

# **FACULTY OF ECONOMICS & BUSINESS**

## **Syllabus**

**For**

**MBA (MARKETING MANAGEMENT)**  
**(CREDIT BASED EVALUATION AND GRADING SYSTEM)**

**(SEMESTER: I – IV)**

**Session: 2019-20**



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**GURU NANAK DEV UNIVERSITY**  
**AMRITSAR**

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MBA (MARKETING MANAGEMENT) (SEMESTER-I)  
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

**SCHEME OF COURSES**

**Program Code: MMB**

**Semester-I:**

Course No.	C/E/I	Course Title	L	T	P	Total Credits	Mid Sem. Marks	End Sem. Marks	Total Marks
<b>Core Courses</b>									
MML – 401	C	Managerial Economics	4	--	--	4	20	80	100
MML – 402	C	Quantitative Methods for Management	4	--	--	4	20	80	100
MML – 403	C	Accounting for Management	4	--	--	4	20	80	100
MML - 404	C	Business Environment	4	--	--	4	20	80	100
MML - 406	C	Management Principles and Organizational Behaviour	4	--	--	4	20	80	100
MML – 407	C	Corporate Law and Administration	4	--	--	4	20	80	100
<b>Total Credits:</b>			<b>24</b>	<b>--</b>	<b>--</b>	<b>24</b>			

**Semester-II:**

Course No.	C/E/I	Course Title	L	T	P	Total Credits	Mid Sem. Marks	End Sem. Marks	Total Marks
<b>Core Courses</b>									
MML - 451	C	Business Research Methodology	4	--	--	4	20	80	100
MML - 452	C	Financial Management	4	--	--	4	20	80	100
MML - 453	C	Marketing Management	4	--	--	4	20	80	100
MML - 454	C	Human Resource Management	4	--	--	4	20	80	100
MML - 455	C	Production and Operations Management	4	--	--	4	20	80	100
MMS - 457	C	Seminar	--	--	2	2	20	80	100
MML - 458	C	Case Studies in Management	2	--	--	2	20	80	100
<b>Interdisciplinary Courses (3 Credits)</b>									
	I	To be offered from the outside Department.	3	--	--	3	20	80	100
<b>Total Credits:</b>			<b>25</b>	<b>--</b>	<b>2</b>	<b>27</b>			
<b>Note:</b> After second semester every student will be required to undergo summer training of <b>six weeks</b> duration in the corporate sector									

**Note.**

- PSL -053 ID Course Human Rights & Constitutional Duties (Compulsory ID Course)**  
Students can opt. this paper in any semester except the 1<sup>st</sup> Semester. This ID Course is one of the total ID Course of this course.

MBA (MARKETING MANAGEMENT) (SEMESTER SYSTEM)  
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**SEMESTER III:**

Course No.	C/E/I	Course Title	L	T	P	Total Credits	Mid Sem. Marks	End Sem. Marks	Total Marks	
<b>Core Courses</b>							<b>20</b>	<b>80</b>	<b>100</b>	
MML-502	C	Customer Relationship Management	4	--	--	4	20	80	100	
MML-503	C	Marketing Research	4	--	--	4	20	80	100	
MML-504	C	Consumer Behaviour	4	--	--	4	20	80	100	
MML-505	C	Managing Retailing	4	--	--	4	20	80	100	
MML-506	C	Services Marketing	4	--	--	4	20	80	100	
MMS-507	C	Seminar	--	--	2	2	20	80	100	
<b>Interdisciplinary Courses (3 Credits)</b>										
	I	To be offered from the outside Department.	3	--	--	3	20	80	100	
<b>Total Credits</b>							<b>23</b>	<b>--</b>	<b>2</b>	<b>25</b>

**Semester IV:**

Course No.	C/E/I	Course Title	L	T	P	Total Credits	Mid Sem. Marks	End Sem. Marks	Total Marks	
<b>Core Courses</b>										
MML - 551	C	Strategic Management	4	--	--	4	20	80	100	
MML – 552	C	Brand Management	4	--	--	4	20	80	100	
MML – 553	C	Advertising and Sales Management	4	--	--	4	20	80	100	
MML – 556	C	International Marketing	4	--	--	4	20	80	100	
MML – 557	C	Managing Retail Operations	4	--	--	4	20	80	100	
MML – 558	C	Case Studies in Marketing	2	--	--	2	20	80	100	
<b>Interdisciplinary Courses (3 Credits)</b>										
	I	To be offered from the outside Department.	3	--	--	3	20	80	100	
<b>Total Credits:</b>							<b>25</b>	<b>--</b>	<b>--</b>	<b>25</b>

MBA (MARKETING MANAGEMENT) (SEMESTER-I)  
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

**MML-401: MANAGERIAL ECONOMICS**

**Credits 4-0-0**

**Total Marks:100**

**Mid Semester Marks:20**

**End Semester Marks:80**

**Mid Semester Examination: 20% weightage**

**End Semester Examination: 80% weightage**

**Instructions for the Paper Setters:**

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

<b>SECTION A</b>
<ul style="list-style-type: none"> <li>• <b>Managerial Economics:</b> Meaning, Nature, Scope and Concepts</li> <li>• <b>Marginal Analysis:</b> Law of Diminishing Marginal Utility, Law of Equimarginal Utility</li> <li>• <b>Law of Demand:</b> Meaning, Determinants, Exceptions, Kinds of Demand, Change in Demand and Importance.</li> <li>• <b>Elasticity of Demand:</b> Meaning, Types and Degrees of Elasticity of Demand, Methods of Measuring Price Elasticity of Demand, Factors Determining Elasticity of Demand, Importance.</li> </ul>
<b>SECTION B</b>
<ul style="list-style-type: none"> <li>• <b>Indifference Curve Analysis:</b> Meaning, Assumptions, Properties, Consumer Equilibrium, Importance.</li> <li>• <b>Production Function:</b> Meaning, Types: Short Run and Long Run Production Function, Economies and Diseconomies of Scale.</li> <li>• <b>Theory of Costs:</b> Types of Costs, Traditional Theory: Long Run &amp; Short Run, Modern Theory: Long Run &amp; Short Run.</li> </ul>
<b>SECTION C</b>
<ul style="list-style-type: none"> <li>• <b>Managerial Theories:</b> Profit maximization and Sales Maximization.</li> <li>• <b>Market Structure:</b> Meaning, Assumptions and Equilibrium of Perfect Competition, Monopoly, Monopolistic Competition.</li> <li>• <b>Oligopoly:</b> Sweezy Model.</li> </ul>
<b>SECTION D</b>
<ul style="list-style-type: none"> <li>• <b>National Income:</b> Conceptual Framework, different concepts of National Income, Methods of Measuring National Income, Limitations of measuring National Income.</li> <li>• <b>Consumption Function:</b> Meaning, and Nature, Determinants and Measures to Raise Propensity to Consume. Keynes Psychological Law of Consumption - Meaning, Properties and Implications.</li> <li>• <b>Inflation:</b> Meaning, Types, Causes, Effects and Control. Phillips curve.</li> </ul>

MBA (MARKETING MANAGEMENT) (SEMESTER-I)  
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

**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.

MBA (MARKETING MANAGEMENT) (SEMESTER – I)  
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

**MML-402: QUANTITATIVE METHODS FOR MANAGEMENT**

**Credits 4-0-0**  
**Total Marks:100**  
**Mid Semester Marks:20**  
**End Semester Marks:80**

**Mid Semester Examination: 20% weightage**  
**End Semester Examination: 80% weightage**

**Instructions for the Paper Setters:**

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

<b>SECTION A</b>
<ul style="list-style-type: none"> <li>• <b>Correlation and Regression Analysis:</b> Simple, partial and multiple correlation coefficients; simple and multiple regression (three variables only).</li> <li>• <b>Elementary probability theory:</b> Additive and Multiplicative laws of probability and their business applications.</li> <li>• Practical through SPSS/MS Excel.</li> </ul>
<b>SECTION B</b>
<ul style="list-style-type: none"> <li>• <b>Probability Distributions:</b> Binomial, Poisson and Normal distributions; with their properties and applications.</li> <li>• <b>Hypotheses:</b> Null and Alternative Hypotheses, Type I and Type II errors</li> </ul>
<b>SECTION C</b>
<ul style="list-style-type: none"> <li>• <b>Hypothesis testing — Parametric tests:</b> Z- Test, T- Test, F- Test (ANOVA one way and two-way);</li> <li>• <b>Non-Parametric tests:</b> Chi Square test.</li> <li>• Practical through SPSS/MS Excel</li> </ul>
<b>SECTION D</b>
<ul style="list-style-type: none"> <li>• <b>Linear programming:</b> definition, characteristics, formulation of LPP; solution by graphic and Simplex method; Business Applications of LP.</li> <li>• <b>Transportation problems.</b></li> <li>• Practicals through SPSS/MS Excel</li> </ul>

**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.

MBA (MARKETING MANAGEMENT) (SEMESTER – I)  
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**MML-403: ACCOUNTING FOR MANAGEMENT**

**Credits 4-0-0**

**Total Marks:100**

**Mid Semester Marks:20**

**End Semester Marks:80**

**Mid Semester Examination: 20% weightage**

**End Semester Examination: 80% weightage**

**Instructions for the Paper Setters:**

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

<b>SECTION A</b>
<ul style="list-style-type: none"> <li>• <b>Introduction to Accounting:</b> Accounting as an information system, Users of accounting information; Basic accounting concepts and conventions. Accounting Cycle. Role of Accountant in Profession and Industry.</li> <li>• <b>Understanding Corporate Financial Statements:</b> Types, Nature, Attributes, Uses and Limitations.</li> </ul>
<b>SECTION B</b>
<ul style="list-style-type: none"> <li>• Corporate Reporting and Disclosure Requirements.</li> <li>• <b>Tools of Financial Statement Analysis:</b> Ratio Analysis, Common Size Financial Statements, Comparative Statements and Trend Analysis.</li> </ul>
<b>SECTION C</b>
<ul style="list-style-type: none"> <li>• <b>Cost Accounting:</b> Definition and Objectives. Cost Management Concepts and Cost Behavior. Preparation of Cost Sheet.</li> <li>• <b>Budgets and Budgetary Control:</b> Understanding Concepts of Master Budget, Fixed Budget and Flexible Budgets, Zero Base Budget, Participative Budget and Performance Budget.</li> <li>• <b>Standard Costing as a Control Technique;</b> Setting of Standards and Their Revision;</li> </ul>
<b>SECTION D</b>
<ul style="list-style-type: none"> <li>• <b>Variance Analysis:</b>Meaning and Importance, Kinds of Variances and Their Uses- Material, Labour Variances; Relevance of Variance Analysis to Budgeting and Standard Costing.</li> <li>• <b>Marginal Costing and Break-Even Analysis:</b> 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.</li> </ul>

MBA (MARKETING MANAGEMENT) (SEMESTER – I)  
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**References:**

1. Bhattacharya, S.K. and John Dearden, "Accounting for Management - Text and Cases", Vikas Publishing 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.



MBA (MARKETING MANAGEMENT) (SEMESTER – I)  
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**MML-404: BUSINESS ENVIRONMENT**

**Credits 4-0-0**

**Total Marks:100**

**Mid Semester Marks:20**

**End Semester Marks:80**

**Mid Semester Examination: 20% weightage**

**End Semester Examination: 80% weightage**

**Instructions for the Paper Setters:**

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

<b>SECTION A</b>
<ul style="list-style-type: none"> <li>• <b>Salient features of Economic Systems:</b> Capitalist System/Market Economy; Socialist System and Mixed Economy; Basic Features of Indian Economy, Changing Role of Government in Business.</li> <li>• <b>Business Environment:</b> Meaning, Types: Internal Environment; External Environment; Micro and Macro Environment.</li> </ul>
<b>SECTION B</b>
<ul style="list-style-type: none"> <li>• <b>Aspects of Economic Reforms:</b> Liberalisation; Privatisation/Disinvestment of Public Enterprises; Globalisation and its Implications for India.</li> <li>• <b>Economic Planning in India:</b> Objectives, Strategies and Evaluation of Latest Five Year Plan.</li> <li>• Deficit Financing and its implications for the Indian Economy; Analysis of current year Annual Budget.</li> </ul>
<b>SECTION C</b>
<ul style="list-style-type: none"> <li>• <b>Consumer Rights and Consumerism:</b> Role of Consumer Groups with Special Reference to India; Consumer Protection Act, 1986 with Latest Amendments</li> <li>• <b>Social Responsibility of Business:</b> Concept, Rationale, Dimensions, Models of Social Responsibility and Barriers to SR; The Environment Protection Act, 1986 with Latest Amendments.</li> </ul>
<b>SECTION D</b>
<ul style="list-style-type: none"> <li>• <b>Evaluation of Various Regulatory Policies of Government:</b> Industrial Policy Changes during the Post Reforms; Fiscal and Monetary Policy Changes in India,</li> <li>• <b>Salient Features of FEMA and GST(Goods and service tax)</b></li> <li>• <b>Export Promotion versus Import Substitution Policies:</b> Concept of Balance-of-Payments; Balance-of-Trade; Currency Convertibility; Objectives and Evaluation of Latest Foreign Trade Policy of Indian Government.</li> </ul>

MBA (MARKETING MANAGEMENT) (SEMESTER – I)  
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

**Suggested Readings:**

1. V.K. Puri & S.K. Misra, Economic Environment of Business, Latest Edition, Himalaya Publishing House, New Delhi.
2. A.C. Fernando, Business Environment, Latest Edition, Pearson Publication, New Delhi.
3. V. Neelamegam, Business Environment, Latest Edition, Vrinda Publications, Delhi.
4. Francis Cherunilam, Business Environment, Latest Edition, Himalaya Publishing House, New Delhi.
5. K. Aswathappa, Essentials of Business Environment, Latest Edition, Himalaya Publishing House, New Delhi.
6. Paul Justin, Business Environment, Latest Edition, McGraw Hill Education, New Delhi.
7. Ruddar Dutt and KPM Sundaram, Indian Economy, Latest Edition, S. Chand & Company Ltd., New Delhi.
8. Govt. of India, Five Years Plan Documents.

**Note:** It is Mandatory for the students to consult Economic Times, Business Standard, Financial Express, Annual Budget and Economic Survey of Government of India to understand this paper.

**MML-406: MANAGEMENT PRINCIPLES AND ORGANISATIONAL BEHAVIOUR**

**Credits 4-0-0**

**Total Marks:100**

**Mid Semester Marks:20**

**End Semester Marks:80**

**Mid Semester Examination: 20% weightage**

**End Semester Examination: 80% weightage**

**Instructions for the Paper Setters:**

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

**SECTION A**

- **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.

**SECTION B**

- **Planning and Performance:** Goals and Plans, types of Goals, Types of Plans, Setting Goals and Developing Plans, MBO concepts and steps in MBO, 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.

### SECTION C

- **Understanding Individual Behaviour:** Focus and Goals of Organisation Behaviour. Attitudes and Job Performance, Cognitive dissonance, Operant Conditioning Theory
- **Communication:** Functions, Methods and Barriers to Communication. Formal Versus Informal communication.
- **Motivation:** Concept and early theories of Motivation: Maslow's Hierarchy of Needs, Alderfer's ERG 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.

### SECTION-D

- **Leadership:** Concept, Early Theories of Leadership; Trait Theory, Behavioural Theories: Michigan Studies, Ohio State University Studies, Managerial 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 21<sup>st</sup> 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.

### Suggested Readings:

1. Harold Koontz, and Heinz Wehrich, *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, *Managemnt*, 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, *Organisational 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.  
Philip Sadler, *Leadership*, New Delhi, Kogan Page, 2004.

MBA (MARKETING MANAGEMENT) (SEMESTER – I)  
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**MML–407: CORPORATE LAW AND ADMINISTRATION**

**Credits 4-0-0**

**Total Marks:100**

**Mid Semester Marks:20**

**End Semester Marks:80**

**Mid Semester Examination: 20% weightage**

**End Semester Examination: 80% weightage**

**Instructions for the Paper Setters:**

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

**SECTION A**

- **Companies Act and its Administration:** History, Extent and Application; Latest Amendments and Authorities under the Companies Act.
- **Company:** Definition and Characteristics of a Company; Lifting of the Corporate Veil; Company vs. Partnership; Limited Liability 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. One Person Company.

**SECTION B**

- **Formation of a Company:** Promoters, Incorporation of a Company: Procedure and Documents to be Filled. Preliminary Contracts.
- **Memorandum of Association:** Meaning, Importance, Contents, Alteration, Doctrine of Ultra-Vires.
- **Article of Association:** Meaning, Contents, Alteration, Memorandum of Association and Article of Association, Constructive Notice of Memorandum and Article, Doctrine of Indoor Management.

**SECTION C**

- **Prospectus:** Definition, Dating and Registration of Prospectus, Kind of Prospectus: Shelf Prospectus, Deemed Prospectus, Abridge Prospectus, Red herring 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.

MBA (MARKETING MANAGEMENT) (SEMESTER – I)  
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**SECTION D**

- **Company Management Director:** Appointment and Restriction on Appointment, Removal, Qualification, Duties and Powers, Remuneration of Directors. Women 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.

**Suggested Readings:**

1. Majumdar A.K. and Kapoor G.K., Company Law and Practice, Taxmann Publications, New Delhi.
2. Singh, Avtar, Company Law, Easter Book Co. Lucknow
3. Avadhanni, V. A., SEBI Guidelines and Listing of Companies, Himalaya Publishing House, Delhi.
4. Nolakha Ratan, Company Law and Practice, Vikas Publishing House (P), Ltd.
5. Chuhan, S.D. Singh and Sharma N.K., Indian Company Law Sahitya Bhawan, Agra.

**MML-451: BUSINESS RESEARCH METHODOLOGY**

**Credits 4-0-0**

**Total Marks:100**

**Mid Semester Marks:20**

**End Semester Marks:80**

**Mid Semester Examination: 20% weightage**

**End Semester Examination: 80% weightage**

**Instructions for the Paper Setters:**

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

**SECTION-A**

- **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.

**SECTION B**

- **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.
- **Measurement:** Concepts, Levels- Nominal, Ordinal, Interval and Rating Scale, Measurement Errors.

**SECTION C**

- **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**

**SECTION D**

- **Questionnaire and Questionnaire Design Process**
- **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

**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**

**Total Marks:100**

**Mid Semester Marks:20**

**End Semester Marks:80**

**Mid Semester Examination: 20% weightage**

**End Semester Examination: 80% weightage**

**Instructions for the Paper Setters:**

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

<b>SECTION A</b>
<ul style="list-style-type: none"> <li>• <b>Financial Management:</b> Meaning and Nature; Financial Goal-Profit vs. Wealth Maximization; Finance Functions-Investment, Financing, Liquidity and Dividend Decisions. Financial Planning- Capitalization, Theories of Capitalization.</li> <li>• <b>Instruments of finance:</b> Long Term and Short Term</li> </ul>
<b>SECTION B</b>
<ul style="list-style-type: none"> <li>• <b>Cost of Capital:</b> Meaning and Significance of Cost of Capital; Calculation of Cost of Debt, Preference Capital, Equity Capital and Retained Earnings; Combined Cost of Capital (Weighted).</li> <li>• <b>Capital Structure Theories:</b> Conceptual Framework. Determinants. Net Income Approach, Net Operating Income Approach, Intermediary Approach and M.M. Hypotheses with Special Reference to the Process of Arbitrage.</li> </ul>
<b>SECTION C</b>
<ul style="list-style-type: none"> <li>• <b>Operating and Financial Leverage:</b> Measurement of Leverages; Analyzing Alternate Financial Plans; Financial and Operating Leverage, Combined Leverage. EBIT and EPS Analysis.</li> <li>• <b>Capital Budgeting:</b> Nature of Investment Decisions; Investment Evaluation Criteria- Non-Discounted Cash Flow Criteria, Discounted Cash Flow Criteria; Risk Analysis in Capital Budgeting (Practical Through Excel).</li> <li>• <b>Dividend Policies:</b> Issues in Dividend Decisions. Forms of Dividends; Theories of Relevance and Irrelevance of Dividends.</li> </ul>
<b>SECTION D</b>
<ul style="list-style-type: none"> <li>• <b>Management of Working Capital:</b> Meaning, Significance and Types of Working Capital; Approaches of Working Capital; Calculating Operating Cycle Period and Estimation of Working Capital Requirements.</li> <li>• <b>Management of Cash:</b> Strategies, Baumol's, Miller-Orr's and Beranek's Models of Cash Management.</li> <li>• <b>Management of Receivables:</b> Credit Policy, Credit Terms and Collection Efforts.</li> </ul>

MBA (MARKETING MANAGEMENT) (SEMESTER – II)  
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

**References:**

1. Bhattacharya, Hrishlkas: Working Capital Management: Strategies and Techniques. Prentice Hall, New Delhi.
2. Brealey, Richard A and Seward C. Myers: Corporate Finance, McGraw Hill. Int. Ed, New York.
3. Chandrara, Prasanna: Financial Management, Tata McGraw Hill, Delhi
4. Hampton, John: Financial Decision Making, Prentice Hall, Delhi
5. Pandey, I.M: Financial Management, Vikas Publishing House, Delhi
6. Van Horne. James G. and J.M. Wachowicz Jr.: Fundamentals of Financial Management. Prentice Hall, Delhi.
7. Khan MY, Jain PK: Financial Management; Tata McGraw Hill, New Delhi.
8. Archer, Stephen, H., Choate G Marc, Racette, George; Financial Management; John Wiley, New York
9. Block, Stanley B, Geoffrey A Hilt: Foundations of Financial Management; Richard D.J Irwin, Homewood Illinois

MBA (MARKETING MANAGEMENT) (SEMESTER-II)  
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

**MML-453: MARKETING MANAGEMENT**

**Credits 4-0-0**

**Total Marks:100**

**Mid Semester Marks:20**

**End Semester Marks:80**

**Mid Semester Examination: 20% weightage**

**End Semester Examination: 80% weightage**

**Instructions for the Paper Setters:**

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

<b>SECTION A</b>
<ul style="list-style-type: none"> <li>• Introduction To Marketing: Meaning , Nature And Scope Of Marketing, Core Marketing Concepts, Marketing Philosophies, Marketing Management Process, Marketing Mix.</li> <li>• Market analysis: understanding marketing environment , consumer and organization buyer behavior, market measurement and marketing research, market segmentation, targeting and positioning. Concept of customer retention and relationship marketing.</li> </ul>
<b>SECTION B</b>
<ul style="list-style-type: none"> <li>• Product Planning And Pricing: Key Concepts , Product Classification, Major Product Decisions, Product Life Cycle, New Product Development Process, Branding Decisions And Positioning, Packaging Decisions.</li> <li>• Pricing Decisions: Pricing Objectives, Factors Influencing pricing Decisions, Pricing Methods and Strategies.</li> </ul>
<b>SECTION C</b>
<ul style="list-style-type: none"> <li>• Distribution Decisions: Role Of Intermediaries, Channel Levels, Types And Nature Of Intermediaries, Factors Influencing Distributing Decisions, Channel Conflict, E-Commerce Marketing Practices, Types And Functions Of Wholesalers And Retailers.</li> <li>• Marketing Communications: The Marketing Communication Process, The Promotion Mix, Factors Guiding The Selection Of Promotion Mix, Advertising And Its Objectives, Developing The Advertising Campaign; Sales Promotion And Its Objectives, Tools Of Sales Promotion, Public Relations And Major Tools; Events And Experiences. Personal Selling: Nature And Process , Direct Marketing</li> </ul>
<b>SECTION D</b>
<ul style="list-style-type: none"> <li>• Marketing Organization And Control: Organization For Marketing , Marketing Implementation And Control,</li> <li>• <b>Ethics In Marketing,</b></li> <li>• <b>Emerging Trends And Issues In Marketing:</b> Rural Marketing,Societal Marketing ,Direct And Online Marketing , Green Marketing, Retail Marketing.</li> </ul>

MBA (MARKETING MANAGEMENT) (SEMESTER-II)  
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

**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.

MBA (MARKETING MANAGEMENT) (SEMESTER-II)  
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

**MML-454: HUMAN RESOURCE MANAGEMENT**

**Credits 4-0-0**

**Total Marks:100**

**Mid Semester Marks:20**

**End Semester Marks:80**

**Mid Semester Examination: 20% weightage**

**End Semester Examination: 80% weightage**

**Instructions for the Paper Setters:**

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

<b>SECTION A</b>
<p><b>Human Resource Management (HRM):</b> Nature, Scope, Objectives and Functions of HRM, Evolution of HRM, Changing Trends in HRM.</p> <p><b>Strategic Planning and HRM (SHRM):</b> Meaning, Features, Differences Between SHRM and HRM.</p> <p><b>Human Resource Planning (HRP):</b> Concept, Need and Importance of HRP, Factors Affecting HRP, Human Resource Planning Process.</p>
<b>SECTION B</b>
<p><b>Job Analysis:</b> Meaning and Objective, Process, Methods of Collecting job data, Uses of Job Analysis, Problems of Job Analysis.</p> <p><b>Recruitment and Selection:</b> Meaning and Factors Governing Recruitment, Recruitment Sources and Techniques.</p> <p>Meaning and Process of Selection, Problems associated with Recruitment and Selection.</p> <p><b>HR Training and Development:</b> Concept and Need, Process of Training and Development Programme: Identification of Training and Development Needs, Objectives, Strategy &amp; Designing of Training and Development, Implementation and Methods of Training Programme and Levels of Training Evaluation, Impediments to Effective Training.</p>
<b>SECTION C</b>
<p><b>Employee Separation and Retention:</b> Concept, Types of Employee separations, Factors Responsible for High Employee Turnover, Managing Early Retirements, Lay-offs and Voluntary Turnover, Outplacement.</p> <p><b>Performance Appraisal:</b> Meaning, Purpose, Essentials of Effective Performance Appraisal System, Various Components of Performance Appraisal, Methods and Techniques of Performance Appraisal.</p> <p><b>Job Evaluation:</b> Meaning, Process and Methods of Job Evaluation.</p>

<b>SECTION D</b>
<p><b>Managing Compensation and Employee Remuneration:</b> Concept, Objectives, Components of Employee Remuneration, Factors Influencing Employee Remuneration, Challenges of Remuneration.</p> <p><b>Incentives:</b> Concept, Importance and Process of Incentives.</p> <p><b>Fringe Benefits:</b> Meaning, Forms and Administration of Benefits.</p> <p><b>Managing Diversity:</b> Concept, Approaches to Managing Diversity, Challenges in managing employee diversity, Diversity Training.</p> <p><b>Suggested Readings:</b></p> <ol style="list-style-type: none"> <li>1) Dessler, Gary, “<i>Human Resource Management</i>”, New Delhi, Pearson Education Asia.</li> <li>2) Durai, Pravin, “<i>Human Resource Management</i>,” New Delhi, Pearson.</li> <li>3) Noe, Raymond A., Hollenbeck, John R, Gerhart, Barry, Wright, Patrick M., “<i>Human Resource Management: Gaining a Competitive Advantage</i>,” New Delhi, McGraw-Hill.</li> <li>4) Mathis, Robert L. and Jackson, John H., “<i>Human Resource Management</i>,” New Delhi, Thomson.</li> <li>5) Gomez, Meja, Balkin, Cardy, “<i>Managing Human Resources</i>,” New Delhi, Pearson Education.</li> <li>6) Aswathappa, K., “<i>Human Resource Management</i>”, <i>Text and Cases</i>. New Delhi, Tata McGraw – Hill.</li> <li>7) Snell, Scott, and Bohlander, George, “<i>Human Resource Management</i>,” New Delhi, Cengage Learning.</li> <li>8) Mamoria and Rao, “<i>Personnel Management</i>”, New Delhi, Himalaya Publishing House.</li> </ol>

MBA (MARKETING MANAGEMENT) (SEMESTER-II)  
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

**MML 455: PRODUCTION AND OPERATIONS MANAGEMENT**

**Credits 4-0-0**

**Total Marks:100**

**Mid Semester Marks:20**

**End Semester Marks:80**

**Mid Semester Examination: 20% weightage**

**End Semester Examination: 80% weightage**

**Instructions for the Paper Setters:**

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

<b>SECTION A</b>
<ul style="list-style-type: none"> <li>• Concept of Production &amp; Operations Management, Recent trends and issues. Product and Service Continuum</li> <li>• Types of Production Systems.</li> <li>• Operations Strategy: Linkage with Corporate Strategy, Market Analysis, Competitive Priorities and Capabilities.</li> <li>• New Product Design and Development.</li> </ul>
<b>SECTION B</b>
<ul style="list-style-type: none"> <li>• Plant Location decision: factors affecting location and techniques for location analysis and</li> <li>• Plant Layout: Factors affecting layout and types</li> <li>• Scheduling for Manufacturing Systems: Production Scheduling Techniques – Sequencing, Gantt. Charts, Network Analysis.</li> </ul>
<b>SECTION C</b>
<ul style="list-style-type: none"> <li>• Work study process: Methods Analysis – Various Charts, Work Measurement - techniques.</li> <li>• Value Analysis.</li> <li>• Resources Planning: Aggregate Planning MRP (Bills of Materials &amp; Product Structure), Enterprise Resource Planning, Resource Planning in Services.</li> <li>• Quality Issues: Concept of Quality, Statistical Quality Control.</li> </ul>
<b>SECTION D</b>
<ul style="list-style-type: none"> <li>• Just in Time Manufacturing Systems.</li> <li>• Inventory Management: Concept and Classification of Inventory, Relevant Costs for Inventory Decisions. Inventory Control Models, Reorder level, Lead Time and Safety Stock.</li> <li>• Supply Chain Management: Concept &amp; Components of Supply Chain.</li> </ul>

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**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. Operations Management – For Competitive Advantage, Richard B Chase, F Robert Jacobs, Nicholas J Aquilano and Nitin K Agarwal, The McGraw Hill Companies.
5. Quantitative Techniques in Management, N. D.Vohra, McGraw Hill.



MBA (MARKETING MANAGEMENT) (SEMESTER-II)  
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**MMS-457: SEMINAR**

**Credits 0-0-2**

MBA (MARKETING MANAGEMENT) (SEMESTER-II)  
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

**MML-458-CASE STUDIES IN MANAGEMENT**

**Credits 4-0-0**

**Total Marks:100**

**Mid Semester Marks:20**

**End Semester Marks:80**

**Mid Semester Examination: 20% weightage**

**End Semester Examination: 80% weightage**

**Instructions for the Paper Setters:**

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

<b>SECTION A</b>
<p><b>Case 1:</b> Aviva Life Insurance Company india Ltd. Reducing Policy: Turant time to build Customer Satisfaction. Source: Case studies in Consumer Behaviour. S.Ramesh Kumar, Pearson.</p> <p><b>Case2 :</b>MakemyTrip.Com(A) pp.244-260 MKTG: A South Asia Perspective Lamb, Hair, Sharma,Mc Domel</p>
<b>SECTION B</b>
<p><b>Case 1:</b> Romantic Rides of Fiery Thrills: Positioning a Motorcycle Brand in the Indian Context pg. 1-14 Source: Case studies in Consumer Behaviour. S.Ramesh Kumar, Pearson.</p> <p><b>Case 2:</b> Near Misses in Shinghania Textile Mills(Source: S.N Bagchi, Performance, 2010, Cengage Learning, Delhi, pp. 179-184)</p> <p><b>Case 3:</b> Sakshi Garments Ltd(Source: Biswajeet Pattanayak, Human Resource Management, Fouth Edition, 2014, PHI Learning, Delhi, pp. 629-630)</p>
<b>SECTION C</b>
<p><b>Case1:</b> Are Five Heads Better Than One?(Source: Robbins Judge and Sanghi, Organizational Behaviour, Pearson Education, New Delhi, pp. 769-771).</p> <p><b>Case2:</b> Tata's "Dream Car" Plant Location- Production and Operations Management, Oxford Publications, Second Edition, pp. 164-166.</p> <p><b>Case3:</b> Hindustan Lever Limited: (Source: By I M Pandey, Financial Management, Vikas Publishing House Pvt Ltd, pp-192)</p>
<b>SECTION D</b>
<p><b>Case1:</b> Richa Foods Company(Source: By I M Pandey, Financial Management, Vikas Publishing House Pvt Ltd, pp-263)</p> <p><b>Case2:</b> Ganpati Limited (Source: By Paresh Shah, Financial Management, Bizantantra Publications, pp-1141)</p>

MBA (MARKETING MANAGEMENT) (SEMESTER-III)  
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

**MML-502: CUSTOMER RELATIONSHIP MANAGEMENT**

**Credits 4-0-0**

**Total Marks:100**

**Mid Semester Marks:20**

**End Semester Marks:80**

**Mid Semester Examination: 20% weightage**

**End Semester Examination: 80% weightage**

**Instructions for the Paper Setters:**

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

<b>SECTION A</b>
<p><b>Customer Relationship Management:</b> Meaning, Emergence of CRM Practice, Factors Responsible for Growth of CRM, CRM Cycle, Stakeholders in CRM, Significance of CRM.  <b>Customer Retention and Customer Experience Management:</b> Changing Roles of CRM, Customer Retention Management, Reasons for Customer Switching, Strategies for Customer Retention, Customer Recall Management, Customer Recall Strategies, Customer Experience Management (CEM) Strategy.</p>
<b>SECTION B</b>
<p><b>Emerging Concepts and Perspectives in CRM:</b> CRM Cost-Benefit Analysis, Customer Value, Customer Lifetime Value, Customer Profitability, Customer Classification Based on Customer Profitability, Customer Profitability as Strategic Measurement Tool, Customer Profitability and Company Value, CEM and Customer Profitability Management, Enterprise Marketing Management (EMM) Strategy, CRM-EMM Comparison.  <b>Employee Factor in Customer Relationship Management:</b> Employee-Organization Relationship, Role of Employee Satisfaction on Customer Satisfaction, Implications of Employee Customer Linkage, Factors Effecting Employee Behavior Towards Customers, Essentials of Building Relationship with Employees through Employee Relationship Management, Model for Employee's Customer Orientation</p>
<b>SECTION C</b>
<p><b>Customer Satisfaction:</b> Meaning, Rationale, Components of Customer Satisfaction, Customer Satisfaction Models, Measuring Customer Satisfaction, The ISO Guideline, Customer Satisfaction Index, The Common Measurement Tools (CMT), Kano Model  <b>Customer Loyalty:</b> Concept and Significance, Customer Loyalty Ladder, Loyalty Principles, Dimensions of Loyalty, Determinants of Loyalty, Categories of Loyalty, Factors Affecting Customer Loyalty, The Customer Loyalty Grid.</p>
<b>SECTION D</b>
<p><b>Technological Developments in CRM:</b> CRM to e-CRM-A Changing Perspective, e-CRM: an Information Technology Tool, Features and Advantages of e-CRM, Technologies of e-CRM, Functional Components of CRM Solution:- Sales Applications, Marketing Applications, Customer Service and Support Applications, Important CRM Software Programs, Applications of e-CRM.  <b>Information Technology Implementation in CRM:</b> Introduction, Customer Interaction Issues of Business, Database Management, Database Construction, Data Warehousing, Data Warehousing Architecture and Storage, Approaches in Data Warehousing, Data Mining, Characteristics of Data Mining, Data Mining Tools and Techniques.</p>

MBA (MARKETING MANAGEMENT) (SEMESTER-III)  
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

**Suggested Readings:**

1. Rai, Alok Kumar, "*Customer Relationship Management- Concepts & Cases*", Prentice Hall of India, 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 Atu 1, & 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.

MBA (MARKETING MANAGEMENT) (SEMESTER-III)  
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

**MML 503: MARKETING RESEARCH**

**Credits 4-0-0**

**Total Marks:100**

**Mid Semester Marks:20**

**End Semester Marks:80**

**Mid Semester Examination: 20% weightage**

**End Semester Examination: 80% weightage**

**Instructions for the Paper Setters:**

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

<b>SECTION A</b>
<p><b>Marketing Research:</b> Definition, Role of marketing research in marketing decision making; Marketing Information System, Role of Marketing Research in Management Information System and Decision Support System.</p> <p><b>Marketing Research Process:</b> Steps in conducting marketing research</p> <p><b>Organization for Marketing Research:</b> organizing the marketing research department; Understanding the marketing research industry</p>
<b>SECTION B</b>
<p><b>Defining Marketing Research Problem:</b> Importance of defining the problem and developing an approach, process of defining the problem, components of the approach</p> <p><b>Secondary Data in Marketing:</b> Criteria for evaluating secondary data, Internal secondary data, syndicated and non-syndicated Sources.</p> <p><b>Scaling design:</b> Comparative and Non- Comparative Scaling Techniques.</p> <p><b>Multi Item Scale development:</b> Scale evaluation: Measurement Accuracy, Reliability and Validity, generalizability</p>
<b>SECTION C</b>
<p><b>Applications of Marketing Research in Marketing: Traditional Applications:</b> Product Research, Price Research, Distribution Research and Promotion Research.</p> <p><b>Contemporary Applications:</b> Brand Equity and Customer Satisfaction</p> <p><b>Emerging Applications:</b> E – Commerce, Database Marketing, Mobile Marketing, Social Marketing and Relationship Marketing.</p>

**SECTION D**

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

**Data Analysis Techniques:** Factor Analysis, Cluster Analysis

**Suggested Readings:**

1. Malhotra, Naresh and Dash, Satyabhushan Marketing Research: An Applied Orientation, 6<sup>th</sup> Edition, Pearson, 2010
2. Churchill Gilbert A and Iacobucci Dawn: Marketing Research: Methodological Foundations, 9<sup>th</sup> Edition, Thomson, 2007.
3. Nargundkar R, Marketing Research, Tata McGraw Hill, New Delhi, 2002.
4. Aaker, Kumar, Day & Leone, 2011, Marketing Research 10<sup>th</sup> Edition, Wiley India.
5. Harper, W.Boyd, (Jr.), Ralph Westfall and Tandoy, F- Starsch Marketing Research, All India Travellers Bookseller, Delhi, 2002.
6. Paul, E. Green and Donald, S.Tull, Research for Marketing Decisions, Prentice Hall of India Pvt. Ltd., Delhi.

**MML-504: CONSUMER BEHAVIOUR**

**Credits 4-0-0**

**Total Marks:100**

**Mid Semester Marks:20**

**End Semester Marks:80**

**Mid Semester Examination: 20% weightage**

**End Semester Examination: 80% weightage**

**Instructions for the Paper Setters:**

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

<b>SECTION A</b>
<ul style="list-style-type: none"> <li>• <b>Introduction to Consumer Behaviour:</b> Nature, Scope and Importance.</li> <li>• <b>Consumer Motivation:</b> 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.</li> <li>• <b>Personality and Consumer Behaviour:</b> Definition of Personality; Theories of Personality; Personality and Consumer Diversity; Self Concept and Self Image; Life Style and Psychographics.</li> </ul>
<b>SECTION B</b>
<ul style="list-style-type: none"> <li>• <b>Consumer Perception:</b> Elements of Perception; Dynamics of Perception, Perceptual Process; Perception and Marketing Strategy; Perceived Risk.</li> <li>• <b>Consumer Learning:</b> Elements of Consumer Learning; Behavioural Theories and Cognitive Theories of Learning.</li> <li>• <b>Consumer Attitude Formation:</b> Definition of Attitudes; Structural Models of Attitudes; Attitude Theories; Attitude Formation; Strategies of Attitude Change; Measuring Attitude.</li> </ul>
<b>SECTION C</b>
<ul style="list-style-type: none"> <li>• <b>Reference Group and Family Influences:</b> 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.</li> <li>• <b>Social Class:</b> Definition; Measurement of Social Class; Social Class Dynamics.</li> <li>• <b>Cultural and Sub cultural Influences on Consumer Behaviour:</b> Definition of Culture and Subculture; Affect of Culture on Consumer Behaviour; Nature of Culture; Measurement of Culture; Subculture and Consumer Behaviour; Subcultural Categories.</li> </ul>

**SECTION D**

- **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.

**Suggested Readings:**

1. Schiffman, I. G. and Kanuk, L. L. Consumer Behaviour, New Delhi, Pearson Eductaion, 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**

**Credits 4-0-0**

**Total Marks:100**

**Mid Semester Marks:20**

**End Semester Marks:80**

**Mid Semester Examination: 20% weightage**

**End Semester Examination: 80% weightage**

**Instructions for the Paper Setters:**

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

**SECTION A**

**Introduction to retailing:** Definition, theories of retail development, Retail management process.

**Delivering value through retail formats:** Classification of formats—ownership based classification, store based classification, non store- based classification, other retailing formats, deciding the format.

**SECTION B**

**Retailing in India:** Structure of Indian retail industry, drivers of growth, key challenges.

**Retail pricing:** Factors affecting pricing decisions, price setting, reference price.

**SECTION C**

**Establishing and maintaining a retail image:** Significance of retail image, creating and maintaining a retail image, atmospherics.

**Point of purchase communication:** Internal communication, role of packaging, designing point of purchase communication.

**Deciding location:** Importance of location to a retailer, trading area analysis, analysing the site.

### SECTION D

**Promotional strategy:** Elements of the retail promotion strategy mix, planning a retail promotion strategy.

**Building store loyalty:** Understanding store behaviour of shoppers, store loyalty and patronage—understanding and managing loyalty

#### **Suggested Readings:**

1. Sinha, P.K. and Uniyal, D.P.: *Managing Retailing* (Oxford University Press), Second edition, New Delhi
2. Berman, Barry and Joel R. Evans (2006), *Retail Management – A Strategic Approach*, Pearson Education, 9th Edition
3. Levy, Michael and Weitz, Barton A.: *Retailing Management* (Tata McGraw Hill: New Delhi)
4. Swapna Pradhan: *Retailing Management* (Tata McGraw Hill: New Delhi) Third Edition, (2009)
5. Dunne, Patrick M; Lusch, Robert F.; and Griffith David A.: *Retailing* (Cengage, New Delhi).

MBA (MARKETING MANAGEMENT) (SEMESTER-III)  
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

**MML-506: SERVICES MARKETING**

**Credits 4-0-0**

**Total Marks:100**

**Mid Semester Marks:20**

**End Semester Marks:80**

**Mid Semester Examination: 20% weightage**

**End Semester Examination: 80% weightage**

**Instructions for the Paper Setters:**

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

**SECTION A**

**Marketing in Services Economy:** conceptual framework of services, principal industries of the service sector, powerful forces transforming service markets, four broad categories of services- a process perspective, the traditional marketing mix applied to the services, the extended services marketing mix of managing the customer interface, marketing & its integration with other management functions, developing effective service marketing.

**Consumer Behavior in a Service Context:** three stage model of service consumption, repurchase stage, service encounter stage, post counter stage.

**SECTION B**

**Positioning Services in Competitive Markets:** need for positioning services effectively, achieving competitive advantage, marketing segmentation, forms the basis for focused strategies, service attributes and levels, positioning distinguishes a brand from its competitors, developing an effective positioning strategy, positioning maps for plotting competitive strategy, changing competitive positioning.

**Designing and Management Service Processes:** flowcharting customer services processes, blueprinting services to create valued experiences and productive operations, service process redesign, customer as co-producer, self-service technologies.

**Crafting the Service Environment:** purpose of service environment, theory behind consumer response to service environments, dimensions of the service environment.

**SECTION C**

**Managing People for Service Advantage:** service employees are crucially important, frontline work is difficult and stressful, cycle of failure, mediocrity, and success, human resource management-how to get it right, service leadership and culture.

**Managing Relationships and Building Loyalty:** concept of customer loyalty, understanding the customer-firm relationship, wheel of loyalty, building a foundation for loyalty, strategy for developing loyalty bonds with customers, strategies for reducing customer defections, customer relationship management.

**SECTION D**

**Complaint Handling and Service Recovery:** customer complaining behavior, customer response to effective service recovery, principles of effective service recovery systems, service guarantees, discouraging abuse and opportunistic customer behavior.

**Improving Service Quality and Productivity:** integrating service quality and productivity strategies, defining service quality, identifying and correcting service quality problems, measuring and improving service quality of different services (retailing services, banking services and online services), learning from customer feedback, hard measure of service quality, tools to analyze and address service quality problems, defining and measuring productivity, improving service productivity.

**Suggested Readings:**

1. Lovelock, Christopher, Wirtz Jochen, Chatterjee, “*Services Marketing: People, Technology, Strategy*”, Pearson Education, New Delhi.
2. Zeithaml, V.A., Bitner, Mary Jo, Pandit, “*Services Marketing*”, Tata McGraw Hill, 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.

MBA (MARKETING MANAGEMENT) (SEMESTER-III)  
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

**MMS -507: SEMINAR**

**Credits: 0-0-2**

MBA (MARKETING MANAGEMENT) (SEMESTER-IV)  
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

**MML-551: STRATEGIC MANAGEMENT**

**Credits 4-0-0**

**Total Marks:100**

**Mid Semester Marks:20**

**End Semester Marks:80**

**Mid Semester Examination: 20% weightage**

**End Semester Examination: 80% weightage**

**Instructions for the Paper Setters:**

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

**SECTION A**

**Understanding Strategic Management:** Definition , Dimensions, Benefits, Risks, Strategic Management Process. Levels of Strategy. Benefits of Strategic Management: The Secret of Success of Successful Companies (Mckinsey's 7 S model)

**Corporate Governance and Social Responsibilities of Business.** Stakeholder Approach , Types Of Social Responsibility.

External Environment Analysis: Strategically Relevant Components of External Environment.

**Defining Strategic Intent:** Vision, Mission, Goals and Objectives. Characteristics of a Good Mission Statement

**SECTION B**

**Industry analysis-** Porter's Five Forces Model; Strategic Group Mapping; Industry Driving Forces; Key Success Factors. Strategic Group mapping, Power Curves

**Internal Environment Analysis – SWOT Analysis, Resource Based View of an Organization:** VRIO Framework; Value Chain Analysis; Competitive Advantage and Core Competency.

**SECTION C**

**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 Outsourcing; Related and Un-related Diversification; International Entry Options; Harvesting and Retrenchment Strategies.**

### SECTION D

**Multi Business Strategies:** Portfolio Strategies – BCG Model, G E Business Planning Matrix, Product Life Cycle Matrix, Corporate Parenting.

**Strategy Implementation–** Strategy- Structure Fit: Developing and Modifying Organizational Structure.

Leadership and Organization Culture.

**Strategy Evaluation and Control** – Nature of Strategy Evaluation; Strategy Evaluation Framework; The Balanced Score Card.

#### Suggested Readings:

1. Pearce III, John A, Robinson, Jr., Richard B and Mittal, A “Strategic Management: Formulation, Implementation and Control. Tata McGraw Hill.
2. Wheelen, Thomas L., Hungerdavid J. and Rangarajan Krish, “ Concepts in Strategic Management and Business Policy”, Pearson Education, India.
3. David, R Fred, “Strategic Management- Concepts and Cases”, Pearson Education, India.
4. Hill, Charles W L and Jones Gareth R, “ An Integarated Approach to Strategic Management” Cengage Learning
5. 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.
6. Pitts, Robert A and Lei, David. “Strategic Management Building and Sustaining Competitive Advantage”, Thomson, India

MBA (MARKETING MANAGEMENT) (SEMESTER-IV)  
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

**MML – 552: BRAND MANAGEMENT**

**Credits 4-0-0**

**Total Marks:100**

**Mid Semester Marks:20**

**End Semester Marks:80**

**Mid Semester Examination: 20% weightage**

**End Semester Examination: 80% weightage**

**Instructions for the Paper Setters:**

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

**SECTION A**

- **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.

**SECTION B**

- **Perceived Quality:** Meaning, Role of Perceived Quality in Generating Brand Equity.
- **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.

**SECTION C**

- **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.
- **Integrating Marketing Communications to Build Brand Equity;** Marketing Communication Options; Developing Integrated Marketing Communication Programs.



### SECTION D

- **Branding Strategies:** Brand Product Matrix; Brand Hierarchy; Designing a Branding Strategy; Brand Extension – Advantages and disadvantages
- **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.

### Suggested Readings

1. Keller, Kevin Lane: Strategic Brand Management: Building, Measuring and Managing Brand Equity (Prentice Hall India: New Delhi), Third Edition (2008).
2. Aaker, David: Managing Brand Equity (Free Press: New York) (1991)
3. Sinha, P.K and Uniyal, D.P.: Managing Retailing (Oxford University Press), Second Edition, New Delhi.
4. Levy, Michael and Weitz, Barton A.: Retailing Management (Tata McGraw Hill: New Delhi)
5. Swapna Pradhan: Retailing Managemnt (Tata McGraw Hill: New Delhi) Third Edition, 2009
6. Berman, Barry and Joel R. Evans 2006, Retail Management- A Strategic Approach, Pearson Education, 9<sup>th</sup> Edition.

MBA (MARKETING MANAGEMENT) (SEMESTER-IV)  
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

**MML-553: ADVERTISING AND SALES MANAGEMENT**

**Credits 4-0-0**

**Total Marks:100**

**Mid Semester Marks:20**

**End Semester Marks:80**

**Mid Semester Examination: 20% weightage**

**End Semester Examination: 80% weightage**

**Instructions for the Paper Setters:**

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

**SECTION A**

- 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;
- Message Structure – Appeals, Copy, Layout;
- Advertising Media – Media Planning, Media Selection and Scheduling;
- Measuring Advertising Effectiveness – Pre-testing and Post-testing copy;

**SECTION B**

- Advertising Budget –Factors influencing budget setting, Methods for determination advertising budget.
- Advertising Agencies – Types, Role and Functions;
- Legal aspects of Advertising- Legislations affecting advertising; Self-Regulatory Codes of Conduct in Advertising .
- Ethical Concepts and Issues in Advertising- Social and Cultural Consequences of Advertising Economic Effects Advertising.

**SECTION C**

- Sales Promotion: Definitio, Scope and role of Sales Promotion, Objectives of Sales Promotion, Sales Promotion Tools, Designing the Sales Promotion Programme.
- Online and Mobile Media- The Internet as a Communication Medium , Traditional Tools of Online Communication, Social Media, Mobile Marketing.
- Nature and Scope of Sales Management, Personal Selling Objectives; Selling Process
- Sales Force Organization – Nature and Types;

MBA (MARKETING MANAGEMENT) (SEMESTER-IV)  
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**SECTION D**

- Managing Sales Training Programs – Need, Objectives, Methods.
- 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

**Suggested Readings:**

1. Belch, George E. and Belch, Michael A. “Advertising and Promotion”, Tata McGraw Hill, 6<sup>th</sup> Edition
2. Guinn, Allen, Chris T., Semenik, Richard J. “Advertising & Integrated Brand Promotion”, Thomson – South Western, 4<sup>th</sup> Edition.
3. Shah, Kruti, “Advertising and Integrated Marketing Communications”, Mc Gram Hill Education (India) Pvt. Ltd., New Delhi.
4. Batra, Rajeev, Mayers, John G., and Aaker, David A. “Advertising Management”, Pearson Education, 5<sup>th</sup> Edition
5. Spiro, Stanton and Rich “Management of a Salesforce”, Tata McGraw Hill; 11<sup>th</sup> Edition.
6. Richard R Still, [Cundiff W Edward Govoni A P](#) Norman, “Sales Management: Decision Strategy and Cases”, Pearson Education; 5<sup>th</sup> Edition

MBA (MARKETING MANAGEMENT) (SEMESTER-IV)  
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

**MML-556: INTERNATIONAL MARKETING**

**Credits 4-0-0**

**Total Marks:100**

**Mid Semester Marks:20**

**End Semester Marks:80**

**Mid Semester Examination: 20% weightage**

**End Semester Examination: 80% weightage**

**Instructions for the Paper Setters:**

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

**SECTION A**

**The Concept of International Marketing and Globalization:** Reasons for Entering International Markets, Evolutionary Process of Global Marketing, Towards GLOCAL Marketing, Adaptation: the Critical Success Factor in International Markets, Internationalization of Indian Firms, Process of International Marketing.

**Emerging Opportunities in International Markets:** Background of International Trade, Trends in World Trade, an Overview's of Indian Foreign Trade, Identifying Opportunities in International Markets

**SECTION B**

**International Marketing Implications:** From GATT to WTO, Functions and Structure of WTO, Effects of China's Entry into WTO on India, The Implications of WTO on International Marketing.

**Decision-making Process for International Markets:** Concept of Decision Making in International Markets, Identification of International Markets, Methods of Segmentation of International Markets, Techniques for Selection of International Markets, Tools for International Market Analysis.

**SECTION C**

**Entering International Markets:** The Concept of International Market Entry, the Modes of International Market Entry- Entry Involving Production in the Home Country, Entry Involving Production in a Foreign Country, Factors Affecting the Selection of Entry Mode, Choice of Right International Market Entry Mix.

**Export Documentation:** Export Transaction Framework, Export Documentation, Commercial Documents, Transport Documents, Regulatory Documents.

### SECTION D

**Procedure for Export-Import:** Process, Compliance with Legal Framework, Export Deal, Export Finance, Procuring or Manufacturing of Goods for Export, Appointment of Clearing and Forwarding (C&F) Agents, Port Procedures and Customs Clearance, Dispatch of Documents to the Exporter, Sending Shipping Advice, Presentation of Documents at the Negotiating Bank, Claiming Export Incentives.

**Industrial Infrastructure for Export Promotion:** Concept of Export Promotion, Role of Export Promotion Institutions in International Marketing, Institutional set-up for Export Promotion in India, Indian Government's Trade Representative Abroad, State's Involvement in Promoting Exports, Export Promotion: Need for Strategic Reorientation.

#### **Suggested Readings:**

1. Joshi, Rakesh Mohan, *International Marketing*, New Delhi, Oxford University Press.
2. Terpstra, Vern and Sarathy. R, *International Marketing*. Orlando, Dryden Press.
3. Keegan, Warren, *Global Marketing Management*. Englewood Cliffs, New Jersey, Prentice Hall Inc.
4. Onkvisit, Sak and Shaw, J J, *International Marketing: Analysis and Strategy*. New Delhi, Prentice Hall of India.
5. Cherunilam, Francis, *International Marketing: Text and Cases*, Mumbai, Himalaya Publishing House.

MBA (MARKETING MANAGEMENT) (SEMESTER-IV)  
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

**MML-557: MANAGING RETAIL OPERATIONS**

**Credits 4-0-0**

**Total Marks:100**

**Mid Semester Marks:20**

**End Semester Marks:80**

**Mid Semester Examination: 20% weightage**

**End Semester Examination: 80% weightage**

**Instructions for the Paper Setters:**

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

**SECTION A**

**Managing the Store:** Store management responsibilities, recruiting and selecting store employees, socializing and training new store employees motivating, managing, evaluating, compensating store employees. Controlling costs, reducing inventory shrinkage.

**SECTION B**

**Store layout, design and visual merchandising:** Objectives of good store design, store layout, signage and graphics, feature areas, space management, visual merchandising.

**SECTION C**

**Customer Service-** Customer service strategies, service recovery.

**Merchandise management:** Developing merchandising plans, merchandising philosophy, Buying organisation formats and processes, devising merchandise plans. Implementing merchandise plans, logistics, inventory management.

**SECTION D**

**Supply chain management:** Factors for successful SCM, drivers of SCM, framework for SCM. Flow of information and products in a supply chain, the distribution center, system design issues, using EDI, RFID.

**Suggested Readings:**

1. Sinha, P.K. and Uniyal, D.P.: *Managing Retailing* (Oxford University Press), Second edition, New Delhi
2. Berman, Barry and Joel R. Evans (2006), *Retail Management – A Strategic Approach*, Pearson Education, 9<sup>th</sup> Edition
3. Levy, Michael and Weitz, Barton A.: *Retailing Management* (Tata McGraw Hill: New Delhi)
4. Swapna Pradhan: *Retailing Management* (Tata McGraw Hill: New Delhi) Third Edition, (2009)
5. Dunne, Patrick M; Lusch, Robert F.; and Griffith David A.: *Retailing* (Cengage, New Delhi)

MBA (MARKETING MANAGEMENT) (SEMESTER-IV)  
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

**MML-558: CASE STUDY IN MARKETING**

**Credits 4-0-0**

**Total Marks:100**

**Mid Semester Marks:20**

**End Semester Marks:80**

**Mid Semester Examination: 20% weightage**

**End Semester Examination: 80% weightage**

**Instructions for the Paper Setters:**

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

**SECTION A**

**Case 1:** “Relationship between Employee Satisfaction, Customer Satisfaction and Market Share: The Case of Hewlett- Packard” .pp 336-339

Source: Services Marketing, Operations and Management

Author: Vinnie Jauhari

Oxford University Press Publication, India.

**Case2:** “Service Failure and Recovery Strategies in the Restaurant Sector. An Indo-US comparative Study”. Pp: 279-285

Source: Services Marketing, Operations and Management

Author: Vinnie Jauhari

Oxford University Press Publication, India.

**SECTION B**

**Case 3:** Physical Evidence: A Case of KFC”.pp: 236-238

Source: Services Marketing, Operations and Management

Author: Vinnie Jauhari

Oxford University Press Publication, India.

**Case4:**Mortein Vaporizer: What lies Beneath Brand Positioning? Vikalpa Vol. 38.3-2013

Debasis Pradhan & Divya Agarwal

**SECTION C**

**Case5:** HCL: Facing the Challenge of the Laptop Market

Jaydeep Mukherjee and Mahalingam Sundar arjan Vol. 37 no.1 Jan-march 2012

**Case6:** Harvert Gold: Delhi’s No. 1 Brand

Noria Farooqui Vol 37 No.2 April- Dec 2012

**SECTION D**

**Case7:** Food World- A Market Entry Strategy in Managing Retailing. Sinha, P.K and D.P Uniyal(2012)

Oxford University Press, Second Edition,pg. 15-27.

**Case8:** Planet Health in Managing Retailing. Sinha, P.K and D.P Uniyal (2012)

Oxford University Press, Second Edition,pg. 145-162.

**Case9:** Airtel: If only we talk to each other, in Darwin’s Brands- Adapting for Success. Halve, Anand(2012), Sage Publication, pg. 153-167