Change. Shopping attitudes and behavior, where people shop.		
	3.2	Consumer Buying Decision Process, types of consumer decision making. Impulse purchases and customer loyalty		
4	Group Influence Management		05	15%
	4.1	Group Dynamics and Reference Groups.		

	4.2	Family Decision Making, Social Class, Culture, Subculture		
5	Diffusions of Innovation		09	25%
	5.1	Diffusions of Innovations, Adoption Process.		
	5.2	Opinion Leadership Process.		
Total			39	

Recommended Books:

- 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

Semester - III

Course Code	Course Name	Credits
MMS4307	DISTRIBUTION AND LOGISTICS MANAGEMENT	3

Contact Hours			Credits Assigned			
Theory	Practical	Tutorial	Theory	Practical	Tutorial	Total
03	-	-	03	-	-	03

	Theory					Term Work / Practical/Oral			Total
Internal Assessment				End Sem Exam	Duration Of End Sem Exam	Term Work	Pract.	Oral	
Test	Continuous Evaluation	Attendance	Total Internal						
15	10	05	30	70	3 Hours	-	-	-	100

Course Outcome

- Student will learn to Develop a strong foundation of knowledge and soft skills to understand the principles and concepts of distribution and logistics management in complex supply chain networks.
- Student will learn to Apply planning and decision-making skills to design efficient distribution and logistics strategies that optimize resource allocation and streamline operations.
- Student will learn to Enhance communication skills to effectively convey logistical information, plans, and coordination efforts to stakeholders at various stages of the supply chain.
- Students will learn to Cultivate applied research aptitude by utilizing research methodologies to analyze distribution trends, technological advancements, and innovative solutions in the logistics industry.
- Student will learn to Integrate professionalism through ethical practices in distribution and logistics management, demonstrating leadership with problem-solving abilities, considering societal responsibilities, environmental sustainability, and fostering a commitment to lifelong learning.

Course Objectives

- To understand the role, scope, functions, and structure of distribution systems, along with the factors influencing the selection and motivation of distribution channels.

- To apply channel design principles, including segmenting, targeting, and gap analysis, to create effective distribution channels and partnerships.
- To analyze the concept of channel flows, vertical integration benefits and costs, and their relevance on membership and structure within marketing channels.
- To synthesize strategic issues in retailing, franchising, and the use of new-age technologies in distribution channels for efficient service delivery.
- To evaluate channel conflict sources, consequences, resolution strategies, and methods for monitoring, evaluating, and coordinating distribution channel performance.

Detailed Syllabus

Module/ Unit	Course Module / Contents		Hours	Marks Weightage
1	Introduction to Distribution		10	20%
	1.1	Distribution System- Role, Scope, Functions & Structure.		
	1.2	Types of channels, Levels of channels, Cost, Control and Customer service, Selection of Channels, partners.		
	1.3	Motivation of channels, Factors affecting channel design. Channel Design and Implementation – segmenting, targeting, gap analysis.		
	1.4	Establishment of new channels or refining existing channels		
2	Channel Flows and Concepts		08	20%
	2.1	Channel Flows – definition and concepts, Relevance of channel structure on Membership Issues.		
	2.2	Vertical Integration of Marketing Channels – costs, benefits, and need.		
3	Channel Institutions		07	20%
	3.1	Retailing: Strategic Issues in Retailing. Merchandising Techniques		
	3.2	Franchising; nature and scope, Wholesaling, Assorting, Distribution of supplementary services, and Intermediaries for service delivery.		
	3.3	New age technologies: SAP, ERP, and electronic channels.		

4	Power, Conflict & Controlling		05	15%
	4.1	Channel Conflict – nature and degree, sources, consequences, conflict resolution strategies, Channel Performance.		
	4.2	Monitoring & Evaluation, identifying power sources, and channel coordination.		
5	Logistics System		09	25%
	5.1	Logistics System – concept, objective and scope, the system elements, transportation, warehousing, inventory management, packing and unitization, communication and control, importance.		
	5.2	Strategic Logistics Planning – logistics strategy, implementation, and management.		
Total			39	

Recommended Books:

- Bert Rosenbloom. (2008), Marketing Channels. Southwestern Cengage Learning
- DK Agrawal. (2008), Logistics and Supply Chain Management. Macmillan India.
- Havaladar 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. Sople. (2010), Logistics Management. Pearson Publication.

MBA Semester – III M&S

Course Code	Course Name	Credits
MGT4312	Creating & Managing New Business in Emerging Markets	3

Contact Hours			Credits Assigned			
Theory	Practical	Tutorial	Theory	Practical	Tutorial	Total
03	-	-	03	-	-	03

	Theory					Term Work / Practical/Oral			Total
Internal Assessment				End Sem Exam	Duration Of End Sem Exam	Term Work	Pract.	Oral	
Test	Continuous Evaluation	Attendance	Total Internal						
10	15	05	30	70	3 Hours	-	-	-	100

Course Outcome

- Students will learn to develop a comprehensive understanding of knowledge and soft skills necessary to identify and analyze opportunities in emerging markets for creating new businesses.
- Student will learn to Apply planning and decision-making skills to develop effective strategies for entering and managing new businesses in diverse emerging market contexts.
- Students will learn, communication skills to effectively convey business plans, strategies, and propositions to stakeholders in culturally diverse and dynamic emerging market environments.
- Student will learn to Cultivate applied research aptitude by utilizing research methodologies to assess market trends, competitive landscapes, and consumer behaviors within emerging markets.
- Student will learn to Integrate professionalism through ethical practices into the process of creating and managing new businesses in emerging markets, demonstrating leadership with problem-solving abilities, considering societal responsibilities, environmental sustainability, and fostering a commitment to lifelong learning.

Course Objectives

- To define emerging markets, identify BRICS and MIKT countries, and recognize the ASEAN-CHINA Free Trade Area as a regional emerging market.
- To analyze emerging market opportunities using PESTEL analysis, considering political, economic, social, technological, legal, and environmental factors.
- To synthesize SWOT analysis for emerging markets, assess demographic characteristics, and understand regulatory factors in individual countries.
- To create strategies for capitalizing on opportunities in emerging markets, including the development of market mechanisms and enduring management concepts for BRICS countries.
- To apply market assessment techniques to develop a comprehensive business plan tailored to individual countries within emerging markets.

Detailed Syllabus

Module/ Unit	Course Module / Contents		Hours	Marks Weightage
1	What are emerging markets?		07	25%
	1.1	• Definition of emerging markets • Description of BRICS countries (Brazil, Russia, India, China) • MIKT as next four Largest Markets (Mexico, Indonesia, South Korea & Turkey) • ASEAN-CHINA Free Trade Area as a regional emerging market		
2	Business opportunities in emerging markets?		07	20%
	2.1	• PESTEL Analysis of individual countries in emerging markets (Political, Economic, Social, Technological, Legal & Environmental factors.)		
	2.2	• Newer Business Models in emerging markets. Increasing opportunities for profitable trade and investment in emerging markets.		
3	Specific countries in the emerging markets and their characteristics		09	20%
	3.1	• Scanning the business environment of emerging markets SWOT analysis of emerging markets • Demographic characteristics of individual markets like gender, age, ethnicity, knowledge of languages, mobility, home		
	3.2			
	3.3			

		ownership, employment status, religious belief or practice and income level Regulatory factors in individual countries like acts of parliament and associated regulations. International and national standards and, local government by laws and mechanisms to monitor and ensure compliance with these.		
4	Market Mechanisms in emerging markets		08	20%
	4.1	How to capitalize on enormous opportunities for emerging markets Develop market mechanisms where none exist. Develop enduring concepts that shape the practice of management in BRICS countries.		
5	Business Plan specific to emerging markets		08	15%
	5.1	- Developing management and strategy in emerging markets. How to size an emerging market - Assessing the market from several angles to approximate potential market share Looking at competitors, customers, market factors and case studies. Creating a business plan suited to each individual country in emerging markets.		
Total			39	100%

Textbook

- Hisrich R.D. , & Peters M (2012) Entrepreneurship, 9th Edition McGraw Hill Education
- Roy, R (2012) Entrepreneurship, 2nd Edition Oxford University Press
- Holt, D Entrepreneurship New Venture Creation 4th Edition PHI

References

- Kotler & Armstrong (2004) Principles of Marketing 10th Edition Pearson Education
- Drucker, P.F. Kotler & Armstrong (2004) Principles of Marketing 10th Edition Pearson Education
- Kotler & Armstrong (2004) Principles of Marketing 10th Edition Pearson Education

Semester - III

Course Code	Course Name	Credits
MGT4301	SIMULATION-I	2

Contact Hours			Credits Assigned			
Theory	Practical	Tutorial	Theory	Practical	Tutorial	Total
01	-	-	01	-	-	01

	Theory					Term Work / Practical/Oral			Total
Internal Assessment				End Sem Exam	Duration Of End Sem Exam	Term Work	Pract.	Oral	
Test	Active participation	Write-up	Total Internal						
25	-	25	50	-	-	-	-	50	100

Course Outcome

1. **Apply Business Decision-Making Skills:** Students will be able to make informed business decisions within a simulated environment, demonstrating an understanding of market dynamics and risk management.
2. **Analyze Market Data and Trends:** Students will be able to interpret and respond to simulated market data, observing market fluctuations and adjusting strategies as needed to improve business outcomes.
3. **Demonstrate Team-Based Management Skills:** Students will be able to work effectively within management teams, practicing roles and responsibilities essential for running a virtual company in a competitive market.
4. **Develop Holistic Business Insights:** Students will be able to apply holistic thinking to integrate various aspects of business operations, such as finance, marketing, and operations, into a cohesive management approach.
5. **Adapt and Innovate in Business Strategies:** Students will be able to evaluate and adjust business strategies proactively, learning from simulated outcomes to enhance flexibility and problem-solving skills in a risk-free environment.

Course Objectives

- To practice real world business decision-making skills as everything happens in a risk-free simulated learning environment.

Detailed Syllabus

‘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 have to 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 atleast 500 words about the learning outcome from the workshop.

Semester - III

Course Code	Course Name	Credits
CSS4351	INTERPERSONAL COMMUNICATION	2

Contact Hours			Credits Assigned			
Theory	Practical	Tutorial	Theory	Practical	Tutorial	Total
02	-	-	02	-	-	02

	Theory					Term Work / Practical/Oral			Total
Internal Assessment				End Sem Exam	Duration Of End Sem Exam	Term Work	Pract.	Oral	
Test	Continuous Evaluation	Attendance	Total Internal						
40	55	05	100	-	-	-	-	-	-

Course Outcome

- Identify and analyze key elements of interpersonal communication, such as verbal and non-verbal cues, active listening, and empathy.
- Recognize the importance of grooming as an essential requirement in professional environments and its impact on personal and organizational image.
- Apply grooming techniques to enhance self-confidence, professionalism, and personal brand representation in the workplace.
- Analyze the importance of non-verbal communication cues such as body language, facial expressions, and gestures in conveying messages and building rapport.
- Acquire negotiation and persuasion skills to achieve desired outcomes and resolve conflicts through effective communication.

Course Objectives

The aim of the course is to orient the students towards understanding the process by which people exchange ideas, information, feelings via verbal and non-verbal communications

Detailed Syllabus				
Module/ Unit	Course Module / Contents		Hours	Marks Weightage
1	Overview of Interpersonal Communication		07	30%
	1.1	Introduction to interpersonal communication, understanding key elements of interpersonal communication, Highlighting elements of interpersonal communication via resume building		
2	Grooming		07	30%
	2.1	Understanding importance of grooming as an organizational requirement, essentials of grooming for boys and for girls, formal dressing for boys and for girls		
3	Non-Verbal Communication		06	20%
	3.1	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)		
4	Interpersonal Communication at work		06	20%
	4.1	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		
Total			26	

Recommended Books:

Text & References:

1. Business Communication, Raman – Prakash, Oxford
2. Business Communication for Managers: An Advanced Approach, Penrose, Thomson
3. Business Communication, Krizan, Thomson
4. Understanding Human Communication, 9/e, Adler R Oxford
5. Business Communication- Sethi, Adhikari, Tata McGraw Hill

Semester – III

Course Code	Course Name	Credits
BEH4351	LEADING THROUGH TEAMS	1

Contact Hours			Credits Assigned			
Theory	Practical	Tutorial	Theory	Practical	Tutorial	Total
01	-	-	01	-	-	01

	Theory					Term Work / Practical/Oral			Total
Internal Assessment				Report Submission	viva presentation	Term Work	Pract.	Oral	
Activity	Continuous Evaluation	Attendance	Total Internal						
25	10	05	00	30	30	-	-	-	100

Course Outcome

- To understand the importance of team
- To take students, step by step, through an interactive understanding of team dynamics.
- To give the student a basic understanding of these principles that he/she have a better understanding of team and organization behavior
- To give the student a basic understanding which will act as a foundation to present study and further career.
- To develop an understanding of the team, leadership and goals of life.

Course Objectives

- The knowledge of this subject is essential to understand organizational behaviour and leadership skills why teamwork is essential in professional growth. Also, it is necessary to understand leadership styles and conflicts between team member and how to resolve it by using different strategies so that one can establish work life balance.

Detailed Syllabus

Module/ Unit	Course Module / Contents		Hours	Marks Weightage
1	Teams: An Overview		1.5	15%
	1.1	Team Design Features: team vs. group		
	1.2	Effective Team Mission and Vision		
	1.3	Life Cycle of a Project Team		
	1.4	Rationale of a Team, Goal Analysis and Team Roles		
2	Team & Sociometry		1.5	15%
	2.1	Patterns of Interaction in a Team		
	2.2	Sociometry: Method of studying attractions and repulsions in groups		
	2.3	Construction of sociogram for studying interpersonal relations in a Team		
	2.4	Understanding and importance of Team		
3	Team Building		1.5	15%
	3.1	Types, stages and Development of Team Building		
	3.2	Team performance curve		
	3.3	Profiling your Team: Internal & External Dynamics		
	3.4	Team Strategies for organizational vision, Team communication		
4	Team Leadership & Conflict Management		1.5	15%
	4.1	Leadership styles in organizations		
	4.2	Self-Authorized team leadership		
	4.3	Causes of team conflict and Conflict management		
	4.4	Strategies and stress coping in teams		
5	Global Teams and Universal Values		1.5	15%
	5.1	Management by values		
	5.3	Pragmatic spirituality in life and organization		
	5.3	Building global teams through universal human values		

	5.4	Learning based on project work on Scriptures like Ramayana, Mahabharata, Gita etc.		
6		End-of-Semester Appraisal	2.5	25%
	6.1	Viva based on personal journal, Assessment of Behavioral change as a result of training.		
	6.2	Exit Level Rating by Self and Observer		
Total			10	100%

Recommended Books:

- Organizational Behaviour, Davis, K.
- Hoover, Judhith 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
- Smither Robert D.; The Psychology of Work and Human Performance, 1994, Harper Collins College Publishers

Semester - III

Course Code	Course Name	Credits
LAN4351	PG FL FRENCH III	2

Contact Hours			Credits Assigned			
Theory	Practical	Tutorial	Theory	Practical	Tutorial	Total
02	-	-	02	-	-	02

				Theory			Term Work / Practical/Oral			Total
Internal Assessment					End Sem Exam	Duration Of End Sem Exam	Term Work	Pract.	Oral	
Mid Term	Viva	Continuous Evaluation	Attendance	Total Internal						
15	20	10	05	50	50	75 mins	-	-	-	100

Course Outcome

Course Outcome:

After the completion of this course Students will be able to

- To talk about the daily life.
- To talk about the outings.
- To talk about the recent experiences or of recent plans in past tense.
- To understand the biographical information.

Course Objectives

Course Objective:

To enable the students

- to talk about the daily life.
- to talk about the outings.
- to talk about the recent experiences or of recent plans.
- to understand the biographical information.

Detailed Syllabus

Reading exercises, writing tasks and grammar of:

Module/ Unit	Course Module / Contents		Hours	Marks Weightage
	Dossier 1 : Salut !			
Dossier 7,8	Dossier 7	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.	15+15	50%+50%
	Dossier 8	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...).		
Total			30	100%

Recommended Books:

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.

Semester – III

Course Code	Course Name		Credits
LAN4352	PG FL GERMAN III		2

Contact Hours			Credits Assigned			
Theory	Practical	Tutorial	Theory	Practical	Tutorial	Total
-	-	-	-	-	-	-

		Theory					Term Work / Practical/Oral			Total
Internal Assessment					End Sem Exam	Duration Of End Sem Exam	Term Work	Pract.	Oral	
Mid Term	Continuous Evaluation	Attendance	Oral	Total Internal						
15	10	05	20	50	50	75 mins	-	-	-	100

Course Outcome

After the completion of this course Students will be able to:

- 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

To enable the students :

- 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 Syllabus

Module/ Unit	Course Module / Contents		Hours	Marks Weightage
1	Kapitel 7		15	50%
	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		
2	Kapitel 8		15	50%
	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		
Total			30	100%

Recommended Books:

Lagune 1

References:

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

Semester – III

Course Code	Course Name	Credits
LAN4353	PG FL SPANISH III	2

Contact Hours			Credits Assigned			
Theory	Practical	Tutorial	Theory	Practical	Tutorial	Total
-	-	-	-	-	-	-

		Theory					Term Work / Practical/Oral			Total
Internal Assessment					End Sem Exam	Duration Of End Sem Exam	Term Work	Pract.	Oral	
Mid Term	Continuous Evaluation	Attendance	Oral	Total Internal						
15	10	05	20	50	50	75 mins	-	-	-	

Course Outcome

After the completion of this course Students will be able to:

- To talk about daily life.
- To talk about the time
- To talk about their recent experiences or of recent plans in past tense.
- To understand the biographical information and food

Course Objectives

To enable the students:

- To talk about their daily life.
- To talk about the time
- To talk about recent experiences or of recent plans.
- To understand the biographical information and food

Detailed Syllabus

Module/ Unit	Course Module / Contents		Hours	Marks Weightage
1	Module A		16	50%
	1	Lectura 1: La geografía		
	2	Lectura 2: Tener que....		
	3	Lectura 3: Presente de Indicativo		
2	Module B		16	50%
	1	Lectura 1: La hora		
	2	Lectura 2: Verbos Reflexivos		
	3	Lectura 3: Los verbos irregulares.		
Total			39	100%

Recommended Books:

Los libros:

Aula Internacional A1 y A2.

Protagonista A1 y A2

Avance A1 y A2

References:

Book Aula Internacional 1 A1 Textbook New + Dale Al DELE A1 (Dele Exam Preparation) With CD Author: Jaime Corpas, Eva Garcia, Agustin Garmendia

Book AULA INTERNACIONAL 2 (A2) Textbook New + Dale Al DELE A2 (Dele Exam Preparation) With CD Author: Carmen Soriano Jaime Corpas, Agustin Garmendia, Nuria Sanchez

Semester - III

Course Code	Course Name	Credits
MGT4335	SUMMER INTERNSHIP EVALUATION	09

Contact Hours			Credits Assigned			
Theory	Practical	Tutorial	Theory	Practical	Tutorial	Total
09	-	-	09	-	-	09

	Theory					Term Work / Practical/Oral			Total
Internal Assessment				End Sem Exam	Duration Of End Sem Exam	Term Work	Pract.	VIVA	
Continuous Evaluation	Continuous Evaluation - CRC	Feedback Industry Guide	Total Internal						
15	15	35				-	-	35	100

Course Outcome

- Be accountable for individual and team responsibilities and deliverables.
- Exercise the ability to compromise and problem solve with involved parties.
- Understand the various tools of communication (i.e., meeting vs. email, paragraph vs. bullet points, etc.) and how to utilize these appropriately in the workplace.
- Learning to interact with Various authorities in an Organisation.
- Understanding working in a team environment.

Course Objectives

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 class room 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.

In order 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 has to prepare on the project assigned by the organization. (In case a student is not assigned a specific research project in the organization, he has to select any one aspect of the organization and prepare a research report on it). The layout 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 with regard to 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 really 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, Ninrprom 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%

MBA (M&S) Semester - III

Course Code	Course Name	Credits
MMS 4341	Domain Electives I- Luxury Brand Management (NTNC)	-

Contact Hours			Credits Assigned			
Theory	Practical	Tutorial	Theory	Practical	Tutorial	Total
-	-	-	-	-	-	-

	Theory					Term Work / Practical/Oral			Total
Internal Assessment				End Sem Exam	Duration Of End Sem Exam	Term Work	Pract.	Oral	
Test	Continuous Evaluation	Attendance	Total Internal						
50	45	05	100	-	-	-	-	-	100

Course Outcome

- Developed an insight and understanding of the luxury brand world Learnt to identify luxury target customers and their needs.
- Developed an understanding of how to build target customer profiles Gained a good understanding of brand positioning and its impact on luxury brands.

Course Objectives

- The aim of this course is to develop an understanding of luxury brand management. The course structure focuses on creating unique experiences in managing the perfect balance between business and creativity for luxury brands.
- Students have the chance to work closely with exclusive luxury brands and create an exceptional customer experience. Understanding this discipline serves as a foundation for a career in the luxury brand industry.

Detailed Syllabus			
Module/ Unit	Course Module / Contents	Hours	Marks Weightage
1	MODULE I: Basics of Luxury Brand Management ▪ Concepts and principles of luxury brand management and marketing. ▪ Luxury segmentation, targeting and positioning.	04	20%
2	MODULE II: Luxury Brand Management Strategies ▪ Organising marketing activities. ▪ Planning strategic level marketing activities/marketing communications campaigns	04	20%
3	MODULE III: Role of Technology in Luxury Brand Management ▪ Administering the marketing budget. ▪ Strategic application of digital and social media in the luxury environment.	04	20%
Total		12	

MBA (M&S) Semester - III

Course Code	Course Name	Credits
MMS4342	Domain Electives II- Market Forecasting Strategy and Modelling	-

Contact Hours			Credits Assigned			
Theory	Practical	Tutorial	Theory	Practical	Tutorial	Total
-	-	-	-	-	-	-

	Theory					Term Work / Practical/Oral			Total
Internal Assessment				End Sem Exam	Duration Of End Sem Exam	Term Work	Pract.	Oral	
Test	Continuous Evaluation	Attendance	Total Internal						
50	45	05	100	-	-	-	-	-	100

Course Outcome

- Learn how to navigate the landscape of a real company.
- Encourages the students to try out different strategies.
- Practice real-world business decision-making skills as everything happens in a risk-free simulated learning environment.
- Improve on their business decision-making skills, holistic thinking, teamwork, proactive pivoting.
- Experiential learning by the challenges created for cascading effects of real-time dynamic situations.

Course Objectives

- The aim of this course is to develop a good understanding of the concept “Forecasting” and Forecasting models to drive business decisions involving production schedules, inventory management, manpower planning, demand forecasting, and many other parts of the business.

Detailed Syllabus			
Module/ Unit	Course Module / Contents	Hours	Marks Weightage
1	MODULE I: Business Forecasting - Objectives of forecasting in business - Prediction, projection, and forecasting. - Components of Business Forecasting.	04	20%
2	MODULE II: Forecasting Methods - Market research & Marketing Information Systems. Characteristics of business forecasting - Steps in forecasting. - Forecasting methods. Demand forecasting and Market potential analysis. - Demand Analysis, Analytics and Business Forecasting	04	20%
3	MODULE III: Forecasting Models. - Forecasting Models. - Regression based forecasting.	04	20%
Total		12	

SYLLABUS

MBA

(MARKETING & SALES)

SEMESTER-4

(2023- 2025)

MBA Semester – IV

Course Code	Course Name	Credits
MMS4410	Marketing of Services & CRM	3

Contact Hours			Credits Assigned			
Theory	Practical	Tutorial	Theory	Practical	Tutorial	Total
03	-	-	03	-	-	03

	Theory					Term Work / Practical/Oral			Total
Internal Assessment				End Sem Exam	Duration Of End Sem Exam	Term Work	Pract.	Oral	
Test	Continuous Evaluation	Attendance	Total Internal						
10	15	05	30	70	3 Hours	-	-	-	100

Course Outcome

- Students will learn to develop a solid foundation of knowledge and soft skills in understanding the unique characteristics and challenges of marketing services, emphasizing customer experience.
- Students will learn to apply planning and decision-making skills to design effective marketing strategies for services that enhance customer value and engagement.
- Students will learn communication skills to convey service-related concepts and strategies to diverse stakeholders through various mediums, emphasizing customer relationship management (CRM).
- Students will learn to Cultivate applied research aptitude by utilizing research methodologies to analyze customer preferences, service quality, and competitive dynamics in the context of service industries.
- Students will learn to integrate professionalism through ethical practices in service marketing and CRM, demonstrating leadership with problem-solving abilities, considering societal responsibilities, environmental sustainability, and fostering a commitment to lifelong learning.

Course Objectives

- To understand the unique characteristics of services marketing and differentiate them from tangible goods marketing.

- To apply customer relationship management (CRM) principles to design strategies for building and maintaining strong customer relationships in service-based industries.
- To analyze service quality dimensions and their impact on customer satisfaction and loyalty, evaluating the effectiveness of CRM initiatives.
- To synthesize service recovery strategies and develop a comprehensive CRM plan that integrates technology, data analysis, and personalized customer interactions.
- To evaluate the role of customer feedback and analytics in improving service quality, measuring CRM performance, and enhancing customer experiences.

Detailed Syllabus

Module/ Unit	Course Module / Contents		Hours	Marks Weightage
1			07	25%
	1.1	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).		
2			08	20%
	2.1	Understanding Customers: Concept of CRM, Relationship management in practice, Segmenting, Targeting & Positioning various services.		
3			08	20%
	3.1	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.		
4			08	20%
	4.1	Promotion- Advertising, Sales Promotion & Personal Selling in the 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		

5	5.1	Service Models- Service quality Gap Model, Gronross 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.	08	15%
Total			39	100%

Text Book

- 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, Biztantra Publication.
- Alok Kumar Rai (2009), Customer relationship Management Concepts and Cases, Prentice Hall of India.
- G Shainesh & Jagdish N Sheth, (2006), Customer Relationship Management-A Strategic Approach, Macmillan India, New Delhi.

MBA Semester – IV

Course Code	Course Name	Credits
MMS4411	RURAL MARKETING	3

Contact Hours			Credits Assigned			
Theory	Practical	Tutorial	Theory	Practical	Tutorial	Total
03	-	-	03	-	-	03

	Theory					Term Work / Practical/Oral			Total
Internal Assessment				End Sem Exam	Duration Of End Sem Exam	Term Work	Pract.	Oral	
Test	Continuous Evaluation	Attendance	Total Internal						
15	10	05	30	70	3 Hours	-	-	-	100

Course Outcome

- Students will learn to develop a robust understanding of knowledge and soft skills required to comprehend the unique characteristics and challenges of rural markets.
- Students will learn to apply planning and decision-making skills to design effective marketing strategies tailored to rural contexts, considering factors such as cultural diversity and economic conditions.
- Students will learn communication skills to convey marketing concepts and strategies to diverse rural stakeholders, adapting communication approaches to local preferences.
- Student will learn to Cultivate applied research aptitude by utilizing research methodologies to analyze rural market trends, consumer behavior, and competitive dynamics, guiding effective marketing decisions.
- Student will learn to integrate professionalism through ethical practices in rural marketing, demonstrating leadership with problem-solving abilities, considering societal responsibilities, environmental sustainability, and fostering a commitment to lifelong learning.

Course Objectives

- To understand the unique characteristics of rural markets and the factors that influence consumer behavior in rural areas.
- To apply segmentation and targeting techniques to design marketing strategies that resonate with the cultural and socio-economic diversity of rural consumers.
- To analyze the distribution challenges and opportunities in rural markets, considering factors such as infrastructure, logistics, and accessibility.
- To synthesize innovative promotional methods and communication strategies that effectively engage rural consumers and build brand loyalty.
- To evaluate the impact of sustainable and socially responsible marketing practices in rural areas, assessing both business outcomes and community development.

Detailed Syllabus

Module/ Unit	Course Module / Contents		Hours	Marks Weightage
1	Rural Marketing Overview		10	25%
	1.1	Principles of Marketing as Relevant to Rural Marketing, Evolution of Rural Marketing, Rural Marketing Mix.		
	1.2	Profiles of Urban & Rural Customers and Differences in their Characteristics.		
	1.3	Rural Consumer Behavior. Agricultural Marketing: Marketing of Agricultural Produce.		
	1.4	Agricultural Inputs. Contract farming.		
2	Rural Environment		10	25%
	2.1	Rural Market Strategies with special reference to Segmentation, Targeting and Positioning, and Innovation for Rural Market.		
	2.2	Products and Services in the Rural Markets, Channels of Distribution.		
	2.3	Rural Trade Management, Rural Retailing		
3	Rural Communication		10	25%
	3.1	Advertising and Sales Promotion Strategies Suitable for Rural Market Environment		
	3.2	New Product Launch Techniques for Rural Markets		
	3.3	Pricing in Rural Markets		
	Rural Market Research			

4	4.1	Market Research and Market Information System for Rural Markets	05	15%
	4.2	Marketing Strategies, Policy, Sales Management Practices, Training, Motivation. Sales Quota Strategies.		
5	Social Marketing		04	10%
	5.1	Corporate Social Responsibility in Rural Markets. The Future of Rural Marketing in India.		
	5.2	Role of Govt. In Rural & Agricultural Marketing. Case Studies: ITC eChaupal, HUL Project Shakti, Sagar, DCM Haryali.		
Total			39	

Recommended Books:

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

MBA Semester – IV

Course Code	Course Name	Credits
MMS4308	INTEGRATED MARKETING COMMUNICATION	3

Contact Hours			Credits Assigned			
Theory	Practical	Tutorial	Theory	Practical	Tutorial	Total
03	-	-	03	-	-	03

	Theory					Term Work / Practical/Oral			Total
Internal Assessment				End Sem Exam	Duration Of End Sem Exam	Term Work	Pract.	Oral	
Test	Continuous Evaluation	Attendance	Total Internal						
15	10	05	30	70	3 Hours	-	-	-	100

Course Outcome

- Student will learn to develop a solid foundation of knowledge and soft skills to understand the principles and practices of integrated marketing communication in diverse contexts.
- Students will learn to apply planning and decision-making skills to design comprehensive and cohesive marketing communication strategies that effectively convey messages across various channels.
- Students will learn to convey integrated marketing messages to diverse target audiences through different mediums while maintaining consistency and clarity.
- Students will learn to cultivate applied research aptitude by utilizing research methodologies to analyze market trends, consumer preferences, and media effectiveness for optimizing integrated communication strategies.
- By the end of the course student will learn, integrate professionalism through ethical practices in integrated marketing communication, demonstrating leadership with problem-solving abilities, considering societal responsibilities, environmental sustainability, and fostering a commitment to lifelong learning.

Course Objectives

- To understand the concept of integrated marketing communication (IMC) and its significance in creating consistent and unified brand messages.
- To apply IMC principles to develop a comprehensive communication plan that integrates various promotional tools and channels.
- To analyze the target audience, message strategies, and channel selection process for effective IMC campaigns.
- To synthesize creative content and visual elements to design compelling advertisements and promotional materials that align with the brand's messaging.
- To evaluate the effectiveness of IMC campaigns by measuring key performance indicators, assessing the impact on brand awareness, customer engagement, and sales conversion.

Detailed Syllabus

Module/ Unit	Course Module / Contents		Hours	Marks Weightage
1	Introduction to Integrated Marketing Communication		10	25%
	1.1	Evolution of IMC, Role of IMC in creating brand identity, brand equity, and customer franchise, Communication Process.		
	1.2	Promotional Mix: Tools for IMC, The IMC Planning Process, Global IMC. The Value of IMC Plans.		
	1.3	Information technology, changes in channel power, increase in competition, and brand parity.		
	1.4	Integration of information, decline in the effectiveness of mass-media advertising.		
2	Advertising Basics & Its Environment		10	25%
	2.1	Definition, History, Roles and Functions of Advertising, Types of Advertising, Steps in Development of Advertisement.		
	2.2	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.		
	2.3	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.		
3	Media Planning and Strategies		10	25%
	3.1	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.		
	3.2	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.		
	3.3	Broadcast and Internet Media: Meaning of Broadcast Media, Radio as Medium, Television as Medium, Internet Advertising, Email Advertising		
4	Sales Promotion		05	15%
	4.1	Scope and Role of Sales Promotion, Growth of Sales Promotion, Consumer Oriented Sales Promotion, Techniques in Sales Promotion.		
	4.2	Trade Oriented Sales Promotion, Coordinating sales promotion and advertising; Sales promotion abuse; Personal selling.		
5	Public Relations, Publicity, and Corporate Advertising		04	10%
	5.1	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.		
	5.2	Sponsorship and Event marketing; Role of internet in Public Relations, Publicity, Advantages and Disadvantages of Publicity.		
Total			39	

Recommended Books:

- 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
- Jethwaney, Jaishree and Jain, Shruti (2012), Advertising Management, Oxford University Press

- O'Guinn Thomas, Allen, Scheinbaum Angeline Close, Semenik 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 & Ouwersloot Hans (2008), Integrated Marketing Communication, McGraw-Hill
- Jain Shridha (2008), Integrated Marketing Communication: Trends and Innovations, Global India Publications
- Schultz, Don and Schultz, Heidi (2004), IMC, The Next Generation, McGraw Hill.

MBA Semester – IV

Course Code	Course Name	Credits
MMS4452	PRINCIPLES OF RETAILING	3

Contact Hours			Credits Assigned			
Theory	Practical	Tutorial	Theory	Practical	Tutorial	Total
03	-	-	03	-	-	03

	Theory					Term Work / Practical/Oral			Total
Internal Assessment				End Sem Exam	Duration Of End Sem Exam	Term Work	Pract.	Oral	
Test	Continuous Evaluation	Attendance	Total Internal						
15	10	05	30	70	3 Hours	-	-	-	100

Course Outcome

- To understand the fundamental concepts and components of retailing, including the retail mix, formats, and key retailing functions.
- To apply retail management principles to design effective store layouts and merchandise displays that enhance customer experience and drive sales.
- To analyze consumer behavior in retail settings, examining factors that influence purchasing decisions and the impact of market trends on retail strategies.
- To synthesize marketing strategies that align with retail objectives, incorporating pricing, promotional, and inventory management tactics for sustained profitability.
- To evaluate the importance of customer service, technology integration, and omnichannel approaches in modern retailing, assessing their contribution to customer satisfaction and loyalty.

Course Objectives

- Students will learn to develop a comprehensive understanding of knowledge and soft skills related to the fundamental principles and concepts of retailing.
- Student will learn to Apply planning and decision-making skills to design effective retail strategies that align with consumer preferences and market trends.
- By the end of this course students will learn communication skills to convey retail concepts, strategies, and offerings to diverse stakeholders through various communication channels.
- Student will learn to Cultivate applied research aptitude by employing research methodologies to analyze retail market dynamics, consumer behavior, and competitive landscapes.
- Student will learn Integrate professionalism through ethical practices in retail management, demonstrating leadership with problem-solving abilities, considering societal responsibilities, environmental sustainability, and fostering a commitment to lifelong learning.

Detailed Syllabus

Module/ Unit	Course Module / Contents		Hours	Marks Weightage
1	RETAILING		10	25%
	1.1	Concept, definition, and functions. Evolution of retailing. Global retailing scenario, growth of retailing in India. Organized retailing in India: key drivers for growth and prospects.		
	1.2	Retail formats and their characteristics: Store Formats-Supermarket, Department store, Hypermarket.		
	1.3	The Mall, Discount store, Category Killers, Kiosks, Convenience stores, and Specialty stores.		
	1.4	Non-store formats- E-retailing, direct selling, Television Home shopping, Vending Machine retailing.		
2	STORE LOCATION PLANNING		10	25%
	2.1	Levels of location decisions, city selection, location options-High-street location, free-standing location.		
	2.2	Shopping center/mall location, site selection, factors affecting city, location, and site location decisions. Store design and Layout.		
	2.3	Exterior design components and their significance, Interior atmospherics, store layout and space planning, and visual merchandising.		

3	MERCHANDISING MANAGEMENT		10	25%
	3.1	Descriptors/Topics Deciding the merchandise mix- variety, assortment, branding, quality, price points, factors affecting merchandise mix- budget constraint.		
	3.2	Space limitation, product turnover rates, stock replenishment, economic order quantity, Vendor identification, selection criterion, and negotiating with vendors.		
	3.3	Category management and category captainship, international sourcing		
4	RETAIL PRICING & COMMUNICATION		05	15%
	4.1	Factors affecting pricing, developing a retail price strategy- retail objectives, deciding a pricing policy, price adjustments.		
	4.2	Retail communication: the concept of the retail image, classification of the elements of retail communication mix, retail advertising- types, media decisions, retail sales promotion tools, personal selling, publicity, and word of mouth.		
5	RETAIL INFORMATION SYSTEM		04	10%
	5.1	Means of Data warehousing, and mining, Electronic Data interchange (EDI), improved supply chain management, quick Response Delivery system, Universal Product Code (UPC),		
	5.2	Point-of-sale Terminals, Radio Frequency Identification (RFID), and Self-check-out systems. Contemporary issues: FDI in retailing-pros and cons, Impact of organized retailing on small grocery stores.		
Total			39	

Recommended Books:

1. Bajaj, Tuli & Srivastava, Retail Management- Oxford University Publications
2. Ogden & Ogden, Integrated Retail Management- Biztantra Publications
3. Gibson G Vedamani, Retail Management: Functional principles & practices- Jaico Publishing House
4. Swapna Pradhan, Retailing Management, Tata –McGraw Hill Publications.

MBA Semester – IV

Course Code	Course Name	Credits
CSS4451	COMMUNICATION IN CONTEXT	2

Contact Hours			Credits Assigned			
Theory	Practical	Tutorial	Theory	Practical	Tutorial	Total
02	-	-	02	-	-	02

	Theory					Term Work / Practical/Oral			Total
Internal Assessment				End Sem Exam	Duration Of End Sem Exam	Term Work	Pract.	Oral	
Test	Continuous Evaluation	Attendance	Total Internal						
40	55	05	100	-	-	-	-	-	-

Course Outcome

1. Evaluate the significance of context in communicating uncertain beliefs within workplace environments, discerning how contextual factors influence message interpretation and reception.
2. Differentiate between high context and low context communication styles, and analyze their respective characteristics, strengths, and limitations in workplace communication scenarios.
3. Examine the role of culture in shaping high context and low context communication, exploring cultural norms, values, and practices that influence communication dynamics in diverse workplace settings.
4. Apply strategies for navigating communication challenges arising from cultural differences in high context and low context environments, fostering effective cross-cultural communication within the workplace.
5. Critically assess the implications of high context and low context communication for organizational communication strategies, recognizing the importance of adapting communication approaches to diverse cultural contexts within the workplace.

Course Objectives

The course prepares the student to understand the concepts of communication with regards to specific work-place, cultural as well as situational contexts

Detailed Syllabus

Module/ Unit	Course Module / Contents		Hours	Marks Weightage
1	Communication in Work-Place Context		07	30%
	1.1	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		
2	Importance of Culture in Communication		07	30%
	2.1	Principles of effective cross-cultural communication- Characteristics of culture- Social differences- Contextual differences- Nonverbal differences- Ethnocentrism		
3	Understanding various Speech Situations		06	20%
	3.1	Types of Speech Context i.e. Public, Intrapersonal and Interpersonal; Types of Speech Style i.e. intimate, casual, formal.		
4	Communicative Strategies in various speech situations		06	20%
	4.1	Understanding various types of speech act-Types of communicative strategies that can be employed		
Total			26	

Recommended Books:

Text & References:

1. Business Communication, Raman – Prakash, Oxford
2. Business Communication for Managers: An Advanced Approach, Penrose, Thomson
3. Understanding Human Communication, 9/e, Adler R Oxford
4. Business Communication- Sethi, Adhikari, Tata McGraw Hill

Semester – IV

Course Code	Course Name	Credits
BEH4351	PROFESSIONAL EXCELLENCE	1

Contact Hours			Credits Assigned			
Theory	Practical	Tutorial	Theory	Practical	Tutorial	Total
01	-	-	01	-	-	01

	Theory					Term Work / Practical/Oral			Total
Internal Assessment				Report Submission	viva presentation	Term Work	Pract.	Oral	
Activity	Continuous Evaluation	Attendance	Total Internal						
25	10	05	00	30	30	-	-	-	100

Course Outcome

- To explain the fundamental principles and concepts of self-development and interpersonal skills.
- To demonstrate an interactive understanding of self-development through class activities, discussions, and self-assessment tasks.
- To apply basic interpersonal skill principles to improve communication and collaboration in academic and social settings.
- To relate self-development concepts to their academic growth and future career planning.
- To integrate self-development strategies into their personal and professional lives to enhance overall performance and professional excellence.

Course Objectives

Course Objective:

- To understand the individual difference and personality type

- To take students, step by step, through an interactive understanding of the professional world.
- To give the student a basic understanding of these principles that he/she have a better understanding of team and organization behavior.
- To give the student a basic understanding of uncovering the talent.
- To develop an understanding of the team, leadership, and professional growth.

Detailed Syllabus

Module/ Unit	Course Module / Contents		Hours	Marks Weightage
1	Individual, Society and Nation		1.5	15%
	1.1	Individual Differences and Dimensions of Personality		
	1.2	Socialization Process, Relating to the Nation: Values, Culture, Religion		
	1.3	Sense of pride and Patriotism		
	1.4	Managing Diversity		
2	Components of Excellence		1.5	15%
	2.1	Personal Excellence: Identifying long-term choices and goals		
	2.2	Uncovering the talent, strength & style Analyzing choke points in your personal processes by analysis in area of placements, events, seminars,		
	2.3	conference, extracurricular activities, projects etc.		
	2.4	Developing professional power: Goal setting, time management, handling criticism, interruptions and time wasters		
3	Career Planning		1.5	15%
	3.1	Knowing one's Interest and Aptitude		
	3.2	Identifying available Resources		
	3.3	Setting goals to maintain focus:		
	3.4	Developing Positive attributes in personality Self-reliance and Employability skills		
4	Stress Management for Healthy Living		1.5	15%
	4.1	Meaning and Nature of Stress		
	4.2	Stages of stress		
	4.3	Causes and Consequences of stress: Personal, Organizational and Environmental		
	4.4	Personal Styles and strategies of coping		

5		Professional Success	1.5	15%
	5.1	Building independence & interdependence		
	5.3	Reducing resistance to change		
	5.3	Continued reflection (Placements, events, seminars, conferences, projects extracurricular Activities etc.)		
	5.4	Understanding power of professional success		
6	6.1	End-of-Semester Appraisal Viva based on personal journal, Assessment of Behavioral change as a result of training.	2.5	25%
	6.2	Exit Level Rating by Self and Observer		
Total			10	100%

Recommended Books:

- 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.
- Kamalavijayan, D. (2005). Information and Knowledge Management. Macmillan India Ltd. Delhi

Semester - IV

Course Code	Course Name	Credits
MGT4301	SIMULATION-II	2

Contact Hours			Credits Assigned			
Theory	Practical	Tutorial	Theory	Practical	Tutorial	Total
02	-	-	02	-	-	02

	Theory					Term Work / Practical/Oral			Total
Internal Assessment				End Sem Exam	Duration Of End Sem Exam	Term Work	Pract.	Oral	
Test	Active participation	Write-up	Total Internal						
25	-	25	50	-	-	-	-	50	100

Course Outcome

- Demonstrate the ability to make informed, strategic decisions by analyzing real-time data in a simulated business environment, accounting for market trends and organizational objectives.
- Apply critical thinking and data interpretation skills to evaluate business scenarios, identify challenges, and implement effective solutions within the simulation.
- Work collaboratively in management teams, taking on leadership roles and coordinating efforts to achieve common goals in a competitive simulated setting.
- Gain insights into the interconnectedness of business functions—such as marketing, operations, finance, and strategy—by creating and executing cohesive plans within the simulation.
- Learn to adapt strategies dynamically in response to simulated market shifts, fostering innovation and resilience to navigate complex business challenges effectively.

Course Objectives

- To practice real world business decision-making skills as everything happens in a risk-free simulated learning environment.

Detailed Syllabus

‘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 have to 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 atleast 500 words about the learning outcome from the workshop.

Semester - IV

Course Code	Course Name	Credits
MGT4437	DISSERTATION	9

Contact Hours			Credits Assigned			
Theory	Practical	Tutorial	Theory	Practical	Tutorial	Total
09	-	-	09	-	-	09

	Theory					Term Work / Practical/Oral			Total
Internal Assessment				End Sem Exam	Duration Of End Sem Exam	Term Work	Pract.	Viva	
Contents & Layout of the Report	Conceptual Framework	Objectives & Methodology	Implications & Conclusions						
30	10	15	15	-	-	-	-	30	100

Course Outcome

1. **Conduct Independent Research:** Students will be able to design and carry out independent research projects, applying appropriate research methodologies and tools relevant to management studies.
2. **Analyze and Interpret Data Critically:** Students will be able to gather, analyze, and interpret quantitative or qualitative data effectively to derive meaningful insights related to their research questions.
3. **Synthesize Literature and Theoretical Frameworks:** Students will be able to review and integrate relevant literature and theoretical frameworks, demonstrating an understanding of existing knowledge and identifying research gaps.
4. **Develop Evidence-Based Solutions and Recommendations:** Students will be able to generate practical, evidence-based solutions and recommendations for business and management challenges based on research findings.
5. **Communicate Research Findings Professionally:** Students will be able to present their research findings, arguments, and conclusions in a clear, structured, and professional manner, both in written dissertation format and through oral presentations.

Course Objectives

- 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 so as 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 specialisation stream;
- ☐ clearly focused so as 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 in order 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 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 Pandyal 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 analyse 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.

MBA (M&S) Semester - IV

Course Code	Course Name	Credits
MMS4441	Domain Electives-Sales Management in Crisis Situation (NTNC)	-

Contact Hours			Credits Assigned			
Theory	Practical	Tutorial	Theory	Practical	Tutorial	Total
-	-	-	-	-	-	-

	Theory					Term Work / Practical/Oral			Total
Internal Assessment				End Sem Exam	Duration Of End Sem Exam	Term Work	Pract.	Oral	
Test	Continuous Evaluation	Attendance	Total Internal						
15	10	05	30	70	3 Hours	-	-	-	100

Course Outcome

- Define and explain key concepts of sales management, including its meaning, objectives, and relevance in the business environment.
- Analyze the importance of sales research and apply various sales forecasting methods to predict market demand.
- Develop a structured sales plan and control system to align sales efforts with organizational goals.
- Evaluate different types of sales organizational structures and justify the need for sales organizations in diverse business contexts.
- Design an effective sales organization structure tailored to specific business requirements using theoretical and practical insights.

Course Objectives

The objective of crisis management is to eliminate the potential harm and allow the organization to resume execution of its strategy. Better sales management in crisis allows no time for long, complicated decision-making processes. The students will learn the ways to deal with the sales crisis in the organization.

Detailed Syllabus			
Module/ Unit	Course Module / Contents	Hours	Marks Weightage
1	Module 1 Sales Management and Research Sales Management: Definition and meaning, Objectives. Sales Research, Sales Forecasting, Sales Forecasting methods. Sales Planning and control, Sales Organization, Need for Sales Organizations, their structure.	04	35%
2	Module 2 Sales Managers and Performance Sales Managers Functions and responsibilities, Specific Characteristics of a successful salesman, Recruiting, Selection and Training of Sales force, Sales Training, motivating the Sales Team. Motivation Programs - Sales Meetings, Sales Contests, Sales Compensation, (Monetary compensation, incentive programs as motivators, non-monetary compensation – fine tuning of compensation package, Supervising, Evaluating Sales Force Performance and Controlling, Personal Selling Basics, role of relationship marketing in personal selling, tools for personal selling, Value added selling.	04	40%
3	Module 3 Technology and Sales Management Role of technology in Sales Management in crisis. Ways to deal with the sales crisis in the organization.	04	25%
Total		12	

MBA (M&S) Semester - IV

Course Code	Course Name	Credits
MMS4442	Domain Electives II - Omni Channel Strategies	-

Contact Hours			Credits Assigned			
Theory	Practical	Tutorial	Theory	Practical	Tutorial	Total
-	-	-	-	-	-	-

	Theory					Term Work / Practical/Oral			Total
Internal Assessment				End Sem Exam	Duration Of End Sem Exam	Term Work	Pract.	Oral	
Test	Continuous Evaluation	Attendance	Total Internal						
15	10	05	30	70	3 Hours	-	-	-	100

Course Outcome

- Define and explain the significance of physical distribution and identify the major participants in the distribution process.
- Differentiate between various marketing channel structures and explain their respective functions and roles in value delivery.
- Evaluate wholesaling functions, types, and trends, and make informed wholesaler marketing decisions.
- Apply channel management principles to select appropriate channel members and assess their performance effectively.
- Design and recommend effective omni-channel marketing strategies and propose methods to resolve channel conflicts for efficient distribution management.

Course Objectives

- Explain the concept, definition, and importance of physical distribution and identify the key participants involved in the distribution process.
- Describe the various forms and functions of marketing channels and understand the structure of integrated marketing systems such as horizontal, vertical, and multi-channel systems.

- Examine the role, types, and functions of wholesalers and evaluate the factors influencing wholesaling and wholesaler marketing decisions.
- Analyze the principles and process of channel management, including selection criteria, performance appraisal, and conflict management.
- Explore the development of omni-channel strategies and their application in enhancing customer experience and organizational competitiveness.

Detailed Syllabus

Module/ Unit	Course Module / Contents		Hours	Marks Weightage
1	Distribution and Multi-Channel Marketing Systems		04	30%
	1.1	Definition, Importance – participants in physical distribution process. Different forms of channels, Functions of Marketing Channels. Integrated Marketing Channels – Horizontal, Vertical, Multi-channel marketing Systems.		
2	Wholesaling and Marketing Decisions		04	35%
	2.1	Wholesaling – Importance & Types - Functions of Wholesaler. Wholesaler Marketing Decisions – Trends in Wholesaling.		
3	Channel Management and Omni Channel Strategies		04	35%
	3.1	Channel Management - Channel Selection Process & criteria. Performance appraisal of Channel Members. Omni channel strategies, Channel Conflicts & Techniques to resolve channel conflicts.		
Total			12	100



CERTIFICATE

It is hereby certified that the enclosed detailed syllabus has been presented before the Board of Studies of Amity Business School, Amity University, Maharashtra, Mumbai on 7th February, Friday 2023. It is recommended for the approval by the Academic Council, Amity University, Maharashtra, Mumbai.

A handwritten signature in blue ink, appearing to read 'Bhawna', written in a cursive style.

Prof.(Dr.) Bhawna Sharma Padroo

Officiating-HOI,

Amity Business School

Amity University, Maharashtra, Mumbai.