

FACULTY OF ECONOMICS & BUSINESS

Syllabus

For

**Master in Business Administration (Hons.)
(Marketing and Retail Management)
(Under Credit Based Continuous Evaluation Grading System)**

(SEMESTER: I–IV)

Session: 2014-15



**GURU NANAK DEV UNIVERSITY
AMRITSAR**

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MBA (HONS.) MARKETING & RETAIL MGT. (SEMESTER SYSTEM)
(Under Credit Based Continuous Evaluation Grading System)

SCHEME OF COURSES

Semester-I:

Course No.	C/E/I	Course Title	L	T	P	Total Credits
Core Courses						
MML – 401	C	Managerial Economics	4	--	--	4
MML – 402	C	Quantitative Methods for Management	4	--	--	4
MML – 403	C	Accounting for Management	4	--	--	4
MML - 404	C	Business Environment	4	--	--	4
MML - 405	C	Management Principles and Practices	4	--	--	4
Total Credits			20	--	--	20

MBA (HONS.) MARKETING & RETAIL MGT. (SEMESTER SYSTEM)
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SCHEME OF COURSES

Semester-II:

Course No.	C/E/I	Course Title	L	T	P	Total Credits
Core Courses						
MML - 451	C	Business Research Methodology	4	--	--	4
MML - 452	C	Financial Management	4	--	--	4
MML - 453	C	Marketing Management	4	--	--	4
MML - 454	C	Human Resource Management	4	--	--	4
MML - 455	C	Production and Operations Management	4	--	--	4
MML - 456	C	Organisational Behaviour	4	--	--	4
MMS - 457	C	Seminar	--	--	2	2
Interdisciplinary Courses (3 Credits)						
	I	To be offered from the outside Department.	3	--	--	3
Total Credits			27	--	2	29
Note: After second semester every student will be required to undergo summer training of six weeks duration in the corporate sector						

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SCHEME OF COURSES

Semester III:

Course No.	C/E/I	Course Title	L	T	P	Total Credits
Core Courses						
MML – 501	C	Corporate Law and Administration.	4	--	--	4
MML – 502	C	Customer Relationship Management	4	--	--	4
MML – 503	C	Marketing Research	4	--	--	4
MML – 504	C	Consumer Behaviour	4	--	--	4
MML – 505	C	Managing Retailing	4	--	--	4
MML – 506	C	Services Marketing	4	--	--	4
MMS – 507	C	Seminar	--	--	2	2
Interdisciplinary Courses (3 Credits)						
	I	To be offered from the outside Department.	3	--	--	3
Total Credits			27	--	2	29
Industrial Visit: Students will be required to visit units in industry during III semester. They will prepare a report of the visit and submit it to the department.						

MBA (HONS.) MARKETING & RETAIL MGT. (SEMESTER SYSTEM)
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SCHEME OF COURSES

Semester IV:

Course No.	C/E/I	Course Title	L	T	P	Total Credits
Core Courses						
MML - 551	C	Strategic Management	4	--	--	4
MML – 552	C	Brand Management	4	--	--	4
MML – 553	C	Advertising and Sales Management	4	--	--	4
MML – 554	C	Retail Strategy	4	--	--	4
MML – 555	C	Retail Logistics	4	--	--	4
Interdisciplinary Courses (3 Credits)						
	I	To be offered from the outside Department.	3	--	--	3
Total Credits			23	--	--	23

MML-401: Managerial Economics

Credits 4-0-0

Text

- **Managerial Economics:** Meaning, Nature, Scope and Concepts
- **Marginal Analysis:** Law of Diminishing Marginal Utility, Law of Equimarginal Utility
- **Law of Demand:** Meaning, Determinants, Exceptions, Kinds of Demand, Change in Demand and Importance.
- **Elasticity of Demand:** Meaning, Types and Degrees of Elasticity of Demand, Methods of Measuring Price Elasticity of Demand, Factors Determining Elasticity of Demand, Importance.
- **Indifference Curve Analysis:** Meaning, Assumptions, Properties, Consumer Equilibrium, Importance.

First Minor Test: One Hour

- **Production Function:** Meaning, Types: Short Run and Long Run Production Function, Economies and Diseconomies of Scale.
- **Theory of Costs:** Types of Costs, Traditional Theory: Long Run & Short Run, Modern Theory: Long Run & Short Run.
- **Managerial Theories:** Profit maximization and Sales Maximization.
- **Market Structure:** Meaning, Assumptions and Equilibrium of Perfect Competition, Monopoly, Monopolistic Competition.
- **Oligopoly:** Sweezy Model.

Second Minor Test: One Hour

- **National Income:** Conceptual Framework, Measures of National Income, Methods of Measurement, Limitations of National Income.
- **Consumption Function:** Meaning, and Nature, Determinants and Measures to Raise Propensity to Consume. Keynes Psychological Law of Consumption - Meaning, Properties and Implications.
- **Inflation:** Meaning, Types, Theories, Causes, Effects and Control. Unemployment trade off.

Final Examination: Three Hours

Suggested Readings:

1. Koutsoyiannis, A, Modern Micro Economics, Palgrave Macmillan Publishers, New Delhi.
2. Thomas Christopher R., and Maurice S. Charles, Managerial Economics – Concepts and Applications, 8th Edition, Tata McGraw Hills, 2006.
3. Mehta, P. L, Managerial Economics – Analysis, Problems and Cases, Sultan Chand & Sons, Delhi.
4. Peterson and Lewis, Managerial Economics, 4th Edition, Prentice Hall of India Pvt. Ltd., New Delhi.
5. Shapiro, Macro Economics, Galgotia Publications.
6. H. L Ahuja Advanced Economic Analysis, S. Chand & Co. Ltd, New Delhi.
7. G.S Gupta, Managerial Economics, Tata McGraw Hill.
8. Goel Dean, Managerial Economics, Prentice Hall of India, Pvt. Ltd., New Delhi.

MML-402: QUANTITATIVE METHODS FOR MANAGEMENT

Credits 4-0-0

Text

- **Correlation and Regression Analysis:** Simple, partial and multiple correlation coefficients; simple and multiple regression (three variables only).
- **Elementary probability theory:** Additive and Multiplicative laws of probability and their business applications.
- **Probability Distributions:** Binomial, Poisson and Normal distributions; with their properties and applications.
- Practicals through SPSS/MS Excel.

First Minor Test: One Hour

- **Hypotheses:** Null and Alternative Hypotheses, Type I and Type II errors; Hypothesis testing — Parametric tests: z- test, t- test, F- test (ANOVA one way and two-way); Non-Parametric tests: Chi Square.
- Practicals through SPSS/MS Excel

Second Minor Test: One Hour

- Linear programming; definition, characteristics, formulation of LPP; solution by graphic and Simplex method; Business Applications of LP.
- Transportation problems.
- Practicals through SPSS/MS Excel

Final Examination: Three Hours

Suggested Readings:

1. Levin, Richard and David S Rubin: Statistics for Management, Prentice Hall, Delhi.
2. Levin and Brevson, Business Statistics, Pearson Education, New Delhi.
3. Anderson, Sweeney and Williams: Statistics for Business and Economics, Thompson, New Delhi.
4. Sharma, J.K., Business Statistics.
5. Hooda, R.P: Statistics for Business and Economics. Macmillan, New Delhi.
6. Lee S.M., L.J. Moore and B.W. Taylor, Management Science, Boston: Allyn Bacon, 1994.
7. Vohra, N. D., Quantitative Techniques in Management.

MML-403: Accounting for Management

Credits 4-0-0

Text

- **Introduction to Accounting:** Accounting as an Information System, Users of Accounting Information; Basic Accounting Concepts and Conventions. Accounting Cycle. Role of Accountant in Profession and Industry.
- **Understanding Corporate Financial Statements:** Types, Nature, Attributes, Uses and Limitations. Corporate Reporting and Disclosure Requirements.

First Minor Test: One Hour

- **Tools of Financial Statement Analysis:** Ratio Analysis, Common size Financial Statements, Comparative Statements and Trend Analysis.
- **Cost Accounting:** Definition and Objectives. Cost Management Concepts and Cost Behavior. Preparation of Cost Sheet.
- **Budgets and Budgetary Control:** Understanding concepts of Master Budget, Fixed Budget and Flexible Budgets, Zero base budget, participative budget and performance budget.

Second Minor Test: One Hour

- **Introduction to 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-material, Labour variances; Relevance of variance analysis to budgeting and standard costing.
- **Marginal Costing and Break-even Analysis:** Concept of marginal cost; Marginal costing and absorption costing; Marginal costing versus direct costing; Cost-volume-profit analysis; Break-even analysis; Assumptions and practical applications of break-even-analysis; Decisions regarding sales-mix, Make or buy decisions and discontinuation of a product line etc.

Final Examination: Three Hours

Suggested Readings:

1. Bhattacharya, S.K. and John Dearden, " Accounting for Management–Text and Cases", Vikas Publislung House.
2. Lele, RK. and Jawahar Lal, "Accounting Theory", Himalaya Publishers.
3. Porwal ,L; S. " Accounting Theory", Tata McGraw Hill.
4. Horngren, Charles T., Gary L. Sundem and William O. Stratton, "Introduction to Management Accounting", Pearson Education Asia.
5. Sharma, Subhash and M.P. Vithal, "Financial Accounting for Management Text and Cases", McMillan.
6. Arora, M.N., "Cost Accounting - Principles and Practice", Vikas Publishing House.
7. Pandey, I.M, "Essentials of Management Accounting", Vikas Publishing House.

MML-404 Business Environment

Credits 4-0-0

Text

- **Salient features of Economic Systems:** Capitalist system/Market economy; Socialist system and Mixed Economy, Basic Features of Indian Economy, Government Business Relationship.
- **Business Environment:** Meaning, Types: Internal Environment; External Environment; Micro and Macro Environment.
- **Aspects of Economic Reforms:** Liberalisation; Privatisation; Globalisation and its Implications for India.

First Minor Test: One Hour

- **Economic Planning in India:** objectives, Strategies and Evaluation of Xth plan and Strategy and priorities of XIth plan
- **Social Responsibility of Business:** Concept, rationale, dimensions models of social responsibility and barriers of SR; The Environment Protection Act, 1986.
- **Consumer Rights and Consumerism:** Role of Consumer Groups with special reference to India; Consumer Protection Act, 1986 with latest amendments.

Second Minor Test: One Hour

- **Deficit Financing and its Implications for the Indian Economy;** Analysis of current year Annual Budget.
- **Disinvestment of Public Enterprises:** Rationale; Objectives and Implications.
- **Evaluation of various regulatory policies of Government:** Industrial Policy changes during the post Reforms; Fiscal and Monetary policy changes in India, Salient Features of FEMA.
- **Foreign trade:** Concept of Balance-of-Payments; Balance-of-Trade; Currency Convertibility; Foreign Trade Policy 2004-09 and 2009-14; Exim Policy during the Post Reforms in India.

Final Examination: Three Hours

Suggested Readings:

1. Francis Cherunilam, Business Environment : Himalya Publishing House, New Delhi.
2. K Asvathappa, Legal Environment of Business, Himalya Publishing House. New Delhi.
3. M. Adhikary, Economic Environment for Business, Sultan Chand & Sons, New Delhi.
4. K. Aswathappa, Essentials of Business Environment Himalya Publishing House.
5. Ruddar Dutt and KPM Sundaram, Indian Economy (Fifty-third ed.), S. Chand and Company Ltd., New Delhi, 2006.
6. P.K. Ghosh and G.K. Kapoor, Business Policy and Environment, Sultan Chand and Sons, Delhi.
7. Govt. of India, Five Years Plan documents.
8. Govt. of India, Various Issues of Annual Economic Survey of India.
9. Paul Justin, Business Environment – Text and Cases, Tata McGraw Hills Publishing Com. Ltd., New Delhi, 2006

Note: It is Mandatory for the students to consult Economic Times, Financial Express, Annual Budget and Economic Survey to understand this paper.

MML-405: MANAGEMENT PRINCIPLES AND PRACTICES

Credits 4-0-0

Text

- **Management:** Functions, Roles and Skills, Manager's job and Universality of Management, Historical background of Management: Classical Approach; Scientific Management, General Administrative Theory. Quantitative Approach; Total Quality Management, Quantitative Approach, Behavioural Approach; Early Advocates of Organisational Behaviour, The Behavioural Approach, The Contemporary Approach and the Hawthorne Studies.
- **Decision Making:** Process, Types of Decisions and Decision Making Conditions, Decision making Styles, Decision making and planning.
- **Management by Objectives:** Concept, Objectives setting process, Benefits and Weaknesses of MBO.

First Minor Test: One Hour

- **Planning and Performance:** Goals and Plans, types of Goals, Types of Plans, Setting Goals and Developing Plans, Criticism of Planning, Effective Planning in Dynamic Environments, Planning Premises.
- **Designing Organisational Structure:** Work Specializations, Departmentalization. Chain of Command, Span of Control, Centralization and Decentralization. Relationship between Authority, Responsibility and Accountability, Power, Delegation of Authority. Formalization, Mechanistic and Organic Structure; Two models of Organisational design, Contingency Factors. Common Organisational Designs; Traditional Organisational, Contemporary Organisational Designs, Today's Organisational Designs Challenges.

Second Minor Test: One Hour

- **Motivation:** Concept and early theories of Motivation: Maslow's Hierarchy of Needs Theory, McGregor's Theory X and theory Y, Herzberg's Two-Factor Theory, McClelland's Three-Needs Theory, Contemporary Theories of Motivation; Goal Setting Theory, Reinforcement Theory, Job Design Theory, Equity Theory, Vroom's Expectancy Theory Integrating Contemporary Theories of Motivation. Contemporary Issues in Motivation; Cross Cultural Challenges, Dynamics and motivation Group workers, Designing Appropriate reward programs.
- **Leadership:** Concept ,Early theories of Leadership; Trait Theory, Behavioural Theories: Michigan Studies, Ohio State University studies, Manegerial Grid Theory. Contingency Theories of Leadership; Fiedler's Model, Harsey Blanchard's Situational Theory, path Goal theory. Contemporary Views of Leadership; Transactional and Transformational Leadership. Leadership Issues in the 21st Century; Managing Power, Developing Trust, Empowering Employees , Leading Across cultures , Understanding Gender Differences and Leadership. An Effective Leader.

- **Controlling:** Concept, Controlling Process and Controlling For Organisational Performance. Controlling and Planning, Tools for measuring Organisational Performance; Feedforward, concurrent and feedback control, Financial controls, The Balanced Score Card Approach, Quality Control Charts, Benchmarking of Best Practices. Contemporary Issues in Controlling; Adjusting Control for cross cultural differences, workplace concerns.

Final Examination: Three Hours

Suggested Readings:

1. Harold Koontz, and Heinz Weihrich, *Essentials of Management: An International Perspective*, New Delhi, McGraw-Hill, 2010.
2. Richard L Daft, *The New Era of Management*, New Delhi, Thomson, 2007.
3. Jon L Pierce and Donald G Gardner, *Management and Organizational Behaviour*, New Delhi, Thomson, 2007.
4. Stephen P Robbins, Mary Coulter and Neharika Vohra, *Management*, New Delhi, Pearsons, 2011.
5. Sekaran, Uma, *Organizational Behaviour: Text and Cases*, New Delhi, Tata McGraw Hill, 2007.
6. Steven L. McShane, Mary Ann Von Glinow, Radha R Sharma, *Organizational Behaviour*, New Delhi, Tata McGraw Hill, 2007.
7. Paul Hersey, Kenneth H Blanchard, Devwey E Johnson, *Management of Organizational Behaviour: Leading Human Resources*, New Delhi, Pearson Education, 2002.
8. Philip Sadler, *Leadership*, New Delhi, Kogan Page, 2004.

MML-451 Business Research Methodology

Credits 4-0-0

Text

- **Business Research Methodology:** Introduction, Definition, Scope, Basic and Applied Research, Managerial Value of Business Research, Research Process.
- **Research Designs:** Exploratory, Descriptive and Experimental Research Designs.
- **Exploratory Research Designs:** Qualitative Techniques, Secondary Data Analysis, Experience Survey, Focus Groups, Depth Interview, Projective Techniques.
- **Descriptive Research Designs:** Survey and Observation Methods.
- **Experimental Research Designs:** Internal and External Validity in Experimentation, Basic Designs-After only, Before-After, After only with Control Group, Before-After with Control Group, Time Series Designs.

First Minor Test: One Hour

- **Measurement:** Concepts, Levels- Nominal, Ordinal, Interval and Rating Scale, Measurement Errors.
- **Scaling Designs:** Comparative and Non- Comparative Scaling Techniques.
- **Questionnaire and Questionnaire Design Process**
- **Sampling Design:** Steps in Sampling Design, **Probability Sampling Methods-** Simple Random Sampling, Multistage Sampling, Systematic Sampling, Stratified Sampling, Cluster Sampling.
- **Non-Probability Sampling Methods-** Convenience Sampling, Judgement Sampling, Snowball Sampling Quota Sampling. Sampling and Non-Sampling Errors
- **Tabulation and Cross Tabulation of Data**

Second Minor Test: One Hour

- **Non Parametric tests:** Run Test for randomness of data, Mann Whitney U Test, Wilcoxon Matched Pairs Rank Test, Kruskal-Wallis Test, Kolmogorov-Smirnov Test.
- Logistic regression Multiple Regression, Practical through SPSS

Major Test: Three Hours

Suggested Readings:

1. Cooper, D. R. and Schindler, P.S., “Business Research Methods”, Tata McGraw Hill, New Delhi.
2. Levine, D.M., Krehbiel T.C. and Berenson M.L., “Business Statistics”, Pearson Education, New Delhi.
3. Bryman, Alan and Bell, Emma, “Business Research Methods” Oxford University Press, New Delhi.
4. Bajpai, Naval, “Business Research Methods”, Pearson Publications, New Delhi.
5. Chawla, Deepak and Sondhi, Neena, “Research Methodology: Concepts and Cases”, Vikas Publication House, Noida

MML – 452 Financial Management

Credits 4-0-0

Text

- **Financial Management:** Meaning and Nature; Financial Goal-Profit vs. Wealth Maximization; Finance Functions-Investment, Financing, Liquidity and Dividend Decisions. Financial Planning- Theories of Capitalization.
- **Capital Structure Theories:** Conceptual Framework. Determinants. Net Income Approach, Net Operating Income Approach, Intermediary Approach and M.M. Hypotheses with Special Reference to the Process of Arbitrage.
- **Cost of Capital:** Meaning and Significance of Cost of Capital; Calculation of Cost of Debt, Preference Capital, Equity Capital and Retained Earnings; Combined Cost of Capital (Weighted).

First Minor Test: One Hour

- **Instruments of Finance:** Long Term and Short Term.
- **Capital Budgeting:** Nature of Investment Decisions; Investment Evaluation Criteria- Non-discounted Cash Flow Criteria, Discounted Cash Flow Criteria; Risk Analysis in Capital Budgeting (Practicals Through Excel).
- **Dividend Policies:** Issues in Dividend Decisions. Forms of Dividends; Theories of Relevance and Irrelevance of Dividends.

Second Minor Test: One Hour

- **Operating and Financial Leverage:** Measurement of Leverages; Analyzing Alternate Financial Plans; Financial and Operating Leverage, Combined Leverage. EBIT and EPS Analysis
- **Management of Working Capital:** Meaning, Significance and Types of Working Capital; Approaches of Working Capital; Calculating Operating Cycle Period and Estimation of Working Capital Requirements.
- **Management of Cash:** Strategies, Baumol's, Miller-Orr's and Beranek's Models of Cash Management.
- **Management of Receivables:** Credit Policy, Credit Terms and Collection Efforts.

Final Examination: Three Hours

Suggested Readings:

1. Berk, Jonathan and DeMarzo, Peter: Financial Management, Pearson Education, Dorling Kindersley (India) Pvt Ltd.
2. Bhattacharya, Hrishlkas: Working Capital Management: Strategies and Techniques. Prentice Hall, New Delhi.
3. Brealey, Richard A and Seward C. Myers: Corporate Finance, McGraw Hill. Int. Ed, New York.
4. Chandrara, Prasanna: Financial Management, Tata McGraw Hill, Delhi
5. Hampton, John: Financial Decision Making, Prentice Hall, Delhi
6. Pandey, I.M: Financial Management, Vikas Publishing House, DeHl,
7. Van Horne. J.G. and J.M. Wachowicz Jr.: Fundamentals of Financial Management. Prentice-Hall, Delhi.
8. Van Horne, James G: Financial Management and Policy, Prentice Hall, Delhi,
9. Pinches, George E: Essentials of Financial Management; Harper and Row, New York,
10. Khan MY, Jain PK: Financial Management; Tata McGraw Hill, New Delhi.
11. Archer, Stephen, H., Choate G Marc, Racette, George; Financial Management; John Wiley, New York
12. Block, Stanley B, Geoffrey A Hilt: Foundations of Financial Management; Richard D.J Irwin, Homewood Illinois

MML 453 - Marketing Management

Credits 4-0-0

Text

- Marketing: Concepts, Philosophies and Importance, Scope of Marketing, Core Marketing Concepts Company Orientation towards the Marketing Place; The Production concept, The Product Concept, The Selling Concept, The Marketing Concept, and The Holistic Marketing Concept, Relationship Marketing;
- Components of a Modern Marketing Information System, Internal Records and Marketing Intelligence.
- Analyzing the Microenvironment; Needs and Trends, The Demographic Environment, Economic, Social-Cultural and Natural, Technological, Political-Legal Environment.
- Green Marketing, Analyzing the Rural Environment, Rural Consumer Behaviour.

First Minor Test: One Hour

- Marketing Research Process
- The Buying Decision Process: The Five Stage Model.
- Levels of Marketing Segmentation, Bases for Segmenting Consumer Markets: Market Targeting, Bases for segmenting business markets.
- Competitive Strategies for Market Leaders, Challengers and Followers.
- Product Life Cycle Marketing Strategies; Introduction Stage and the Pioneer Advantage, Growth, Maturity and Declining Stage.

Second Minor Test: One Hour

- Product Characteristics and Classifications; Product levels; The Customer Value Hierarchy, Product Classification, Differentiation. Packaging, Labeling, Warranties and Guarantees
- Understanding Pricing; Setting the Price.
- Marketing Channels and Value Networks; the Importance of Channel and Channel Development. The Role of Marketing Channel.
- E-Commerce Marketing practices.
- Retailing; Types of Retailers.
- Marketing Communications; Advertising, sales Promotions, Events and Experiences and Public Relations. Direct Marketing, Personnel Selling, Interactive Marketing and Word of Mouth marketing.
- New Product Development Process, New Product Options and Challenges in New Product Development.
- Socially Responsible Marketing: Corporate Social Responsibility Cause-Related Marketing and Social Marketing, Internal Marketing.
- Marketing Implementation, Evaluation and Control.

Final Examination: Three Hours

Suggested Readings:

1. Kotler, Philip; Keller, Kevin; Koshey, Abraham; and Jha, Mithileshwar; Marketing Management: South Asian Perspective. 13th Edition, Pearson Education, New Delhi, 2009.
2. Ramaswamy, V.S. and Namakumari, S., Marketing Management: Global Perspective, Indian Context, 4th edition, MacMillan.
3. Kurtz, David L. and Boone, Louis E., Principles of Marketing, Thomson South-Western, 12th Edition.
4. Enis, B. M., Marketing Classics: A Selection of Influential Articles, New York, McGraw-Hill, 1991.
5. Saxena, Rajan, Marketing Management, Tata McGraw-Hill, New Delhi, 2006.

MML-454: Human Resource Management

Credits 4-0-0

Text

- **Human Resource Management (HRM):** Nature, Scope, Objectives and Functions of HRM, Evolution of HRM, Changing Trends in HRM.
- **Strategic Planning and HRM (SHRM):** Meaning, Features, Differences between SHRM and HRM.
- **Human Resource Planning (HRP):** Concept, Need and Importance of HRP, Factors affecting HRP, Human Resource Planning Process.
- **Job Analysis:** Meaning and Objective, Process, Methods of Collecting job data, Uses of Job Analysis, Problems of Job Analysis.
- **Recruitment and Selection:** Meaning and Factors governing Recruitment, Recruitment Sources and Techniques. Meaning and Process of Selection, Problems associated with Recruitment and Selection.

First Minor Test: One Hour

- **Employee Retention:** Meaning, Factors Responsible for High Employee Turnover, Employee Retention Strategies.
- **HR Training and Development:** Concept and Need, Process of Training and Development Programme:- Identification of Training and Development Needs, Objectives, Strategy & Designing of Training and Development, Implementation and Methods of Training Programme and Levels of Training Evaluation, Impediments to Effective Training.
- **Performance Appraisal:** Meaning, Purpose, Essentials of Effective Performance Appraisal System, Various Components of Performance Appraisal, Methods and Techniques of Performance Appraisal.

Second Minor Test: One Hour

- **Managing Compensation and Employee Remuneration:** Concept, Objectives, Components of Employee Remuneration, Factors Influencing Employee Remuneration, Challenges of Remuneration.
- **Job Evaluation:** Meaning, Process and Methods of Job Evaluation.
- **Incentives:** Concept, Importance and Process of Incentives.
- **Fringe Benefits:** Meaning, Forms and Administration of Benefits.

Final Examination: Three Hours

Suggested Readings:

- 1) Dessler, Gary, “*Human Resource Management*”, New Delhi, Pearson Education Asia.
- 2) Durai, Pravin, “*Human Resource Management*,” New Delhi, Pearson.
- 3) Noe, Raymond A., Hollenbeck, John R, Gerhart, Barry, Wright, Patrick M., “*Human Resource Management: Gaining a Competitive Advantage*,” New Delhi, McGraw-Hill.
- 4) Mathis, Robert L. and Jackson, John H., “*Human Resource Management*,” New Delhi, Thomson.
- 5) Gomez, Meja, Balkin, Cardy, “*Managing Human Resources*,” New Delhi, Pearson Education.
- 6) Aswathappa, K., “*Human Resource Management*”, *Text and Cases*. New Delhi, Tata McGraw – Hill.
- 7) Snell, Scott, and Bohlander, George, “*Human Resource Management*,” New Delhi, Cengage Learning.
- 8) Mamoria and Rao, “*Personnel Management*”, New Delhi, Himalaya Publishing House.

MML-455: Production and Operations Management

Credits 4-0-0

Text

- Concept of Production & Operations Management, Product and Service Continuum.
- Types of Production Systems.
- Operations strategy: Linkage with Corporate Strategy, Market Analysis, Competitive Priorities and Capabilities.
- New Product Design and Development. Introduction to Plant Location and Plant Layout.

First Minor Test: One Hour

- Scheduling for Manufacturing Systems: Production Scheduling Techniques – Sequencing. Economic Batch Quantity with Joint Production Runs, Gantt. Charts. Network Analysis.
- Value Analysis.
- Work study: Methods Analysis – Various Charts, Principles of Motion Economy. Work Measurement.
- Resources Planning: Aggregate Planning MRP (Bills of Materials & Product Structure), Enterprise Resource Planning, Resource Planning in Services.

Second Minor Test: One Hour

- Quality Issues: Concept of Quality, Statistical Quality Control.
- Just in Time Manufacturing Systems.
- Inventory Management: Concept and Classification of Inventory, Relevant Costs for Inventory Decisions. Inventory Control Models, Reorder level, Lead Time and Safety Stock.
- Supply Chain Management: Concept & Components of Supply Chain.

Final Examination: Three Hours

Suggested Readings:

1. Operations Management Theory & Practice, B. Mahadevan, Pearson Education.
2. Production & Operations Management, Kanishka Bedi, Oxford Higher Education.
3. Operations Management Processes & Value Chains, L.J. Krajewski & L.P. Ritzman, Pearson Education.
4. Production Operation Management, B.S. Goel.
5. Operations Management – For Competitive Advantage, Richard B Chase, F Robert Jacobs, Nicholas J Aquilano and Nitin K Agarwal, The McGraw Hill Companies.

MML-456: Organisational Behaviour

Credits 4-0-0

Text

- Organisational Behaviour (OB): Meaning, Conceptual foundations, Importance, Challenges and Opportunities for OB.
- Personality: Concept and determinants, The Myers-Briggs Type Indicator, The Big Five Model, Key Personality attributes influencing OB: Locus of Control, Machiavellianism, Positive and Negative Affectivity, Self-Efficacy, Self-Monitoring, Type A and Type B personality.
- Values: Importance, Sources of value system, types of values.
- Attitudes: Sources and types, Cognitive dissonance theory, an overview of Major Job Attitudes: Job Satisfaction, Organizational Commitment, Prejudice.

First Minor Test: One Hour

- **Emotions and Moods:** Nature and Types, Sources of Emotions and Moods, Managing Emotions at work, Emotional Intelligence: concept and Dimensions.
- **Perception:** Nature and significance of perception, Factors influencing perception, perceptual process, Perceptual Distortions and Improving Perception.
- **Group and Team Dynamics:** Defining and Classifying groups, Stages of group development, Group dynamics, Group decision making, Types of Teams, Contemporary issues in managing teams.

Second Minor Test: One Hour

- Interpersonal Behaviour: Dynamics of Interpersonal Relationship; Psychological Contract: Concept and Types; Trust: Concept, Types and Building Trust among employees; Organizational Citizenship Behaviour: Concept, Forms and suggestions for promoting Organizational Citizenship Behaviour; Whistle-Blowing; Cooperation: Concept and Determinants; Conflict: Concept, Consequences, Sources, Conflict management approaches; Transactional Analysis; Deviant Organizational Behaviour: Concept, Dimensions and Categories of Deviant Organizational Behaviour
- Stress Management: Concept, Causes, Consequences and Coping with stress.

Final Examination: Three Hours

Suggested Readings:

- Stephen P. Robbins, Timothy A. Judge, Seema Sanghi, Organisational Behaviour (12e). New Delhi, Pearson Education, 2007.
- Steven L. McShane, Mary Ann Von Glinow, Radha R Sharma, Organisational Behaviour, New Delhi, Tata McGraw Hill, 2007.
- K. Aswathappa, Organisational Behaviour, Text, Cases and Games, Delhi, Himalaya Publishing, 2007.
- Udai Pareek, Understanding Organizational Behaviour, New Delhi, Oxford University Press, 2007.
- Jerald Greenberg and Robert A. Baron, Behaviour in Organizations, New Delhi, Pearson Education, 2004.
- Sekaran, Uma, Organizational Behaviour: Text and Cases, New Delhi, Tata McGraw Hill, 2007.
- Mirza S Saiyadain, Organizational Behaviour, New Delhi, Tata McGraw-Hill, 2003.

MML–501: Corporate Law and Administration

Credits 4-0-0

Text

- **Companies Act and its Administration:** History, Extent and Application; Amendments and Authorities under the Companies Act.
- **Definition and Nature of Company:** Company: - Its meaning; Characteristics of a Company; Lifting of the Corporate Veil; Company vs. Partnership.
- **Kinds of Companies:** Different Classifications of Companies. Privileges of a Private Company. Distinction between a Public and Private Company. Conversion of a Private Company in to a Public Company.
- **Formation of a Company:** Promoters, Incorporation of a Company: Procedure and Document to be Filled. Preliminary Contracts.

First Minor Test: One Hour

- **Memorandum of Association:** Meaning, Importance, Contents, Alteration, Doctrine of Ultra-Virus.
- **Article of Association:** Meaning, Contents, Alteration, Memorandum of Association and Article of Association, Constructive Notice of Memorandum and Article, Doctrine of Indoor Management.
- **Prospectus:** Definition, Dating and Registration of Prospectus, Kind of Prospectus: Shelf Prospectus, Deemed Prospectus, Abridge Prospectus, Red herring Prospectus, Statement in lieu of Prospectus, Liability for Misstatement in prospectus.
- **Share Capital:** Kinds, Classes of Capital, Alteration of Capital, Further issue of Capital, Voting Rights.
- **Share:** Definition, Types of Shares, Application and Allotment of Shares, Issue of Shares, Transfer and Transmission of Shares.

Second Minor Test: One Hour

- **Company Management Director:** Appointment and Restriction on Appointment, Removal, Qualification, Duties and Powers, Remuneration of Directors.
- **Meeting of Shareholders:** Types, Rules of Meetings, Voting, Resolutions and Minutes.
- **Winding up of a Company:** Modes of Winding up, Commencement and Procedure of Winding up and Consequences of Winding up order.

Final Examination : Three Hours

Suggested Readings:

1. Singh, Avtar, Company Law, Easter Book Co. Lucknow Ed., 2007.
2. Avadhanni, V. A., SEBI Guidelines and Listing of Companies, Himalaya Publishing House, Delhi.
3. Begrail Ashok K., Company Law, Vikas Publishing House (P), Ltd., 5- Ansari Road, Delhi Ed., 2006.
4. Chuhan, S.D. Singh and Sharma N.K., Indian Company Law Sahitya Bhawan, Agra, Ed., 1981.
5. Shah, S.M. Lectures on Company Law; Law, N.M. Tripathi (P) Ltd. Co., 1974. Samaldas Gandhi Marg, Mumbai, Ed., 1981.

MML- 502: Customer Relationship Management

Credits 4-0-0

Text

- Introduction to CRM –Concept of Customer Relationship Management (CRM), Nature and Scope of CRM.
- Conceptual Framework of CRM, Relationship Marketing and Customer Relationship Management.
- Uses and Benefits of CRM, Challenges and Barriers in CRM.
- Understanding People Component of CRM.
- Organization Environment and CRM.
- Value Chain Considerations for CRM.
- Difference between CRM and e-CRM.
- Knowledge Management and CRM.
- Data Mining and CRM.
- Different Relationship Markets.

First Minor Test: One Hour

- CRM Strategy – Customer Sales Strategy, Sales Strategy, Category Management, Account Specific Marketing, Sales Enhancement Programs.
- CRM and Sales Organization, Sales Customer Relationship Cycle.
- CRM Technology and Sales- Sales Force Communications, Sales Force Automation Technology.
- Marketing Strategy and CRM– Service Quality and Customer Satisfaction, Customer-Company Profit Chain.
- Customer Loyalty – Conditions for Loyalty, Degrees of Loyalty.
- Relationship between Customer Satisfaction and Loyalty.
- Relationship between Customer Loyalty and Company Profitability.
- CRM Strategy Cycle.

Second Minor Test: One Hour

- Customer Retention, Principles of Acquisition and Retention, Importance of Win-Back Strategy.
- CRM Models –Models of Customer Management: One-to-one, Transparent Marketing, Top Vanilla, Spot Sell, and Pure Spot Sell.
- CRM and Branding Relationships.
- Concept of Company Share of Customers' Wallet.
- Relationship Continuum and CRM.
- Creating Long-Term Customer Value (LTCV).
- Measuring Customer Relationships- Creating a Customer Relationship Index.
- Accelerating Customer Relationships- Customer-Centric Payback Performance.

Final Examination: Three Hours

Suggested Readings:

- 1) Baran, Roger J. & Robert J. Galka & Daniel P. Strunk, “*Customer Relationship Management*”, Cengage Learning, New Delhi.
- 2) Barnes, James G., “*Secrets of Customer Relationship Management*”, McGraw Hill, New Delhi.
- 3) Kincaid, Judith, “*Customer Relationship Management: Getting it Right*”, Pearson Education, New Delhi.
- 4) Peelen, Ed, “*Customer Relationship Management*”, Pearson Education, New Delhi.
- 5) Anderson, Kristin and Carol Kerr, “*Customer Relationship Management*”, McGraw Hill, New Delhi.
- 6) Sheth, Jagdish N., Parvatiyar Atul, & Shainesh, G., “*Customer Relationship Management: Emerging Concepts, Tools and Applications*”, McGraw Hill, New Delhi.
- 7) Gosney, John W., Thomas P., “*Customer Relationship Management Essentials*”, Prentice Hall of India, New Delhi.

MML-503: Marketing Research

Credits: 4-0-0

Text

Marketing Research: Definition, Role of Marketing Research in Marketing Decision Making; Marketing Information System, Role of Marketing Research in Management Information System and Decision Support System.

Marketing Research Process: Steps in Conducting Marketing Research

Organization for Marketing Research: Organizing the Marketing Research Department; Understanding the Marketing Research Industry

Defining the Marketing Research Problem: Importance of Defining the Problem and Developing an Approach, Tasks involved.

Ethics in Marketing Research Secondary Data in Marketing: Internal Secondary Data, Commercial (Syndicated) and Non-Commercial Sources

First Minor Test: One Hour

Multi Item Scale development: Scale Evaluation: Measurement Accuracy, Reliability and Validity

Applications of Marketing Research in Marketing: Traditional Applications: Product Research, Price Research, Distribution Research and Promotion Research.

Contemporary Applications: Brand Equity and Customer Satisfaction

Emerging Applications: E – Commerce, Database Marketing, Mobile Marketing, Social Marketing and Relationship Marketing.

Second Minor Test: One Hour

Statistical Designs: Completely Randomized Design, Randomized Block Design, Latin Square Design with ANOVA

Data Analysis Techniques: Factor Analysis, Cluster Analysis

Final Examination: Three Hours

Suggested Readings:

1. Malhotra Naresh.K., Marketing Research, Pearson Education, New Delhi, 2006.
2. Churchill Gilbert A and Iacobucci Dawn: Marketing Research: Methodological Foundations, 9th Edition, Thomson, 2007.
3. Nargundkar R, Marketing Research, Tata McGraw Hill, New Delhi, 2002
4. Aaker, Kumar and Day, Marketing Research, John Willey & Sons, Pvt. Ltd. 7th Edition, 2005.
5. Donald R. Cooper and Pamela S. Schindler, Marketing Research: Concepts and Cases, Tata McGraw Hill, New Delhi, 2006.
6. Thomas C. Kinnear and James R. Taylor – Marketing Research – An Applied Approach, McGraw Hill.
7. Harper, W. Boyd, (Jr.), Ralph Westfall and Tandoy, F–Starsch Marketing Research, All India Travellers Bookseller, Delhi, 2002.
8. Paul, E. Green and Donald, S. Tull, Research for Marketing Decisions, Prentice Hall of India Pvt. Ltd., Delhi.
9. David J. Luck & Ronald S. Rubin – Marketing Research, Prentice Hall of India, 1990.

MML-504 Consumer Behaviour

Credits 4-0-0

Text

- **Introduction to Consumer Behaviour:** Nature, Scope and Importance.
- **Consumer Motivation:** Nature of motivation; Types of Consumer Needs and Motives; Dynamics of Motivation; Need Conflict; Need Hierarchy Theory of Motivation and its Applications; Measurement of Motives.
- **Personality and Consumer Behaviour:** Definition of Personality; Theories of Personality; Personality and Consumer Diversity; Self Concept and Self Image; Life Style and Psychographics.
- **Consumer Perception:** Elements of Perception; Dynamics of Perception, Perceptual Process; Perception and Marketing Strategy; Perceived Risk.

First Minor Test : One Hour

- **Consumer Learning:** Elements of Consumer Learning; Behavioural Theories and Cognitive Theories of Learning.
- **Consumer Attitude Formation:** Definition of Attitudes; Structural Models of Attitudes; Attitude Theories; Attitude Formation; Strategies of Attitude Change; Measuring Attitude.
- **Reference Group and Family Influences:** Power of Reference Groups; Types of Consumer Related Reference Groups; Celebrity and Other Reference Group Appeals; Family Decision Making and Consumption Related Roles; Family Life Cycle.
- **Social Class:** Definition; Measurement of Social Class; Social Class Dynamics.

Second Minor Test: One Hour

- **Cultural and Sub cultural Influences on Consumer Behaviour:** Definition of Culture and Subculture; Affect of Culture on Consumer Behaviour; Nature of Culture; Measurement of Culture; Subculture and Consumer Behaviour; Subcultural Categories.
- **Diffusion of Innovation;** Diffusion process; Adoption Process.
- **Opinion Leadership:** Definition; Dynamics of the Opinion Leadership Process; Motivation Behind Opinion Leadership
- **Consumer Decision Making:** Consumer Decision Process; Types of Decisions; Information Search Process; Alternative Evaluation and Selection; Decision Rules.
- **Models of Consumer Behaviour:** E.K.B; Howard and Sheth; Nicosia's Model.

Final Examination : Three Hours

Suggested Readings:

1. Schiffman, I. G. and Kanuk, L. L. Consumer Behaviour, New Delhi, Pearson Education, 2007.
2. Blackwell, Roger D., Miniard, Paul W., and Engel James F. Consumer Behaviour, Cengage, 2006.
3. Solomon, Michael R. Consumer Behaviour, New Delhi, Pearson Education, 2003.
4. Assael, Henry Consumer Behaviour and Marketing Action, Cengage, 2006
5. Loudon, David L. and Della Bitta, Albert J., Consumer Behavior, Tata McGraw-Hill, Fourteenth Edition, 2002.

MML-505: Managing Retailing

Credit: 4-0-0

Text

- **Introduction to Retailing:** Economic Significance, Opportunities in Retailing, Retail Management Decision Process
- **Retailing in India:** Evolution of Retail in India, Drivers of Retail Change and Challenges to Retail Development in India.
- **Types of retailers:** Food Retailers, General Merchandise Retailers, Non-Store Retail Formats, Services Retailing, Types of Ownership.
- **Retail Models & Theories of Retail Development:** Evolution of Retail Formats, Theories of Retail Development, Concept of Life cycle in Retail,
- Business Models in Retail.

First Minor Test: One Hour

- **Managing the Store:** Store Management Responsibilities, Recruiting & Selecting Store Employees, Socializing & Training New Store Employees Motivating, Managing & Evaluating Store Employees.
- **Store Layout, Design & Visual Merchandising:** Objectives of Good Store Design, Store Layout.
- Space Planning and Merchandise Presentation Techniques.
- Atmospheric.

Second Minor Test: One Hour

- **Customer Service:** Strategic Advantages Through Customer Service, Customer Evaluation of Service Quality, GAPS Model for improving Retail Service Quality.
- **Application of IT to Retailing:** Growing Role of IT in Retailing, IT for Competitive Advantage, Data Mining, Database Marketing, Business Intelligence.
- **International Retailing:** International Retail Structures, Motives & Reasons for Internationalization.
- **Retailing research:** Meaning, Sources of Information, Selection of Information, Types of Retailing Research.

Final Examination : Three Hours

Suggested Readings:

- Levy, Michael and Barton A. Weitz (2003), *Retail Management*, Tata McGraw Hill, 5th Edition.
- Sinha, P. K. and Uniyal, D. P. (2007), *Managing Retailing*, Oxford, 1st Edition.
- Newman, Andrew J. and Peter Cullen (2007), *Retailing: Environment and Operations*, Thomson, 1st Edition.
- Pradhan, Swapna (2007), *Retail Management – Text and Cases*, Tata McGraw Hill, 2nd Edition.
- Cox, Roger and Paul Brittain (2004), *Retailing – An Introduction*, Pearson Education, 5th Edition.
- Gilbert, David (1999) *Retail Marketing Management*, Prentice Hall, 1st Edition.
- Dunne, Patrick M; Robert F. Lusch and David Griffith (2002), *Retailing*, Thomson (South-Western), 4th Edition.
- Nair, Suja (2006), *Retail Management*, Himalaya Publishing House, 1st Edition.
- Berman, Barry and Joel R. Evans (2006), *Retail Management – A Strategic Approach*, Pearson Education, 9th Edition.

MML-506: SERVICES MARKETING

Credits: 4-0-0

Text

- **Evolution and Understanding of Services Marketing:** Conceptual Framework, Service Defined, Classification of Services, Emergence of Service Economy Globally, Growth and Importance of Services Marketing in Indian Economy.
- **Service Development & Design:** Service Marketing Mix, Marketing Challenges and Opportunities Pertaining to Services Marketing, Characteristics of Services, Challenges of Service Design,
- **Implementing Services Marketing:** Differentiating Goods from Services, Goods-Services Marketing Continuum, Services Marketing Triangle.
- **Consumer Behavior in Services:** Consumer Purchase Decision Process, Types of Service Encounters, Customer Involvement in Services Encounters, Service Behavior Based on Technology-Oriented Service Encounters.
- **Understanding Customer Expectations & Perceptions:** Model of Consumer's Expectation and Perception.

First Minor Test: One Hour

- **Customer Expectations of Services:** Meaning and Types of Services Expectations, Customers' Zone of Tolerance, Factors that Influence Customer Expectations of Services, Sources of Desired Service Expectations, Sources of Adequate Service Expectations.
- **Customer Perceptions of Services:** Customer Satisfaction and Service Quality, E-Service Quality Dimensions for Influencing Customer Perceptions.
- **Measuring Service Quality:** Gronroos' Perceived Service Quality Model, Measuring Services Quality Dimensions using SERVQUAL Instrument and RATER Model.
- **Managing Service Quality:** PZB Gap Model of Services Quality, Determinants of Services Quality Gap, Factors for Addressing SQ problems.

Second Minor Test: One Hour

- **Employees' Role in Service Delivery:** The Critical Importance of Service Employees, Strategies for Delivering Service Quality Through People, Hire the Right People, Develop People to Deliver Service Quality, Provide Needed Support Systems, Retain the Best People and Employee Relationship Management (ERM).
- **Customers' Role in Service Delivery:** Importance of Customers' in Service Delivery, Strategies for Enhancing Customers' Participation, Define Customers' Jobs, Recruit, Educate and Reward Customers, Manage the Customer-Mix. Customer Participation through Self-Service Technologies- Types and Customer Usage of SSTs.

- **Service Recovery And Customer Retention:** Understanding of Service Failure and Recovery, How Customers Respond to Service Failures. Why Do/Don't People Complain, Types of Customer Complaint Actions, Types of Complainers, Causes Behind Service Switching, Forms of Service Recovery Strategies, Relative Importance of Customer Retention and Customer Relationship Management in Service Organizations

Final Examination: Three Hours

Suggested Readings:

- 1) Zeithaml, V.A., Bitner, Mary Jo, Pandit, “*Services Marketing*”, Tata McGraw Hill, New Delhi.
- 2) Lovelock, Christopher, Wirtz Jochen, Chatterjee, “*Services Marketing: People, Technology, Strategy*”, Pearson Education, New Delhi.
- 3) Payne, Adrian, “*The Essence of Services Marketing*”, Prentice Hall of India, New Delhi.
- 4) Nargundhar, Rajendra, “*Services Marketing*”, Tata McGraw Hill, New Delhi.
- 5) Goncalves, Karen P., “*Services Marketing–A Strategic Approach*”, Prentice Hall International, New Jersey.
- 6) Jauhari, Vinnie, Dutta, “*Services–Marketing, Operations Management*”, Oxford University Press, New Delhi.
- 7) Srinivasan, R., “*Services Marketing–The Indian Context*”, Prentice Hall of India, New Delhi.

MMS -507: Seminar

Credits: 0-0-2

MML -551: Strategic Management

Credits: 4-0-0

Text

- **Understanding Strategy and Strategic Management:** Strategic management process. Strategic decision making. Levels of strategy. The secret of success of successful companies(Mckinsey's 7 S model)
- **Defining Strategic Intent:** Vision, Mission Goals and Objectives. Characteristics of a good mission statement. Designing and evaluating a mission statement.
- **External Environment Analysis** – Strategically relevant components of external environment. Industry analysis – Porter's five forces model; Strategic group mapping; industry driving forces; key success factors. External Factor Evaluation matrix.

First Minor Test: One Hour

- **Internal Environment Analysis** – Resource based view of an organization: VRIO framework; Value chain analysis; Competitive advantage and Core competency. Internal Factor Evaluation Matrix.
- **Environmental Scanning Techniques** – ETOP and SWOT analysis
- **Business Level Strategies** – Porter's framework of competitive strategies: Cost leadership, Differentiation and Focused strategies.
- **Corporate Level Strategies** – Growth strategies – horizontal and vertical integration; strategic out sourcing; related and un-related diversification; international entry options; harvesting and retrenchment strategies.

Second Minor Test: One Hour

- **Portfolio Strategies** – BCG Model, G E Business Planning Matrix, Shell's Directional Policy Matrix, Product Life Cycle matrix.
- **Strategy Implementation** – Strategy-structure fit: developing and modifying organizational structure. Leadership and organization culture.
- Corporate governance and social responsibilities of business.
- **Strategy Evaluation and Control** – Nature of strategy evaluation; Strategy evaluation framework; The balanced Score Card.

Final Examination : Three Hours

Suggested Readings:

1. Wheelen, Thomas L., Hungerdavid J. and Rangarajan Krish, “Concepts in Strategic Management and Business Policy”, Pearson Education, India.
2. David, R Fred, “Strategic Management–Concepts and Cases”, Pearson Education, India.
3. Hill, Charles W L and Jones Gareth R, “An Integarated Approach to Strategic Management” Cengage Learning.
4. Thompson, Arthur A Jr.; Strickland A J. III; Gamble, John E and Jain, Arun K. “Crafting and Executing Strategy. The Quest for Competitive Advantage – Concepts and Cases”, TMH, New Delhi.
5. Pitts, Robert A and Lei, David, “Strategic Management Building and Sustaining Competitive Advantage”, Thomson, India
6. Kazmi, Azhar. “Business Policy and Strategic Management”, TMH, New Delhi.

MML – 552: Brand Management

Credits: 4-0-0

Text

- **Brands and Brand Management:** Meaning, Importance of Brands to the Customers & Firms; Branding Challenges and Opportunities.
- **Concept of Brand Equity;** Brand Names, Symbols and Slogans, Criterion for Choosing Brand Elements – Memorability, Meaningfulness, Likeability, Transferability, Adaptability, Protectability.
- **Brand Loyalty:** Meaning and Measuring Brand Loyalty; Strategic Value of Brand Loyalty; Maintaining and Enhancing Brand Loyalty.
- **Brand Awareness:** Meaning and Role of Brand Awareness in Building Brand Equity.
- **Perceived Quality:** Meaning, Role of Perceived Quality in Generating Brand Equity.

First Minor Test : One Hour

- **Brand Association:** Role of Brand Associations in Creating Brand Equity; Types of Brand Associations: Product Attributes, Intangibles, Customer Benefits, Relative Price, Use/Application, User/Customer, Company, Country of Origin.
- **Brand Personality,** Co-branding, Ingredient Branding, Licensing and its Guidelines, Celebrity Endorsement.
- **Building a Strong Brand:** Brand Salience, Brand Performance, Brand Imagery, Brand Judgments, Brand Feelings and Brand Resonance.
- **Brand Positioning:** Identifying and Establishing Brand Positioning; Positioning Guidelines – Choosing Points of Parity and Points of Differentiation; Establishing Points of Parity and Points of Differentiation.

Second Minor Test: One Hour

- **Integrating Marketing Communications to Build Brand Equity;** Marketing Communication Options; Developing Integrated Marketing Communication Programs.
- **Branding Strategies:** Brand Product Matrix; Brand Hierarchy; Designing a Branding Strategy; Brand Extension – Advantages and disadvantages.
- **Brand Valuations:** Financial Brand Valuation; Financial Brand Equity; Evaluating Brand Valuation Methods.
- **Measuring Sources of Brand Equity:** Qualitative Research Techniques and Quantitative Research Techniques.

Final Examination: Three Hours**Suggested Readings**

1. Keller, Kevin Lane, Strategic Brand Management : Building, Measuring and Managing Brand Equity, Prentice Hall of India, Third Edition, (2008).
2. Aaker, David A., Managing Brand Equity: The Free Press, (1991).
3. Kapferer, Jean-Noel, The New Strategic Brand Management, Kogan Page 3rd Edition, (2008).
4. Kumar, S Ramesh, Managing Indian Brands, Vikas Publishing House, 2nd Edition, (2002).
5. Sengupta, Subroto, Brand Positioning, Tata McGraw-Hill Publishing, 2nd Edition, (2005).

MML-553: Advertising and Sales Management

Credits: 4-0-0

Text

Introduction to Advertising

- Nature and Scope and Functions of Advertising, Classification of Advertising, Advertising as an Element of Marketing Mix, Advertising as a Tool of Communication, Setting Advertising Objectives;
- Behavioral Dynamics – The DAGMAR Approach, Hierarchy of Effects Model, New Adopter Model, AIDA Model;
- Developing Segmentation and Positioning Strategies for Advertising – Segmenting on the Basis of Usage Patterns and Commitment Level, Segmenting Business Markets, Formulating Positioning Strategy, Benefit Positioning, User Positioning and Competitive Positioning;
- Advertising and Product Life Cycle;
- Ethical Aspects of Advertising – Misleading Advertising, Deceptive Advertising and Shock Advertising;
- Economic Effects and Legal Aspects of Advertising.

First Minor Test : One Hour

Managing an Advertising Program

- Message Structure – Appeals, Copy, Layout;
- Advertising Media – Media Planning, Media Selection and Scheduling;
- Measuring Advertising Effectiveness – Pre-testing and Post-testing copy;
- Advertising Budget – Top Down Methods: Affordable Method, Percentage of Sales Method, Competitive Parity Method; Build-up Approach: Objective and Task Method;
- Advertising Agencies – Types, Role and Functions;
- Social and Cultural Consequences of Advertising – Advertising and Stereotyping.

MBA (HONS.) MARKETING & RETAIL MGT. (SEMESTER – IV)
(Under Credit Based Continuous Evaluation Grading System)

Second Minor Test: One Hour

Sales Management

- Nature and Scope of Sales Management, Personal Selling Objectives;
- Sales Force Organization – Nature and Types;
- Sales Force Recruitment – Process and Sources;
- Sales Force Selection Process;
- Managing Sales Training Programs – Need and Objectives;
- Motivating Sales Personnel – Significance, Financial and Non-Financial Reward System, Sales Meetings and Sales Contests;
- Designing Sales Territories and Sales Quotas – Objectives and Types;
- Developing and Managing Sales Evaluation Program.

Final Examination : Three Hours

Suggested Readings:

1. Belch, George E. and Belch, Michael A. “Advertising and Promotion”, Tata McGraw Hill, 6th Edition
2. Guinn, Allen, Chris T., Semenik, Richard J. “Advertising & Integrated Brand Promotion”, Thomson – South Western, 4th Edition.
3. Batra, Rajeev, Mayers, John G., and Aaker, David A. “Advertising Management”, Pearson Education, 5th Edition
4. Spiro, Stanton and Rich “Management of a Salesforce”, Tata McGraw Hill; 11th Edition
5. Richard R Still, Cundiff W Edward Govoni A P Norman, “Sales Management: Decision Strategy and Cases”, Pearson Education; 5th Edition

MML-554: Retail Strategy

Credits: 4-0-0

Text

- **Strategy Planning in Retailing:** Definition and Need for Retail Strategies, Types of Retail Strategies; Situation Analysis, Objectives, Identification of Consumer Characteristics and Needs, Overall Strategy.
- **Understanding the Retail Consumer:** Need for Studying Consumer Behavior, Factors Influencing Retail Shopper, Consumer Demographics and Life-Styles, Retailing Implications of Consumer Demographics and Life-styles, Consumer Decision Making Process, Types of Consumer Decision Making Process, Impulse Purchase and Customer Loyalty.

First Minor Test : One Hour

- **Retail Organization and Human Resource Management:** Gaining Competitive Advantage through Human Resource Management, Designing the Organization Structure for a Retail Format, Retail Organization Structures, Retail Organization Design Issues, Motivating Retail Employees, Building Employee Commitment, Trends in Human Resource Management.
- **Financial Strategy:** Profit Planning; Asset Management: Strategic Profit Model, Understanding Key Business Ratios; Resource Allocation, Magnitude of Various Costs.
- **Pricing Strategy:** Basic Strategies, Approaches for Setting Prices, Price Adjustments.

Second Minor Test: One Hour

- **Retail Image Strategy:** Significance of Retail Strategy, Atmosphere, Community Relations.
- **Operations Management:** Operating Retail Business, Store Format, Size and Space Allocation; Store Maintenance, Energy Management and Renovations; Inventory Management, Store Security, Credit Management.
- **Web, Nonstore Based, and Other Forms of Nontraditional Retailing:** Direct Marketing, Direct Selling, Vending Machines, Electronic Retailing – Emergence of the World Wide Web, Other Nontraditional Forms of Retailing.
- Consumerism and Ethics in Retailing.
- The Future of Retailing.

Final Examination: Three Hours**Suggested Readings:**

- Levy, Michael, Barton A. Weitz and Ajay Pandit (2008), *Retailing Management*, Tata McGraw Hill, 6th Edition.
- Pradhan, Swapna (2007), *Retail Management – Text and Cases*, Tata McGraw Hill, 2nd Edition.
- Cox, Roger and Paul Brittain (2004), *Retailing – An Introduction*, Pearson Education, 5th Edition.
- Gilbert, David (2009), *Retail Marketing Management*, Pearson Education, 2nd Edition.
- Berman, Barry and Joel R. Evans (2006), *Retail Management – A Strategic Approach*, Pearson Education, 9th Edition.

MML-555: Retail Logistics

Credits: 4-0-0

Text

- Nature, Need and Role of Logistics in Retailing.
- Supply Chain: Definition of Supply Chain, Objectives & Importance of Supply Chain, Types of Supply Chain, Managing Retailer-Supplier Relationships, Collaboration in the Channel, Factors for Successful Supply Chain Management (SCM), SCM & Competitive Advantage, Framework for SCM.
- Supply Chain IT Framework: Internal Supply Chain Management, Supply Chain IT in Practice, Logistics Information System.
- Coordination in Supply Chain: Lack of Supply Chain Coordination and Bull Whip Effect, Effect on Performance of Lack of Coordination, Obstacles to Coordination in Supply Chain, Managerial Levers to Achieve Coordination.

First Minor Test: One Hour

- Merchandise Management: Process, Planning Merchandise Assortments, Merchandise Planning Systems, Allocating Merchandise to Stores, International Sourcing Decisions, Establishing and Maintaining Strategic Relationships with Vendors.
- Category Management: Factors Affecting Growth of Category Management, Category Management Process.
- Inventory Management: Retailers Task, Inventory Levels, Role of Safety Inventory in Supply Chain, Determining Appropriate Levels of Safety Inventory; Impact of Supply Uncertainty, Aggregation and Replenishment Policies on Safety Inventory, Importance of Level of Product Availability, Factors Affecting Optimal Level of Product Availability.

Second Minor Test: One Hour
<ul style="list-style-type: none"> • Demand Forecasting in Retail Logistics: Role of Forecasting, Characteristics of Forecasting, Components of Forecast and Forecasting Methods. • Retail Locations: Types of Locations – Unplanned Retail Locations, Shopping Center, City or Town Locations, Free-Standing Sites; Importance of Location to Retailer; Site Selection – Factors Affecting Demand for a Trade Area, Factors Affecting Attractiveness of Sites, Estimating Demand for a New Location, Location Techniques, Catchment Area Analysis, Regression Analysis, Retail Property Development, Leasing of Retail Outlet. • Multimodal Transport – Importance of an Effective Transportation System, Different Transport Modes, Intermodal Services, Transport Cost Characteristics, Transport Service Selection.
Final Examination : Three Hours

Suggested Readings:

- Chopra, Sunil, Peter Meindl and D.V. Kalra (2007), *Supply Chain Management Strategy, Planning and Operation*, Pearson Education, 3rd Edition.
- Levy, Michael, Barton A. Weitz and Ajay Pandit (2008), *Retailing Management*, Tata McGraw Hill, 6th Edition.
- Dunne, Patrick M. and Robert F. Lusch (2007), *Retailing*, Cengage Learning, 5th Edition.
- Gilbert, David (2009), *Retail Marketing Management*, Pearson Education, 2nd Edition.
- Ballou, Ronald H. (2007), *Business Logistics/Supply Chain Management*, Pearson Education, 5th Edition.
- Sinha, P.K. and Dwarika P. Uniyal (2007), *Managing Retailing*, Oxford, 1st Edition.
- Cox, Roger and Paul Brittain (2004), *Retailing – An Introduction*, Pearson Education, 5th Edition.
- Berman, Barry and Joel R. Evans (2006), *Retail Management – A Strategic Approach*, Pearson Education, 9th Edition.