

# **VIDYASAGAR UNIVERSITY**



**Curriculum for 3-Year B Com (Honours)**  
**in**

**Marketing Management**

**Under Choice Based Credit System (CBCS)**  
**w.e.f 2018-2019**

**VIDYASAGAR UNIVERSITY**  
**B Com (Honours) in Marketing Management**  
**[Choice Based Credit System]**

<b>Year</b>	<b>Semester</b>	<b>Course Type</b>	<b>Course Code</b>	<b>Course Title</b>	<b>Credit</b>	<b>L-T-P</b>	<b>Marks</b>		
							<b>CA</b>	<b>ESE</b>	<b>TOTAL</b>
<b>Semester-I</b>									
1	I	Core-1		<b>C1T: Principles of Management &amp; Application</b>	6	5-1-0	15	60	75
		Core-2		<b>C2T: Computer Application in Business</b>	6	4-0-0	15	60	75
				Practical		0-0-4			
		GE-1		<b>GE1T:Business Ethics and Corporate Social Responsibility</b>	6	5-1-0	15	60	75
	AECC-1			English/MIL	2	1-1-0	10	40	50
<b>Semester -I: total</b>					<b>20</b>				<b>275</b>
<b>Semester-II</b>									
	II	Core-3		<b>C3T: Principles of Marketing</b>	6	5-1-0	15	60	75
		Core-4		<b>C4T: Business Accounting</b>	6	4-0-0	15	60	75
				Practical		0-0-4			
		GE-2		<b>GE2: Productions and Operations Management</b>	6	5-1-0	15	60	75
	AECC-2			ENVS	4		20	80	100
<b>Semester-II : total</b>					<b>22</b>				<b>325</b>

Year	Semester	Course Type	Course Code	Course Title	Credit	L-T-P	Marks		
							CA	ESE	TOTAL
<b>Semester-III</b>									
2	III	Core-5		<b>C5T:</b> Managerial Economics	6	5-1-0	15	60	75
		Core-6		<b>C6T:</b> Management Accounting	6	5-1-0	15	60	75
		Core-7		<b>C7T:</b> Human Resource Management	6	5-1-0	15	60	75
		GE-3		<b>GE-3T:</b> Quantitative Techniques for Management <b>GE-3P:</b> Practical <b>Or</b> <b>GE3:</b> Basic Econometrics in Business	6	4/5 2/1	15	60	75
		SEC-1		<b>SEC1:</b> Personality Development & Communication Skills	2	1-1-0	10	40	50
	<b>Semester – III : total</b>				<b>26</b>				<b>350</b>
<b>Semester-IV</b>									
2	IV	Core-8		<b>C8T:</b> Macro Economics	6	5-1-0	15	60	75
		Core-9		<b>C9T:</b> Strategic Management	6	5-1-0	15	60	75
		Core-10		<b>C10T:</b> Financial Management	6	4-0-0	15	60	75
				Practical		0-0-4			
		GE-4		<b>GE4:</b> International Marketing <b>Or</b> <b>GE4 :</b> Application of SPSS in Market Research	6	5-1-0	15	60	75
		SEC-2		<b>SEC2:</b> Entrepreneurship Development	2	1-1-0	10	40	50
<b>Semester – IV : total</b>					<b>26</b>				<b>350</b>

Year	Semester	Course Type	Course Code	Course Title	Credit	L-T-P	Marks		
							CA	ESE	TOTAL
<b>Semester-V</b>									
3	V	Core-11		<b>C11T:</b> Marketing Research	6	5-1-0	15	60	75
		Core-12		<b>C12T:</b> Organizational Behaviour	6	5-1-0	15	60	75
		DSE-1		<b>DSE1A:</b> Consumer Behaviour <b>Or DSE1B:</b> Distribution & Supply Chain Management	6	5-1-0	15	60	75
		DSE-2		<b>DSE2A :</b> Advertising & Sales Promotion Management <b>Or DSE2B:</b> Marketing of Services	6	5-1-0	15	60	75
		<b>Semester -V : total</b>			<b>24</b>				<b>300</b>
<b>Semester-VI</b>									
	VI	Core-13		<b>C13T:</b> Business Policy and Strategy	6	5-1-0	15	60	75
		Core-14		<b>C14T:</b> Legal aspects of Business	6	5-1-0	15	60	75
		DSE-3		<b>DSE3A:</b> Brand Management <b>Or</b> <b>DSE3B:</b> Transnational & Cross Cultural Marketing	6	5-1-0	15	60	75
		DSE-4		<b>DSE4A :</b> Personal Selling & Sales Force Management <b>Or</b> <b>DSE4B:</b> Global Business Environment <b>Or</b> <b>DSE4C:</b> Research Project	6	5-1-0/12	15	60	75
		<b>Semester - VI : total</b>			<b>24</b>				<b>300</b>
<b>Total in all semester:</b>						<b>142</b>			<b>1900</b>

CC = Core Course , AECC = Ability Enhancement Compulsory Course , GE = Generic Elective , SEC = Skill Enhancement Course , DSE = Discipline Specific Elective , CA= Continuous Assessment , ESE= End Semester Examination , CT = Core Theory, CP=Core Practical , L = Lecture, T = Tutorial ,P = Practical , MIL = Modern Indian Language , ENVS = Environmental Studies ,

### *List of Core Course (CC)*

- CC-1: Principles of Management & Application**
- CC-2: Computer Application in Business**
- CC-3: Principles of Marketing**
- CC-4: Business Accounting**
- CC-5: Managerial Economics**
- CC-6: Management Accounting**
- CC-7: Human Resource Management**
- CC-8: Macro Economics**
- CC-9: Strategic Management**
- CC-10: Financial Management**
- CC-11: Marketing Research**
- CC-12: Organizational Behaviour**
- CC-13: Business Policy and Strategy**
- CC-14: Legal aspects of Business**

### *Discipline Specific Electives (DSE)*

- DSE-1A: Consumer Behaviour**
- Or**
- DSE-1B: Distribution & Supply Chain Management**
- DSE-2A: Advertising & Sales Promotion Management**
- Or**
- DSE-2B: Marketing of Services**
- DSE-3A: Brand Management**
- Or**
- DSE- 3B: Transnational & Cross Cultural Marketing**
- DSE-4A: Personal Selling & Sales Force Management**
- Or**
- DSE-4B: Global Business Environment**
- Or**
- DSE-4C: Project Work**

### *Skill Enhancement Course (SEC)*

- SEC-1: Personality Development & Communication Skills**
- SEC-2: Entrepreneurship Development**

### *Generic Elective (GE)*

*[For B Com (Hons) in Marketing Management]*

- GE-1: Business Ethics and Corporate Social Responsibility**
- GE-2: Productions and Operations Management**
- GE-3: Quantitative Techniques for Management**
- Or**
- GE-3: Basic Econometrics in Business**
- GE-4: International Marketing**
- Or**
- GE-4: Application of SPSS in Market Research**

## Core Course (CC)

### **CC-1: Principles of Management & Application**

**Credits 06**

### **C1T: Principles of Management & Application**

#### **Course contents**

##### **Unit 1**

Concept: Need for study; Managerial functions – An overview – Essence of management - Evolution of Management Thought: Classical approach – Taylor, Fayol, Neo classical and Human relations approach – Hawthorne experiments, Behavioural approach, Systems approach-Trends and Challenges of Management in Global Scenario, Emerging issues in management.

##### **Unit II**

Overview of Planning: Types of Plans & The planning process; Decision making: Process, Types and Techniques. Environmental analysis and diagnosis (Internal and external environment) – Definition, Importance and Techniques (SWOT/TOWS);Delegation & Decentralization: Factors affecting the extent of decentralization, Process and Principles of delegation.

##### **Unit III**

Concept- Principles of organizing -Process of organizing – An overview, span of management, different types of authority (line, staff and functional), decentralization, delegation-Formal and informal organization.

##### **Unit IV**

Concept of staffing - Recruitment and Selection; Orientation; Training and Development; Career Development;-Performance Appraisal.-Motivation – Concept, importance, intrinsic and extrinsic motivation; Major motivation theories - Maslow's need hierarchy theory..

##### **Unit V**

Concept of Leadership, importance; Major theories of leadership (Likert's scale theory), Transactional leadership, Transformational leadership, Transforming leadership. Concept of Control, process, limitation, principles of effective control, Major techniques of control - Ratio analysis (ROI), budgetary control, PERT, and CPM.

#### **Suggested Readings:**

- Gilbert: Principles of Management, McGraw Hill.
- Koontz & Heinz Wehrich: Essential of Management, McGraw Hill.
- Robbins, S. P. Decenzo, D.A., Bhattacharya, S. and Agrawal, M.M., *Fundamentals of Management: Essentials, Concepts and Applications*, Pearson Education.
- Singh, B.P. and Singh, A.K., *Essentials of Management*, Excel Books.
- Chhabra, T.N., *Essentials of Management*, Sun India.

- Richard L. Daft: Principles of Management, Cengage Learning India.

**CC-2: Computer Application in Business** **Credits 06**

**C2T: Computer Application in Business** **Credits 04**

#### **Course contents:**

##### **Unit I**

Introduction to word Processing, Use of Templates, Working with word document: Editing text, Find and replace text, Formatting, spell check, Autocorrect, Auto text; Bullets and numbering, Tabs, Paragraph Formatting, Indent, Page Formatting, Header and footer, Tables: Inserting, filling and formatting a table; Inserting Pictures and Video; Mail Merge: including linking with Database.

##### **Unit II**

Spreadsheet concept, creating a workbook, Saving a work book, Editing a workbook, inserting, deleting work sheets, Entering data in a cell, Formula Copying, Moving Data from selected cell, Handling operators in formula, Rearranging worksheet, project involving multiple spreadsheets, Organizing charts and graphs, Printing worksheet.

##### **Unit II**

Basics of presentations: Slides, Fonts, Drawing, Editing; Inserting: Tables, images. Texts, symbols, Media ; Design; Transition; Animation; and slideshow.

##### **Unit III**

Business Data Processing: what is Data Processing, Data storage Hierarchy, Standard method of Organizing Data ( File – Oriented Approach, Database – oriented Approach), File management System ( File types, File organisations, File Utilities), Data base Management System ( Database Models, Main Components of a DBMS, Creating and Using a Database).

##### **Unit IV**

Internet : definition, Brief history, its basic services ( e-mail, file transfer protocol, Telnet, Usenet News, The World Wide Web), Uses of Internet.

**C2P: Computer Application in Business (Practical)** **Credits 02**

1. Microsoft Word: Bio Data, Bullets and Numbering, Header and Footer, Tables: Inserting, filling and formatting a table; Inserting Pictures and Video; Mail Merge.

2. Basics of presentations: Slides, Fonts, Drawing, Editing; Inserting: Tables, images. Texts, symbols, Media; Design; transition; Animation and slide show.

3. Spreadsheet functions: Mathematical, Statistical, Financial, Creating spreadsheet in the area of: Loan and Lease statement; Payroll statements; Graphical representation of data;

### **Suggested Reading:**

- Goel, Computer Fundamentals, Pearson
- ITL-ESL, Introduction to Computer Science, Pearson
- Aksoy, Information Technology in Theory, Cengage

### **CC-3: Principles of Marketing**

**Credits 06**

### **C3T: Principles of Marketing**

#### **Course contents**

##### **Unit I**

Introduction: Nature, Scope and Importance of Marketing, Evolution of Marketing; Core marketing concepts; Company orientation - Production concept, Product concept, Selling concept, Marketing concept, Holistic marketing concept.

##### **Unit-II**

Marketing Environment: Demographic, economic, political, legal, socio cultural, technological environment (Indian context); Portfolio approach – Boston Consultative Group (BCG) matrix

##### **Unit III**

Segmentation, Targeting and Positioning: Levels of Market Segmentation, Basis for Segmenting Consumer Markets, Difference between Segmentation, Targeting and Positioning; VALs framework.

##### **Unit IV**

Product & Pricing Decisions: Concept of Product Life Cycle (PLC), PLC marketing strategies, Product Classification, Product Line Decision, Product Mix Decision, Branding Decisions, Packaging & Labelling, New Product Development. Pricing Decisions: Determinants of Price, Pricing Methods and its significance.

##### **Unit V**

Promotion Mix: Factors determining promotion mix, Promotional Tools – basics of Advertisement, Sales Promotion, Public Relations & Publicity and Personal Selling; Place (Marketing Channels): Channel functions, Channel Levels, Types of Intermediaries: Types of Retailers, Types of Wholesalers. Marketing of Services - Unique Characteristics of Services, Marketing strategies for services – 7Ps.

### **Suggested Readings:**

- Kotler, P. & Keller, K. L.: Marketing Management, Pearson.

- Kotler, P., Armstrong, G., Agnihotri, P. Y., & Ul Haq, E.: Principles of Marketing: A South Asian Perspective, Pearson.
- Ramaswamy, V.S. & Namakumari, S.: Marketing Management: Global Perspective-Indian Context, Macmillan Publishers India Limited.
- Zikmund, W.G. & D' Amico, M.: Marketing, Ohio: South-Western College Publishing.

**CC-4: Business Accounting** **Credits 06**

**C4T: Business Accounting** **Credits 04**

### **Course contents**

#### **Unit I**

Introduction to Financial Accounting. Accounting as an Information System. Importance, Scope and Limitations. Users of Accounting Information. Generally Accepted Accounting Principles. The Accounting Equation. Nature of Accounts and Rules of Debit and Credit. Recording Transactions in General Journal. Recording Transactions in three column Cash Book. An overview of Subsidiary books – Purchase Book, Purchase Returns Book, Sales Book, and Sales Returns Book. Opening and Closing Entries. Preparation of Ledger Accounts.

#### **Unit II**

Introduction to International Financial Reporting Standards (IFRS). Understanding Accounting Standards issued by the ICAI related to Disclosure of Accounting Policies, Depreciation Accounting, and Revenue Recognition. Methods of charging Depreciation – Straight-line Method, and Written-down-value Method. Preparation of Trial Balance. Adjustment Entries. Post-adjusted Trial Balance.

#### **Unit III**

Preparation of Financial Statements: Preparing Trading Account, Profit & Loss Account and Balance Sheet for a Sole Proprietor. Understanding contents of Financial Statements of a Joint Stock Company as per Companies Act 2013.

#### **Unit IV**

Analyzing Financial Statements: Objectives of Financial Statement Analysis; Sources of Information; Standards of Comparison; Techniques of Financial Statement Analysis - Horizontal Analysis, Vertical Analysis, and Ratio Analysis.

#### **Unit V**

Meaning and Usefulness of Financial Ratios; Analysis of Financial Ratios from the perspective of different Stakeholders like Investors, Lenders, and Short-term Creditors; Profitability Ratios, Solvency Ratios, Liquidity Ratios, and Turnover Ratios; Limitations of Ratio Analysis.

**C4P: Business Accounting (Practical)****Credits 02**

1. Computerised Accounting Systems: Computerized Accounts by using **Tally** accounting software: Creating a Company; Configure and Features settings; Creating Accounting Ledgers and Groups; Creating Stock Items and Groups; Vouchers Entry; Generating Reports - Cash Book, Ledger Accounts, Trial Balance, Profit and Loss Account, Balance Sheet, Funds Flow Statement, Cash Flow Statement Selecting and shutting a Company; Backup and Restore data of a Company.
2. Computerised Accounting Systems : Computerized Accounts by using **FACT** accounting software: Creating a company; Creating Accounting Ledgers and Groups; Vouchers Entry; Generating Reports – Cash Book, Ledger Accounts, Trial Balance, Profit and Loss Account, Balance Sheet.

**Suggested Readings:**

- S.N. Maheshwari, Suneel K. Maheshwari, and Sharad K. Maheshwari: An Introduction to Accountancy, Vikas Publishing House Pvt. Ltd.
- R. Narayanaswamy, Financial Accounting: A Managerial Perspective, PHI Learning Pvt. Ltd.
- Charles T. Horngren, Gart L. Sundem, John A. Elliott, and Donna R. Philbrick, Introduction to Financial Accounting, Pearson.
- J.R. Monga, Financial Accounting: Concepts and Applications, Mayur Paperbacks.
- T.P. Ghosh, Financial Accounting for Managers: Taxmann Allied Services Pvt. Ltd.

**CC-5: Managerial Economics****Credits 06****C5T: Managerial Economics****Course contents****Unit I**

Demand, Supply and Market equilibrium: individual demand, market demand, individual supply, market supply, market equilibrium; Elasticities of demand and supply : Price elasticity of demand, income elasticity of demand, cross price elasticity of demand, elasticity of supply.

**Unit II**

Theory of consumer behavior : cardinal utility theory, ordinal utility theory(indifference curves, budget line, consumer choice, price effect, substitution effect, income effect for normal, inferior and giffen goods), revealed preference theory.

**Unit III**

Producer and optimal production choice : optimizing behavior in short run( geometry of product curves, law of diminishing margin productivity, three stages of production), optimizing behavior in long run (isoquants, isocost line, optimal combination of resources) Costs and scale : traditional theory of cost ( short run and long run, geometry of cost curves, envelope curves), modern theory of cost (short run and long run), economies of scale, economies of scope.

## Unit IV

Theory of firm and market organization : perfect competition (basic features, short run equilibrium of firm/industry, long run equilibrium of firm/industry, effect of changes in demand, cost and imposition of taxes) ; monopoly (basic features, short run equilibrium, long run equilibrium, effect of changes in demand, cost and imposition of taxes, comparison with perfect competition, welfare cost of monopoly), price discrimination, multiplant monopoly ; monopolistic competition (basic features, demand and cost, short run equilibrium, long run equilibrium, excess capacity) ; oligopoly (Cournot's model, kinked demand curve model, dominant price leadership model, prisoner's dilemma)

## Unit V

Factor market: demand for a factor by a firm under marginal productivity theory ( perfect competition in the product market, monopoly in the product market), market demand for a factor, supply of labour, market supply of labour, factor market equilibrium.

### Suggested Readings:

- Dominick Salvatore (2009). Principles of Microeconomics (5th ed.) Oxford University Press
- Lipsey and Chrystal. (2008). Economics. ( 11th ed.) Oxford University Press
- Koutsyannis (1979). Modern Micro Economics. Palgrave Macmillan
- Pindyck, Rubinfeld and Mehta. (2009). Micro Economics. (7th ed. ). Pearson.

## CC-6: Management Accounting

Credits 06

## C6T: Management Accounting

### Course contents

#### Unit I

Management Accounting: Definition, Objectives, Scope, Functions, Advantages, Limitations, Techniques and need – Comparison with Financial Accounting and Cost Accounting –Role of Management Accountant.

#### Unit II

(a) **Ratio Analysis:** Meaning, Objectives, Advantages and Limitations – Classification of accounting ratios from different viewpoints – Important accounting ratios used in analysing liquidity, solvency, profitability, managerial efficiency, capital structure – Computation and interpretation of important accounting ratios –

Preparation of financial statements and statements of proprietors' fund from the given ratios.

**(b) Cash Flow Statement:** Concepts of funds. Preparation of cash flow statement as per Indian Accounting Standard (Ind- AS): 7.

### **Unit III**

Budgeting and Budgetary Control: Concept of budget, budgeting and budgetary control, objectives, merits, and limitations, Budget administration, Functional budgets, Fixed and flexible budgets. Zero base budgeting.

### **Unit IV**

Standard Costing and Variance Analysis: Meaning of standard cost and standard costing, advantages, limitations and applications. Variance Analysis – material & labour.

### **Unit V**

Concept of Marginal Costing ,Absorption Costing versus Variable Costing: Distinctive features and income determination. Cost- Volume-Profit Analysis, Profit / Volume ratio.Break-even analysis-algebraic and graphic methods. Angle of incidence, margin of safety, Key factor, Steps in Decision Making Process, Various short term decision making situations – profitable product mix, Make or buy, operate or shut down.

#### **Suggested Reading:**

- Charles T. Horngren, Gary L. Sundem, Dave Burgstahler, Jeff O. Schatzberg. *Introduction to Management Accounting*, Pearson Education.
- Saxena, V.K. and Vashist, C.D., *Advanced Cost and Management Accounting*, Sultan Chand & Sons.
- Bhattacharyya A. K: *Principle and Practice of Cost Accounting*, Prentice Hall
- Khan, M.Y. and Jain, P.K. *Management Accounting*. McGraw Hill Education
- M.N. Arora: A Textbook of Cost and Management Accounting, Vikas Publishing
- House Pvt. Ltd.
- S.N. Maheshwari, and S.N. Mittal, Cost Accounting: Theory and Problems, Shree
- Mahavir Book Depot (Publishers)

### **CC-7: Human Resource Management**

**Credits 06**

### **C7T: Human Resource Management**

#### **Course contents**

#### **Unit I**

Human Resource Management: Concept, Functions, roles, skills & competencies, HRD definition, goals and challenges. The changing environment of HRM – globalization, cultural environment, technological advances, workforce diversity, corporate downsizing, changing skill requirement, HRM support for improvement programs Work life balance, HR role in strategy formulation & gaining competitive advantage. HRM issues in Indian Organisations

#### **Unit II**

Human Resource Planning: Process, Forecasting demand & supply, Skill inventories Human Resource Information System (HRIS) succession planning, Job analysis – Uses, methods, Job description & Job specifications. HR accounting and Human Resource Development (HRD) audit concept. Recruitment, Selection & Orientation: internal & external sources, e- recruitment, selection process, orientation process.

### **Unit III**

Training: Concept, Needs, Systematic approach to training, Methods of training. Management development: Concept & Methods. Performance management system: concept, uses of performance appraisal, performance management methods, factors that distort appraisal, appraisal interview .Career planning: career anchors, career life stages.

### **Unit IV**

Compensation: Steps of determining compensation, job evaluation, components of pay structure, factors influencing compensation levels, wage differentials & incentives, profit sharing, gain sharing, employees' stock option plans. Brief introduction of social security, health, retirement & other benefits.

### **Unit V**

Industrial Relations: Introduction to Industrial Relations, Trade unions role, types, functions, problems, industrial dispute- concept, causes & machinery for settlement of disputes- grievance, concepts, causes & grievance redressal machinery, disciplineconcept, aspect of discipline & disciplinary procedure, Collective bargaining- concept, types, process, problems, essentials of effective collective bargaining .

### **Suggested Readings:**

- De Cenzo, D.A. & Robbins: Fundamentals of Human Resource Management, New York: John Wiley & Sons.
- Dessler, G: Human Resource Management, Pearson.
- Monappa & Saiyaddin: Personnel Management, Tata McGraw Hill.
- Rao, V.S.P.: Human Resource Management- Text and Cases, Excel Books.
- R. Wayne Mondy & Rober M. Noe: Human Resource Management, Pearson.

### **CC-8: Macro Economics**

**Credits 06**

### **C8T: Macro Economics**

#### **Course contents**

##### **Unit I:**

Measurement of macroeconomic variables: National Income Accounts, Gross Domestic Product, National Income, Personal and Personal disposable income; Classical theory of income and employment: Quantity Theory of Money – Cambridge version, Classical

aggregate demand curve, Classical theory of interest rate, effect of fiscal and monetary policy.

### **Unit II:**

Keynesian theory of Income and employment : simple Keynesian model, components of aggregate demand, equilibrium income, changes in equilibrium, multiplier ( investment, Government expenditure, lump sum tax, foreign trade), effect of fiscal and monetary policy, crowding out, composition of output and policy mix, policy mix in action; ISLM model : properties of ISLM curves, factors affecting the position and slope of ISLM curves, determination of equilibrium income and interest rates, effect of monetary and fiscal policy, relative effectiveness of monetary and fiscal policy.

### **Unit III**

Theory of Investment: Determinants-MEC & MEI theory-Investment demand curve

### **Unit IV**

Inflation: Causes of rising and falling inflation, inflation and interest rates, social costs of inflation; Unemployment – natural rate of unemployment, frictional and wait unemployment. Phillips curve-the trade-off between inflation and unemployment.

### **Unit V**

Open economy – flows of goods and capital, saving and investment in a small and a large open economy, exchange rates, Determination of exchange rate-fixed vs. flexible exchange rates.

#### **Suggested Readings:**

- Mankiw, N. Gregory. *Principles of Macroeconomics*. Cengage Learning
- Robert J Gordon, *Macroeconomics*, Pearson Education
- Branson, William H. *Macroeconomic Theory and Policy*. HarperCollins India Pvt. Ltd.
- RudigerDornbusch and Stanley Fischer, *Macroeconomics*. McGraw-Hill Education.
- Oliver J. Blanchard, *Macroeconomics*, Pearson Education
- G. S. Gupta, *Macroeconomics: Theory and Applications*, McGraw-Hill Education
- JaydebSarkhel, *Macro Economics*, Book Syndicate

### **CC-9: Strategic Management**

**Credits 06**

### **C9T: Strategic Management**

#### **Course contents**

### **Unit I**

Nature & importance of business policy & strategy: Introduction to the strategic management process and related concepts; Characteristics of corporate, business &

functional level strategic management decisions. Company's vision and mission: need for a mission statement, criteria for evaluating a mission statement- Goal, Process & Input formulation of the mission statement-Drucker's Performance Area, Bennis's Core Problem; formulation of mission statement.

## **Unit II**

**Environmental Analysis & Diagnosis:** Analysis of company's external environment Environmental impact on organisations policy and strategy, organisations dependence on the environment, analysis of remote environment, analysis of specific environment- Michael E. Porter's 5 Forces model; Internal analysis: Importance of organisation's capabilities, competitive advantage and core competence, Michael E. Porter's Value Chain Analysis.

## **Unit III**

**Formulation of competitive strategies:** Michael E. Porter's generic competitive strategies, implementing competitive strategies- offensive & defensive moves. **Formulating Corporate Strategies:** Introduction to strategies of growth, stability and renewal, Types of growth strategies – concentrated growth, product development, integration, diversification, international expansion (multi domestic approach, franchising, licensing and joint ventures), Types of renewal strategies – retrenchment and turnaround. Strategic fundamentals of merger & acquisitions.

## **Unit IV**

**Strategic Framework:** Strategic analysis & choice, Strategic gap analyses, portfolio analyses – BCG, GE, product market evolution matrix, experience curve, directional policy matrix, life cycle portfolio matrix, grand strategy selection matrix.

## **Unit V**

**Behavioural considerations affecting choice of strategy; Culture and Strategic Leadership:** Implementing & operationalizing strategic choice, Impact of structure, culture & leadership, functional strategies & their link with business level strategies, Balanced Score Card; Introduction to Strategic control & evaluation, Strategic surveillance.

### **Suggested Readings:**

- J.A. Pearce & R.B. Robinson : Strategic Management formulation implementation and control, TMH
- Arthur A. Thompson Jr. & A.J Strickland III : Crafting and executing strategy, TMH
- Gerry Johnson & Kevan Scholes, Exploring corporate strategies, PHI
- Upendra Kachru: Strategic Management, Excel books
- Arthur A. Thompson Jr. and A.J. Strickland: Strategic Management –Concepts and Cases, McGraw-Hill Companies
- Lawrence R. Jauch & William F. Glueck: Business Policy and Strategic Management (Mcgraw Hill Series in Management).

**CC-10: Financial Management** **Credits 06**

**C10T: Financial Management** **Credits 04**

### **Course contents**

#### **Unit I**

Concept of Financial Management: Meaning, core elements, objectives and scope – Role of Finance Manager – Concept of time value of money – Techniques for dealing with time value of money.

#### **Unit II**

Different sources of finance: Long term and short term sources – Cost of Capital: Meaning, relevance and classification – Measurement of specific cost of capital and weighted cost of capital, Capital Structure- Concept, importance and determinants, Theories of Capital Structure (Net Income, Net Operating Income, MM Hypothesis, Traditional Approach), Concepts of DOL, DFL, DTL and Trading on equity.

#### **Unit III**

Capital Budgeting ; Meaning and importance of capital budgeting decisions – Capital budgeting appraisal methods: Payback period method, accounting rate of return method, net present value method, internal rate of return method and profitability index method – Capital rationing.

#### **Unit IV**

Meaning and classification of working capital – Concept and importance of working capital management – Determinants of working capital requirement – Estimating working capital requirement – Strategies of financing current assets.

#### **Unit V**

Meaning, nature and types of dividend, Some dividend policies, Determinants of dividend policy, Dividend theories: Walter's model, Gordon's model, Modigliani and Miller Irrelevance theory.

**C10P: Financial Management (Practical)** **Credits 02**

#### **1. Investment Decisions:**

The Capital Budgeting Process, Cash Flow Estimation, Payback Period Method, Accounting Rate of Return, Net Present Value ( NPV), Net Terminal Value, Internal Rate of Return(IRR),Profitability Index, Capital Budgeting under Risk – Certainty Equivalent Approach and Risk – Adjusted Discount Rate.

#### **2. Financing Decision:**

Cost of Capital and Financing Decision: Sources of long term financing Estimation of components of cost of capital. Methods of Calculating cost of equity capital, Cost of Retained Earnings, Cost of Debt and Cost of Preference Capital, Weighted Average cost of capital (WACC).

### **Suggested Readings:**

- Chandra, P., *Financial Management: Theory and Practice*, TMH.
- Joy, O.M., *Introduction to Financial Management*, Richard D. Irwin, Inc., Homewood, Illinois.
- Khan, M.Y. and Jain, P.K., *Financial Management: Text, Problems and Cases*, Tata McGraw Hill Publishing Co., Ltd. New Delhi.
- Pandey, I.M., *Financial Management*, Vikas Publishing House Pvt. Ltd., New Delhi.
- Sur, D. and Sarkhel, J., *An Introduction to Financial Management*, Book Syndicate
- Parasuraman, *Financial Management: A Step by Step Approach*, Cengage
- Sharan, *Fundamentals of Financial Management*, Pearson
- Van Horne, *Fundamentals of Financial Management*, Pearson
- 9. VanHorne, *Financial Management and Policy*, Pearson

### **CC-11: Marketing Research**

**Credits 06**

#### **C11T: Marketing Research**

##### **Course contents**

##### **Unit I**

Nature and Scope of Marketing Research – Role of Marketing Research in decision making. Applications of Marketing Research – marketing research; The Research process – Steps in the research process; the research proposal; Problem Formulation: Management decision problem Vs. Marketing Research problem.

##### **Unit II**

Research Design: Exploratory, Descriptive, Causal. Secondary Data Research: Advantages & Disadvantages of Secondary Data, Criteria for evaluating secondary sources, secondary sources of data in Indian Context, Syndicated Research (in India)

##### **Unit III**

Primary Data Collection: Survey Vs. Observations. Comparison of self administered, telephone, mail, emails techniques. Qualitative Research Tools: Depth Interviews focus groups and projective techniques;

##### **Unit IV**

**Measurement & Scaling:** Primary scales of Measurement-Nominal, Ordinal, Interval & Ratio. Scaling techniques paired comparison, rank order, constant sum, semantic differential, itemized ratings, Likert Scale; Questionnaire-form & design.

## **Unit V**

**Sampling:** Sampling techniques, determination of sample size; **Data Analysis:** Z test (mean, diff. of mean, diff. of proportion) t test (mean), paired t test, Chi square test, Introduction to theoretical concept of ANOVA, Factor Analysis and Discriminant Analysis.

### **Suggested Readings:**

- Zikmund, Babin & Carr: Business Research Methods, South-Western.
- Cooper & Schindler: Business Research Methods McGraw-Hill Education,
- Churchill: Marketing Research: Methodological Foundations, Cengage Learning.
- Aaker, Kumar, Day - Marketing Research. Wiley.
- Naresh Malhotra – Marketing Research, Pearson.

## **CC-12: Organizational Behaviour**

**Credits 06**

### **C12T: Organizational Behaviour**

#### **Course contents**

##### **Unit I**

Importance of organizational Behaviour. Perception and Attribution: Concept, Nature, Process, Personality Learning: Concept and Theories of Learning, reinforcement,

##### **Unit II**

Motivation: Concepts and their application, Need, Content & Process theories, Contemporary Leadership issues: Charismatic, Transformational Leadership. Emotional Intelligence

##### **Unit III**

Groups and Teams: Definition, Difference between Groups and teams; Stages of Group Development, Group Cohesiveness, Types of teams. Analysis of Interpersonal Relationship: Transactional Analysis, Johari Window

##### **Unit IV**

Organisational Power and Politics: Nature of organisational politics. Conflict: Concept, Sources, Types, Stages of conflict, Management of conflict,

##### **Unit V**

Organisational Change: Concept, Resistance to change, Managing resistance to change, Implementing Change, Kurt Lewin Theory of Change. Managing Stress: Insights from Indian ethos

### **Suggested Readings:**

- Kavita Singh: Organisational Behaviour, Vikas Publication.
- Koontz & Heinz Wehrich: Essential of Management, McGraw Hill.
- Luthans Fred: Organisational Behaviour, Tata McGraw Hill.
- Mc Shane L. Steven, Glinow Mary Ann Von & Sharma Radha R. - Organisational Behaviour; Tata McGraw Hill.
- Newstrom John W.: Organisational Behaviour, Tata McGraw Hill.
- Robbins Stephen P: Organisational Behaviour, Pearson.

### **CC-13: Business Policy & Strategy**

**Credits 06**

### **C13T: Business Policy & Strategy**

#### **Course contents**

##### **Unit I**

Business Policies: Introduction, Overview of Business Policies, Importance of Business Policies, Definitions of Policy, Procedures, Process and Programmes, Types of Policies, Business Policy Statements, Corporate Culture

##### **Unit II**

Business Policy and Decision Making: Introduction, Factors Considered Before Framing Business Policies, Steps Involved in Framing Business Policies, Policy Cycle and its Stages, Implementation of Policy Change, Role of Policies in Strategic Management, Business Policy and Decision Making

##### **Unit III**

Strategies for Multinational Corporations: Introduction, Multinational Corporations (MNCs), Benefits of MNCs, Limitations of MNCs, Business Strategies of MNCs, Techniques Employed by MNCs to Manage Markets, MNC, TNC and Global Companies- Strategic Alliances, Types of Strategic Alliances and Business Decisions

##### **Unit IV**

Environmental Analysis & Diagnosis: Analysis of company's external environment Environmental impact on organisations policy and strategy, Michael E. Porter's 5 Forces model; Internal analysis: Importance of organisation's capabilities, competitive advantage and core competence, Michael E. Porter's Value Chain Analysis.

##### **Unit V**

Strategic Framework: Strategic analysis & choice, Strategic gap analyses, portfolio analyses – BCG, GE, product market evolution matrix, experience curve, directional policy matrix, life cycle portfolio matrix, grand strategy selection matrix; Behavioural considerations affecting choice of strategy;

### **Suggested Readings:**

- J.A. Pearce & R.B. Robinson : Strategic Management formulation implementation and control, TMH
- Arthur A. Thompson Jr. & A.J Strickland III : Crafting and executing strategy, TMH
- Gerry Johnson & Kevan Scholes, Exploring corporate strategies, PHI
- Upendra Kachru: Strategic Management, Excel books

### **CC-14: Legal Aspects of Business**

**Credits 06**

### **C14T: Legal Aspects of Business**

#### **Course contents**

##### **Unit I**

Introduction to Business Law: Introduction, Meaning and Nature of Law, Sources of Indian Law, Legal Environment of Business, Mercantile Law, Some Basic Legal Concepts, Essentials of Law.

##### **Unit II**

The Company's Act 2013: Introduction, Formation of a Company, Memorandum of Association, Articles of Association, Prospectus, Shares, Directors, General Meetings and Proceedings, Auditor, Winding up- The Limited Liability Partnership Act 2008: nature of limited partnership, formation, partners & their relations, extent and limitation of liability.

##### **Unit III**

Law of contract 1872 –Introduction, Objectives, Definition of a Valid Contract, Offer and Acceptance, Capacity to Contract, Consent ,Consideration, Performance of Contracts, Discharge of Contracts, Breach of Contract and Void Agreements, Quasi Contracts, Freedom to Contract – Special contracts: contract of indemnity and guarantee, bailment and pledge, and agency.

##### **Unit IV**

Law of sales of Goods 1930 – Sale of Goods Act 1930: Sale and agreement to sell, implied conditions and warranties, sale by non-owners, rights of unpaid seller, Remedies for breach of contract.

## **Unit V**

Law of Negotiable Instruments 1881 – Negotiable instruments, Promissory notes, Bills of exchange, Cheques, Negotiation, Presentment, Dishonour, Crossing of cheques, Paying banker.

## **Unit VI**

Consumer Protection Act 1986-Introduction, Definitions, Rights of Consumers, Nature and Scope of Complaints, Remedies Available to Consumers.

### **Suggested Readings:**

- M.C.Kucchal: Business Law/Mercantile Law, Vikas Publishing.House (P) Ltd.
- M.C.Kucchal,& Vivek Kucchal: Business Legislation for Management, Vikas Publishing House (P) Ltd.
- Dr. G. K. Kapoor & Sanjay Dhamija: Company Law and Practice-A comprehensive textbook on Companies Act 2013, latest edition, Taxmann.
- Avtar Singh: Principle of Mercantile Law, Eastern Book Company
- Gulshan Kapoor: Business Law, New Age International Pvt Ltd Publishers.
- Maheshwari & Maheshwari: Principle of Mercantile Law, National Publishing Trust
- Rohini Aggarwal: Mercantile & Commercial Law, Taxmann.

### **Discipline Specific Electives (DSE)**

#### **DSE- 1A: Consumer Behaviour**

**Credits 06**

#### **DSE1AT: Consumer Behaviour**

#### **Course contents**

#### **Unit I**

Consumer Behaviour: Nature, scope & application: Importance of consumer behaviour in marketing decisions, characteristics of consumer behaviour, role of consumer research, consumer behaviour- interdisciplinary approach. Introduction to ‘Industrial Buying Behaviour’ Market Segmentation: VALS 2 segmentation profile.

#### **Unit II**

Consumer Needs & Motivation: Characteristics of motivation, arousal of motives, theories of needs & motivation: Maslow’s hierarchy of needs, self-concept & its importance, types of involvement. Personality & Consumer Behaviour: Importance of personality, theories of personality-Freudian theory, Jungian theory, Neo-Freudian theory, Consumer Perception: Concept of absolute threshold limit, differential threshold limit & subliminal perception: Perceptual Process: selection, organisation& interpretation.

Learning & Consumer Involvement: Importance of learning on consumer behaviour, learning theories: classical conditioning, instrumental conditioning, cognitive learning & involvement theory. Consumer Attitudes: Formation of attitudes, functions performed by attitudes, models of attitudes: Tri-component model, multi-attribute model, attitude towards advertisement model: attribution theory.

### **Unit III**

Group Dynamics & consumer reference groups: Different types of reference groups, factors affecting reference group influence, reference group influence on products & brands, application of reference groups. Family & Consumer Behaviour: Consumer socialisation process, consumer roles within a family, purchase influences and role played by children, family life cycle. Social Class & Consumer behaviour: Determinants of social class, measuring & characteristics of social class. Culture & Consumer Behaviour: Characteristics of culture, core values held by society & their influence on consumer behaviour, introduction to sub-cultural & cross-cultural influences. Opinion Leadership Process: Characteristics & needs of opinion leaders & opinion receivers, interpersonal flow of communication.

### **Unit IV**

Diffusion of Innovation: Definition of innovation, product characteristics influencing diffusion, resistance to innovation, adoption process. Consumer Decision making process: Process- problem recognition, pre-purchase search influences, information evaluation, purchase decision (compensatory decision rule, conjunctive decision, rule, Lexicographic rule, affect referral, disjunctive rule), post purchase evaluation; Situational Influences.

### **Unit V**

Models of Consumer Decision making: Nicosia Model, Howard-Sheth Model, Howard-Sheth Family Decision Making Model, Engel, Kollat& Blackwell Model, Sheth Newman Gross Model of Consumer Values.

#### **Suggested Readings:**

- Leon G.Schiffman & Leslie L.Kanuk: Consumer Behaviour, Prentice Hall
- Publication, latest Edition
- Solomon, M.R.: Consumer Behaviour – Buying, Having, and Being,
- Pearson Prentice Hall.
- Blackwell, R.D., Miniard, P.W., & Engel, J. F.: Consumer Behaviour, Cengage Learning.
- Hawkins, D.I., Best, R. J., Coney, K.A., & Mookerjee, A: Consumer Behaviour – Building Marketing Strategy, Tata McGraw Hill.
- Kotler, P. & Keller, K. L.: Marketing Management (Global Edition) Pearson.

**Or**

#### **DSE -1B: Distribution & Supply Chain Management**

**Credits 06**

#### **DSE1BT: Distribution & Supply Chain Management**

## Course contents

### Unit I

The channel system: Rationale for marketing channel structures, Composition of marketing channels, Channel Environment.

### Unit II

Distribution – Basic concept, Transportations, Inventory, Warehousing, Managing logistics.

### Unit III

Concepts and importance of a Supply Chain (SC), Key issues of Supply Chain Management, Competitive and SC strategies, Achieving strategic fit.

### Unit IV

Dynamics of supply chain: Supply Chain Integration, Push-based, Pull-based and Push-Pull based supply chain, Demand Forecasting in a Supply Chain, Managing inventory in SC environment: Transportation in SC environment.

### Unit V

Strategic Alliances, Third party and fourth party logistics, Retailer- Supplier partnerships (RSP), Supplier evaluation and selection, Use of best practices and Information Technology (IT) in Supply Chain Management.

### Suggested Readings:

- Ayers, J. B. (2006). Handbook of supply chain management (2nd ed.). Florida: Auerbach Publication.
- Ballou, R. H., & Srivastava, S. K. (2008). Business logistics/ supply chain management (5th ed.). New Delhi: Pearson Education.
- Chopra, S., & Meindl, P. (2007). Supply chain management: Strategy, planning and operation (3rd ed.). New Delhi: Pearson Education.
- Coyle, J. J., Bardi, L. J., & Langley, C. J. (2008). The management of business logistics (7th ed.). USA: South-Western.
- Dornier, P. P., Ernst, R., Fender, M., & Kouvelis, P. (1998). Global Operations Management and Logistics: Text and Cases. New York: John Wiley & Sons.
- Mentzer, J. T. (2001). Supply chain management. New Delhi: Sage Publications.

## DSE- 2A: Advertising & Sales Promotion Management

Credits 06

### DSE2AT: Advertising & Sales Promotion Management

## Course contents

## **Unit I**

Advertising need & importance: Definition & growth of modern advertising, advertising & the marketing mix, types & classification of advertisement, advertising spiral; Social & economic aspects of advertising; Marketing communication models: AIDA, hierarchy of effect, innovation adoption model, action first model, quick decision model; Planning framework of promotional strategy

## **Unit II**

How advertising works: Exposure, salience, familiarity, low involvement, central route & peripheral route & cognitive learning; Positioning strategies ; Associating feelings with a brand; Developing brand personality ; Creating copy strategies: Rational & emotional approaches, selection of an endorser, creative strategy & style- brand image, execution, USP, common touch & entertainment, message design strategy, format & formulae for presentation of appeals (slice of life, testimonials, etc.), different types of copy; Art & layout of an advertisement: Principles of design, layout stages, difference in designing of television, audio & print advertisement

## **Unit III**

Media planning & scheduling: Introduction to broadcast & non -broadcast media; Budgeting decision rule: percentage of sales method, objective to task method, competitive parity, & all you can afford; Key factors influencing media planning; Media decisions: media class, media vehicle & media option; Scheduling: flighting, pulsing, & continuous

## **Unit IV**

Management of sales promotion: Importance & need for sales promotion, planning for consumer schemes & contests, different types of consumer schemes.

## **Unit V**

Budgeting for the Promotional Program - Implementation - Measurement of the organization's external communications with its environment and control.

### **Suggested Readings:**

- Aaker, Myers & Batra : Advertising Management , Prentice Hall.
- Wells, Moriarity & Burnett : Advertising Principles & practices , Prentice Hall.
- Kleppner's Advertising Procedure: W.Ronald Lane, kane Whitehill king and J. Thomas Russell, Pearson Education.
- George E.Belch& Michael A. Balch : Advertising and Promotion, TMH
- S.H.H Kazmi and SatishK.Batra : Advertising and sales promotion, Excel books
- Cowley. D: Understanding Brands, , Kogan Page Ltd
- Jean Noel Kampferer: Strategic Brand Management, Kapferer Free Press
- David Aaker: Brand Leadership, Simon & Schuster

Or

**DSE-2B: Marketing of Services**

**Credits 06**

**DSE2BT: Marketing of Services**

**Course Contents:**

**Unit I**

The emergence of service economy: contributory factors, consumption pattern analysis, economic transformation unique aspects of services: goods, services, products, managerial challenges

**Unit II**

Marketing mix: concept of value and value drivers, extended framework Service marketing system: production, marketing, human resources, sequential analysis.

**Unit III**

Service system positioning: service delivery process, blueprinting Service buying behaviour; difference in perspective, risk analysis, decision process.

**Unit IV**

Service marketing strategy; segmentation, targeting and positioning, market innovation Competitive differentiation; competitive advantage and value chain analysis

**Unit V**

Service quality; concept, technical and functional quality, Service quality models and measurement Demand and supply imbalances management; challenges and strategies; Service culture; managing by values, recovery and empowerment; Relationship building: relationship marketing, bonding and life time value Service industries: insurance, banking, air transportation, courier, education etc.

**Suggested Readings:**

- Fisk, R. P., Grove, S. J., & John, J.: Interactive services marketing. New York.
- Houghton Mifflin.
- Glynn, W. J., & Barnes, J. G.: Understanding services management - Integrating marketing, organizational behaviour, operations and human resources management,
- Prentice Hall.
- Gronroos, C.: Service Management and Marketing - A customer relationship management approach, New York: John Wiley.
- Hoffman, K. D., & John, E. G. B.: Marketing of services: Concepts strategies and cases, Thomson-South Western.
- Shanker, R. (2002). Services Marketing: The Indian perspective, Excel Books.

**DSE-3A: Brand Management****Credits 06****DSE3AT: Brand Management****Course contents****Unit I**

What is a Brand - Brand Development: Extension, Rejuvenation, Re-launch - Product Vs Brands - Why brands matter - Can anything be branded? - Factors shaping a brand over its life cycle - Brand challenges and opportunities.

**Unit II**

Brand Positioning & Brand Building- Brand knowledge - Brand portfolios and market segmentation- Steps of brand building - Identifying and establishing brand positioning, Defining and establishing brand values.

**Unit III**

Brand Leveraging & Brand Performance - Establishing a brand equity management system, measuring sources of brand equity and consumer mindset, Co-branding, celebrity endorsement.

Designing & Sustaining Branding Strategies - Brand hierarchy.

**Unit IV**

Brand Equity: Concept - Sources – Benefits, Choosing Brand Elements to Build Equity, Brand element choice criteria - Brand element options.

**Unit-V**

Measuring Sources of Brand Equity - Qualitative and Quantitative research techniques - Measuring Outcomes of Brand Equity - Comparative methods - Holistic methods.

**Suggested Readings:**

- Clifton, Rita & Simmons, John, *Brands and Branding*, The Economist, Delhi
- Keller, Kevin Lane, *Strategic Brand Management*, Pearson Education, New Delhi.
- Kumar, S. Ramesh, *Marketing and Branding - The Indian Scenario*, Pearson Education, New Delhi.
- Richard Elliot & Larry Percy, *Strategic Brand Management* Indian Edition.
- Sengupta Subroto, *Brand Positioning: Strategies for competitive advantage*, Tata McGraw Hill, New Delhi.

**Or****DSE- 3B: Transnational & Cross Cultural Marketing****Credits 06****DSE3BT: Transnational & Cross Cultural Marketing****Course contents**

## **Unit I**

Global Marketing, the scope and challenge of international marketing, the Global Manager, importance of Global Markets, development of Global Marketing. Cultural and social forces, definition of culture, cultural values, language and communication. Cultural differences. impact of social and cultural environment on marketing industrial and consumer products.

## **Unit II**

Developing a global vision through marketing research. Scope of international marketing research. Problems: Collecting primary data, Use & non-availability of secondary data. Multicultural research-Research on internet. Estimating market demand, problems in analyzing and interpreting research information. Responsibility for conducting marketing research, communicating with decision makers.

## **Unit III**

Outsourcing Research, developing a Global Information System, Global Product Strategies, Product Design, Packaging and Labeling, Warranty and Service Policies, New Product Development, Global Strategies for Services & Brands, Marketing Services including Social Marketing.

## **Unit IV**

Pricing decisions: Global Pricing Framework, Pricing Basics, Marginal Cost Pricing and its importance, Transfer Pricing, Counter trade, Systems Pricing, Pricing and Positioning, price quotation – preparation of quotations.

## **Unit V**

Promotion Decisions: Promotions – international advertising – sales promotion in international markets – international advertising – direct mailing – personal selling – exhibition – generic promotions in international marketing

### **Suggested Readings:**

- Cateora, Philip R. & Graham, John L.: International Marketing, Tata McGraw Hill.
- Cherunillam, Francis: International Marketing, Himalaya Publishing House
- JJ Shaw & SakOnkvisit: International Marketing- Analysis and Strategies, Prentice Hall India.
- Warren J. Keega: Global Marketing Management, Prentice Hall India

**DSE- 4A: Personal Selling & Sales Force Management**

**Credits 06**

**DSE4AT: Personal Selling & Sales Force Management**

### **Course contents**

## **Unit I**

Introduction to Personal Selling; functions of a sales person, qualities of an effective Sales Person; Personal Selling situations.

## **Unit II**

Theories of Selling: AIDAS, Right Set of circumstances, Buying formula theory.

## **Unit III**

The Selling Process: Preapproach – acquiring product knowledge, acquiring competition and market knowledge, Identifying and qualifying prospects – sources of prospecting, conditions for qualification, Opening a sale – methods of approaching, Sales presentation – presentation strategies and methods, Sales demonstration – planning effective demonstration, use of sales tools,

## **Unit IV**

Handling customer objection – types of objections, determining hidden objections, strategies for handling objections, Closing a sale – trial close, closing techniques, Post sales follow up.

## **Unit V**

Introduction to sales force management: Objectives of Sales management, Role of a sales manager; Managing Sales force – Recruitment, Selection, Training, Compensation and evaluation of sales force; Sales Territory Coverages: Sales Territory Concept, Reasons for establishing sales territories, procedures for selling up sales territories.

### **Suggested Readings:**

- Still, Cundiff & Govani: Sales Management, Prentice Hall of India
- Charles Futrell: Fundamentals of Selling, McGraw Hill

**Or**

**DSE -4B: Global Business Environment**

**Credits 06**

**DSE4BT: Global Business Environment**

### **Course contents**

## **Unit I**

Introduction. Concept of Economic Environment; Nature and scope. Macro variables: Income, Employment, Money Supply, Price Level, Interest rates, Saving and Investment. Movement and Interrelationship between different variables. Trends in Macro variables in India

## **Unit II**

Institutional Framework of Economic Environment: Role of state; State Vs Markets. Fiscal Policy; Concept & Implications. Monetary Policy; Concept & Implications. Commercial Policy; Concept & Implications

## **Unit III**

Structure of Indian Economy: Growth Strategy in plans. Industrial Policy, Public sector & Private sector Monetary Policy. Fiscal Policy. Infrastructure Development. Issues in Indian Economy: Poverty, Unemployment, Regional Dimensions, Productivity & Modernisation, Environment & Sustainable Development, Human Resource Development

## **Unit IV**

Open Economy Management. Balance of payments. Role of Foreign Trade & Policy, Role of Foreign Capital & Policy. Exchange Rate Policy and Exchange Controls. External Debt; International Linkages: Globalisation: Concept, Implications, Policy. Regional Integration: EU, etc.

## **Unit V**

World Trade Organization, World Bank, IMF, etc. Other Emerging Economies: China, Brazil, Russia. Global Orientation of Indian Economy: Growth and evolution of Indian MNC's, Current crises in US/Europe/Asia and its impact on economic growth of India. SAARC, ASEAN and India.

### **Suggested Readings:**

- The Indian Economy; Problems and Prospects. Edited by BimalJalan, Penguin
- V.K.Puri: Indian Economy, Himalya Publishing House

**Or**

### **DSE-4C: Project Work**

**Credit 06**

### **Skill Enhancement Course (SEC)**

#### **SEC-1: Personality Development & Communication Skills**

**Credits 02**

#### **SEC1T: Personality Development & Communication Skills**

### **Course contents**

## **Unit I**

Define personality, perception- personality, Man-personal personality, personality Factors- Factors of association- personality Relationship at homefriends- environment educational factor- Situational Factors- Conditional- Genetic- Compulsory- Spiritual public relation factors.

## Unit-II

Personality Traits – personality person – formation – factors influencing person habits of highly effective people & personality habits – Be proactive – Being with the end in mind - put first things first – Think win – seek first to understand the to be understood – Synergize – Sharpen the saw.

## Unit III

## Five Pillars of Personality Development: Introspection – Self – Assessment – Self – Appraisal – Self Development – Self Introduction

## Unit IV

Effective communication 7 its key aspects, Body language, Assertiveness, Problem-solving, Conflict & Stress management, Decision making skill, Motivation, Positive & Creative Thinking, Intra personal communication, Inter personal Communication and Relationships Leadership Skills ,Team Building and public speaking

## Unit V

Written communication,: Basics of Letter writing, memorandum, notice, email, and report writing. Resume writing.

## **Suggested Reading:**

- Andersen, Richard. Powerful Writing Skills. New York: Barnes & Noble Books
- Lindsell-Roberts, Sheryl. Writing Business Letters for Dummies. Hoboken, N.J.: John Wiley & Sons

## **SEC-2: Entrepreneurship Development**

## Credits 02

## SEC2T: Entrepreneurship Development

## Course contents

## Unit 1

Entrepreneurship - meaning, elements, determinants and importance, role of an entrepreneur in economic growth, Dimensions of entrepreneurship: intrapreneurship, technopreneurship, cultural entrepreneurship, international entrepreneurship, netpreneurship, ecopreneurship and social entrepreneurship.

## **Unit II**

Concept of business groups and role of business houses and family business in India; MSMEs – Concept, Registration, Women Entrepreneurship - Concept, Problems and Prospects of Women Entrepreneurship, Role of women entrepreneurs in India, Self Help Group – Concept, importance.

## **Unit III**

Role of Government and Institutions in Entrepreneurship Development; Public and private system of stimulation, support and sustainability of entrepreneurship, Role of Central Government and State Government in promoting entrepreneurship with various incentives, subsidies, grants etc., institutional support for entrepreneurship development – NEDB, NIESBUD, EDII, MSME-DI, DIC, DO-MSME, SFC, Commercial Banks, Cooperative Banks, Regional Rural Banks. Role of industries/entrepreneur's associations and SHG.

## **Unit IV**

Sources of business ideas and tests of feasibility; Significance of writing the business plan/ project proposal; Contents of business plan/ project proposal; Designing business processes, location, layout, operation, planning & control; preparation of project report (various aspects of the project report such as size of investment, nature of product, market potential may be covered) and conducting feasibility studies.

## **Unit V**

Mobilising resources for start-up. Accommodation and utilities; Preliminary contracts with the vendors, suppliers, bankers, principal customers; Contract management: Basic start-up problems.

### **Suggested Readings:**

- Kuratko and Rao, *Entrepreneurship: A South Asian Perspective*, Cengage Learning.
- Robert Hisrich, Michael Peters, Dean Shepherd, *Entrepreneurship*, McGraw-Hill Education
- Desai, Vasant. *Dynamics of Entrepreneurial Development and Management*, Himalaya
- Dollinger, Mare J. *Entrepreneurship: Strategies and Resources*. Illinois, Irwin.
- Holt, *Entrepreneurship : New Venture Creation*, Pearson
- Plsek, Paul E. *Creativity, Innovation and Quality*. (Eastern Economic Edition), New Delhi:
- Prentice-Hall of India.ISBN-81-203-1690-8.
- Singh, Nagendra P. *Emerging Trends in Entrepreneurship Development*. New Delhi:
- ASEED.
- SS Khanka, *Entrepreneurial Development*, S. Chand & Co, Delhi.

**Generic Elective (GE)**  
**[ For B Com (Hons) in Marketing Management]**

**GE-1: Business Ethics and Corporate Social Responsibility      Credits 06**

**GE1T: Business Ethics and Corporate Social Responsibility**

**Course contents**

**Unit-I**

Definition & nature - Ethical behaviour in business - Causes of unethical behaviour - Ethical abuses - Code of ethics - Profitability and ethics - Contemporary ethical challenges in business.

**Unit-II**

Ethics analysis [Hosmer model]; Steps / considerations in resolving ethical dilemma; Ethics in practice - professional ethics for functional managers; ethics as a strategic response in business; Values and vision in the strategic management process.

**Unit-III**

Qualities of Ethical Leadership: Approaches to Ethical Thinking – teleological - deontological - virtue-based and holistic - ethical dilemma - Dilemma resolution process.

**Unit-IV**

Corporate social responsibility: Meaning, Evolution of corporate social responsibility, common indicators for measuring business social performance, reporting social responsibility measures in annual report.

**Unit-V**

Corporate Social Responsibility- Meaning of CSR, CSR and CR, Strategic planning and Corporate Social Responsibility; Corporate Philanthropy, CSR and Corporate Sustainability, CSR and Business Ethics, CSR and Corporate Governance, Environmental aspect of CSR, CSR Provision under the Companies Act 2013, CSR Committees.

**Suggested Readings:**

- Manuel G Velasquez : Business ethics- concepts and cases Pearson.
- Luthans Hodgetts and Thompson: Social issues in business, Macmillan USA
- A.C. Fernando: Business Ethics Pearson Education.
- Kevin Gibson: Ethics and Business, An Introduction, Cambridge Applied Ethics
- Cambridge University Press
- Bhanumurthy K V: Ethics and Social Responsibility of Business, Pearson Education India.

**GE-2: Productions and Operations Management****Credits 06****GE2T: Productions and Operations Management****Course contents****Unit I**

Introduction to Production & Operations Management: Definition, need, responsibilities, key decisions of OM, goods vs. services. Operations as a key functional area in an organisation.

Operation Strategies-Definition, relevance, strategy formulation process, order qualifying and order winning attribute.

**Unit II**

Maintenance Management: Need of maintenance management, equipment life cycle (Bathtub curve), measures for maintenance performance (MTBF, MTTR and availability).

Lean production: Definition of lean production, lean Demand Pull logic, waste in operations, elements that address elimination of waste, 2 card kanban Production Control system.

**Unit III**

Forecasting-Definition, types, qualitative (grass roots, market research and Delphi method) and quantitative approach (simple moving average method, weighted moving average and single exponential smoothing method), forecast error, Operation scheduling, goals of short term scheduling, job sequencing (FCFS, SPT, EDD, LPT, CR) & Johnson's rule on two machines, Gantt charts.

**Unit IV**

Process Selection: Definition, Characteristics that influence the choice of alternative processes (volume and variety), type of processes- job shop, batch, mass and continuous, product-process design Matrix and Services design matrix, technology issues in process design, flexible manufacturing systems (FMS), computer integrated manufacturing (CIM).

**Unit V**

Layout Decision: Layout planning – Benefits of good layout, importance, different types of layouts (Process, Product, Group technology and Fixed position layout). Assembly line balancing by using LOT rule; Location Decisions & Models: Facility Location – Objective, factors that influence location decision, location evaluation methods- factor rating method.

Capacity Planning: Definition, measures of capacity (input and output), types of planning over time horizon. Decision trees analysis

**Suggested Readings:**

- Mahadevan B, Operations Management Theory & Practice, Pearson Education
- Heizer Jay and Render Barry , Production & Operations Management, Pearson Education
- Chase R B, Aquilano N J , Jacobs F R and Agarwal N, Production & Operations Management Manufacturing and Services, Tata McGraw Hill
- Adam,E.E and Ebert, Production & operations Management, Prentice Hall of India,
- New Delhi
- S.N. Chary, Production & operations management – Tata McGraw Hill, New Delhi
- Buffa E S, &Sarin R K, Modern Production / Operations Management (8th edition)
- John Wiley, 1994

### **GE-3: Quantitative Techniques for Management**

**Credits 06**

#### **GE3T: Quantitative Techniques for Management**

##### **Course contents**

###### **Unit I**

Collection of Data, Classification and Tabulation: Meaning of ‘Statistics’. Variable and Attributes. Primary data and Secondary data. Population and samples. Classification Tabulation.

###### **Unit II**

Measure of Central Tendency. Mathematical averages including arithmetic mean, geometric mean and harmonic mean. Properties and applications. Mode and Median.

Measure of Dispersion: absolute and relative. Range, quartile deviation, mean deviation, standard deviation, and their coefficients, Properties of standard deviation/ variance.

###### **Unit III**

Correlation Analysis: Meaning of Correlation, simple, multiple and partial, linear and non-linear, Scatter diagram, Pearson’s coefficient of correlation; Calculation and properties (proofs not required), Correlation and Probable error, Rank Correlation.

Regression Analysis. Regression equation; Relationship between Correlation and Regression coefficients.

###### **Unit IV**

Meaning and uses of index Numbers, Construction of Index Numbers; Fixed and chain base; Univariate and composite. Aggregative and average of relatives – simple and weighted.

#### **GE3P: Practical**

**Credits 02**

The students will be familiarized with software (Spreadsheet and /or SPSS) and the statistical and other functions contained therein related to formation of frequency distributions and calculation of averages, measures of Dispersion and variation, correlation and regression coefficient.

### **Suggested Readings:**

- Levin, Richard, David S. Rubin, Rastogi, and Siddiqui, *Statistics for Management*, 7th edition, Pearson Education.
- Berenson and Levine. *Basic Business Statistics: Concepts and Applications*. Pearson Education.
- Siegel Andrew F. *Practical Business Statistics*, McGraw Hill.
- Vohra N. D, *Business Statistics*, McGraw Hill.
- Gupta, S.P and Archana Gupta, *Statistical Methods*, Sultan Chand and Sons, New Delhi.
- Anderson Sweeney and William, *Statistics for students of Economics and Business*, Cengage Learning.

**Or**

### **GE-3: Basic Econometrics in Business**

**Credits 06**

### **GE3T: Basic Econometrics in Business**

#### **Course contents**

#### **Unit I**

Introduction to Econometrics; Basics of Probability; Classical Two Variable Linear Regression Model: Types of Data : Time Series, Cross Section and Panel Data. Concept of Population Regression Function (PRF) and Sample Regression Function (SRF). Estimation of the SRF using Ordinary Least Square (OLS).

#### **Unit II**

Analysis of variance and R squared, Adjusted R square. Understanding the residuals/error term. Assumptions of the model. Expectation and standard errors of the regression coefficients and the error term. Gauss Markov Theorem. Confidence intervals and tests on population regression coefficients, variance of population disturbance term, and forecasts.

#### **Unit III**

Multiple Regression Model: The three variable case. Derivation of the coefficients Correlation. Additional assumptions. F and t tests for structural stability, contribution and justification of an explanatory variable.

## **Unit IV**

Dummy variables Intercept dummy variables, slope dummy variables, Interactive dummy variables. Dummies for testing the presence of seasonal trends. Use of dummies in fixed and random effects.

## **Unit V**

Relaxing the Assumptions of the Classical Linear Model: Multicollinearity: Heteroscedasticity: Autocorrelation: Tests for detection. Specification Errors: Omission of a variable, Inclusion of irrelevant variable, tests for detecting errors, errors in explanatory and dependent variable.

### **Suggested Readings:**

- Christopher Dougherty (2007). *Introductory Econometrics* (3rd ed.). Oxford University Press.
- Gujarati, Damodar and Sangeetha (1995). *Basic Econometrics* (4th ed.): McGraw Hill.
- Jack Johnston and John DiNardo, *Econometric Methods*
- Pindyck, Robert S. and Daniel L. Rubinfeld (1997) *Econometric Models and Economic Forecasts*. (3rd ed.). Singapore: McGraw Hill.
- Ramanathan, Ramu (2002). *Introductory Econometrics with Applications* (5th ed.). Thomson South Western

## **GE-4: International Marketing**

**Credits 06**

### **GE4T: International Marketing**

#### **Course contents**

#### **Unit I**

Framework of international marketing .Intra firm& environmental factors, social cultural, economic, political & legal aspects, Difference between domestic marketing, International marketing, Definition & concept.

#### **Unit II**

Policy framework, Indian Trade Policy, Recent trends in Indian foreign trade, Basic steps in starting an export business – An overview of licencing regulations & Procedures.

#### **Unit III**

International Marketing Decisions - Product planning for export manufacturing firms & export houses. Identifying foreign markets, market research overseas. Market entry. Export pricing-International terms, payment terms. Distribution logistics for export, foreign sales agent selection & appointment. Promotion of products/ services abroad overview, merchandising, Trade fairs/exhibition

## **Unit IV**

Institutional infrastructure for export in India, Export Assistance.

## **Unit V**

Introduction to Export documentation and procedures, framework, pre-shipment & post-shipment documents, Role of ITPO in export promotion, quality control & pre-shipment inspection, Labelling/packing, Marking of consignments, Marine/cargo insurance etc.

### **Suggested Readings:**

- Varshney & Bhattacharya: International marketing management, Sultan Chand & Sons
- W.J. Keegan: Multinational Marketing Management, Prentice Hall.
- V. Terpestra & Ravi Saratnag: International marketing, Naper Publishing Group.
- P. Cateora & Graham: International marketing, McGraw Hill.
- Hans Muhlbache: International marketing-A global perspective, Cengage Learning EMEA

**Or**

**GE-4: Application of SPSS in Market Research**

**Credits 06**

**GE4T: Application of SPSS in Market Research**

### **Course contents**

#### **Unit-I**

Introduction - Introduction to SPSS - Data analysis with SPSS: general aspects, workflow, critical issues - SPSS: general description, functions, menus, commands - SPSS file management

#### **Unit-II**

Input and data cleaning - Defining variables - Manual input of data - Automated input of data and file import- Data manipulation - Data Transformation - Syntax files and scripts - Output management

#### **Unit-III**

Descriptive analysis of data - Frequencies - Descriptive - Explore - Crosstabs – Charts

#### **Unit-IV**

Statistical tests - Means - T-test - One-way ANOVA - Non parametric tests - Normality tests

#### **Unit-V**

Correlation and regression - Linear correlation and regression - Multiple regression (linear) - Multivariate analysis - Factor analysis - Cluster analysis

### **Suggested Readings**

- Field A., Discovering Statistics Using SPSS, Fourth Edition, SAGE
- Malhotra & Dash, Marketing Research an applied orientation, Pearson Education