

SYLLABUS

Department of Business Administration
MASTER OF MARKETING MANAGEMENT (MMM)
Two-Year Regular Full-Time Four-Semester Course
2013 - 2015



JAI NARAIN VYAS UNIVERSITY
JODHPUR

IMPORTANT

With a view to bring about greater reliability, validity and objectivity in the examination system and also for closer integration of teaching, learning and evaluation.

- (i) The syllabus has been divided into units. Questions will be set from each unit with provision for internal choice.
- (ii) In order to ensure that the students do not leave out the important portion of the syllabus, examiners shall be free to repeat the questions set in the previous examinations.

[Ref. Resolution No. 21 (c) of Academic Council dated 9-2-84]

The examinees be permitted to use their personal transistorised pocket battery operated calculators in the examinations. The calculator to be used by the candidates in the examinations should not have more than 12 digits, 6 functions and 2 memories and should be noiseless and cordless. A calculator belonging to one candidate shall not be allowed to be used by another candidate. The Superintendent of the centre will have complete discretion to disallow the use of a calculator which does not conform to the above specification.

[Ref. Res. No. 6/90 of Academic Council dated 20th July, 1990]

In Engineering and any other examinations where the use of calculators is already permitted, it shall remain undisturbed.

NOTIFICATION

In compliance of decision of the Hon'ble High Court all students are required to fulfil 75% attendance rule in each subject and there must be 75% attendance of the student before he/she could be permitted to appear in the examination.

REGISTRAR
(Academic)

SYLLABUS

Department of Business Administration

MASTER OF MARKETING MANAGEMENT (MMM)

Two-Year Regular Full-Time Four-Semester Course
2013 - 2015



Faculty of Commerce and Management Studies

**JAI NARAIN VYAS UNIVERSITY
JODHPUR**

MEMBERS OF THE TEACHING STAFF

Professor & Head

Dr. J.K. Sharma M.Com., M.Phil., Ph. D.
FDP (IIM-A)

Professors

Dr. R.C.S. Rajpurohit M.Com., M.Phil., Ph. D.
Dr. Rajan Handa M.Com., Ph. D., MBA

Associate Professor

Dr. M.S. Gupta M.Com., Ph.D.

Assistant Professor

Dr. M.L. Vasita M.Com., Ph.D., PGDLL, MBA

Dr. U.R. Tater M.Com., Ph.D.

Dr. Asha Rathi M.Com., Ph.D.

Dr. Ashish Mathur MBA, Ph.D.

Mr. Manish Vadera MBA

Dr. Ramesh Kumar Chouhan M.Com., Ph.D.

Dr. Ashok Kumar M.Com., M.Phil., Ph.D.

Contents

DEPARTMENT OF BUSINESS ADMINISTRATION	
LIST OF TEACHING STAFF	
GENERAL INFORMATION FOR STUDENTS	1
TEACHING AND EXAMINATION SCHEME	4
COURSES	5

General information for students and Examination Scheme

Objective:

The business scenario is ever changing in terms of practice and knowledge generation and these have a tremendous impact on management education worldwide. The objective of this course is therefore to provide a thorough knowledge and impart relevant skills in the broad areas of Marketing Management.

Eligibility for Admission:

Post graduates or graduates of a recognized University from any discipline having minimum 50% marks in aggregate in either of the degrees are eligible for admission.

Admission Procedure:

Admission will be based strictly on Merit. There will be a Group Discussion (GD) of 25 marks followed by Personal Interview of 25 marks to be conducted by the Head of the Department of Business Administration. Marks obtained in GD and Interview will be added in the per cent marks obtained in post graduate or graduate examination, whichever is advantageous to the candidate, so as to determine the final merit for admission.

Nature of the Program:

The post graduate program of 'Master of Marketing Management' (MMM) will be of two years duration comprising of four semesters. It will be a full-time and Regular Self-financing post graduate program of the University. There shall be separate courses of studies for each semester and there shall be separate examinations for each semester. The courses of studies and examination in relation thereto shall comprise of theory papers, seminar, viva-voce and training report, as indicated in the scheme of examination.

Medium of Instruction:

The language medium of instructions and examination in each course shall be English.

Course Fee:

The course fee for the entire post graduate program shall be Rs 40000/- which will have to be paid by demand draft in two installments of Rs. 20,000/- each at the time of admission in Previous and Final year. Besides, faculty and examination fees will

have to be deposited separately as per University Rules. No refund of fee is admissible

Intake:

The program will have maximum intake of 60 students. This will include reserved seats as per University rules, provided they qualify the eligibility.

Attendance and other Rules:

In order to be eligible to take examination each candidate shall have to fulfill minimum attendance requirement, rules and regulations prescribed by the University from time to time. Candidates shall not be allowed to seek part- time or full-time employment during the tenure of two years of the program.

Minimum Pass Marks:

The minimum pass marks in respect of each examination shall be 40% in individual paper and 50% marks in the aggregate in respect of all the examinations in a relevant semester. Grace marks will be awarded as per University Rules.

Award of Division:

The division shall be awarded to a candidate on the basis of marks of all the examinations in respect of all the semesters on the following basis:

Division:	Percentage of marks:
First with Honors	70 and above
First	60 and above but less than 70
Second	50 and above but less than 60

Deficiency:

If a candidate fails in one or two examinations he or she will be permitted to make up the deficiency. Such candidates will be promoted to the next semester and may be permitted to make up the deficiency at subsequent but regular and scheduled examination only. Subsequent examination will be treated as main examination. Further, a candidate appearing at an examination to make up the deficiency shall have to appear at such an examination based on the course of studies in force at the time, unless the paper itself no longer forms that part of the course of studies. In such eventuality the course of study soon before the deletion shall be deemed to be

MMM. 3

relevant. However, the department shall have no responsibility of organizing and imparting teaching in the paper in which the candidate has got deficiency. Those candidates who appeared at the subsequent examination for clearing the deficiency and passed shall be awarded the actual marks obtained. But, in no case it will be more than 60% of the maximum marks in the concerned paper, irrespective of the marks secured by them at the subsequent examination. However, students are advised to be hardworking and sincere so as to avoid any such deficiency.

Award of the Post graduate Degree:

After the fourth semester examinations are over and the results are declared, the degree of 'Master of Human Resource Management' will be awarded when a candidate passes all the examinations in respect of all the four semesters including those papers for which deficiency, if any, is to be made up.

Structure, Teaching and Examination Scheme:

There shall be six theory papers / courses for written examination plus a seminar/training report and viva-voce of 50 marks each for every semester. Thus, each semester shall be of 400 marks (50 × 8). The written examination for the theory papers shall be of 3 hours duration for each paper. The Examination Question Papers shall contain eight questions of Ten marks each and the candidates shall be required to answer any Five question of them. Also, candidates will be required to submit a written training report in the IV Semester (Course No. 407). For the purpose, they will be required to undergo a four- week summer training to be received in a chosen business organization and the report thereof will be teacher-supervised which will be evaluated by the Head of the Department and the concerned supervisor in each case..Students shall be required to go for such training immediately after the examinations of second Semester are over. Seminar on contemporary issues to be presented by every student in each semester shall be conducted and evaluated by a teacher of the department nominated by Head of the department for the purpose. For conduct of Viva-voce, there shall be two examiners - one internal and one external. Revaluation of Examination Answer books shall be allowed as per University Rules. The details are as follows:

MMM. 4

Semester I

Course No.	Course	Lecture per week	Maximum Marks
101	Management Concepts and Organisational Behavior	6	50
102	Managerial Economics	6	50
103	Business Environment	6	50
104	Principles of Marketing	6	50
105	Strategic Management	6	50
106	Accounting for Managerial Decisions	6	50
107	Seminar on Contemporary Issues	---	50
108	Viva-Voce	---	50
Total		36	400

Semester II

Course No.	Course	Lecture per week	Maximum Marks
201	Consumer Behavior	6	50
202	Computer Applications in Business	6	50
203	Marketing Research	6	50
204	Sales Management	6	50
205	Advertising Management	6	50
206	Legal Aspects of Business	6	50
207	Seminar on Contemporary Issues	---	50
208	Viva-Voce	---	50
Total		36	400

Semester III

Course No.	Course	Lecture per week	Maximum Marks
301	Retail Marketing	6	50
302	Agricultural and Rural Marketing	6	50
303	Marketing of Services	6	50
304	Customer Relationship Management	6	50
305	Product and Brand Management	6	50
306	Logistics Management	6	50
307	Seminar on Contemporary Issues	---	50
308	Viva-Voce	---	50
Total		36	400

Semester IV

Course No.	Course	Lecture per week	Maximum Marks
401	Cross-Cultural Business Management	6	50
402	International Marketing	6	50
403	Direct Marketing	6	50
404	Cyber Marketing	6	50
405	E- Commerce	6	50
406	Industrial Marketing	6	50
407	Training Report	---	50
408	Viva-Voce	---	50
	Total	36	400

101- MANAGEMENT CONCEPTS AND ORGANIZATIONAL BEHAVIOUR**Objective:**

The main purpose of this course is to make student aware about the basic concepts of management and organizational behavior.

Course Contents:

Schools of Management Thought: Scientific, process, human behavior and social system school; Decision theory school; Quantitative and system school; Contingency theory of management; Functions of a manager.

Managerial Functions: Planning -concept, significance, types; Organizing -concept, principles, theories, types of organizations, authority, responsibility, power, delegation, decentralization; Staffing; Directing; Coordinating; Control -nature, process, and techniques.

Organizational Behaviour: Organizational behavior -concept and significance; Relationship between management and organizational behavior; Emergence and ethical perspective; Attitudes; Perception; Learning; Personality; Transactional analysis.

Motivation: Process of motivation; Theories of motivation - need hierarchy theory, theory X and theory Y, two factor theory, Alderfer's ERG theory, McClelland's learned need theory, Victor Vroom's expectancy theory, Stacy Adams equity theory.

Group Dynamics and Team Development: Group dynamics - definition and importance, types of groups, group formation, group development, group composition, group performance factors.

Leadership: Concept; Leadership styles; Theories -trait theory, behavioral theory, Fielder's contingency theory; Harsey and Blanchard's situational theory; Managerial grid; Likert's four systems of leadership.

Organisational Conflict: Dynamics and management; Sources, patterns, levels, and types of conflict; Traditional and modern approaches to conflict; Functional and dysfunctional organizational conflicts; Resolution of conflict.

Suggested Readings:

Griffin, Ricky W: Organizational Behaviour, Houghton Mifflin Co., Boston.

Koontz, Harold, Cyril O'Donnell, and Heinz Weihrich: Essentials of Management, Tata McGraw-Hill, New Delhi.

Luthans, Fred: Organizational Behaviour, McGraw-Hill, New York.

Robbins, Stephen P: Organizational Behavior, Prentice New Delhi.

Sukla, Madhukar: Understanding Organizations: Organization Theory and Practice in India, Prentice Hall, New Delhi.

102- MANAGERIAL ECONOMICS**Objective:**

This course develops managerial perspective to economic fundamentals as aids to decision making under given environmental constraints

Course Contents:

Nature and Scope of Managerial Economics: Objective of a firm; Economic theory and managerial theory; Managerial economist's role and responsibilities; Fundamental economic concepts - incremental principle, opportunity cost principle, discounting principle, equi-marginal principle.

Demand Analysis: Individual and market demand functions; Law of demand, determinants of demand; Elasticity of demand - its meaning and importance; Price elasticity, income elasticity and cross elasticity; Using elasticity in managerial decisions.

Theory of Consumer Choice: Cardinal utility approach, indifference approach, revealed preference and theory of consumer choice under risk; Demand estimation for major consumer durable

and non-durable products; Demand forecasting techniques.

Price Determination under Different Market Conditions: Characteristics of different market structures; Price determination and firm's equilibrium in short-run and long-run under perfect competition, monopolistic competition, oligopoly and monopoly. Methods of price determination in practice; Pricing of multiple products; Price discrimination; International price discrimination and dumping; Transfer pricing.

Business Cycles: Nature and phases of a business cycle; Theories of business cycles psychological, profit, monetary, innovation, cobweb, Samuelson and Hicks theories

Inflation: Definition, characteristics and types; Inflation in terms of demand-pull and cost push factors; Effects of inflation.

Suggested Readings:

Chopra, G.P: Managerial Economics, Tata McGraw Hill, Delhi.

Dean, Joel: Managerial Economics, Prentice Hall, Delhi.

Dholakia, R.H. and A.L. Oza: Micro Economics for Management Students, Oxford University Press, New Delhi.

Petersen, H. Craig and W. Cris Lewis: Managerial Economics, Prentice Hall, Delhi.

Varshney RL and Maheshwari KL: Managerial Economics; Sultan Chand and Sons, New Delhi.

Dwivedi DN: Managerial Economics, Vikas Publishing House, New Delhi.

Adhikary M. Business Economics, Excel Books, New Delhi.

103- BUSINESS ENVIRONMENT

Objective:

This Course acquaints students with the basic aspects of legal and environmental issues in the organization.

Course Contents:

Business and its Environment - Nature, Scope, Characteristics, Objectives. Internal and External and socio cultural Environment of business. Globalization meaning, rationale and challenges. Strategies for going global

Economic Environment and System Characteristics, Factors affecting economic environment. Economic Environment in India. Economic System and its elements. Evaluation of Latest Economic policies in India.

Social Responsibilities of Business Rationale, Significance and Concept of Corporate social Responsibility. Corporate Governance

Business Ethics Meaning, significance, factors influencing ethics, relevance with management.

Government policies regarding Small Sector Enterprises. FEMA, FERA, FDI, EXIM Policy.

Suggested Readings:

Aswathappa, K. Essentials of Business Environment. Himalaya Publishing House,

Mumbai.

Aswathappa, International Business, Tata McGraw Hill publications, New Delhi

Gosh, Biswanath: Economic Environment of Business, South Asia Book, New Delhi.

Keith-Davis & William Frederick: Business and Society. Tata McGraw-Hill, Tokyo.

Mathur, B.L., Dayal, P, P., and Shrivastav, M. Business Environment. Ramesh Book Depot, Jaipur.

104- PRINCIPLES OF MARKETING

Objective:

The objective of this course is to facilitate understanding of the conceptual framework of marketing and its applications in decision making under various environmental constraints

Course Contents:

Introduction: Concept, nature, scope and importance of marketing; Marketing concept and its evolution; Marketing mix; Strategic marketing planning- an overview. Marketing environment -macro and micro components and their impact on marketing decisions; Market segmentation and positioning; Buyer behavior; Consumer versus organizational buyers; Consumer decision-making process.

Product and Pricing Decisions: Concept of a product; Classification of products; Major product decisions; Product line and product mix; Branding; Packaging and labeling; Product Lifecycle -strategic implications; New product development and consumer adoption process. Factors affecting price determination; Pricing policies and strategies; Discounts and rebates.

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

Promotion Decisions: Communication process; Promotion mix - advertising, personal selling, sales promotion, publicity and public relations; Determining advertising budget; Copy designing and its testing; Media selection; Advertising effectiveness; Sales promotion -tools and techniques.

Marketing Research: Meaning and scope of marketing research; Marketing research process.

Marketing Organization and Control: Organizing and controlling marketing operations

Social, ethical and legal aspects of marketing; Marketing of services; International marketing; Green marketing; Cyber marketing; Relationship marketing and other developments in marketing.

Suggested Readings:

Kotler, Philip and Gary Armstrong: Principles of Marketing, Prentice Hall, New Delhi.

Kotler, Philip: Marketing Management-Analysis, Planning, Implementation and Control, Prentice Hall, New Delhi.

Majumdar, Ramanuj: Product Management in India, Prentice Hall, New Delhi.

Ramaswamy, V.S and Namakumari, S: Marketing Management, MacMillan India, New Delhi.

Srinivasan, R: Case Studies in Marketing: The Indian Context, Prentice Hall, New Delhi.

Stanton, William J., and Charles Futrell: Fundamentals of Marketing; McGraw Hill Publishing Co., New York.

105- STRATEGIC MANAGEMENT

Objective:

The objective of this course is to familiarize the conceptual framework of strategic management and its functions.

Course Contents:

Concept of strategy, defining strategy, level at which strategy operates, Approaches to strategic decision making. Mission and purpose, objectives and goals; Strategic business unit (SBU); Functional level strategies.

Environmental Analysis and Diagnosis, Concept or environment and its components, Environment scanning and appraisal. Organizational appraisal; Strategic advantage analysis and diagnosis; SWOT analysis.

Strategy formation and choice of alternatives, Strategies modernization, diversification migrations, Merger, take-over and joint strategies; Turnaround, divestment and liquidation strategies; Process of strategic choice - industry, competitor and SWOT analysis; factors affecting strategic choice; Generic competitive strategies - cost leadership, differentiation, focus, value chain analysis, bench marking.

Functional Strategies, Marketing, production/operation and R&D plans and policies- personnel and financial plans

Strategy implementation, relationship between formulation and implementation, issues in strategy implementation- Resources allocation _ Strategy and Structure: structural considerations, structures for strategies; Organizational design and change - Strategy Evaluation: Overview of strategic evaluation; strategic control; Techniques of strategic evaluation and control.

Suggested Readings:

Budhiraja, S.B. and M.B Athreya: Cases in Strategic Management, Tata McGraw Hill, New Delhi.

Glueck, William F. and Lawrence R. Jauch: Business Policy and Strategic Management, McGraw Hill International Edition.

Michal, E Porter: The Competitive Advantage of Nations, Macmillan, New Delhi.

Mintzberg, Henry and James Brian Quinn: The Strategy Process, Prentice Hall, New Jersey.

106 - ACCOUNTING FOR MANAGERIAL DECISIONS**Objective:**

The objective of this course is to acquaint students with the accounting concepts, tools and techniques for managerial decisions

Course Contents:

Introduction to Accounting: Management accounting as a area of accounting; Objectives, nature, and scope of financial accounting, cost accounting, and management accounting;

Budgeting: Definition of budget; Essentials of budgeting; Types of budgets - functional, master, etc.; Fixed and flexible budget; Budgetary control; Zero-base budgeting; Performance budgeting.

Standard Costing and Variance Analysis: Standard costing as a control technique; Setting of standards and their revision; Variance analysis - meaning and importance, kinds of variances and their uses. Relevance of variance analysis to budgeting and standard costing.

Marginal Costing and Break-even Analysis: Concept of marginal cost; Marginal costing versus direct costing; Cost-volume-profit analysis; Break-even analysis; Assumptions and practical applications of break-even analysis;

Contemporary Issues in Management Accounting: Value chain analysis, Cash flow analysis; Activity based costing; Quality costing; Target and life cycle costing.

Suggested Readings:

Anthony, Robert: Management Accounting, Tarapore-wala, Mumbai.

Garrison, Ray H. and Eric W. Noreen: Management Accounting, Richard D. Irwin, Chicago.

Horngran, CT, Gary L. Sundem .and William O. Stratton: Introduction to Management Accounting, Prentice Hall, Delhi.

Lall, B.M., and I.C Jain: Cost Accounting: Principles and Practice, Prentice Hall, Delhi

Pandey, I.M: Management Accounting, Vani Publication, Delhi.

Ronald W. Hilton and Paul N. Gordon: Budgeting, Profit Planning and Control, Prentice Hall, Delhi.

201- CONSUMER BEHAVIOUR**Objective:**

This course acquaints students to understand the behavior of customer.

Course Contents:

Consumer Behaviour and Marketing Action: An overview - Consumer involvement, decisionmaking processes and purchase behavior and marketing implications -Consumer Behaviour Models

Environmental influences on consumer behavior, Cultural influences - Social class, reference groups and family influences - Opinion leadership and the diffusion of innovations - Marketing implications of the above influences.

The individual consumer and buying behavior and marketing implications - Consumer perceptions, learning, attitudes, motivation and personality - psychographics, values and Lifestyles.

Strategic marketing applications - Market segmentation strategies - Positioning strategies for existing and new products, Re-positioning, perceptual mapping - Marketing communications Source, message and media effects. Store choice and shopping behavior - In-Store, store image and loyalty - Consumerism - Consumer rights and Marketers' responsibilities.

The Borderless Consumer Market and buying behavior - Consumer buying habits and perceptions of emerging non-store choices - Research and applications of consumer responses to direct marketing approaches - Issues of privacy and ethics.

Suggested Readings:

London and Della Bitta: Consumer Behaviour: Concepts and Applications, Tata McGraw Hill.

Henry Assael: Consumer Behavior and Marketing Action, Kent Publishing Co.

Berkman, Gilson: Consumer Behavior: Concepts and Strategies, Kent Publishing Co.

Schiffman and Kanuck: Consumer Behavior, Pearson Education Asia, Th. Edition,

Hawkins, Best & Coney: Consumer Behavior. Tata McGraw Hill, New Delhi.

202- COMPUTER APPLICATIONS IN BUSINESS

Objective:

This course acquaints students with the basic aspects of computers in business.

Course Contents:

Computer Hardware: Computer system as information processing system; Computer system differences - types of computer systems, hardware options - CPU, input devices, output devices, storage devices, communication devices, configuration of hardware devices and their applications. Concepts of LAN, WAN, E-mail; Internet technologies, access devices, concept of a World Wide Web and Internet browsing; Multimedia.

Introduction to Operating Systems: Software needs, operating systems, application software, programming languages; DOS; Windows - window explorer, print manager, control panel, paintbrush, calculator, desk top, my computer, settings, find, run; UNIX. Introduction to Office Tools: Word, Excel, Power point etc.

Introduction to Lotus Smart Suite for Data Sheet Analysis: Structure of spreadsheet and its applications to accounting, finance and marketing functions of business; Creating a dynamic/sensitive worksheet, concept of absolute and relative cell reference; Using various built-in functions- mathematical, statistical, logical and finance functions; Goal seeking and back solver tools, using graphics and formatting of worksheet, sharing data with other desktop applications, strategies of creating error-free worksheet.

Introduction to Accounting Packages: Preparation of vouchers, invoice and salary statements; Maintenance of inventory records; Maintenance of accounting books and final accounts; Financial reports generation. Practical knowledge on Wings Accounting and Wings Trade (Software)

Introduction to Statistical Packages: Usage of statistical packages for analyses in research SPSS

Suggested Readings:

Date, C.J: An Introduction to Database Systems, Addison Wesley, Massachusetts.

Dienes, Sheila S: Microsoft office, Professional for Windows 95; Instant Reference; BPB Publication, Delhi.

Mansfield, Ron: The Compact Guide to Microsoft office; BPB Publication, Delhi.

Norton, Peter: Working with IBM-PC, BPB Publication, Delhi.

O'Brian, J.A: Management Information Systems, Tata McGraw Hill, New Delhi.

Ullman, J.O: Principles of Database Systems, Galgotia Publications, New Delhi.

203- MARKETING RESEARCH

Objective:

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

Course Contents:

Introduction to Marketing Research: Importance, nature and scope of marketing research; Marketing information system and marketing research; Marketing research process and organization.

Problem Identification and Research Design: Problem identification and definition; Developing a research proposal; Determining research type - exploratory, descriptive and conclusive research; Experimental designs.

Data Resources: Secondary data sources and usage; Online data sources; Primary data collection methods - questioning techniques, online - surveys, observation method; Questionnaire preparation.

Aptitude measurement and scaling techniques -elementary introduction to measurement scales.

Sampling Plan: Universe, sample frame and sampling unit; Sampling techniques; Sample size determination.

Data Collection: Organization of field work and survey errors - sampling and nonsampling errors.

Data Analysis: Univariate, bivariate and multivariate data analysis;

Report preparation and presentation.

Market Research Applications: Product research; Advertising research; Sales and market research; International marketing research; Marketing research in India.

Suggested Readings:

Beri, G.C: Marketing Research, Tata McGraw Hill, New Delhi.

Chisnall, Peter M.: The Essence of Marketing Research, Prentice Hall, New Delhi

Churchill, Gilbert A.: Basic Marketing Research, Dryden Press, Boston

Davis, J.J: Advertising Research, Prentice Hall, New Delhi.

Green, Paul E., Donald S.Tull and Gerald Albaum: Research for Marketing Decision, Prentice Hall, New Delhi

Hooda, R.P: Statistics for Business and Economics, Macmillan India, New Delhi

Luck, D.J: Marketing Research, Prentice Hall, New Delhi

204- SALES MANAGEMENT

Objective:

The basic objective of this course is to acquaint students with the fundamentals of personal selling and expose them to other issues relating to management of sales force

Course Contents:

Selling: Concept, objectives and functions of sales management; Buyer-seller dyads; Fundamentals of selling; Selling process; Salesmanship; Product and customer knowledge.

Sales Planning: Importance and types of sales planning; Sales planning process; Sales forecasting; Territory allocation; Sales quotas; Sales budget.

Sales Organization: Setting up a sales organization; planning process; Principles of determining sales organization

Sales Force Management: Estimating manpower requirements for sales department; Planning for manpower - recruitment and selection, training and development, placement and induction; Motivating sales force; Leading the sales force; Compensation and

promotion policies; Sales meetings and contests.

Control Process: Analysis of sales volume, costs, and profitability; managing expenses of sales personnel; evaluating sales force performance.

Ethical issues and relational selling: Basic Fundamentals and Concepts.

Suggested Readings:

Allen,R.Y: Selling Dynamics, Tata McGraw Hill, New Delhi.

Anderson, Hair, Bush: Professional Sales Management, McGraw Hill, Singapore.

Churchill, Walker: Management of sales force, McGraw Hill, Singapore

Gupta, Vaswar Das: Sales Management -the Indian Perspective, Prentice Hall, Delhi

Krik C.A.: Salesmanship, Tarapore wala, Bombay .

Lancaster G: Selling and Sales Management, Macmillan, New Delhi.

Stanton, W.J and R Spiro: Management of Sales Force, McGraw Hill, Singapore.

Still, Richard R., Edward W. Cundiff, and Norman AP. Govoni: Sales Management, Prentice Hall, New Delhi.

205 - ADVERTISING MANAGEMENT

Objective:

This course acquaints students with the theory and practice of advertising.

Course Content:

Introduction to Advertising: Advertising - its nature and importance; Communication process and model; Advertising and communication; Types of advertising; Advertising management process - an overview.

Advertising Objectives and Budget: Determining advertising objectives; Methods of determining advertising budget.

Copy Development and Testing: Determining advertising message and copy - Headlines, body copy, logo, illustration; Creative styles and advertising appeals; Copy testing

Media Planning: Print media, broadcasting media; Non-media advertising; Media. Planning-media selection and scheduling; Media testing.

Organisation and Control of Advertising Effort: Role of advertising agencies; Advertising agency and client relationship; Evaluating advertising effectiveness- pre and post tests.

Suggested Readings:

Aaker, David, et. al.: Advertising Management, Prentice Hall, New Delhi.

Batra, Rajeev, John G. Myers and David A. Aaker: Advertising Management, Prentice Hall, New Delhi.

Davis, J.J: Advertising Research, Prentice Hall, New Delhi

Gunter, Barrie: Media Research Methods, Sage publications, London.

Norris, James S.: Advertising, Prentice Hall, New Delhi.

Sandage C.H. and Fry Burger: Advertising Theory and Practice, Richard D Irwin, Illinois.

Sengupta, Subroto: Brand Positioning, Tata McGraw Hill Co., New Delhi.

Sissors, Jack, z and Lincoln Bimba: Advertising Media Planning, NTC Business Books, Illinois, USA.

206- LEGAL ASPECTS OF BUSINESS

Objective:

The objective of this course is to provide a brief idea about the legal framework of Indian Business Laws.

Course Contents:

Law of Contract (1872): Nature of Contract; Classification; offer and acceptance; capacity of parties to contract; free consent; Consideration; Legality of object; Agreement declared void; Performance of contract; Discharge of contract; Remedies for breach of contract.

Sales of Goods Act (1930): Formation of contracts of sale; Goods and their classification; price; conditions and warranties; Transfer of property in goods; performance of the contract of sales; Unpaid seller and his rights; sale by auction; Hire purchase agreement.

Negotiable Instrument Act (1881): Definition of negotiable instruments; features; promissory note; Bill of exchange & cheque; Holder and holder in the due course; Crossing of a cheque; types of crossing; Negotiation; Dishonor and discharge of negotiable instruments.

The Consumer protection Act (1986): Salient features; Definition of consumer; Grievance redressal machinery.

The Indian Partnership Act (1932): Relation of partner to one another, Registrations of firms, dissolution of firms.

E-Business and Cyber laws.

Suggested Readings:

Desai T.R: Indian Contract Act, Sale of Goods Act and Partnership Act; S.C. Sarkar & Sons Pvt. Ltd., Kolkata

Khergamwala J.S.: The Negotiable Instruments Act; N.M. Tripathi Pvt. Ltd., Mumbai

Singh Avtar: The Principles of Mercantile Law; Eastern Book Company, Lucknow.

kunchal M.C.: Business Law; Vikas Publishing House, New Delhi.

Kapoor N.D.: Business Law; Sultan Chand & Sons, New Delhi.

Chandha P.R.: Business Law; Galgotia, New Delhi.

301- RETAIL MARKETING

Objective:

The basic motive of this course is to understand the retailing concept prevailing in this competitive world

Course Contents:

An overview of retailing - Types of stores - Product retailing vs. Service retailing - Non store retailing Retail strategy - Achieving competitive advantage and positioning Retailing environment - legal, social, economic, technological, issues - Trends in the Indian Retailing Industry.

Retail store location and layout - Country/Region analysis - Trade area analysis - Site evaluation and selection - Store design and layout - Comprehensive store planning - Exterior design and layout - Interior store design and layout - Interior design elements.

Planning merchandise needs and merchandise budgets - Methods for determining inventory evaluation - Assortment planning, buying and vendor relations - Merchandise pricing - Price strategies - Psychological pricing - Mark-up and markdown strategies.

Communicating with the retail customer - Retail promotion mix- Advertising - Sales promotion Publicity - Retail selling process - Retail database.

Globalisation and changing retail formats - Virtual store - E-relating International Retailing Opportunities - Market entry formulas - new customized formats (customized stores, portable stores, merchandise depots, retail theater, service malls, customer-made stores, interactive kiosk 'shopping arcades').

Suggested Readings:

Ron Hasty and James Reardon: RETAIL MANAGEMENT

Rona Ostrow and Sweetman R. Smith: DICTIONARY OF RETAILING.

Lucas, Robert Bush & Larry Gresham: RETAILING (Hononghton Miffin, AIPD, India)

302- AGRICULTURAL AND RURAL MARKETING

Objective:

This course appraises students with the issues in rural and agricultural marketing

Course Contents:

Rural Marketing: Nature, characteristics and the potential of rural markets in India; Sociocultural, economic and other environmental factors affecting rural marketing; Attitudes and behaviour of rural consumers and farmers.

Marketing of Consumer Durable and Non-Durable Goods and Services in Rural Markets: Product planning, pricing, promotion and management of distribution channels for marketing durable and non-durable goods in rural areas; Media planning; Planning and organising personal selling in rural markets.

Agricultural Marketing: Classification of agricultural products with particular reference to seasonality and perishability; Market structure for agricultural product and its performance; Processing

facilities for different agricultural products; Role and types of warehousing. Marketing of Agricultural Inputs: Marketing of fertilizers, pesticides, seeds, tractors and other agricultural implements in rural areas.

Agriculture Price Determination and Commodity Trading: Role of Agricultural Prices Commission; Role of Central and State Governments institutions and organizations in agricultural marketing; Unique features of commodity markets in India.

Problems of Agricultural Marketing in India and Challenges. Co-operative Marketing: Nature, scope and role of co-operative marketing in India.

Suggested Readings:

Annual Reports and Survey Reports: Ministry of Agriculture, Government of India.

Gopaldaswamy, T P: Rural Marketing, Wheeler Publishers, New Delhi.

Mamoria, C . B.: Agriculture Marketing, Himalya Publishing House, Delhi.

Nayyar, Hand P Ramaswamy: Globalisation and Agricultural Marketing, Rawat Publications, Jaipur.

Rajagopal: Organising Rural Business, Sage Publishers, New Delhi.

303- MARKETING OF SERVICES

Objective:

This course acquaints students with the basic issues in services marketing and customer relationship management

Course Contents:

Marketing of Services Introduction, Growth of the Service Sector - The Concept of Service Characteristics of Services-Classification of Services - Designing the Service Blueprinting, Using Technology, Developing Human Resources, Building Service Aspirations.

Strategic Marketing Management for Services - Matching Demand and Supply through Capacity Planning and Segmentation - Internal Marketing of a Service External versus Internal Orientation of Service Strategy.

Marketing Mix in Service Marketing- THE SEVEN Ps - Product Decisions, Pricing Strategies and Tactics, Promotion of Services and Placing or Distribution Methods for Services Additional Dimensions in Services Marketing - People, Physical Evidence and Process

Delivering Quality Services - Causes of Service-Quality Gaps: The Customer Expectations versus Perceived Service Gap, Factors and Techniques to Resolve this Gap Gaps in Service - Quality Standards, Factors and Solutions - The Service Performance Gap Key Factors and Strategies for Closing the Gap _ External Communication to the Customer: the Promise versus Delivery Gap - Developing Appropriate and Effective Communication about Service Quality

Marketing of Services with Special Reference to:

- (a) Financial Services.
- (b) Health Services.
- (c) Hospitality Services including Travel, Hotels and Tourism.
- (d) Professional Services.
- (e) Public Utility Services.
- (f) Communication Services.
- (g) Educational Services.

Suggested Readings:

Valerie Zeithaml & Mary Jo Bitner: Service Marketing, McGraw Hill.

Christopher H. Lovelock: Service Marketing: People, Technology, Strategy, Pearson Education Asia

Zcithaml, Parasuraman & Berry: Delivering Quality Service: The Free Press, Macmillan.

Audrey Gilmore: Services marketing and Management. Response Books, Sage Publications.

304- CUSTOMER RELATIONSHIP MANAGEMENT

Objective:

This course acquaints students to understand the behavior of customer.

Course Contents:

CRM concepts: Acquiring customers, customer loyalty, and optimizing customer relationships. CRM defined: success factors, the three levels of Service/ Sales Profiling, Service Level Agreements (SLAs), creating and managing effective SLAs.

CRM in Marketing: One-to-one Relationship Marketing, Cross Selling & Up Selling, Customer Retention, Behavior Prediction, Customer Profitability & Value Modeling, Channel Optimization, Event-based marketing. CRM and Customer Service: The Call Centre, Call Scripting, Customer Satisfaction Measurement.

Sales Force Automation - Sales Process, Activity, Contact, Lead and Knowledge Management. Field Force Automation.

CRM links in e-Business: E-Commerce and Customer Relationships on the Internet, Enterprise Resource Planning (ERP), Supply Chain Management (SCM), Supplier Relationship Management (SRM), Partner relationship Management (PRM).

Analytical CRM: Managing and sharing customer data - Customer information databases, Ethics and legalities of data use. Data Warehousing and Data Mining concepts. Data analysis: Market Basket Analysis (MBA), Click stream Analysis, Personalization and Collaborative Filtering.

CRM Implementation: Defining success factors, preparing a business plan - requirements, justification, processes. Choosing CRM tools: Defining functionalities, Homegrown versus out-sourced approaches. Managing customer relationships: conflict, complacency, Resetting the CRM strategy. Selling CRM internally: CRM development Team, Scoping and prioritizing, Development and delivery, Measurement.

Suggested Readings:

Stanley A.Brown: Customer Relationship Management, Jhon Wiley & sons, Canada, Ltd.

Paul Greenberg: CRM at the speed of Light: Capturing and keeping

customer in Internet real time.

Jill Dyche: THE CRM HANDBOOK: A Business Guide to Customer Relationship Management, Addison Wesley Information technology Series.

Patrica 13. Ramaswamy, et al:Harvard Business Review on Customer Relationship Management.

305-PRODUCT AND BRAND MANAGEMENT

Objective:

This course aims at acquainting students with the product and brand management strategies.

Course Contents:

Product Planning and Management: Product concepts and levels; Product line and mix decisions; Product life cycle and marketing strategy implications.

New Product Development: Idea generation and screening; Concept development and testing; Business analysis; Product testing; Test marketing and product launching.

Branding Strategies: Importance of branding; Branding terminology; Basic branding concepts - brand awareness, brand personality, brand image, brand identity, brand loyalty, brand equity; Product verses corporate branding.

Major Branding Decisions: Selecting a brand name; Brand extension decision; Family versus individual brand names; Multiple branding; Private versus national branding.

Brand Positioning and Re-Launch: Brand building and communication.

Branding in Specific Sectors: Customer, industrial, retail, service brands, E-branding, Branding for international marketing.

Suggested Readings:

Aaker, David A.: Managing Brand Equity, Free Press, New York.

Chaturvedi, M: New Product Development, Wheeler Publications, New Delhi. Kapferer. J.N: Strategic Brand Management, Kogan Page, New York.

Kuller, K.L: Strategic Brand Management, Prentice Hall, New

Delhi. Majumdar, Ramanuj: Product Management in India, Prentice Hall, New Delhi.

Moise,S: Successful Product Management, Kogan Page, New York.

Moore, W.I: Product Planning Management, McGraw Hill, Boston.

Moorthi, Y.L.R.: Brand Management, Vikas Publication House, New Delhi. Quelch,J.A: Cases in Product Management, Irwin ,London.

Sen Gupta, Subrato: Brand Positioning, Tata McGraw Hill, Delhi.

Urban, Glen L., John R. Hanser and Nikilesh Dholakia: Essentials of New Product Management, Prentice Hall, Englewood Cliff, New York.

306- LOGISTICS MANAGEMENT

Objective:

The objective of this course is to enable students understand the importance and dynamics of a firm's physical distribution functions and management of its supply chain.

Course Contents:

Introduction to Distribution Logistics: Nature, importance and scope of logistic decisions; Systems approach to logistics; Integrated logistics; Total cost concept; Supply chain management - nature, importance and interface with logistics; Concept of customer service.

Transportation and Physical Distribution: Importance and modes of transportation; Selection of transportation modes; Multi-modal transportation; Documentation and carrier liabilities. Inter-state good movement and problems; Transportation management

Inventory Control: Economic order quantity under conditions of certainty and uncertainty; Inventory requirements as function of number of stock locations; Techniques of inventory control

Warehousing: Role and modern concept of warehousing; Private vs. public warehousing; Planning warehousing operations; Site selection, warehouse layout, material handling; Management of receipts and issues; Computers and warehouse management.

Order Processing: Importance to customer service; Model of performance measurement; Packaging and utilization.

Strategic Logistic Plan: Concept, importance, and planning process.

Suggested Readings:

Bowersox and Others: Physical Distribution Management, Tata McGraw Hill, New Delhi

Dobler, DW: Purchasing and Supply Management, Tata McGraw Hill, New Delhi

Glaskowsky NA Business Logistics, Dryden Press, Ohio

Khanna, K.K: Physical Distribution Management, Himalya Publishing House, New Delhi

Lambert D, et al: Strategic Logistics Management, Tata McGraw Hill, New Delhi.

Martin, Christopher and Gordon Wills: Marketing Logistics and Distribution Management

Stern, Louis W., Adel EL-Ansary, Anne T. Coughlan: Marketing Channels, Prentice Hall, New Delhi

401- CROSS-CULTURAL BUSINESS MANAGEMENT**Objective:**

This course gives glimpses to the different culture pertaining in the business society.

Course Contents:

Introduction: Concept of Culture for a Business Context; Brief wrap up of organizational culture & its dimensions; Cultural Background of business stake-holders [managers, employees, share holders, suppliers, customers and others] - An Analytical frame work.

Culture and Global Management: Global Business Scenario and Role of Culture- A Frame work for Analysis; Elements & Processes of Communication across Cultures; Communication Strategy for an Indian MNC and Foreign MNC [with 3 illustrations on each drawing from different geo economic and social contexts] & High Performance Winning Teams and Cultures; Culture Implications for Team Building.

Cross Culture - Negotiation & Decision Making: Process of Negotiation and Needed Skills & Knowledge Base - Over view with two illustrations from multi cultural contexts [India - Europe/ India - US settings, for instance]; International and Global Business Operations- Strategy Formulation & Implementation; Aligning Strategy, Structure & Culture in an organizational Context.

Global Human Resources Management-. Staffing and Training for Global Operations .. Developing a Global Management Cadre .. Motivating and Leading; Developing the values and behaviors necessary to build high-performance organization personnel [individuals and teams included].

Corporate Culture: The Nature of Organizational Cultures Diagnosing the As-Is Condition; Designing the Strategy for a Culture Change Building; Successful Implementation of Culture Change Phase; Measurement of ongoing Improvement.

Suggested Readings:

International Management: Managing Across Borders And Cultures, 4th Ed, "Deresky Helen," Prentice Hall India, ISBN: 81-203-2227-4

The Secret Of A Winning Culture: Building High-Performance Teams, "Esenn Drlarry, Rchildress John," Prentice Hall India, ISBN: 81-203-1713-0

402-INTERNATIONAL MARKETING**Objective:**

The objective of this course is to expose students to the conceptual framework of international marketing management

Course Contents:

Introduction to International Marketing: Nature and significance; Complexities in international marketing; Transition from domestic to transnational marketing; International market orientation - EPRG framework; International market entry strategies.

International Marketing Environment: Internal environment; External environmentgeographical, demographic, economic, socio-cultural, political and legal environment; Impact of environment on international marketing decisions.

Foreign Market Selection: Global market segmentation; Selection of foreign markets; International positioning.

Product, Pricing & Promotion Decisions: Product planning for global markets; Standardisation vs. product adaptation; New product development; Management of international brands; Packaging and labelling; Provision of sales related services. Environmental influences on pricing decisions; International pricing policies and

strategies. Complexities and issues; International advertising, personal selling, sales promotion and public relations.

Distribution Channels and Logistics: Functions and types of channels; Channel selection decisions; Selection of foreign distributors/agents and managing relations with them.

International Marketing Planning, Organising and Control: Issues in international marketing planning; International marketing information system; Organizing and controlling; International marketing operations.

Emerging Issues and developments in international marketing: Ethical and social issues; International marketing of services; Information technology and international marketing; Impact of globalization; WTO.

Suggested Readings:

Czinkota, M.R: International Marketing, Dryden Press, Boston.

Fayerweather John: International Marketing, Prentice Hall, New Delhi.

Jain, S.C: International Marketing, CBS Publications, New Delhi

Keegan, Warren J.: Global Marketing Management, Prentice Hall, New Delhi

Paliwoda, S.J (ED): International Marketing, Reader, Routledge, London

PaJiwoda, Stanley J.: The Essence of International Marketing, Prentice Hall, New Delhi.

403-DIRECT MARKETING

Objective:

This course acquaints students with the need, significance, and operations of direct marketing.

Course Contents:

Direct Marketing: Definition, scope and importance of direct marketing; Changing face of direct marketing; Public response to direct marketing; Consumer attitude and response to direct advertising.

Elements of Direct Marketing: Planning a direct marketing programme; Direct Marketing and developing new business; Guidelines for effective direct marketing - likely pitfalls, rules for success, etc. Marketing Mix for Direct Marketing: Product, price, place and promotion strategies.

Institutional Direct Marketing: Industrial Direct Marketing; Retail direct marketing; Dealer- identified direct marketing.

Direct Marketing Operations: Planning direct marketing campaign; Communication for direct marketing; Media planning; Fulfillment and customer service -receiving and processing orders, inventory and warehousing decisions, and customer service.

Tools and Techniques & Applications of Direct Marketing: Role of information technology in direct marketing; Developing customer databases; Cost analysis and cost control of direct marketing; Evaluating effectiveness of direct marketing. Financial services marketing; Fund raising; Catalog marketing; Customer loyalty programmes.

Suggested Readings:

Edward, Nash: The Direct Marketing Handbook, Tata McGraw Hill, New Delhi.

Gupta, Das: Marketing Mantra: The Real Story of Direct Marketing, Prentice Hall, New Delhi. Roberts, M.L and P.D Berger: Direct Marketing Management, Prentice Hall, New Jersey. Stone, Merlin, Derek Davies and Alison Bond: Direct Hit, Macmillan, New Delhi.

Reader RR, Brierty EG, Reeder BH: Industrial Marketing: Analysis, Planning and Control; Prentice Hall, New Jersey.

404- CYBER MARKETING

Objective:

This course enables students learn the importance and application of electronic media for marketing of goods and services.

Course Contents:

Concept of Cyber Space and Internet: Advantages and challenges in using Internet, types of cyber net; Cyber space community; Concept of world wide web; Future of Internet; Importance of cyber marketing; Marketing planning for cyber marketing.

Design and Layout on the Web: Universal guidelines; Home page, fact page, narratives, forms, pictures links and thumbnail galleries; Budget considerations; Taking orders on the web; Accepting payments.

Media and Marketing Strategies for Internet: Building dialogues and learning relationship with individual customer; Customer focussed strategies and tactics - hits, views, clicks and visits.

Advertising on Internet: Copy writing for interactive media, public relations and promotion on the Internet; Interactive kiosks in the retail environment; Measuring effectiveness of interactive media.

Suggested Readings:

Brady, Regina, Edward Forrest and Richard Mizerski: Cyber Marketing

Janal,D.S: Online Marketing Handbook, Van Nostrand Reinhold, New York.

Reedy, J., S Schullo and K Zimmerman: Electronic Marketing, Dryden Press Orlando.

405 - E- COMMERCE

Objective:

The objective of this course is to enable students gain knowledge about e-commerce and its various components

Course Contents:

Introduction to E-Commerce: Meaning and concept; Electronic commerce versus traditional commerce; Channels of ecommerce; Business applications of e-commerce; Need for e-commerce, e-commerce as an electronic trading system- special features.

Introduction to Internet: URLs, HTTP, HTML etc. E-commerce models; Supply chain management, product and service digitalization, remote servicing, procurement; Online marketing and advertising; E-commerce resources and infrastructure, resources and planning for infrastructure.

Business to Consumer E-Commerce: Cataloguing, order planning and order generation, cost estimation and pricing, order receipt and accounting, order-selection and prioritization, order scheduling, order fulfilling and delivery, order billing and payment management; Post sales services.

Electronic Payment Systems: Special features required in payment systems for ecommerce; Types of e-payment systems; E-cash and currency servers, e-cheques, credit cards, smart cards, electronic purses and debit cards.

Security Issues in E-Commerce: Security risks of e-commerce, exposure of resources, types of threats, sources of threats, security tools and risk-management approach, ecommerce security and a rational security policy for e-commerce; Corporate Digital Library; I.T Act 2000.

Multi-Media and E-Commerce: Concept and role of multimedia; Multi-media technologies; Digital video and digitalization of product and customer communication; Desktop video conferencing and marketing; Broadband networks and related concepts; ISDN, ATM, Cell relay.

Suggested Readings:

Agarwala, K.N., and Deeksha Ararwala: Business on the Net: Bridge to the Online Storefront: Macmillan, New Delhi.

Janal,D.S: On-line Marketing Hand Book, Van Nostrand Reinhold, New York.

Kosivr,David: Understanding Electronic Commerce, Microsoft Press, WaShington.

Minoli and Minol: Web Commerce Technology Handbook, Tata McGraw Hill, New Delhi. Schneider,Gary P: Electronic Commerce, Course Technology, Delhi.

Parag Diwan and Sunil Sharma, E-Commerce - A Managers Guide to E-Business; Excel Books, New Delhi.

406- INDUSTRIAL MARKETING

Objective:

This course familiarizes students with the applications of marketing principles and tools to marketing of industrial products

Course Contents:

Introduction: Concept of industrial marketing and its importance; Comparison of industrial marketing with consumer marketing; Definition of industrial product/service; Characteristics of industrial marketing.

Industrial Goods: Characteristics and classification; Capital and other goods; Firm market, institutional market, and government market.

Demand: Demand and product characteristics; User and their classification (standard industrial classification systems); regional concentration; Vertical and horizontal markets.

Buying power of industrial users; Buying motives of industrial buyers; Industrial market segmentation; Vendor analysis and selection; Buying stages; Buying patterns and length of negotiations; Frequency of purchase and size of order; Direct purchases; Reciprocity arrangements; Leasing vs. buying; Service and quality considerations.

Industrial Marketing Mix Strategy: Product planning and development; Pricing decisions; Promoting of industrial products; Role of personal selling; Channels of distribution for industrial products; Channel strategy and logistics.

Industrial Marketing Research: Need for industrial marketing research; Process; Problems in industrial marketing.

Suggested Readings:

Reader, Robert R., Edward G. Brierty and Betty H. Reeder: Industrial Marketing: Analysis, Planning and Control, Prentice Hall, New Delhi

Richard, M. Hill: Industrial Marketing, Tarapore wala, Bombay

Hill, R.M ., R.S Alexender and J.S Cross: Industrial Marketing, AITBS, New Delhi.

Dodge Robert H: Industrial Marketing, McGraw Hill, New York

Corey, Raymend: Industrial Marketing, McGraw Hill, New York

