FACULTY OF ECONOMICS & BUSINESS

Syllabus

For

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

Session: 2019-20

GURU NANAK DEV UNIVERSITY
AMRITSAR

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(ii) Subject to change in the syllabi at any time.
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# MBA (MARKETING MANAGEMENT) (SEMESTER-I)
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

## SCHEME OF COURSES

**Program Code:** MMB

### Semester-I:

<table>
<thead>
<tr>
<th>Course No.</th>
<th>C/E/I</th>
<th>Course Title</th>
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<th>Total Credits</th>
<th>Mid Sem. Marks</th>
<th>End Sem. Marks</th>
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<tbody>
<tr>
<td>MML – 401</td>
<td>C</td>
<td>Managerial Economics</td>
<td>4</td>
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<td>MML – 402</td>
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<td>Quantitative Methods for Management</td>
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<td>Accounting for Management</td>
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<td>MML - 404</td>
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<td>Business Environment</td>
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<td>MML - 406</td>
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<td>Management Principles and Organizational Behaviour</td>
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<td>MML – 407</td>
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<td>Corporate Law and Administration</td>
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**Total Credits:** 24

### Semester-II:

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<td>MML - 454</td>
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<td>Human Resource Management</td>
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<td>MML - 455</td>
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<td>Production and Operations Management</td>
<td>4</td>
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**Interdisciplinary Courses (3 Credits)**

| I            | To be offered from the outside Department.         | 3 | -- | -- | 3       | 20   | 80   | 100       |

**Total Credits:** 25

**Note:** After second semester every student will be required to undergo summer training of **six weeks** duration in the corporate sector.

**Note.**

1. PSL-053 ID Course Human Rights &Constitutional Duties (Compulsory Paper). Students can opt. in any Semester except Semester 1st. This ID Paper is one of the total ID Papers of this course.
### Semester III:

<table>
<thead>
<tr>
<th>Course No.</th>
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### Semester IV:

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<td>MML - 551</td>
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<td>MML – 552</td>
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<td>Brand Management</td>
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<td>Advertising and Sales Management</td>
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<td>MML – 557</td>
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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.

<table>
<thead>
<tr>
<th>SECTION A</th>
</tr>
</thead>
<tbody>
<tr>
<td>• <strong>Managerial Economics</strong>: Meaning, Nature, Scope and Concepts</td>
</tr>
<tr>
<td>• <strong>Marginal Analysis</strong>: Law of Diminishing Marginal Utility, Law of Equimarginal Utility</td>
</tr>
<tr>
<td>• <strong>Law of Demand</strong>: Meaning, Determinants, Exceptions, Kinds of Demand, Change in Demand and Importance.</td>
</tr>
<tr>
<td>• <strong>Elasticity of Demand</strong>: Meaning, Types and Degrees of Elasticity of Demand, Methods of Measuring Price Elasticity of Demand, Factors Determining Elasticity of Demand, Importance.</td>
</tr>
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</table>

<table>
<thead>
<tr>
<th>SECTION B</th>
</tr>
</thead>
<tbody>
<tr>
<td>• <strong>Indifference Curve Analysis</strong>: Meaning, Assumptions, Properties, Consumer Equilibrium, Importance.</td>
</tr>
<tr>
<td>• <strong>Production Function</strong>: Meaning, Types: Short Run and Long Run Production Function, Economies and Diseconomies of Scale.</td>
</tr>
<tr>
<td>• <strong>Theory of Costs</strong>: Types of Costs, Traditional Theory: Long Run &amp; Short Run, Modern Theory: Long Run &amp; Short Run.</td>
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</table>

<table>
<thead>
<tr>
<th>SECTION C</th>
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<tbody>
<tr>
<td>• <strong>Managerial Theories</strong>: Profit maximization and Sales Maximization.</td>
</tr>
<tr>
<td>• <strong>Market Structure</strong>: Meaning, Assumptions and Equilibrium of Perfect Competition, Monopoly, Monopolistic Competition.</td>
</tr>
<tr>
<td>• <strong>Oligopoly</strong>: Sweezy Model.</td>
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</table>

<table>
<thead>
<tr>
<th>SECTION D</th>
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</thead>
<tbody>
<tr>
<td>• <strong>Inflation</strong>: Meaning, Types, Causes, Effects and Control. Phillips curve.</td>
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</table>
Suggested Readings:

5. Shapiro, Macro Economics, Galgotia Publications.
MML-402: QUANTITATIVE METHODS FOR MANAGEMENT

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<td>End Semester Marks:80</td>
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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
- **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.
- Practical through SPSS/MS Excel.

### SECTION B
- **Probability Distributions**: Binomial, Poisson and Normal distributions; with their properties and applications.
- **Hypotheses**: Null and Alternative Hypotheses, Type I and Type II errors

### SECTION C
- **Hypothesis testing — Parametric tests**: Z- Test, T- Test, F- Test (ANOVA one way and two-way);
- **Non-Parametric tests**: Chi Square test.
- Practical through SPSS/MS Excel

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

Suggested Readings:

7. Vohra, N. D., Quantitative Techniques in Management.
MBA (MARKETING MANAGEMENT) (SEMESTER – I)
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

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.

<table>
<thead>
<tr>
<th>SECTION A</th>
</tr>
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<tbody>
<tr>
<td>• <strong>Introduction to Accounting:</strong> Accounting as an information system, Users of accounting information; Basic accounting concepts and conventions. Accounting Cycle. Role of Accountant in Profession and Industry.</td>
</tr>
<tr>
<td>• <strong>Understanding Corporate Financial Statements:</strong> Types, Nature, Attributes, Uses and Limitations.</td>
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<tr>
<th>SECTION B</th>
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<tbody>
<tr>
<td>• Corporate Reporting and Disclosure Requirements.</td>
</tr>
<tr>
<td>• <strong>Tools of Financial Statement Analysis:</strong> Ratio Analysis, Common Size Financial Statements, Comparative Statements and Trend Analysis.</td>
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<thead>
<tr>
<th>SECTION C</th>
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<tbody>
<tr>
<td>• <strong>Cost Accounting:</strong> Definition and Objectives. Cost Management Concepts and Cost Behavior. Preparation of Cost Sheet.</td>
</tr>
<tr>
<td>• <strong>Budgets and Budgetary Control:</strong> Understanding Concepts of Master Budget, Fixed Budget and Flexible Budgets, Zero Base Budget, Participative Budget and Performance Budget.</td>
</tr>
<tr>
<td>• <strong>Standard Costing as a Control Technique:</strong> Setting of Standards and Their Revision;</td>
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<tr>
<th>SECTION D</th>
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<tbody>
<tr>
<td>• <strong>Variance Analysis:</strong> Meaning and Importance, Kinds of Variances and Their Uses-Material, Labour Variances; Relevance of Variance Analysis to Budgeting and Standard Costing.</td>
</tr>
<tr>
<td>• <strong>Marginal Costing and Break-Even Analysis:</strong> 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.</td>
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References:

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.

SECTION A

- **Salient features of Economic Systems:** Capitalist System/Market Economy; Socialist System and Mixed Economy; Basic Features of Indian Economy, Changing Role of Government in Business.
- **Business Environment:** Meaning, Types: Internal Environment; External Environment; Micro and Macro Environment.

SECTION B

- **Aspects of Economic Reforms:** Liberalisation; Privatisation/Disinvestment of Public Enterprises; Globalisation and its Implications for India.
- **Economic Planning in India:** Objectives, Strategies and Evaluation of Latest Five Year Plan.
- **Deficit Financing and its implications for the Indian Economy:** Analysis of current year Annual Budget.

SECTION C

- **Consumer Rights and Consumerism:** Role of Consumer Groups with Special Reference to India; Consumer Protection Act, 1986 with Latest Amendments
- **Social Responsibility of Business:** Concept, Rationale, Dimensions, Models of Social Responsibility and Barriers to SR; The Environment Protection Act, 1986 with Latest Amendments.

SECTION D

- **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 and GST**(Goods and service tax)**
- **Export Promotion versus Import Substitution Policies:** Concept of Balance-of-Payments; Balance-of-Trade; Currency Convertibility; Objectives and Evaluation of Latest Foreign Trade Policy of Indian Government.
Suggested Readings:

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


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.

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, Harsley 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.


**Suggested Readings:**

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.

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.
\textbf{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.

\textbf{Suggested Readings:}

2. Singh, Avtar, Company Law, Easter Book Co. Lucknow
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

- **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

- **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, Kruskul-Wallis Test, Kolmogorov-Smirnov Test
- Logistic regression, Multiple Regression, Practical through SPSS
Suggested Readings:
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.

<table>
<thead>
<tr>
<th>SECTION A</th>
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<tbody>
<tr>
<td><strong>Financial Management:</strong> Meaning and Nature; Financial Goal-Profit vs. Wealth Maximization; Finance Functions-Investment, Financing, Liquidity and Dividend Decisions. Financial Planning- Capitalization, Theories of Capitalization.</td>
</tr>
<tr>
<td><strong>Instruments of finance:</strong> Long Term and Short Term</td>
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<thead>
<tr>
<th>SECTION B</th>
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</thead>
<tbody>
<tr>
<td><strong>Cost of Capital:</strong> Meaning and Significance of Cost of Capital; Calculation of Cost of Debt, Preference Capital, Equity Capital and Retained Earnings; Combined Cost of Capital (Weighted).</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SECTION C</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Operating and Financial Leverage:</strong> Measurement of Leverages; Analyzing Alternate Financial Plans; Financial and Operating Leverage, Combined Leverage. EBIT and EPS Analysis.</td>
</tr>
<tr>
<td><strong>Dividend Policies:</strong> Issues in Dividend Decisions. Forms of Dividends; Theories of Relevance and Irrelevance of Dividends.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SECTION D</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Management of Working Capital:</strong> Meaning, Significance and Types of Working Capital; Approaches of Working Capital; Calculating Operating Cycle Period and Estimation of Working Capital Requirements.</td>
</tr>
<tr>
<td><strong>Management of Cash:</strong> Strategies, Baumol’s, Miller-Orr’s and Beranek’s Models of Cash Management.</td>
</tr>
<tr>
<td><strong>Management of Receivables:</strong> Credit Policy, Credit Terms and Collection Efforts.</td>
</tr>
</tbody>
</table>
References:
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.

<table>
<thead>
<tr>
<th>SECTION A</th>
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<tbody>
<tr>
<td>• 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.</td>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
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<table>
<thead>
<tr>
<th>SECTION C</th>
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</tr>
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<tbody>
<tr>
<td>• 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.</td>
<td></td>
</tr>
<tr>
<td>• 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</td>
<td></td>
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</tbody>
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<thead>
<tr>
<th>SECTION D</th>
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</thead>
<tbody>
<tr>
<td>• Marketing Organization And Control: Organization For Marketing, Marketing Implementation And Control,</td>
<td></td>
</tr>
<tr>
<td>• Ethics In Marketing,</td>
<td></td>
</tr>
<tr>
<td>• Emerging Trends And Issues In Marketing: Rural Marketing, Societal Marketing, Direct And Online Marketing, Green Marketing, Retail Marketing.</td>
<td></td>
</tr>
</tbody>
</table>
Suggested Readings:


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


**Strategic Planning and HRM (SHRM):** Meaning, Features, Differences Between SHRM and HRM.


### SECTION B

**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.

Designing of Training and Development, Implementation and Methods of Training Programme and Levels of Training Evaluation, Impediments to Effective Training.

### SECTION C

**Employee Separation and Retention:** Concept, Types of Employee separations, Factors Responsible for High Employee Turnover, Managing Early Retirements, Lay-offs and Voluntary Turnover, Outplacement.


**Job Evaluation:** Meaning, Process and Methods of Job Evaluation.
SECTION D

Managing Compensation and Employee Remuneration: Concept, Objectives, Components of Employee Remuneration, Factors Influencing Employee Remuneration, Challenges of Remuneration.

Incentives: Concept, Importance and Process of Incentives.

Fringe Benefits: Meaning, Forms and Administration of Benefits.

Managing Diversity: Concept, Approaches to Managing Diversity, Challenges in managing employee diversity, Diversity Training.

Suggested Readings:

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.

<table>
<thead>
<tr>
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<tbody>
<tr>
<td>• Concept of Production &amp; Operations Management, Recent trends and issues. Product and Service Continuum</td>
</tr>
<tr>
<td>• Types of Production Systems.</td>
</tr>
<tr>
<td>• Operations Strategy: Linkage with Corporate Strategy, Market Analysis, Competitive Priorities and Capabilities.</td>
</tr>
<tr>
<td>• New Product Design and Development.</td>
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</table>

<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td>• Plant Location decision: factors affecting location and techniques for location analysis and</td>
</tr>
<tr>
<td>• Plant Layout: Factors affecting layout and types</td>
</tr>
<tr>
<td>• Scheduling for Manufacturing Systems: Production Scheduling Techniques – Sequencing, Gantt. Charts, Network Analysis.</td>
</tr>
</tbody>
</table>

<table>
<thead>
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<tbody>
<tr>
<td>• Work study process: Methods Analysis – Various Charts, Work Measurement techniques.</td>
</tr>
<tr>
<td>• Value Analysis.</td>
</tr>
<tr>
<td>• Quality Issues: Concept of Quality, Statistical Quality Control.</td>
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</thead>
<tbody>
<tr>
<td>• Just in Time Manufacturing Systems.</td>
</tr>
<tr>
<td>• Inventory Management: Concept and Classification of Inventory, Relevant Costs for Inventory Decisions. Inventory Control Models, Reorder level, Lead Time and Safety Stock.</td>
</tr>
<tr>
<td>• Supply Chain Management: Concept &amp; Components of Supply Chain.</td>
</tr>
</tbody>
</table>
Suggested Readings:

1. Operations Management Theory & Practice, B. Mahadevan, Pearson Education.
MBA (MARKETING MANAGEMENT) (SEMESTER-II)
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

MMS–457: SEMINAR

Credits 0-0-2
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.

SECTION A

Source: Case studies in Consumer Behaviour. S.Ramesh Kumar, Pearson.
Case 2: MakemyTrip.Com(A) pp. 244-260
MKTG: A South Asia Perspective Lamb, Hair, Sharma, Mc Domel

SECTION B

Case 2: Near Misses in Shinghania Textile Mills(Source: S.N Bagchi, Performance, 2010, Cengage Learning, Delhi, pp. 179-184)

SECTION C


SECTION D

Case 2: Ganpati Limited (Source: By Paresh Shah, Financial Management, Bizantantra Publications, pp-1141)
MML-502: CUSTOMER RELATIONSHIP MANAGEMENT

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

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

Customer Relationship Management: Meaning, Emergence of CRM Practice, Factors Responsible for Growth of CRM, CRM Cycle, Stakeholders in CRM, Significance of CRM.

SECTION B


SECTION C


SECTION D

Information Technology Implementation in CRM: 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.
Suggested Readings:

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.

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

MML-504: CONSUMER BEHAVIOUR

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 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.

**SECTION B**

- **Consumer Perception:** Elements of Perception; Dynamics of Perception, Perceptual Process; Perception and Marketing Strategy; Perceived Risk.
- **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.

**SECTION C**

- **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.
- **Cultural and Subcultural 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.
### 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:

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:

5. Dunne, Patrick M; Lusch, Robert F.; and Griffith David A.: Retailing (Cengage, New Delhi).
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:

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

MMS-507: SEMINAR

Credits: 0-0-2
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:

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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)


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


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


Leadership and Organization Culture.


Suggested Readings:

6. Pitts, Robert A and Lei, David. “Strategic Management Building and Sustaining Competitive Advantage”, Thomson, India
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**

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 .

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;
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:

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
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.

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.
SECTION D


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:

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:
5. Dunne, Patrick M; Lusch, Robert F.; and Griffith David A.: Retailing (Cengage, New Delhi)
MML-558: CASE STUDY IN MARKETING

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
Source: Services Marketing, Operations and Management
Author: Vinnie Jauhari
Oxford University Press Publication, India.

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.

Debasis Pradhan & Divya Agarwal

SECTION C
Case 5: HCL: Facing the Challenge of the Laptop Market
Jaydeep Mukherjee and Mahalingam Sundar arjan Vol. 37 no.1 Jan-march 2012

Case 6: Harvert Gold: Delhi’s No. 1 Brand
Noria Farooqui Vol 37 No.2 April-Dec 2012

SECTION D


Case 9: Airtel: If only we talk to each other, in Darwin’s Brands- Adapting for Success. Halve, Anand(2012), Sage Publication, pg. 153-167