



Indira School of Business Studies PGDM

Syllabus Booklet

Batch 2020-22

Program: PGDM Marketing

PGDM-M-2020-22

Introduction:

The name of the course is “**Post Graduate Diploma in Management - Marketing (PGDM-M)**”

Objectives:

The basic objective of the PGDM-M is:

- To promote a learning environment that welcomes and honors men and women from diverse cultures for involving themselves in intellectual inquisitiveness, explore knowledge dimensions for future application in industry business and life.
- To develop managers and entrepreneurs in the field of management, who can serve as engines of national and global economic growth and innovations.
- To foster strategic alliance with industry for research and its application.
- To inculcate the ethical, social and moral values in which is basis of humane social order.

Eligibility:

A candidate is declared eligible for PGDM-M courses, if he /she have passed the degree examination of a recognized university with a minimum of 50% marks and minimum 45% marks for backward class and differently able candidate from a state of India.

Admission Process:

Candidate applying for admission to ISBS must have a written test score of any of the following tests at the time of admission:

AICTE CMAT/CAT/XAT/MAT/ATMA/JMET.

The institute shortlist candidates for admission for the courses based on Indira Common Admission Process (ICAP): Admission to the institute will be based on performance of candidate in following categories of ICAP

Component	IGI Weightages (%)
*Percentile score in written test of identified entrances tests	50% (150 marks)
Group Discussion	30 % (90 marks)
Personal Interview	20 % (60 marks)

PROGRAMME STRUCTURE

PGDM-M 2020-22 PROGRAMME STRUCTURE

Particulars	Semester I	Semester II	Semester III	Semester IV	Total Number of Subjects	Total Credits	Total Marks
Generic Core	9	11	8	4	32	87	2800
Electives	-	2	2	2	06	12	300
Total Number of Subjects	9	13	10	6	38	-	-
Total Credits	25	33	26	16	-	100	-
Total Marks	800	1000	800	500	-	-	3100

Each Student has to complete 100 Credits to qualify for certification in the following manner –

- a) 32 Core Courses amounting to 88 Credits are compulsory for all students regardless of specialization.
- b) The remaining 12 credits he/she must complete by opting for the specified number of electives from the set of electives being offered.

ASSESSMENT PATTERN:

The evaluation is based on credit points allocated to subjects which are either 3 credit or 2 credit courses and a 3 credit SIP. Marks are allocated on the basis of theoretical as well as practical subject knowledge. For a full credit subject 60 marks are allocated for final written examination and 40 marks are allocated on the basis of internal evaluation of the performance of the student in the subject throughout the semester, which comprise case studies, presentation, field work, objectives tests and written examination. For a half credit subject internal evaluation of 50 marks is based on case studies, presentation, field work, objectives tests and written examination.

A judicious mix of internal continuous evaluation and external assessment has been adopted to ensure that students get a fair and consistent assessment for their performance in the subject.

GRADING PATTERN:

DEFINITION OF GRADE

Percentage Range				
Minimum	Maximum	Grade	Grade Points	Description of Grade
0	49.99	F	0	Fail
50	54.99	C	1	Satisfactory
55	59.99	B	2	Average
60	64.99	B+	3	Good
65	69.99	A	4	Very Good
70	74.99	A+	5	Excellent
75	100	O	6	Outstanding

Programme Structure PGDM - Marketing (Batch 2020-2022)

SEM I				
Nature of Course	Course No	Name of the subject	Credits	Marks
Generic Core	MC-101	Economic Analysis for Business Decisions	3	100
Generic Core	MC-102	Management Accounting	3	100
Generic Core	MC-103	Legal Aspects of Business	2	50
Generic Core	MC-104	Managerial Communication	3	100
Generic Core	MC-105	Basics of Marketing	3	100
Generic Core	MC-106	Statistics and Quantitative Techniques	3	100
Generic Core	MC-107	Organizational Behaviour & Theory of Management	3	100
Generic Core	MC-108	Basics of Marketing Research	3	100
Generic Core	MC-109	IT Skills Lab	2	50
Total			25	800
SEM II				
Nature of Course	Course No	Name of the subject	Credits	Marks
Generic Core	MC-201	Financial Management	2	50
Generic Core	MC-202	Channel Management	3	100
Generic Core	MC-203	Quality and Operations Management	2	50
Generic Core	MC-204	Industry Analysis- Desk Research	2	50
Generic Core	MC-205	Basics of Business Analytics	2	50
Generic Core	MC-206	Services Marketing	3	100
Generic Core	MC-207	Sales Management and Negotiation Skills	3	100

Generic Core	MC-208	Strategic Marketing	3	100
Generic Core	MC-209	Digital Marketing	3	100
Generic Core	MC-210	Retail Management & E-Commerce	3	100
Core	MC-211	Supply Chain Management	3	100
Elective	ME-212	Marketing of Financial Products & services	2	50
Elective	ME-213	Rural Marketing	2	50
Elective	ME-214	Marketing Audit	2	50
Elective	ME-215	Entrepreneurship Development	2	50
		Total (considering choice of 2 electives)	33	1000
SEM III				
Nature of Course	Course No	Name of the subject	Credits	Marks
Generic Core	MC-301	Strategy and Enterprise Performance Management	3	100
Generic Core	MC-302	Summer Internship Programme	3	100
Generic Core	MC-303	International Business Exposure Programme	2	50
Generic Core	MC-304	Innovation Management & Sustainability	2	50
Generic Core	MC-305	Integrated Marketing Communication	3	100
Generic Core	MC-306	Consumer Behaviour	3	100
Generic Core	MC-307	Strategic Brand Management	3	100
Generic Core	MC-308	Marketing of FMCG	3	100
Generic Core	ME-309	B2B Marketing	2	50
Elective	ME-310	New Product Development	2	50
Elective	ME-311	Market Intelligence System	2	50
Elective	ME-312	Customer Relationship Management	2	50
		Total (considering choice of 2 electives)	28	800

SEM IV				
Nature of Course	Course No	Name of the subject	Credits	Marks
Generic Core	MC-401	Business Ethics and Corporate Governance	3	100
Generic Core	MC-402	International Marketing	3	100
Generic Core	MC-403	Tourism & Hospitality Marketing	3	100
Generic Core	MC-404	Social Media Marketing	3	100
Elective	ME-405	Marketing of High Tech products	2	50
Elective	ME-406	Marketing of IT and ITES	2	50
Elective	ME-407	Real Estate Marketing	2	50
Elective	ME-408	Data Management	2	50
		Total (considering choice of 2 electives)	16	500

SEMESTER I

ECONOMIC ANALYSIS FOR BUSINESS DECISIONS

Programme: PGDM M

Semester – I

Course Code: MC-101

Revised in: January 2020

Total Hrs. 45

1. Course Outcomes: On successful completion of the course the learners will be able to:

CO#	Cognitive Abilities	Course Outcomes
CO 1	REMEMBERING	DEFINE the key terms in micro-economics and macro-economics.
CO 2	UNDERSTANDING	EXPLAIN the key terms in micro-economics and macro-economics, from a managerial perspective.
CO 3	APPLYING	IDENTIFY the various issues in an economics context and DEMONSTRATE their significance from the perspective of business decision making.
CO 4	ANALYSING	EXAMINE the inter-relationships between various facets of micro-economics and macro-economics, from the perspective of a consumer, firm, industry, market, competition and business cycles.
CO 5	EVALUATING	DEVELOP critical thinking based on principles of micro-economics and macro-economics, for informed business decision making.
CO 6	CREATING	ANTICIPATE how other firms in an industry and consumers will respond to economic decisions made by a business, and how to incorporate these responses into their own decisions.

2. Core text book for Reading:

- Managerial Economics By Mithani
- Macroeconomic Theory By M.L. Jhingan

3. Reference Text Books:

- Managerial Economics By Maheshwari
- Managerial Economics By Ahuja
- Managerial Economics By Samuelson & Nordhaus
- Managerial Economics By Dornbusch & Fisher

4. Pedagogy:

- Class Room Lectures, Activities, Case study, Assignments, Guest Lecture & Test.

Sr. No.	Topic	Duration (Hrs.)
	PART A : MICROECONOMICS	
1	Introduction to Managerial Economics: Meaning, nature, Scope and significance of Managerial Economics. Micro and Macro Economics; Role of Economics in Managerial decisions making; Concept of economics of information	3
2	Demand and Supply Analysis: Meaning of Demand, Determinants of Demand, Demand Function, Law of Demand, Elasticity of demand, Types of elasticity of demand, Demand Forecasting-techniques of Demand Forecasting, Supply - Law of supply, determinants of supply. *Numericals on elasticity of demand.	6
3	Production Analysis: Production Analysis - Meaning, Production Function, economies and diseconomies of scale, Break even Analysis	3
4	Cost and Revenue concepts: Types of cost. Relationship between production & cost. Short & long run cost concepts relationship between various cost concepts. Revenue concepts; Meaning of Average revenue, Marginal revenue and Total Revenue and their relationships. * Numericals on Cost & Revenue concepts.	6
5	Market and Market Structures: Market: Meaning of market, Market forms and market structures, perfect competition and pure competition, Monopolistic competition, oligopoly, monopoly	5
	PART B: MACROECONOMICS	
6	Introduction to Macroeconomics: Nature of macroeconomics, scope and importance of macroeconomics, Meaning and concept of National Income, GNP, NNP, GDP, Personal Income, Disposable Income, Per Capita Income, Methods of measuring National Income, Difficulties in measurement of NI, Importance of National Income Analysis, Circular Flow of Income, Meaning of Business Cycles and its phases; Keynesian model of income determination; A brief overview of banking.	6
7	Monetary Policy and Fiscal Policy: Instruments of Monetary Policy, Instruments of Fiscal Policy, Budgetary Fiscal Policy, Role of Monetary Policy and Fiscal Policy in a Developing economy, Role of Central Bank in Economic Development.	5

8	<p>Balance of Payments and International Monetary System: Definition of Balance of Payments, Current and Capital accounts, Items included in Balance of Payments, India's Balance of Payments, Balance of Payments and Balance of Trade, Exchange Rate Determination, Rate of exchange under Gold Standard, Purchasing Power Parity Theory, Modern theory of Exchange Rate Determination; International Monetary Fund-Purpose and objectives, Organization and Functions of I.M.F.</p>	6
9	<p>Theory of Money and Prices: Nature and Functions of Money, Index Numbers, Preparation of Index Numbers, Weighted Index Numbers, Uses of Index Numbers, Value of Money: Its Meaning,, Definition of Inflation, Inflationary Gap, Inflationary process, causes of inflation, Full employment and inflation, Measures to control inflation</p>	5

MANAGEMENT ACCOUNTING

Programme: PGDM Semester – I

Course Code: G - GC-102

Revised in: January 2020

Total Hrs. 45

1. Course Outcomes: On successful completion of the course the learners will be able to:

CO#	Cognitive Abilities	Course Outcomes
CO 1	REMEMBERING	DESCRIBE the basic concepts related to Accounting, Financial Statements, Cost Accounting, Marginal Costing, Budgetary Control and Standard Costing
CO 2	UNDERSTANDING	EXPLAIN in detail, all the theoretical concepts taught through the syllabus.
CO 3	APPLYING	PERFORM all the necessary calculations through the relevant numerical problems.
CO 4	ANALYSING	ANALYSE the situation and decide the key financial as well as non-financial elements involved in the situation.
CO 5	EVALUATING	EVALUATE the financial impact of the decision.

2. Core text book for Reading:

- Financial Accounting By P.C. Tulsian
- Accounting for Management By Dr. Jawaharlal
- Accountancy By S Kr Paul
- Cost Accounting By Dr. S. N Maheshwari
- Financial Management By P.C. Tulsian

3. Reference Books:

- Advanced Accountancy By R.L Gupta Radhaswamy
- Accountancy for CA-PE-I By P.C. Tulsian
- Cost Accounting By Saxena Vashist
- Principles and Practice of Cost Accounting By Ashish Bhattacharya
- Financial Management By Sheeba Kapil

4. Pedagogy:

- Guest lectures, presentations, PPTs, workshop

Sr. No.	Topic	Duration (Hrs.)
1	Introduction to Accounting & Accounting Concepts: Introduction to Accounting, Need & Scope of Accounting ,Financial vs. Management Accounting, Users of Accounting Information, Accounting Principles, Significance of accounting, Accounting Principles - Concepts & Conventions.	5
2	Accounting Standards, Accounting Policies & GAAP,IFRS : AS, GAAP, IFRS-Significance & overview.	5
3	Sources of Finance: Different sources of finance-Equity Share capital, Preference share capital, Debenture & Term Loans. Other short term sources of finance	3
4	Mechanics of Accounting: Accounting Cycle, Accounting Equation-Theory & problems.	5
5	Introduction to Journal, ledger, Trial Balance, Profit and Loss Account, Balance Sheet (Schedule III): Journal entries based on accounting equation, Trial Balance, Profit and Loss Account, Balance Sheet Analysis. Introduction to Cash Flow Statement with only conceptual understanding	9
6	Cost Accounting: Basic concepts & Terms in costing, Preparation of Cost Sheet.	6
7	Marginal Costing & Budgetary Control : Basic concepts & Terms in marginal costing – BEP Analysis, CVP Analysis, Budgetary control - Cash Budget, Flexible Budget.	8
8	Introduction to Standard Costing: Basic concepts & Terms Problems on material & Labour Variances.	4

Numerical Problems will be covered on following Topics:

- Accounting Equation & Journal Entries
- Profit and Loss Account as per Revised Schedule III
- Balance Sheet as per revised schedule III
- Cost Sheet
- Marginal Costing
- Cash Budget
- Standard Costing

LEGAL ASPECTS OF BUSINESS

Programme: PGDM Marketing, Semester – I

Course code: MC - 103

Revised in: January 2020

Total Hrs. : 30

1. **Course Outcomes:** On successful completion of the course the learners will be able to:

CO#	Cognitive Abilities	Course Outcomes
CO 1	REMEMBERING	DESCRIBE the key terms involved in each Act.
CO 2	UNDERSTANDING	SUMMARIZE the key legal provisions of each Act.
CO 3	APPLYING	ILLUSTRATE the use of the Acts in common business situations.
CO 4	ANALYSING	OUTLINE the various facets of basic case laws of each Act from a legal and managerial perspective.
CO 5	EVALUATING	DEVELOP critical thinking by making judgments related to use of various provisions of the Acts in business situations.
CO 6	CREATING	DISCUSS various applications of business laws.

2. Core text book for Reading:

- Business Legislations for Management – M.C. Kuchhal
- Elements of mercantile Law – N.D.Kapoor

3. Reference Books:

- Legal Aspects of Business – Ravinder Kumar
- Business Laws – S. D. Geet
- Business Laws – S.S. Gulshan / Gulshan Kapoor
- Business Laws - Balchandani

4. Pedagogy:

- Class Discussion
- Case lets & Case Study

Sr. No.	TOPIC	DURATION (Hrs.) (L+T+P)
1	Introduction	
	<ul style="list-style-type: none">• Introduction to legal system in India.• Essence of Law for Society & Business managers.	02

2	The Contract Act, 1872	
	<ul style="list-style-type: none"> • Essential elements of Valid Contracts • Contracts of Indemnity & Guarantee • Quasi Contract • Breach of contract-Meaning & remedies • Discharge of contract • Agency - Creation of Agency – Agent and Principal (Relationship/rights), Types of agency 	08
3	Sale of Goods Act, 1930	
	<ul style="list-style-type: none"> • Contract of sale of goods • Conditions & warranties • Transfer of property • Rights of unpaid seller • Caveat Emptor 	05
4	The Negotiable Instrument Act, 1881	
	<ul style="list-style-type: none"> • Negotiable Instruments – Meaning, Characteristics, Types. • Parties, Holder and holder in due course. • Negotiation and Endorsements Types. • Dishonor of Negotiable Instrument – Noting and Protest 	05
5	The Companies (Amendment) Act, 2015	
	<ul style="list-style-type: none"> • Company – Definition, Meaning, Features and Types, One Person Company. • Incorporation of Company – Memorandum of Association, Articles of Association (Doctrine of Ultra vires, Indoor Management & Constructive Notice) 	05
6	Important Legal Concepts	
	<ul style="list-style-type: none"> • The Consumer Protection Act, 1986 –Unfair & Restrictive Trade Practices, Dispute Redressal Forums • Intellectual Property Rights (Brief Overview on Patents, Copyrights & Trademarks) 	05

MANAGERIAL COMMUNICATION

Programme: PGDM M

Semester – I

Course code: MC-104

Revised in: January 2020

Total Hrs.: 45

1. Course Outcomes: On successful completion of the course the learners will be able to:

CO#	Cognitive Abilities	Course Outcomes
CO 1	REMEMBERING	DESCRIBE stages in a typical communication cycle and the barriers to effective communication.
CO 2	UNDERSTANDING	SUMMARIZE long essays and reports into executive summaries.
CO 3	APPLYING	USE Dictionary and Thesaurus to draft and edit a variety of business written communication.
CO 4	ANALYSING	EXAMINE sample internal communications in a business environment for potential refinements.
CO 5	EVALUATING	COMPOSE variety of letters, notices, memos and circulars.
CO 6	CREATING	DISCUSS business and social etiquettes.

2. Core text book for Reading:

- Business Communication Essentials – Fourth Edition- Courtland Bovee & John Thill
- Communication for Business- Fourth Edition- Shirley Taylor

3. Reference Books:

- Monippally, Matthukutty. M. 2001. Business Communication Strategies. Tata McGraw-Hill.
- Lucas, Stephen.2001. Art of Public Speaking. Mc-Graw Hill.
- Pillai, Radhakrishnan, 2006. Spoken English for you. Emerald Publishers, Chennai.

4. Pedagogy:

- Audio files and listening to audio recordings using Language Lab
- Video files and watching clippings and analyzing communication boosters
- Scrap Book
- Role plays & Games
- Student presentation individually and in groups

Sr. No.	Topic	Duration (Hrs.)
1	Introduction to Managerial Communication: Introduction, Dimensions, Importance and Need. Process, Levels, Channel & Barriers in Communication, Differentiate between formal and informal communication, highlight the concept of non-verbal communication at work scenarios.	7
2	Essential Managerial Communication Skills: a) Effective Listening skills: Functions and types of Listening, Active and passive listening- Qualities of a good listener and a good speaker. (b) Effective Reading skills: Functions & importance of Reading, factors to be kept in mind while reading. (c) Persuasive Public Speaking skills: Tackling hesitation, fear, shyness and nervousness in speaking, Impromptu speech, Preparing speeches, content preparation for public speaking. (d) Effective Writing skills: Writing the business letter- layout, components and categories of business letters. Emails, reports and proposals-Types, format and project report highlights. Writing Memorandums, other business correspondence like circulars and notices	16
3	Business and social etiquette: Effective grooming skills, how to conduct oneself in a social, work and personal environment. Behavior patterns, effective hygiene standards in personal and social environment.	5
4	Group communication: Factors in group communication, effective meetings with focus on agenda, Minutes of the meeting and purpose of conducting meetings at workplaces.	4
5	Developing Communication for Career Development: Building Careers and resumes -Securing employment in today's job market, Preparing resumes; Applying and interviewing for employment - Writing application/cover letters, understanding the interviewing process, preparing for a job interview, interviewing for success, following-up after an interview	9
6	Constructing Effective Presentations: Summarize the various presentation types, describe how to select appropriate visual aids for a presentation, explain how to structure a presentation for a given audience, audience analysis-preliminary and during the presentation.	4

BASICS OF MARKETING

Program: PGDM-M
Revised in: January 2020

Semester – I

Course Code: MC-105
Total Hrs. 45

1. Objectives:

At the end of the course, the student should be able:

CO#	Cognitive Abilities	Course Outcomes
CO 1	REMEMBERING	<i>RECALL</i> and <i>REPRODUCE</i> the various concepts, principles, frameworks and terms related to the function and role of marketing.
CO 2	UNDERSTANDING	<i>DEMONSTRATE</i> the relevance of marketing management concepts and frameworks to a new or existing business across wide variety of sectors and <i>ILLUSTRATE</i> the role that marketing plays in the 'tool kit' of every organizational leader and manager.
CO 3	APPLYING	<i>APPLY</i> marketing principles and theories to the demands of marketing function and practice in contemporary real world scenarios.
CO 4	ANALYSING	<i>EXAMINE</i> and <i>LIST</i> marketing issues pertaining to segmentation, targeting and positioning, marketing environmental forces, consumer buying behavior, marketing mix and Product Life Cycle in the context of real-world marketing offering (commodities, goods, services, e-products/ e-services).
CO 5	EVALUATING	<i>EXPLAIN</i> the interrelationships between segmentation, targeting and positioning, marketing environment, consumer buying behavior, marketing mix and Product Life Cycle with real world examples.
CO6	CREATING	<i>DISCUSS</i> alternative approaches to segmentation, targeting and positioning, the marketing environment, consumer buying behavior, marketing mix and Product Life Cycle in the context of real-world marketing offering (commodities, goods, services, e-products/ e-services.).

2. Text books for Reading:

- Principles of Marketing By Philip Kotler, Gary Armstrong
- Principles of Marketing By McDaniel, Lamb, Hair
- Marketing Management, second edition by Greg W. Marshall and Mark W. Johnston, ISBN-13: 978-0-07-802886-1, McGraw Hill Education.

3. Reference book for Reading:

- Fundamentals of Marketing – Stanton

- Introduction to Marketing - Adrian Palmer
- Marketing management - Indian context - Dr. Rajan Saxena
- "Pahalwan's: Need for a New Marketing Strategy" CASE by Jyoti Sharma and Subhadip Roy, Harvard Business Publishing, W14488-PDF-ENG

4. Pedagogy:

- Class room lectures, in-class activities, case discussions, pre-assigned exercises, article reviews & assessment tests.

Sr. No.	Topic	Duration (Hrs.)
1	<p>Introduction to Marketing: Importance of marketing, definition of marketing, scope of marketing, functions of marketing, marketing and its relation to other business functions, Sustainability in green marketing, Difference between sales and marketing, Key marketing terms and concepts- need, want, demand, exchange, marketing myopia and marketing orientations. Concepts of customer value, CDV, CPV, CLV, creating customer value, satisfaction and delight.</p>	06
2	<p>Marketing Mix: Introduction to Marketing Mix Strategy and 4C's (Product, Price, Promotion, Place), Implication of emerging paradigm of sustainability and triple bottom perspective of Marketing Mix, Introduction to Services Marketing Mix, Product mix, Product life cycle, Brand: Definition, Brand Equity Introduction, Brand Elements Pricing Strategy: various steps in pricing process, alternative pricing approaches and methods, Channel Strategy: Types of marketing channels, Channel management, Conflict and cooperation, Vertical Marketing Systems, components of Physical distribution system, transportation, Warehousing, Omni channel as a tool for marketing & Customer experience management. Promotion strategy: Promotion mix, ATL and BTL promotions. Packaging: Purpose, Types and new trends in packaging</p>	07
3	<p>Marketing Environment: Company's Micro and Macro Environment and the changes happening, Challenges due to environment changes, Analyzing the environment- Porter's 5 forces, PESTLE, Marketing Research Process, techniques and limitations, Marketing Information System.</p>	08
4	<p>Marketing Planning: Strategic planning and tactical planning, marketing plans various levels in an organization, steps in the marketing planning process, Successful planning tools including Portfolio Models, BCG and GE, Value chain analysis, SWOT, Marketing Plan-Nature, process and contents of a marketing plan.</p>	04

5	<p>Segmentation, Targeting & Positioning: Segmentation- Bases and process of segmentation, requirements for effective segmentation, niche marketing, segmenting consumer markets, segmenting business markets, Targeting- Evaluating market segments, selecting target market segments, Positioning- Positioning Strategy, differentiation strategy, communicating and delivering the chosen position, Perceptual mapping, Reasons for repositioning.</p>	06
6	<p>Consumer Behavior: Introduction and importance, basic model of consumer behavior, Characteristics affecting consumer behavior, Consumer Decision process and factors affecting CDP, Difference between-Domestic buyer behavior & industrial buyer behavior. Case studies on buying behavior Business Buyer Behavior: Introduction, Characteristics of Business Markets, Differences between Consumer and Business Buyer Behavior, Buying Situations in Industrial/Business Market, Buying Roles in Industrial Marketing, Factors that Influence Business Buyers, Steps in Business Buying Process</p>	05
7	<p>Customer Relationship Management and Other Contemporary Issues: Introduction, Relationship Marketing Vs. Relationship Management, Definitions of Customer Relationship Management (CRM), Forms of Relationship Management, Managing Customer Loyalty and Development, Reasons Behind Losing Customers by Organizations, Significance of Customer Relationship Management, Social Actions Affecting Buyer-Seller Relationships, Rural Marketing, Services Marketing, E-Marketing or Online Marketing</p>	04
8	<p>International Marketing Management: Introduction, Nature of International Marketing, International Marketing Concept, International Market Entry Strategies, Approaches to International Marketing, International Product Policy, International Promotions Policy, International Branding, Country of Origin Effects, International Pricing</p>	03
9	<p>Marketing Implementation and Audit: Marketing plan implementation and Control, Marketing Audit. Marketing ethics</p>	02

STATISTICS AND QUANTITATIVE TECHNIQUES

Programme: PGDM M

Semester – I

Course Code: MC-106

Revised in: January 2020

Total Hrs: 45

1. Course Outcomes: On successful completion of the course the learners will be able to:

CO#	Cognitive Abilities	Course Outcomes
CO 1	REMEMBERING	DESCRIBE the concepts and models associated with Statistics and Quantitative Techniques.
CO 2	UNDERSTANDING	UNDERSTAND the different decision-making tools required to achieve optimization in business processes.
CO 3	APPLYING	<i>CALCULATE</i> values of measures of central tendency, measures of dispersion, correlation coefficient etc.
CO 4	ANALYSING	EVALUATE the various facets of a business problem and develop problem solving ability.
CO 5	EVALUATING	INTERPRET basic statistical data and graphs.
CO 6	CREATING	DISCUSS & propose the various applications of decision tools in the present business scenario.

2. Core text book for Reading:

- Statistical & Quantitative Methods: Ranjeet Chitale: Nirali Prakashan.
- Quantitative Techniques: Theory & Problems: Tulsian P. C., Pandey Vishal: Pearson Education.

3. Reference book for Reading:

- Sharma J K, Quantitative Techniques
- Statistical Methods, S.P.Gupta
- Beri, G C, Business statistics
- Statistics for Management - Levin and Rubin
- Srivastava T. N. and Rego Shailaja, Statistics for Management, Tata McGraw-Hill
- Vohra N. D., Quantitative Techniques in Management, Tata McGraw-Hill Publishing Co. Ltd
- Anderson, Sweeney, Williams, Statistics for Business & Economics, Cengage Learning

4. Pedagogy:

- Lectures and Practical Problems, Cases, Assignments, MS Excel for Solving problems.

Sr. No.	Topic	Duration (Hrs.)
1	Introduction to Statistics: Introduction to Statistics, Data Representations and Frequency Distribution; Graphs- Histogram, Polygon, Ogive, Bar Chart, Pie Chart, Pareto Diagram; Using Microsoft-Excel for the analysis of frequency distribution and Graphs	4
2	Measures of Central Tendency and Measures of Dispersion: Arithmetic Mean, Median, Mode; Measures of Dispersion – Range, Quartile Deviation, Mean Deviation, Standard Deviation, Coefficient of Variation, Using Microsoft-Excel for the analysis of measures of central tendency and measures of dispersion	7
3	Correlation and Regression Analysis: Karl Pearson coefficient, Spearman's Rank correlation. Simple Regression (Linear); Using Microsoft-Excel for the correlation and regression analysis	6
4	Probability: Definition & the Concept of Probability, Probability Distribution-Normal Distribution (Z Table Related Problem), An Introduction to Microsoft Excel's Normal Distribution functions	4
5	Linear Programming and Special Linear Programming Models-Transportation & Assignment Models: Graphical solution of LPP ; Transportation – Least Cost Method, North West Corner and Vogel's Approximation Method of Allocation, Final Solution by MODI Method (Only for Degeneracy at Initial Solution), Assignment Problems – Maximization, Minimization, Multiple, Prohibited solutions for balanced and unbalanced Problems.	16
6	Games Theory: Concept of Game Theory; Pure Strategy -2x2 zero sum game and dominance; Mixed Strategy (given 2 x2 matrix).	5
7	Simulation: Concept of Simulation and Random numbers, Monte Carlo Simulation technique, Simulation Exercises	3

ORGANIZATIONAL BEHAVIOR & THEORY OF MANAGEMENT

Program: PGDM M

Semester – I

Course Code: MC-107

Revised in: January 2020

Total Hours: 45

1. Course Outcomes: On successful completion of the course the learners will be able to:

CO#	Cognitive Abilities	Course Outcomes
CO 1	REMEMBERING	<i>Enumerate</i> various managerial competencies and approaches to management
CO 2	UNDERSTANDING	<i>Explain</i> different concepts related to employee behavior in organizations
CO 3	APPLYING	<i>Apply</i> knowledge of perceptual biases for effective decision making
CO 4	ANALYSING	<i>Analyze</i> different causes of resistance to organizational change
CO 5	EVALUATING	<i>Relate</i> applicability of learning theories with organizational context
CO 6	CREATING	<i>Create</i> plan to motivate different employees with varying needs

Part-A: Organizational Behavior (OB)

2. Core text book for Reading:

- ORGB- What's Inside, An Innovative Approach to Learning and Teaching Organizational Behaviour (A South Asian Perspective) by Nelson, Quick & Khandelwal published CENGAGE Learning.
- Organizational Behavior: K Aswathappa
- Stephen P. Robbins, Seema Sanghi, Essentials of Organizational Behavior
- Fred Luthans, Organizational Behavior (Tata Mc Graw Hill)

3. Reference books:

- Newstrom John W. - Organizational Behaviour: Human Behaviour at Work
- Radha R. - Organizational Behaviour (Tata Mc Graw Hill, 3rd Edition)
- R.S. Dwivedi, Human Relations and Organizational Behavior : Global Perspective
- Anjali Ghanekar, Organizational Behavior
- L.M. Prasad, Organizational Behavior

4. Pedagogy:

- Case study, articles, activities, games, movie screening, Guest speakers, Project based and assignments.

Sr. No	Topic	Duration (Hrs.)
1	Introduction to Organizational Behavior Definition, Importance, Goals, Scope, Fundamental Concepts of OB, Different models of OB (autocratic, custodial, supportive, collegial and system) , Challenges and Opportunities in OB.	2
2	Learning Definition, Theories (Classical, Operant, Social Learning), Learning Styles, Significance of Learning for Managers.	2
3	Perception Definition, Factors Influencing Perception, Perception and Attribution, Perception distortion and Decision Making, Impression Management.	2
4	Attitudes Definition, Nature, Components, Job/Work-related attitudes, Changing Attitude.	2
5	Personality Meaning, Determinants of Personality, Type A, Type B Personality, Personality Tests (MBTI, Big Five) , Johari Window, Transaction Analysis (Three Ego States- Parent, Adult and Child, Four Life Positions)	3
6	Motivation Concept, Importance, The Content Theories of Motivation (Maslow's Need Hierarchy & Herzberg's Two Factor model Theory), The Process Theories (Vroom's expectancy Theory), Contemporary Theory (Equity Theory of Work Motivation)	2
7	Group Dynamics and Teams Concept, Type of Groups, Group Behaviors, Five Stage Model of Group Development, Pitfalls of Groups. Team Dynamics, Differences between teams and groups, Benefits of team, Effective Teamwork.	2
8	Leadership Concept, Managers V/s Leaders, Trait & Behavioral Approach to Leadership, Leadership Styles.	2
9	Conflict Management Concept, Sources, Types, Conflict Management Approach/Styles	2
10	Change Management Concept of Change, Forces that acts as stimulants to change, Theories of Change (Force Field, Lewin's theory), Resistance to Change, Implementing and Managing Change.	2
11	Key Concepts	2

	Overview of Organization Power & Politics, Emotional Intelligence, Overview of Organization Culture, Work Stressors, Types of stress, Prevention and Management of stress, Balancing work and Life, workplace spirituality	
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Part-B: Theory of Management

1. Core text book

- Heinz Wehrich& Harold Koontz: Management (A Global Perspective) Tata McGraw Hill,

2. Reference books

- 1. Fred Luthans, Organizational Behavior (Tata Mc Graw Hill)
- 2. Stoner, Freeman, Gilbert Jr.: Management (Prentice Hall India)
- 3. Besterfield: Total Quality Management (Pearson/Prentice Hall)
- 4. Giselle Weybrecht: The Sustainable MBA (Times Group Books)

3. Pedagogy

- Power-point based Lectures;
- Webcasts on selected themes;
- Discussions on relevant published (pre-read) articles.

1	Basic Concepts: Evolution of Management thought, Management Functions, Mintzberg’s Managerial Roles, Approaches to Management, Managerial Competencies, Managerial Skills; How Is the Manager’s Job Changing? Importance of Sustainability to the Manager’s Job.	2
2	Planning Concept, Types of Plans, Management by Objectives (MBO), Planning Effectively in Dynamic Environment.	2
3	Organizing: Concept, Organization Structures (Functional Structure, Divisional Structure, Matrix Structure, Team Structures, Project Structure), Chain of Command, Span of Control, Centralization and Decentralization, Adaptive Organizations – Boundary less Organization, Virtual Organizations, Learning Organization, Flexi Work, Tele-working, Global Organizations.	2
4	Decision Making: Concept, Process, Behavioral and Emotional Barriers to Decision-Making. Dealing with barriers to Decision-Making	2
5	Controlling: Concept, The Control Process, Benchmarking of Best Practices.	2

Basics of Marketing Research

Program: PGDM – Marketing
Revised in: January 2020

Semester I

Course Code: MC -108
Total Hrs. 45

1. Objectives:

2. CO#	Cognitive Abilities	Course Outcomes
CO 1	REMEMBERING	<i>IDENTIFY</i> and <i>DESCRIBE</i> the key steps involved in the marketing research process.
CO 2	UNDERSTANDING	<i>COMPARE</i> and <i>CONTRAST</i> various research designs, data sources, data collection instruments, sampling methods and analytical tools and <i>SUMMARIZE</i> their strengths & weaknesses.
CO 3	APPLYING	<i>DEMONSTRATE</i> an understanding of the ethical framework that market research needs to operate within.
CO 4	ANALYSING	<i>ANALYSE</i> quantitative data and draw appropriate Inferences to address a real life marketing issue.
CO 5	EVALUATING	<i>DESIGN</i> a market research proposal for a real life marketing research problem and <i>EVALUATE</i> a market research proposal.
CO6	CREATING	PLAN and <i>UNDERTAKE</i> qualitative or quantitative Market Research and demonstrate the ability to appropriately analyse data to resolve a real life marketing issue.

2. Text book for Reading:

1. Marketing Research by Naresh Malohtra & Satyabhushan Dash
2. Marketing Research: Text and Cases by Rajendra Nargundkar
3. Marketing Research, by David A. Aaker, V. Kumar, Robert P. Leone, George S. Day

3. Reference books:

1. Marketing Research by C. Burns Alvin, Veeck Ann, F. Bush Ronald
2. Business Research Methods by Donald Cooper & Pamela Schindler, TMGH, 9th Edition.
3. Research Methods for Social Work by Allen, Earl R. Babbie, Cengage
4. Research Methods in Business Studies: A Practical Guide by Pervez Ghauri, Dr Kjell Gronhaug
5. Goods, W.J. and Hatt, P.K., Methods in Social Research, McGraw Hill, New York.
6. Research Methodology by C.R.Kothari, New Age International Publication

4. Pedagogy:

- Class Room Lectures, Presentations, Case study, Assignments, Research Papers, Class-Test and Subject specific videos.

Sr. No.	Topic	Duration (Hrs.)
1	Introduction to Marketing Research – Introduction, Meaning of Research, Research Characteristics, Various Types of Research, Marketing Research and its Management, Nature and Scope of Marketing Research, Marketing Research in the 21st Century (Indian Scenario), Characteristics of Good Research, Ethics in conducting Marketing research.	6
2	Marketing Research Process- Introduction, Research Process: Identification of research problem, Formulation of a Problem, Research Methods. Hypothesis - Qualities of a Good Hypothesis - Null Hypothesis & Alternative Hypothesis (Concept Only), Concept of Independent & Dependent Variables, Extraneous Variable.	6
3	Research Design: Exploratory Research Design, Causal Design, Descriptive Research Designs And Experimental Design, Research Design and Marketing Decision Process, Choosing a Good Research Design, Concept of Cross-Sectional And Longitudinal Research.	5
4	Types of data (Primary and Secondary): Introduction, Meaning and Nature of Secondary Data, Advantages of Secondary Data, Drawbacks of Secondary Data, Types of Secondary Data Sources, Primary Data and its Types, Reliability, And Consistency of data.	4
5	Measurement and Scaling Techniques- Introduction, Importance of Measurement and Scaling in Marketing Research, Concept of Validity And Reliability. Primary Scales of Measurement - Nominal, Ordinal, Interval, Ratio scales, Attitude Measurement Scales, Types of Comparative Scales, non-Comparative scale, Selecting an Appropriate Scale, Scale Evaluation.	6
6	Data Collection Method: Questionnaire Construction - Personal Interviews, Telephonic Survey Interviewing, Email/Internet Survey, Online Survey Sites, Their Utility, and Sampling: Basic Concepts: Defining the Universe, Concepts of Statistical Population, Sample, and Characteristics of A Good Sample. Sampling Frame (Practical Approach for Determining the Sample Frame Expected), Sampling Errors.	4
7	Sampling Technique: Importance of Sampling in Marketing Research, Process of Sampling Design, Determining Sample Size, Probability and Non-Probability Sampling, Classification of Probability Sampling Techniques, Classification of Non-Probability Sampling, Selecting an Appropriate Sampling Technique.	5
8	Data Analysis: Editing, Coding, Data Entry, Data Cleaning, Preliminary Data Analysis, Excel- pie chart, bar chart, Tabular Representation of Data, Frequency Table.	3
9	Research Report:	2

	Structure of Research Report, Report Writing and Presentation. Project Assignment & Team Project Research Paper Discussion (Report writing after execution of the Field Project-Based on Primary Database Analysis).	
10	<p><i>Emerging trends in Marketing Research:</i></p> <p>Research in Lifestyle Retail; Online Marketing Research, Media Research, Brand Equity Research; Marketing research in the social media.</p> <p>Case study: Aligning Brand Values with Products and propositions, Role of social media on consumer behavior, The Brand equity: A case study of Saint-Gobin Glass India ltd.</p>	4

PGDM-M-2020-22

IT SKILLS LAB

Programme: PGDM M

Semester – I

Course Code: MC-109

Revised in: May 2020

Total Hrs: 30

1. Course Outcomes: On successful completion of the course the learners will be able to:

CO#	Cognitive Abilities	Course Outcomes
CO 1	REMEMBERING	SELECT appropriate menus and functions of MS Excel to Create, Format, Import, Merge, Save, Print Spreadsheets & Charts using business data.
CO 2	UNDERSTANDING	SHOW how to do basic troubleshooting and fix mistakes most people make when working with spreadsheets, Microsoft word and Microsoft Powerpoint.
CO 3	APPLYING	USE various functions of MS Excel, MS Word and MS Powerpoint.
CO 4	ANALYSING	ILLUSTRATE the use of the most commonly used data-manipulation commands in MS Excel.
CO 5	EVALUATING	DERIVE insights from multiple data sources in MS EXCEL and work with it to answer relevant business questions.
CO 6	CREATING	CREATE awareness in upcoming managers of different types of information systems; basics of cloud computing, ERP and social media in an organization so as to enable the use of computer resources efficiently, for effective decision making.

2. Core books for Reading:

- Excel2010Bible [With CDROM] by John Waken Bach, John Wiley & Sons, 2010 Edition
- Computer fundamentals P.K Sinha
- MIS- Managing the Digital Firm, 13e, by Ken Laudon, Jane Laudon, Pearson Publication

3. Reference Books:

- Microsoft Office 2010: Illustrated Introductory, (By- David W. Beskeen, Carol Cram, Jennifer Duffy, Lisa Friedrichsen, Elizabeth Eisner
- Microsoft Office 2010 Plain & Simple By Katherine Murray
- Beginning Microsoft Office 2010 By- Guy Hart-Davis
- Office 2010 for Dummies By- Wallace Wang

4. Pedagogy:

- Class Room Lectures, Demos on Computer, Practical Assignments & Tests etc.

Sr. No.	Topic	Duration (Hrs.)
1	<p>Understanding MS Excel's Files:</p> <ul style="list-style-type: none"> • Ribbon and Shortcut: Create a workbook, Enter data in a worksheet, Format a worksheet, Format numbers in a worksheet, Create an Excel table, Filter data, Sort data. • Essential Worksheet Operations: Using Help (F1), Key Board Shortcuts. • Working with Cells and Ranges: Formatting Cells, Name Manager. • Visualizing Data Using Conditional Formatting: Apply conditional formatting. • Printing Your Work: Print a worksheet, Using Print Preview & Other utilities. 	6
2	<p>Creating Formulas & Functions for Business Applications:</p> <ul style="list-style-type: none"> • Introduction to formulas using IF statements and Nested IF statements, basic statistical & financial functions. • Creating Charts and Graphics: Chart your data, Understand Charts, Chart Design Options and Tools, Chart Format Tools, Combo Charts • Working with Dates & Time, Creating Formulas that Manipulate Text – Upper, Proper, Lower, Concatenate, Text to column • Creating Formulas That Count, Sum, and Sub-total • Protecting Your Work: Using Review Tab Utilities. • Vlookups, HLookups • INDEX and MATCH functions. • Financial functions: PV, PMT, NPER, RATE • Sumif, sumifs, countif, countifs, averageif, averageifs 	10
3	<p>Other essential MS Excel features:</p> <ul style="list-style-type: none"> • Right click, Format Cells window. • Using Data Tab and Data Validation: Getting external Data, Remove, Duplicates, Apply data validation & using utilities from Data Tab • Using Excel Tables • Auto Sum and Auto Fill Function • Protecting Your Work: Using Review Tab Utilities. • Using Pivot Tables for Data Analysis: Create Data Base for Pivot, Analyzing Data with Pivot Tables, Producing Report with a Pivot Table. • Data consolidation • Scenario Analysis • Create a macro • Getting external Data 	4
4	<p>MS word: MS word toolbar, shortcut keys, formatting, Header, Footer, tabs, Margins, Page setup, Mail merge, letters, labels, envelope, Table of contents</p>	3

5	MS PowerPoint: Basics of Presentation, create a slide, Views Slide transition, Custom animation, hyperlink, presentation aesthetics, Insert tab utilities, smart art, hyperlink, image resizing	2
6	Basics of Cloud Computing: Components of a data center, What is Cloud and cloud Computing, difference between data center and cloud, Types of cloud service models-SaaS, PaaS, IaaS, Advantages of Cloud Computing.	1
7	Introduction to Management Information Systems: Difference between Data and Information, Information Technology (IT) and Information Systems (IS), What is a Business Process, Role of IT in MIS. Introduction to Data Base concepts, DBMS, Data mining, Data Warehousing, Data Analytics.	2
8	Introduction to ERP Introduction to ERP, Modules in ERP Software, Application of ERP, examples of ERP Software	1
9	Social Media: Using Social Media Effectively	1

SEMESTER II

PGDM-M-2022-22

FINANCIAL MANAGEMENT

Programme: PGDM
Revised in: January 2020

Semester- II

Course Code: MC-201
Total Hours : 30

1. Course outcomes:

At the end of the course the student should be able:

CO#	Cognitive Ability	Course Outcomes
CO G-GC-201.1	Knowledge	To familiarize the students with the different financial functions to be discharged by a finance manager
CO G-GC-201.2	Analyze	To analyze the impact of financial decisions on a corporate entity.
CO G-GC-201.3	Understand	To understand sustainability issues affecting financial statements,
CO G-GC-201.4	Create	To develop the analytical skills by associating the tools and techniques for interpretation of business information and application of financial theory in financing related decisions.

2. Core text book for Reading:

- Financial Management – Ravi M. Kishor
- Strategic Financial Management – Meena Goyal
- Financial Management – P.C. Tulsian
- Financial Management – Pattibhi Ram & Bala

3. Reference book for Reading:

- Financial Management – I.M.Pandey
- Financial Management – Prasanna Chandra
- Financial Management _ Khan & Jain
- Financial management and policy -Van Horne James.C

4. Pedagogy:

- Lectures, Presentations from students, Case Study, Practical Assignments
- Note: Figures to the right indicates weightage.
- Weightage of Theory & Numericals: Theory 20% Numericals & Caselets 80%

Sr. No.	Topic	Duration (HRS)
1	Introduction to Financial Management: Meaning and significance of Financial Management, Understanding the financial Statements, Various Sources of Funds.	4
2	Ratio Analysis: Ratio – Meaning & Significance, various types of ratios, Liquidity ratios, Profitability ratios, Efficiency Ratios, Solvency Ratios. Interpretation of ratios. Du-Pont Analysis Numerical on: Calculation of ratios from Balance sheet or profit and loss account or data given.	8
3	Capital Budgeting: Capital Budgeting- Introduction, Capital Budgeting Decision techniques. Non Discounting Techniques-ARR & Payback period Method, Discounting Cash flow techniques-discounted PB method, Profitability index method, NPV method, IRR. Numerical on: Payback Period, ARR, NPV, IRR, PI and Discounted Payback Period.	12
4	Leverage Analysis: Degree of Operating Leverage & Business Risk, Degree of Financial Leverage & Favorable and non-favorable financial Leverage. Numerical on: Simple calculation of operating, financial and combined leverage.	6

Channel Management

Program: PGDM -M
Revised in: January 2020

Semester II

Course Code: MC-202
Total Hrs.: 45

1. Objectives:

At the end of the course the student should be able to:

CO#	Cognitive Abilities	Course Outcomes
CO 1	REMEMBERING	DESCRIBE the theoretical concepts related to Channel Management
CO 2	UNDERSTANDING	UNDERSTAND the concepts, techniques and approaches required for effective decision-making w.r.t Distribution Channels.
CO 3	APPLYING	DEMONSTRATE an understanding of various channel options for a real-world marketing offering (commodities, goods, services, e-products/ eservices.)
CO 4	ANALYSING	ANALYZE the real-life scenarios of channel management.
CO 5	EVALUATING	EVALUATE the existing distribution strategies and approaches.
CO6	CREATING	DEVELOP generate and evaluate channel management strategies.

2. Text books for Reading:

- Channel Management- A customer centric approach: By Pingali Venugopal, Sage Publication
- Distribution Channels- Management and Sales: By Robert Hastings
- Sales and Distribution Management by Krishna Havaladar and Vasant Cavale
- Sales & Distribution Management: By Dr. S. L. Gupta
- Marketing Channel Management: A Customer-Centric Approach: By Pingali, Venugopal, Sage publication

3. Reference books for Reading:

- Marketing Channels by Louis Stern and El-Ansari
- Marketing Channel Management: People, Products, Programs and Markets by Russell W. Mc Calley
- Marketing Channel Management: Strategic Planning and Tactics by Kenneth G. Hardy
- Strategic Marketing Channel Management by Donald J. Bowersox, M. Bixby Cooper
- Sales and Distribution Management by M V Kulkarni

4. Pedagogy:

Class room lectures
In-class activities
Case discussions
Pre-assigned exercises and article reviews
Assessment tests

Sr. No.	Topic	Duration (Hrs.)
1	Introduction to Channel Management: The Concept of Channel Management, Current Challenges in Channel Management, Objectives in Channel Management, channel positioning. Competition in Marketing Channels, Typical Channel Management Decisions. Growing relevance and popularity of Online Channels of Distribution	7
2	Channel Management & Managing Single Channels: A Typology of Marketing Channels, In-House vs. Outsourced Distribution Various types of Channel Members. Managing Distribution network and channel relationship management. Management of Electronic and Mobile Channels.	6
3	Channel Management on the Macro-Level: Multi-Channel Management, Designing the Channel Mix Implementation of New Channels and Touch points, Touchpoint (sales/service/distribution) definition, Channel Performance Measurement Situation Analysis, Marketing Channel Selection, Configuration of the Channel Mix, Coordination of the Channel Mix, Distribution Controlling. Disintermediation and Reintermediation. Use of Electronic Marketing Channels for Disintermediation. Tailoring channel experiences to deliver the priority benefits sought by channel customers	6
4	Channel Management in present era: Disintermediation and Reintermediation. Use of Electronic Marketing Channels for Disintermediation. Tailoring channel experiences to deliver the priority benefits sought by channel customers	4
5	Managing the Distribution Channel: Motivating the Channel Members, Product Issues in Channel Management, Pricing Issues in Channel Management, Promotion through the Marketing Channel, Channel conflict:	4
6	Omni Channel: Evolution and Economic Impact of Omni-channel Retailing Contemporary Omni-channel Business Models Trends Shaping the Development of Omni-channel Retailing Omni-channel Consumer Segmentation Schemes The Omni-channel Shopping Experience Technology Enablers of Omni-channel Strategies: Online and Mobile Communications Omni-channel Customer Service Delivery Social and Regulatory Issues Omni-channel Fulfillment and Supply Chain Challenges and Solutions	8
7	Market logistics and supply chain management: Definition & scope of logistics and SCM, technology in logistics and SCM, channel information systems, channel management in international markets.	5
8	Retail Channel:	5

	How to select the right distribution mix (no of distributor, dealer, retailer), How to structure dealer resources for a given territory on the basis of manpower, working capital and training. Working capital management.	
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PGDM-M-2020-22

QUALITY AND OPERATIONS MANAGEMENT

Programme: PGDM-M

Semester – II

Course Code: MC-203

Revised in: January 2020

Total Hrs. 30

1. **Course Outcomes:** On successful completion of the course the learners will be able to:

CO#	Cognitive Abilities	Course Outcomes
CO 1	REMEMBERING	<i>DEFINE</i> basic terms and concepts related to Production, Operations Management and Quality Management.
CO 2	UNDERSTANDING	<i>EXPLAIN</i> the process characteristics and their linkages with process-product matrix in a real world context.
CO 3	APPLYING	<i>DESCRIBE</i> the various methods of manufacturing and their characteristics.
CO 4	ANALYSING	<i>ANALYSIS</i> of operational issues in manufacturing and services organizations.
CO 5	EVALUATING	<i>EVALUATE</i> the various steps involved in performing ABC analysis.
CO 6	CREATING	<i>DISCUSS</i> the applications of network analysis techniques in Project Management.

2. **Core books for Reading:**

- Operations Management Theory & Practice by B.Mahadevan , Pearson
- Total Quality Management by Poornima M. Charantimath, 2nd Edition, Pearson
- Production and Operations Management by R B Khanna, PHI.
- Quality Management by Kanishka Bedi, Oxford University Press

2. **Reference Books:**

- Operations Now - Supply Chain Profitability & Performance by Byron J. Finch
- Production and Operations Management by S.A. Chunwala and .R. Patel
- Production and Operations Management by L.C. Jhamb
- Production and Operations Management by B.S. Goel

3. **Pedagogy:**

- Lectures, Case Study, Videos, Power Point presentations, Research Papers.

Sr. No.	Topic	Duration (Hrs.)
1.	Introduction to Quality and Operations Management: Definition, nature, significance and history of Operations Management; Definitions of 'quality', Quality Management -A conceptual framework; Importance of Quality; Cost of Quality (COQ); Dimensions of Product Quality; Dimensions of Service Quality	6
2.	Total Quality Management (TQM): Meaning and Principles of TQM; Quality Gurus: W. Edwards Deming, Joseph Juran, Philip Crosby, Kaoru Ishikawa; Concept of Lean Management; JIT Manufacturing; Kaizen-Continuous Improvement; Poka-Yoke	5
3.	Six Sigma: Introduction to six sigma concept; Six Sigma versus Three Sigma; DMAIC and DMADV approaches in Six Sigma	2
4.	Design of manufacturing processes: Determinants of process characteristics: Volume, Variety and Flow; Types of Processes and Operations systems: Continuous flow systems, Intermittent flow systems, and Project form of Manufacturing; Layout Planning: Types of layouts-Process layout, Product layout, Group Technology Layout, Fixed Position Layout	7
5.	Inventory Management: Concept of inventory, Inventory costs, EOQ Model, Inventory control: ROL, ABC analysis, VED, FSN, GOLF and SOS.	5
6.	Project Management: Introduction to project Management, Introduction to PERT and CPM techniques, Construction of network diagram and finding critical path.	5

INDUSTRY ANALYSIS – DESK RESEARCH

Programme: PGDM-M
Revised in: January 2020

Semester–II

Course Code: MC - 204
Total Hrs: 30

1. **Course Outcomes: On successful completion of the course the learners will be able to:**

CO#	Cognitive Abilities	Course Outcomes
CO 1	REMEMBERING	DESCRIBE the key characteristics of the players in an industry.
CO 2	UNDERSTANDING	SUMMARIZE the management ethos and philosophy of the players in the industry.
CO 3	APPLYING	DEMONSTRATE an understanding of the regulatory forces acting on the industry.
CO 4	ANALYSING	COMPARE and CONTRAST, using tables and charts, the market and financial performance of the players in an industry.
CO 5	EVALUATING	ASSESS the impact of recent developments on the industry and its key players.
CO 6	CREATING	PREDICT the future trajectory of the evolution of the industry in the immediate future (1 to 3 years).

2. **Pedagogy:**

- Class Room Lectures, Desk Research, Assignments and viva.

I) Sector Analysis to be done based on following points:

- Overview and structure of sector
- Porter's 5 forces model
- PESTEL analysis
- Sub sectors & Main Players in the subsectors/sector
 - Market Size, How many Companies & Top Companies
- Key trends and challenges of the sector
- Regulatory bodies in the sector and their role
- Govt. Initiatives
- Contribution to economy, employment & Growth Rate
- Global issues affecting the sector
- Key technological advancements in the sector
- Future and prospects post COVID-19

II) Company Analysis to be done based on following points:

- Brief of the company
 - (Sector the company belongs to, year of establishment, CEO, Headquarter, geographical location/branches, NSE/BSE listed)
- Vision, mission, values
- Key Financial parameters with brief comments (analysis)
- For finance students- Market capitalization, key financial ratios, EPS, EVA, Turnover, Profit
- For non-finance students- Turnover, Profit
- Products/ Services
- Main competitors and market share of past 5 years
- Key challenges
- SWOT analysis
- Functional Perspective
 - Finance- Sector indices analysis at weekly interval
 - Marketing- pricing strategies, channel management, ad campaigns, extended 3Ps* (applicable for service based organizations)
 - HR- Organization structure, attrition, employee engagement activities, L&D perspective, Green HR
- CSR policy and Corporate Governance Initiatives
- Recent Mergers, Acquisitions and strategic alliances in the sector
- Impact of and response to COVID-19

III) Following table gives the list of sectors and companies from which students can choose sector and company for analysis:

Sr. No	Reference of the Sector	Reference Companies
1	FMCG	Coca Cola, Mother Dairy, Nestle, ITC, Asian Paint, Berger Paint, Godrej, Colgate Palmolive, Nilons, Cargill, Mother Recipe
2	FMCD	Wipro Lighting, Godrej Interior, Kurlon, Furlenco
3	BFSI	HDFC Bank, ICICI, HDFC Ltd., Religare Securities, Janlakshmi Bank, Yes Bank, SBI card, S& P capital, Bajaj Allianz, Birla Capital, Tata Capital, Standard Chartered, ICICI Securities, ICICI Prudential, Mahindra Finance, Karvy, Bajaj Finserv
4	ITES	Deloitte, E- Clerx, TCS, TTL, Sungard, WNS Global, Quick Heal, Tech Mahindra
5	Retail	Reliance Trends, Reliance Retail, Future Retail, Landmark, Toonz retail, Aditya Birla Retail, Amazon

6	Real Estate	Kolte Patil, Marks Developers, 99 acres, Magik bricks, JLL, Gera Developers, Prop tiger
7	Manufacturing	MRF Tyres, Bridgestone, Atlas Copco, Sandvick Asia, Everest Industries, Sanny Engg., Hyundai Construction.
8	Logistics	Samsara Logistics, NYK, OM logistics, DHL, Maersk Logistics
9	Telecom	Airtel, Idea, Jio, Vodafone

PGDM-M-2020-22

Basics of Business Analytics

Programmes: PGDM M

Semester: II

Course Code: MC-205

Revised in: January 2020

Total Hrs. 30

1. Course Outcomes: On successful completion of the course the learners will be able to:

CO#	Cognitive Abilities	Course Outcomes
CO 1	REMEMBERING	DESCRIBE the various analytical tools and techniques of data based business decision making.
CO 2	UNDERSTANDING	UNDERSTAND the use of most commonly used tools used in business analytics.
CO 3	APPLYING	DEVELOP a thought process to think like a data scientist/business analyst.
CO 4	ANALYSING	ANALYZE data graphically by creating a variety of plots using the appropriate visualization tools.
CO 5	EVALUATING	SELECT the right tool for the given analytics task.
CO 6	CREATING	CREATE data dashboards using analysis tools for better decision making.

2. a.) Core books for Reading:

- Business Analytics: The Science of Data-Driven Decision Making by U Dinesh Kumar 2017.
- Analyzing Data with Microsoft Power BI and Power Pivot for Excel by Ferrari Alberto and Russo Marco 2019.
- Learning Tableau 2019: Tools for Business Intelligence, data prep and visual analytics, 3rd Edition by Joshua N Millgan.
- R Programming for Beginners by Sandip Rakshit 2017.

b.) Reference Books:

- Statistical data analysis explained: applied environmental statistics with R, Clemens Reimann. Chichester: John Wiley and Sons
- Practical Tableau: 100 Tips, Tutorials, and Strategies from a Tableau Zen Master, Ryan Sleeper.
- Power Pivot and Power BI - Book by Rob Collie & Avichal Singh
- The analytics revolution: how to improve your business by making analytics operational in the big data era, Bill Franks. Hoboken: Wiley

3. Pedagogy:

- Lectures, Videos, Power Point presentations. Lab based workshops using software's. Real life case studies.

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Sr. No.	Topic	Duration (Hrs.)
1.	Introduction to Business Analytics: Introduction to Business Problems, Need for Business Analytics, Type of Analytics – Predictive Analytics, Descriptive Analytics, Prescriptive Analytics. Techniques of Data Analysis – Data Exploration, Clustering, Classification, Different Tool used for Data Analysis – Excel, R, Power Bi, Tableau, Data Preparation, Common Data Problems.	6
2.	Introduction to Power BI: Introduction to Power BI - Need, Importance, Power BI - Advantages and Scalable Option, History - Power View, Power Query, Power Pivot, Power BI Data Source Library and DW Files, Power BI Installation and Cloud Account, Power BI Cloud and Power BI Service, Power BI Architecture and Data Access, Power BI Desktop - Installation, Usage, Sample Reports and Visualization Controls, Report Visualizations and Properties, Chart & Map Report Properties, Hierarchies and Drill Down reports, Dashboard Creation & Sharing.	9
3.	Introduction to Tableau: Introduction to Tableau Server & Desktop, Creating Basic Visualizations, Tableau Desktop UI, Connecting to Data – Live Connection, Extract Data, Combine Data Sources, Join Tables, Blend Data Sources, Cross Database Join, Filtering and Sorting Data, Date Functionality – Discrete & Continuous Dates, Fiscal Dates, Mapping Techniques – Heat Map & Highlight Table, Dashboard Creation, Sharing your Work.	9
4.	Introduction to R Language: Introduction to R & R – Studio, Installation of R, Data Structure in R – Variable in R, R-Overview – Vector, Matrix, Array, List, Data Frame. Operators in R, Import Data Set in R, Conditional Statement – Loops, Strings, Decision Making.	6

SERVICES MARKETING

Program: PGDM

Semester – II

Course Code: MC - 206

Revised in: January 2020

Total Hours: 45

1. Objectives:

At the end of the course the student should be able:

CO#	Cognitive Abilities	Course Outcomes
CO 1	REMEMBERING	RECALL the key concepts in services marketing
CO 2	UNDERSTANDING	EXPLAIN the role of Extended Marketing Mix in Services
CO 3	APPLYING	DEMONSTRATE the new Paradigm and Perspectives in Marketing of Services
CO 4	ANALYSING	ANALYSE the significance of services marketing in the Indian and global economy
CO 5	EVALUATING	EVALUATE Segmentation, Targeting & Positioning of Services in dynamic marketing environment
CO6	CREATING	DEVELOP marketing mix for various services offering

2. Core Book for Reading:

- Services Marketing - Zeithaml, Bitner, Gremler & Pandit, TMGH, 4th ed.
- Services Marketing - Christopher Lovelock
- Services Marketing - Rampal & Gupta

3. Reference books:

- Essence of Services Marketing - Ardian Payne.
- Services Marketing - Helen Woodruff
- Zeithaml, Valarie A. & Bitner, Mary Jo; Services Marketing – Integrating Customer Focus Across the Firm; Tata McGraw Hill; New Delhi.
- Rao, K., Rama Mohana; Services marketing; Pearson Education; New Delhi.
- Hoffman & Bateson; Essentials of Service Marketing; Thomson Asia Ptc. Ltd., New Delhi.
- Rampal, M.K. & Gupta, S.L.; Services marketing; Galgotia Publications; New Delhi.

4. Pedagogy:

- In-class activities, case discussions, pre-assigned exercises, article reviews & assessment tests, Research papers.

Sr. No.	Topic	Duration (Hrs.)
1	<p>Introduction to services: Concepts, contribution and reasons for the growth of services sector, Indian and Global Scenario, difference in goods and service in marketing, characteristics of services, concept of service marketing triangle. Consumer behavior in services: Search, Experience and Credence property, consumer expectation of services, two levels of expectation, Zone of tolerance, Factors influencing customer expectation of services. Customer perception of services-Factors that influence customer perception of service, Service encounters, Customer satisfaction, Strategies for influencing customer perception.</p>	5
2	<p>Marketing Implementation I: Understanding Service Quality Importance of Quality & Dimensions of service quality SERVQUAL Analysis- its application in Service Organizations, SERVQUAL, and SERVPERF, Parsuraman- Zeithamal- Bitner (PZB) Gaps Model, Experience a service and identify gaps , Gronroos model.</p>	7
3	<p>Customer defined service standards Customer defined service standards: “Hard” & “Soft” standards, challenges of matching supply & demand in capacity, four common types of constraints facing services, optimum v/s maximum use of capacity, strategies for matching capacity & demand. Yield management-balancing capacity utilization, pricing. Waiting line strategies- four basic Waiting line strategies. Leadership & Measurement system for market driven service performance-key reasons for GAP- 2service leadership- Creation of service vision and implementation, Service quality as profit strategy.</p>	8
4	<p>Marketing Mix I and II Service Product and Employee role in service designing The Service Product · Key Issues - The Flower of Service - Core and Supplementary Services - Adding Value via Supplementary Services Employee role in service designing. importance of service employee, Boundary spanning roles, Emotional labor, Source of conflict, Quality- productivity trade off, Strategies for closing GAP 3.Customer’s role in service delivery-Importance of customer & customer’s role in service delivery, Strategies for enhancing- Customer participation, Delivery through intermediaries-Key intermediaries for service delivery, Intermediary control strategies.</p>	5
5	<p>Marketing Mix III and IV Role of marketing communication: Key reasons for GAP 4 involving communication, four categories of strategies to match service promises with delivery, Methodology to exceed customer expectation. Pricing of services-Role of price and value in provider GAP 4, Role of non-monitory cost, Price as an indicator of service quality –Approaches to pricing services, pricing strategies.</p>	5

6	<p>Marketing Mix V and VI Physical evidence in services and Distribution Physical evidence in services. Types of service spaces- Role of service scapes, Frame work for understanding service scapes & its effect on behavior-Guidance for physical evidence strategies. Distribution- Distribution Channels for Services, Internationalization of Service Firms, Global Distribution Systems.</p>	5
7	<p>Marketing Mix IV: Designing Customer Service Processes and Relationship Marketing Service Blueprinting, developing service blueprint of a service experienced recently, CRM in services, Concept of loyalty and Creation of a loyalty program -</p>	5
8	<p>An overview of sub sectors of services- Sector overview, challenges and opportunities Financial Services, Hospitality and Tourism Services, Healthcare Services, Educational Services, Telecommunication Services, Logistics Services and IT Services</p>	5

SALES MANAGEMENT & NEGOTIATION SKILLS

Program: PGDM-M
Revised in: January 2020

Semester II

Course Code: MC-207
Total Hrs. 45

1. Objectives:

CO#	Cognitive Abilities	Course Outcomes
CO 1	REMEMBERING	DESCRIBE the various selling situations, value selling types and Channel Distribution.
CO 2	UNDERSTANDING	Understanding how to manage Sales, Negotiation skills carried out by a professional salesperson and understanding the importance of managing channel members.
CO 3	APPLYING	Developing a structured process for Sales Negotiating
CO 4	ANALYSING	FORMULATE a sales script for a real-world sales call for a products and services.
CO 5	EVALUATING	DECONSTRUCT the pros and cons of sample real world sales calls for a products and services.
CO 6	CREATING	Practicing and building core skills of Sales Negotiation and implement in real life situations.

2. Core text book for Reading:

- Sales and Negotiation Skills: A pragmatic Approach by Prashant Chaudhary
- Learn Selling And Negotiation Skills In A Week by Prof. M. V. Kulkarni
- Never Split the Difference Negotiating as if Your Life Depended on It by Chris Voss with Tahl Raz.

3. Reference books:

- *Negotiating the Impossible: How to Break Deadlocks and Resolve Ugly Conflicts (Without Money or Muscle), by Deepak Malhotra.*
- *Bargaining with the Devil: When to Negotiate, When to Fight, by Robert Mnookin.*
- *Negotiating at Work: Turn Small Wins into Big Gains, by Deborah M. Kolb and Jessica L. Porter.*

4. Pedagogy:

- Class Room Lectures, Presentations, Case study, Assignments, Research Papers, Roll Plays, Class-Test and Subject specific videos.

Sr. No.	Topic	Duration (Hrs.)
1	<ul style="list-style-type: none"> • Introduction to Sales management • Value Proposition • Sales and Distribution Management, Distribution Objective/Strategy 	6
2	<ul style="list-style-type: none"> • Lead Generation: Prospecting by Networking, Prospecting by Phone, Online Prospecting. 	3
3	<ul style="list-style-type: none"> • Building Sales relationships, Diagnosing Sales, Prescribing Solutions, Closing Sales. • SPIN selling. 	6
4	<ul style="list-style-type: none"> • Interface between Salesforce and Channel • Channel Design • Implementing Channel Design • Managing the Channel Members • Channel Power and Conflict • Channel Evaluation 	6
5	<ul style="list-style-type: none"> • Negotiations, pre-requisite for Negotiation. When do we negotiate? • Elements of Negotiation. (Preparation, Discussion, Proposing Alternatives, Bargaining) 	5
6	<ul style="list-style-type: none"> • Four different kinds of negotiators. Dealing with customers who <i>BARGAIN</i>. • Objection Handling (Role Plays). 	4
7	<ul style="list-style-type: none"> • B2B Sales • Sales process in B2B • 7 Stage B2B Cycle • B2B Sales funnel • B2B Sales Technique 	5
8	<ul style="list-style-type: none"> • Strategic Sales Management (Models & Frameworks to support sales planning) 	2
9	<ul style="list-style-type: none"> • Workshop on sales 	8

PGDM-M-2020-22

STRATEGIC MARKETING

Program: PGDM-M

Semester – II

Course Code: MC - 208

Revised in: January 2020

Total Hours: 45

1. Objectives:

At the end of the course the student should be able:

CO#	Cognitive Abilities	Course Outcomes
CO 1	REMEMBERING	RECALL the key concepts in Strategic marketing
CO 2	UNDERSTANDING	Understanding new era organizations and the marketing environment today, the role of market orientation, technological advances, global marketing imperative, marketing ethics & social responsibility
CO 3	APPLYING	Applying different approaches to planning for Marketing. Forecasting & Scenario planning Marketing mix & Resource allocation
CO 4	ANALYSING	Analyzing various aspects of Internal analysis, External analysis, the marketing information system, Buyer behavior, Segmentation & targeting.
CO 5	EVALUATING	Evaluate new challenges in terms of Marketing & the creative industries, Marketing & the new media Marketing to the bottom of the pyramid, Frugal & grass root Marketing
CO6	CREATING	Create value for stakeholders and New paradigms for Organizations & Consumers

2. Core Book for Reading:

- Marketing Strategies-A contemporary approach by Ranchod & Gurau, Pearson India, 2012.
- Strategic Marketing by Xavier, Response Books, 2010

3. Reference books:

- Marketing: Planning, Implementation, Control by Pride and Ferrell, Cengage, 2010.
- Strategic marketing problems: Cases & Comments by Kerin & Peterson, Pearson 2012
- Strategy from the Outside In: Profiting from Customer Value, By George Day and Christine Moorman 2010, Published: July 2, 2010-1st Edition

4. Pedagogy:

- In-class activities, case discussions, pre-assigned exercises, article reviews & assessment tests, Research papers, Application based assignments.

Sr.No.	Topic	Duration (Hrs.)
Unit 1	Foundation concepts on Strategy <ul style="list-style-type: none"> • Marketing and Strategic Marketing • Foundation concepts from Finance for Marketing Decision 	4
Unit 2	Marketing Metrics & Marketing profitability <ul style="list-style-type: none"> • Key Performance Indicators (KPIs) • Customer Life Time Values • Return on investments (ROI) 	5
Unit 3	Marketing implications of Corporate strategy decisions Marketing disruption <ul style="list-style-type: none"> • Examining the rise of direct-to-consumer brands, • Analyzing shifts to marketing process • Considering the increased emphasis on ROI • Managing the sales and marketing interface 	4
Unit 4	Competitive strategies of Strategic Business Units & Marketing implications	3
Unit 5	Identifying Market opportunities External & Internal Analysis <ul style="list-style-type: none"> • Assessing Market Opportunities Forecasting & • Scenario Building for strategic flexibility 	4
Unit 6	Redefining strategy for the digital world- <ul style="list-style-type: none"> • Understanding new business models • Identifying new rules of competition • Building an ecosystem 	5
Unit 7	Entrepreneurial Marketing & New Product -Service Marketing Strategies	3
Unit 8	Strategies for Growth Markets <ul style="list-style-type: none"> • Defenders & Prospectors • Strategies for matured markets and during decline 	4
Unit 9	Anticipating and adapting to change <ul style="list-style-type: none"> • Understanding ethical and legal issues 	4
Unit 10	Information and Communication Technologies and New Economy Marketing <ul style="list-style-type: none"> • Strategic Approach to Marketing & Sales Organization • Measuring Marketing Performance • Marketing Technology (MarTech) 	5
Unit 11	Global – Local Markets <ul style="list-style-type: none"> • Diffusing boundaries Marketing Strategy Dynamics 	4

DIGITAL MARKETING

Program: PGDM-M
Revised in: January 2020

Semester: II

Course code: MC-209
Total Hrs. 45

3. Objectives:

CO#	Cognitive Abilities	Course Outcomes
CO 1	REMEMBERING	DEFINE various concepts related to Digital Marketing.
CO 2	UNDERSTANDING	EXPLAIN the role of Facebook, Google Ad words, YouTube and Email in digital marketing.
CO 3	APPLYING	MAKE USE OF Facebook, Google Ad words, YouTube and Email for carrying out digital marketing of real life products.
CO 4	ANALYSING	ILLUSTRATE the use of Facebook, Google Ad words, YouTube and Email in various contexts of Digital Marketing.
CO 5	EVALUATING	DESIGN digital media campaign using appropriate mix of Facebook, Google Ad words, YouTube and Email.
CO6	CREATING	CREATE appropriate content for Facebook, Google Ad words, YouTube and Email campaigns.

2. Core text book for Reading:

- Digital Marketing: Strategy, Implementation & Practice- Dave Chaffey & Fiona Ellis-Chadwick
- Jab, Jab, Jab, Right Hook – Gary VaynerchuK
- Web Analytics 2.0 – Avinash KaushiK
- Art of SEO (3rd edition) – Eric Enge

3. Reference book for Reading:

- Ogilvy on Advertising: - Ogilvy Mather
- Positioning the Battle of your minds: - Al Rise & Jack Trout
- Advertising and promotions : An integrated brand approach Semenik, Richard J

4. Pedagogy:

- PPT
- Digital Marketing work shop
- Hands on application-based exposure

Sr. No.	Topic	Duration (45 Hrs.)
1	Introduction of Internet Marketing – Overview of Internet marketing -Basic components of Internet marketing -Why Internet marketing? (Facts & figures- past, present & future) -	4

	Difference between the traditional marketing & Internet marketing. (Facts & figures- past, present & future) -Difference between the traditional marketing & Internet marketing.	
2	Basics of Internet Marketing:- Characteristics/salient features of Internet marketing - Internet marketing Mix- Internet Marketing Platforms- E-mail campaigns, website, Webinars, social Networking (Face book, Linked in Twitter, YouTube, gaming, WAP sites, , SMS, Bluetooth, blogs, trade portals, micro sites- What marketers can do in Internet marketing --Branding, promotion, selling, CRM, loyalty program, more information, market research, VAS, contest, campaigns, online sampling, lead generation), Affiliate marketing.	6
3	Digital Media and Engagement: UI, UX, CX and BX for Digital Marketing, Digital Customer Life Cycle, Digital Media and Engagement	3
4	Website design: Web page vs Website, Microsites and landing page, Components of website, Purpose of creating websites, How to build a web page? What makes a website user-friendly? Dynamic vs Static website. What is domain & subdomain name, What is Word Press? Understanding Word Press and its functioning	4
5	Search Engine Optimization:- Types of SEO(Page SEO vs Off-Page SEO,SEO tools, backlinks, outbound link, meta tags, anchor text, robots.txt, Panda algorithm vs Penguin algorithm, Keyword Research, LSI Keyword), Internet media buying & Selling, Internet media planning, Content Marketing, CPC, CTR,CPA	5
6	Search Engine Marketing – Google Ad words	4
7	Social Media & Digital Marketing campaigns: web 2.0, Campaigns based on Face book, Bidding on Facebook, Factors Affecting Ad Placement, YouTube, Twitter, LinkedIn, Integration with traditional media campaigns, Social media optimization (SMO), Social Media Marketing,	3
8	Mobile Marketing, Mobile applications, WAP sites, Other tools, Proximity marketing	3
9	ANALYTICS & Measurement tools: - Measurement parameters, ROI, Case studies. Google. Analytics, Google Trends, Bounce Rate, Average Time on Page, metrics and Dimensions, Page view	3

10	Other Aspects of Digital marketing: Email Marketing: Tools, Email Automation, Best Practices, Marketing Emails, and GDPR Rules. Influencer Marketing: How to use Influencer Marketing for a Brand. How to Identity Influencers? How to become an online influencer?	2
11	Digital Marketing Certification workshop	8

PGDM-M-2020-22

RETAIL MANAGEMENT & E-COMMERCE

Program: PGDM-M
Revised in: January 2020

Semester – II

Subject code: MC - 210
Total Hrs. 45

1. Objectives:

• CO#	Cognitive Abilities	Course Outcomes
CO 1	REMEMBERING	DEFINE various concepts associated with retail marketing
CO 2	UNDERSTANDING	EXPLAIN the terms and concepts used in Retail Management
CO 3	APPLYING	ILLUSTRATE value creation & competitive advantage in Retail Management.
CO 4	ANALYSING	ANALYSE the contemporary issues affecting Retail management decisions.
CO 5	EVALUATING	EVALUATE the effectiveness of Retail marketing mix used by different Retail formats
CO6	CREATING	FORMULATE effective retail marketing strategy

2. Core text book for Reading:

- Retailing Management by Barry Berman and Joel R Evans
- Retailing Management –Levy & Weitz
- The Power of Visual Storytelling- Ekaterina Walte

3. Reference book for Reading:

- Retailing Management –David and Gilbert
- Retailing Management –Gibson G Vedamani
- Retailing Management –Suja Nair
- Retail Management by Chetan Bajaj, Rajnish Tuli

4. Pedagogy:

- Class Room Lectures, Activities, Case study, Assignments, Projects, Research Papers, Class-Test and Subject specific videos.

Sr. No.	Topic	Duration (Hrs.)
1	Introduction to Retailing & Strategy planning: Retail Industry overview- Global overview, Indian overview, Indian retail Scenario - Indian retailing, its evolution, benefits & current state and its future prospects, The Framework of retailing the importance of developing and applying a retail strategy. Strategic planning in retailing value and value chain. Practical - Developing a retail strategy from the ground up.	5

2	<p>Building Sustainable relationship with consumers in Retailing: Retail relationships, Ethical performance, Situation analysis, Retail consumer behaviour, Factors affecting consumer behaviour, Consumer decision making process, Consumer demographics and lifestyles, Needs and desires, Shopping attitudes and behavior, Merchandise buying, Vendor management and franchising, Retailer actions, CRM, Private label brands. Practical - Retail Selling Skills Theory and project based</p>	5
3	<p>Retail Formats and Types: Retail institutions by ownership, Store-based strategy mix, Non-store based, and other forms of nontraditional retail institutions, Scrambled merchandising, The retail life cycle, Direct marketing, Direct selling, Vending machines Electronic retailing.</p>	4
4	<p>Information Gathering and Processing in Retailing: Trade - Area analysis, Site selection, the retail information system, Characteristics of trading areas, Importance of location to a Retailer, Type of locations, Merchandise management- formulating plans, buying merchandise, analysing merchandise performance.</p>	3
5	<p>Retail Organization and various departments: Operations management, Setting up a retail organization, Human Resource Management in retailing, Financial dimension, Operations dimension, Inventory management, Store management, Receipt management. Supply chain management.</p>	4
6	<p>Pricing in Retailing Factors affecting a Retail price, developing a retail pricing strategy, controlling costs.</p>	3
7	<p>Retail space management and Marketing: Concept of space management, Store layout and design, Promotion strategy, Customer relationship management, Retail marketing mix, Retail communication mix, POP Displays.</p>	2
8	<p>Controlling the Retail Strategy: Integrating and updating the Retail Strategy, Control: Using the Retail Audit</p>	2
9	<p>Emerging Trends in retailing:</p> <ul style="list-style-type: none"> - Tech. developments that have implications on processes of retail stores E.g.: NFC Tech; RFID Tech; etc., - Hybrid Retailing – Merger of online and off-line retailing. Alibaba - Consumer fairs as a retail avenue to spread awareness about the product - Govt. policy on retail industry e.g.: FDI, local sourcing clauses, etc Will online retail kill offline? 	2
10	<p>Workshop on 360 degree on Retail Management</p>	6

11	<p>Introduction & Evolution to E-commerce: Introduction, E-commerce or Electronic Commerce- An Overview, Electronic Commerce framework, Advantages and Disadvantage of E-commerce, Road map of E-commerce in India.</p>	3
12	<p>Managing the e-Enterprise & E- Marketing: Introduction, e-Enterprise, Managing the e-Enterprise, E-business Enterprise, Comparison between Conventional Design and E-organization, Organization of Business in an e-Enterprise, E-Marketing: The scope of E-Marketing, Internet Marketing Technique, Innovation Management in retail, Project management in retailing - an introduction.</p> <p>Practical – Understand and explain the working model of a start-up in the retail section and create a project report on its implementation for a product/service of your choice.</p>	6

SUPPLY CHAIN MANAGEMENT

Program: PGDM-M
Revised in: January 2020

Semester – II

Course Code: MC-211
Total Hrs. 45

1. Objectives:

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 1	REMEMBERING	DESCRIBE the key concepts of Supply Chain Management and the – driving forces in contemporary Supply Chain Management.
CO.2	UNDERSTANDING	EXPLAIN the structure of modern-day supply chains.
CO 3	APPLYING	IDENTIFY the various flows in real world supply chains.
CO 4	ANALYSING	COMPARE and CONTRAST push and pull strategies in Supply Chain Management.
CO 5	EVALUATING	EXPLAIN the Reverse Logistics and its linkage to Sustainability in Supply Chain Management.

2. Text books for Reading:

- Logistics Management - V V Sople, Pearson
- Supply Chain Management: Strategy, Planning & Operations- Sunil Chopra, Peter Meindl, D V Kalra

3. Reference book for Reading:

- World Class Supply Management: The Key to Supply Chain Management – Burt, Dobbler, Starling.
- Logistics & Supply Chain Management - Cases & Concepts -G Raghuram & N Rangaraj.
- Essentials of Supply Chain Management - Hugos M, N. J. Wiley.
- Supply Chain Management Process, System & Practice, N.Chadrsekaran, Oxford.
- Total Supply Chain Management, Basu & Wright, Elsevier.
- Logistics Management & Strategy, Harrison and van Hoek, Prentice Hall.
- Going Backwards: Reverse Logistics Trends and Practices. Dr. Dale S. Rogers Dr. Ronald S. Tibben-Lembke Ó1998, Reverse Logistics Executive Council.

4. Pedagogy:

- Class room lectures, Power Point presentations, Videos, in-class activities, Case discussions, pre-assigned exercises, Research papers, article reviews.

Sr. No.	Topic	Duration (Hrs.)
1	Supply Chain Overview: Introduction to Supply Chain Management, SCM an enabler for business, Three Flows In SCM - Material, Funds and Information , Components of SCM. Introduction to Agribusiness Supply Chain. Demand Management and Forecasting in Supply chain.	06
2	Logistics: Definition, objectives, scope & functions of logistics. Paradigm shift in logistics, logistics concept, logistics solution, future of logistics. Customer service for competitiveness, customer service phases, service attributes, value added logistics services. Difference between SCM and Logistics.	07
3	Warehousing: Warehousing a logistics challenge, Warehousing functions, and options. Site selection, layout design, decision model, costing, strategies, virtual warehouse, and warehouse charter. Performance parameters, warehousing in India, Cold chain infrastructure. Green Warehouses. Innovations in Warehousing.	08
4	Material Storage & Handling Systems: Unit load storage, storage principles, benefits of storage design, storage methods. Role of material handling logistics, Material handling guidelines. Material handling equipment and systems.	04
5	Inventory Management: Inventory-asset or liability, inventory functions, reasons for carrying inventories. Managing Uncertainties. Inventory related cost, inventory controls, and inventory policy guidelines. Classifications of Inventory. Inventory levels at Regional Distribution Centers. In transit .Inventory, Multi Echelon Inventory Optimizations. Vendor Managed Inventory.	06
6	Transportation: Evolution of transportation system, transportation infrastructure, freight management, transportation model. Transportation networks, Route planning, Containerization. Clean Sky Initiative; Hybrid Vehicles. Trade Off's in Transportation design	05

7	<p>Logistical Packaging: Packaging, packaging as unitization, design considerations. Market, Flow and Environment considerations in Packaging. Packaging material, Packaging cost. Bio degradable packing, Eco Labels; QR – Quick Response codes.</p>	04
8	<p>Concept of Supply Chain Management and its strategic significance: Introduction, role in the organization - Intra and Inter organizational supply chain. Role of Sourcing. 3 PL / 4 PL concepts. Supply Chain Models. Supply-Chain Operations Reference (SCOR). Role of ERP and IT in SCM processes.</p>	03
9	<p>Supply Chain Integration: Introduction, push, pull & push-pull systems, demand driven strategies, distribution strategies. Responsiveness. Collaborative Planning, Forecasting and Replenishment (CPFR), Bull Whip Effect. Retailer -supplier partnership, distributor integration. Vendor Rating for Sustainability. Planning tools and reporting through visualisation. Performance measurements in Supply chain.</p>	02
10	<p>Reverse Logistics: Definition, Reverse logistics drivers triangle, Various reasons for Reverse logistics, Classification of returns, Recovery Options.</p>	

MARKETING OF FINANCIAL PRODUCTS AND SERVICES

Program: PGDM-M

Semester - II

Course Code: ME – 212

Revised in: January 2020

Total Hrs. 30

1. Objective:

CO#	Cognitive Abilities	Course Outcome
CO1	REMEMBERING	To Familiarize the students with the various financial services and products in the liberalized Indian economy.
CO2	ANALYSING	To analyze the investment opportunities in capital markets
CO3	UNDERSTANDING	To provide an in-depth perspective of the equity and bond markets
CO4	APPLYING	To equip the students with the practices and processes in the Mutual Fund and Insurance Industry
CO5	EVALUATING	To evaluate the practices followed in marketing of financial products and services

2. Core books for Reading:

- Financial Services & Markets by Dr. PunithavathyPandian, Vikas Publication, 2012 Edition.

3. Reference Books:

- Financial Services by NaliniPravaTripathy, Prentice Hall of India Private Limited, 2008 Edition.
- Financial Services by M Y Khan, Tata McGraw-Hill, 5th Edition

4. Pedagogy:

- Class Room Lectures, Practical Assignments & Test, Field Assignments, Case Study, Role Plays.

Sr. No	Topic	Duration (30 Hrs.)
1	Financial Market Fundamentals: Equity Markets: Capital Markets – Primary and Secondary, Role of capital market in the Economy. Brief History of BSE and NSE. Market Participants. Trading knowledge of secondary market. Bond Markets: Introduction to bond markets. Key terminologies and Regulatory aspects related to the bond markets. Key players in the Bond Markets (such as FIIs, Hedge Funds etc.). Exposure to the trading in Bond market.	6

	<p>Debt Instruments: Debt instruments and their classification based on type of issuer, and basis characteristics. Money Market Instruments (such as Certificate of Deposit, Re-purchase "Agreements etc.).</p>	
2	<p>Marketing of Financial Services:</p> <p>Importance of Financial Planning: identification of investment needs for retail investors, studying investment behavior - Household Vs. Institutional Investors.</p> <p>Alternate Investment Products: Introduction to Alternate Investments and their various products and services, Portfolio Management Services and their features, Tax regulations from an Investment Advisor point of view.</p> <p>Career opportunities in Marketing of Financial Services.</p>	4
3	<p>Insurance:</p> <p>Basics of Insurance: Basic understanding of insurance products, types of insurance policies - Role of IRDA, Insurance industry in India.</p> <p>General Insurance: Types of liabilities covered, extent of insurance value, and conditions.</p> <p>Life Insurance: Basic concept of Life Insurance, its beneficiaries and its types, Concept of Term Insurance and its various types, Whole Life Policy and Endowment Policy and the differences between them.</p> <p>ULIP: ULIP features. Comparison with life insurance plans and Mutual Funds.</p> <p>Marketing Channels in Insurance Markets: Various channel members in the Industry such as Insurance Agents, Distributors, etc.</p> <p>Basic Understanding: Property and casualty/liability insurance, Commercial Insurance, Health Insurance.</p> <p>Tax Benefits: Tax benefits of all types of insurances</p>	6
4	<p>Other Financial Services:</p> <ol style="list-style-type: none"> a. Leasing / Hire Purchase b. Housing Finance c. Credit Cards d. Credit Rating Services e. Other Services: Factoring, forfeiting, bill discounting, consumer finance and venture capital. 	4
5	<p>Mutual Funds and ETF:</p> <p>Mutual Funds and their importance, Basic understanding of NAV and calculation of a Fund – NAV.</p> <p>Types of Mutual Funds in India, classified on the basis of Structure, Investment Objective, and Investment Plan.</p> <p>Relative risks associated with various Mutual Funds in India.</p>	6

	<p>Basic understanding of ETFs and their key features. Differences between a Mutual Fund and an ETF. Gold ETF</p> <p>Basic understanding of a 'Hedge Fund' and its key features, Process of Fund Selection and various related measurement parameters, Various expenses incurred by a Fund.</p> <p>Guidelines for Investment Advisors while selling Mutual Funds to the clients.</p>	
6	<p>Banking Industry: Marketing of asset and liability products of banks, cross-selling - bank assurance and selling of mutual fund products, DEMAT facility, wealth advisory services.</p> <p>Role of Payments Banks and Small Finance Banks in the Banking Industry</p> <p>Career opportunities in Banking Industry.</p> <p>Services provided by banks related to International Trade like Export Finance, Letter of credit, Buyer's credit.</p>	4

Rural Marketing

Program: PGDM-M
Revised in: January 2020

Semester II

Course Code: ME - 213
Total Hrs. 30 hours

1. Objectives:

4. CO#	Cognitive Abilities	Course Outcomes
CO 1	REMEMBERING	<i>DEFINE</i> various concepts related to Rural and Agricultural Marketing.
CO 2	UNDERSTANDING	<i>UNDERSTAND</i> the rural consumer buying Behavior, Rural Marketing Mix, <i>COMPARE</i> Rural and Urban market on different terms, Environment, and Consumer, Industrial and Agriculture Market.
CO 3	APPLYING	<i>APPLY</i> knowledge and skills of Rural Marketing to design marketing Mix strategies.
CO 4	ANALYSING	<i>ILLUSTRATE</i> the Rural product, Pricing and Distribution Strategies with modern approach and challenges faced in rural Market and emerging Models in Rural Market.
CO 5	EVALUATING	<i>EVALUATE</i> the use of ICT in Agriculture Marketing with use of various models in domestic and international Market.
CO6	CREATING	<i>BUILD</i> a model for Marketing of Agricultural products by using marketing mix tools.

2. Core text book for Reading:

- Rural Marketing Text and Cases by Krishnamacharyulu and Ramakrishna

3. Reference books:

- Rural Marketing by R Krishnamoorthy
- Rural marketing by sandal kumar
- Agricultural Marketing in India by SS Acharya & N.L. Agarwal
- Rural Marketing Management by T.P. Gopalswamy
- "Fortune at the bottom of the pyramid" by CK Prahlad
- How India earns, spends & saves- unmasking the real India by Rajesh shukla

4. Pedagogy:

- Class Room Lectures, Presentations, Case study, Assignments, Research Papers, Class-Test and Subject specific videos.

Sr. No.	Topic	Duration (Hrs.)
1	Introduction to Rural Marketing: Rural Marketing - Concept and Scope - Nature of rural markets - attractiveness of rural markets - Rural Vs Urban Marketing - Characteristics of Rural consumers - Buying decision process - Rural Marketing Information System - Potential and size of the Rural Markets.	4
2	Rural Consumer Behavior: Changing Profile of the Rural Consumer Understanding Rural Consumer Behavior, Factors affecting Consumer Behavior, Social factors,	5

	Technological Factors, Economic Factors, Political Factors, Characteristics of Rural consumer- Age and Stages of the Life cycle, Occupation and Income, Economic circumstances, Lifestyle, Personality and Brand Belief.	
3	STP Marketing in Rural Context: Segmentation in rural context, Targeting in rural context Positioning in rural context.	3
4	Product Strategies for rural markets: Selection of Markets - Product Strategy - Product mix Decisions - Competitive product strategies for rural markets, New product launch technique for rural market.	4
5	Pricing & promotion strategy to be clubbed Pricing policies - innovative pricing methods for rural markets - promotion strategy - appropriate media - Designing right promotion mix - promotional campaigns, sales force management	3
6	Distribution - Logistics Management for Rural Market - Problems encountered - selection of appropriate channels - New approaches to reach out rural markets – Electronic choupal applications, Emerging Distribution Models- Corporate –SHG Linkage, Satellite Distribution, Syndicated Distribution, ITC’s Distribution Model, Petrol pumps and Extension counters, Barefoot agents, Agricultural agents, Agricultural input dealers,	4
7	Role of government & NGOs Cooperatives, Agri businesses- name same & corporate Role of micro finance companies	3
8	Rural Marketing: Rural Marketing of financial Services, Rural Marketing of Consumer Durables, Rural marketing of FMCG Products Marketing of Agri products	4

MARKETING AUDIT

Program: PGDM-M
Revised in: January 2020

Semester: II

Course Code: ME-214
Total Hrs. 30

1. The objectives:

At the end of the course, the student should be able to:

CO#	Cognitive Abilities	Course Outcomes
CO 1	REMEMBERING	DEFINE Marketing Audit, different controls & characteristics and cost benefit analysis
CO 2	UNDERSTANDING	ILLUSTRATE steps of Market Audit process and related audits of an organization
CO 3	APPLYING	EXPERIMENT with tools and techniques used in Market Audit process & analysis
CO 4	ANALYSING	ANALYSE Digital Marketing Audit through its components
CO 5	EVALUATING	INTERPRET Marketing Audit along with its relevance and necessary action plan
CO 6	CREATING	FORMULATE & DISCUSS Digital Marketing Audit of an organization

2. Core text book for Reading:

- The Practice of Marketing Management by Cohen WA, Macmillan Publishing Company
- Marketing Management: Analysis, Planning, Implementation, and, Control 9th Edition Upper Saddle River, N.J Prentice Hall

3. Reference Books:

- The Strategic Marketing Plan Audit by Michael Baker
- The Marketing Audit by Jim Blythe

4. Pedagogy:

- Class Room Lectures, Presentations, Case study, Assignments, Research Papers, Class-Test and Subject specific videos.

UNIT	Topic	Duration (Hrs.)
1	Introduction to Marketing Audit <ul style="list-style-type: none"> - Marketing Evaluation and Control: Annual - Plan Control, - Profitability Control - Efficiency Control - Strategic Control - Introduction to Marketing Audit - Internal and External Audits Defined - Characteristics - Preparation for the Audit - Where to Focus Company Marketing Efforts - Benefits and Costs Associated 	8
2	Marketing Audit Process <ul style="list-style-type: none"> - Pre-Requisites - Steps in Marketing Audit - Introduction to Phase II: Situation Review - Marketing Audit: Environmental Audit (Macro, Task), - Strategy Audit - Organization Audit - System Audit - Productivity Audit - Functions Audit - The Relationship between Planning and Marketing Audit 	7
3	Systems Analysis to Inform Market Audit <ul style="list-style-type: none"> - Types of Market Audit: Telephone Survey, Mail Survey, Interview, Focus Group, Community Meeting, Systems Costs, Systems Benefits 	4
4	Tools and Techniques <ul style="list-style-type: none"> - The Product / Service Lifecycle - The Boston Consulting Group Matrix - SWOT Analysis - PESTEL Analysis - Porters Five Forces Model - T O W S Matrix - TQM - ISO 9000 / 14000 	4
5	Digital Marketing Audit <ul style="list-style-type: none"> - Role of Market Audits: Keywords - Architecture - Content - Performance - 3 Metrics of Digital Audit: Strategy, Reach, Conversion - Components of Digital Marketing Audit: SEO Audit, Paid Advertising and SEM, Content Marketing, Social Media 	7

SEMESTER III

STRATEGY AND ENTERPRISE PERFORMANCE MANAGEMENT

Programme: PGDM M
Revised in: January 2020

Semester – III

Course code: MC - 301
Total Hrs. 45

1. Course Outcomes: On successful completion of the course the learners will be able to:

CO#	Cognitive Abilities	Course Outcomes
CO 1	REMEMBERING	DESCRIBE the basic terms and concepts in Strategic Management.
CO 2	UNDERSTANDING	EXPLAIN the various facets of Strategic Management in a real world context.
CO 3	UNDERSTANDING	<i>DESCRIBE the trade-offs within and across strategy formulation, implementation, appraisal.</i>
CO 4	APPLYING	INTEGRATE the aspects of various functional areas of management to develop a strategic perspective..
CO 5	ANALYSING	EXPLAIN the nature of the problems and challenges confronted by the top management team and the approaches required to function effectively as strategists.
CO 6	CREATING	DEVELOP the capability to view the firm in its totality in the context of its environment.

2. Core Text Books:

- Strategic Management and Business Policy by Azhar Kazmi, Tata McGraw-Hill, Third Edition
- Crafting and Executing Strategy- The Quest for Competitive Advantage by Thompson, Strickland, Gamble & Jain, Tata McGraw-Hill, 16th Edition
- Management Control Systems : Robert Anthony and Vijay Govindarajan
- Management Control Systems : Pradip Kumar Sinha
- Blue Ocean Strategy : By Kim & Mauborgne

3. Reference Books:

- Business Policy and Strategic Management by P. Subba Rao
- Measure What Matters By John Doerr
- Strategic Management by Friancs Cherunilam
- Modern MCS by Kenneth A. Merchant
- Concepts in Strategic Management & Business Policy by Thomas L. Wheelen & J. David Hunger, Pearson, 12th edition.

4. Pedagogy:

- Classroom sessions, Case studies, Seminars, presentations, Institution visits

Sr. No.	Topic	Duration (Hrs.)
1	1.1 Understanding Strategy: Concept of strategy, Corporate, Business and Functional Levels of Strategy	8

	<p>1.2 Introduction to Strategic Management: Meaning and Characteristics of strategic management, strategic management Vs. operational management; Process of strategic Management</p> <p>1.3 Stakeholders in business and their roles in strategic management</p> <p>1.4 Hierarchy of Strategic Intent: Meaning & attributes of strategic intent, Meaning of Vision, Process of envisioning, Meaning of mission, difference between vision & mission, characteristics of good mission statements, Business definition using Abell's three dimensions, objectives and goals, Linking objectives to mission & vision. Critical success factors (CSF), Key Performance Indicators (KPI), Key Result Areas (KRA)</p> <p>1.5 Analyzing Company's External Environment: Environmental appraisal Scenario planning - Preparing an Environmental Threat and Opportunity Profile (ETOP)</p> <p>Analyzing Industry Environment: Industry Analysis - Porter's Five Forces Model of competition, Entry & Exit Barriers, Strategic Group analysis</p>	
2	<p>2.1 Analyzing Company's Internal Environment: Resource based view of a firm, meaning, types & sources of competitive advantage, analyzing Company's Resources and Competitive Position, VRIO Framework, competitive advantage, competitive parity & competitive disadvantage, Core Competence, characteristics of core competencies, Distinctive competitiveness, Benchmarking as a method of comparative analysis</p> <p>2.2 Value Chain Analysis Using Porter's Model: primary & secondary activities</p> <p>2.3 Organizational Capability Profile: Strategic Advantage Profile, Concepts of stretch, leverage & fit</p> <p>2.4 Portfolio Analysis: Business Portfolio Analysis - BCG Matrix - GE 9 Cell Model</p>	7
3	<p>3.1 Generic Competitive Strategies: Meaning of generic competitive strategies, Low cost, Differentiation, Focus – when to use which strategy</p> <p>3.2 Grand Strategies: Stability, Growth (Diversification Strategies, Vertical Integration Strategies, Mergers, Acquisition & Takeover Strategies, Strategic Alliances), Retrenchment– Turnaround, Divestment, Liquidation, Outsourcing Strategies</p>	7

	3.3 Business continuity planning, Risk management	
4	<p>4.1 Strategy Implementation: Components of a strategic plan, barriers to implementation of strategy, Mintzberg's 5 Ps - Deliberate & Emergent Strategies, Mc Kinsey's 7s Framework; Strategy Evaluation: Operations Control and Strategic Control -Symptoms of malfunctioning of strategy -Use of Balanced Scorecard for strategy evaluation;</p> <p>4.2 Business Excellence – Malcolm Baldrige framework</p> <p>4.3 Blue Ocean Strategy: Difference between blue & red ocean strategies, principles of blue ocean strategy, Strategy Canvas & Value Curves, Four Action framework</p>	6
5	<p>5.1 Performance Management: Concept, need</p> <p>5.2 Financial performance evaluation parameters: Responsibility Accounting, External audit, Evaluating economic performance of a business unit, Internal audit, role of financial controllers,</p> <p>EVA, ROI, ROA, MVA approaches for Implementation of performance in a business unit.</p>	6
6	<p>6.1 Performance Evaluation Parameters for Manufacturing Organization;</p> <p>6.2 Performance Evaluation Parameters for Service Organization: Banks, Retail, Hotel, Health care, Non-profit;</p> <p>6.3 Performance Evaluation Parameters for Projects</p>	5
7.	<p>Measure What Matters:</p> <p>7.1 OKRs (Objectives and Key Results) in action: Google, meet OKRs, Operation Crush: An Intel story, Connect: The Intuit Story; Track: The Gates Foundation Story; Stretch: The YouTube Story</p> <p>7.2 The New World of Work: Continuous Performance Management: OKRs and CFRs, Culture: OKRs catalyze culture and CFRs nourish it, Overcoming OKR resistance³ with a culture makeover.</p>	6

SUMMER INTERNSHIP PROGRAMME

Programme: PGDM-M
Revised in: January 2020

Semester – III

Course Code: MC - 302
Total Hrs: 45

1. Course Outcomes: On successful completion of the course the learners will be able to:

CO#	Cognitive Abilities	Course Outcomes
CO 1	REMEMBERING	DESCRIBE the basic process of acquiring on the job skills, knowledge, attitudes and perceptions
CO 2	UNDERSTANDING	EXPLAIN the experience of getting immersed in actual supervised professional environment
CO 3	UNDERSTANDING	<i>DESCRIBE the various insights into working of the real organizations</i>
CO 4	APPLYING	INTEGRATE the deeper understanding gained by working in specific functional areas into your attitude towards work
CO 5	ANALYSING	EXPLAIN the perspective developed towards business organizations in totality
CO 6	CREATING	DEVELOP the confidence for future interviews and Corporate Assignments

- At the end of Second Semester each student shall undertake a Summer Internship Project (SIP) for 8 weeks. The SIP may or may not have a Functional Focus, i.e. the student may take up a SIP in his/her intended area of specialization or in any other functional area of management. Ideally the SIP should exhibit a cross-functional orientation. The student shall submit a written structured report based on work done during this period.
- SIP can be carried out in: Corporate Entity, NGO, ,SME, Government Undertaking, Cooperative Sector
- SIP may be a research project - based on primary / secondary data or may be an operational assignment involving working by the student on a given task/assignment/project/ etc. in an organization / industry. It is expected that the SIP shall sensitize the students to the demands of the workplace. The learning outcomes and utility to the organization must be specifically highlighted.

The report should be well documented and supported by:

Executive Summary, Organization profile, Outline of the problem/task undertaken

Research methodology & data analysis (in case of research projects only)

Relevant activity charts, tables, graphs, diagrams, etc.

Learning of the student through the project, Contribution to the host organization

References in appropriate referencing styles. (APA, MLA, Harvard, Chicago Style etc.)

It should reflect the nature and quantum of work undertaken by the student. The report must reflect 8 weeks of work and justify the same.

The completion of the SIP shall be certified by the respective Faculty Guide & approved by the Director of the Institute. The external organization (Corporate / NGO/ SME/ Government Entity/ Cooperative/ etc.) shall also certify the SIP work.

The student shall submit TWO hard copies of the project report in Semester III. One hard copy is to be returned to the student by the Institute after the External Viva-Voce.

INTERNATIONAL BUSINESS EXPOSURE PROGRAMME

Programme: PGDM M
Revised in: May 2020

Semester – III

Course Code: MC - 303
Total Hrs: 30

1. **Course Outcomes: On successful completion of the course the learners will be able to:**

CO#	Cognitive Abilities	Course Outcomes
CO 1	REMEMBERING	DESCRIBE multiple aspects of international business including culture, social and economic aspects of the region.
CO 2	UNDERSTANDING	UNDERSTAND the foreign economy and its eco-systems.
CO 3	APPLYING	IDENTIFY various environmental factors associated with international business.
CO 4	ANALYSING	EXAMINE various models and practices of International Business.
CO 5	EVALUATING	EVALUATING the difference between domestic and international economy and culture.
CO 6	CREATING	DEVELOP student's perspective of viewing world economy as driver of global business.

2. **Pedagogy:**

International Tour, Guest Sessions, Industry Visits, Interactions with International Experts, International University Visits and International worksho

INNOVATION MANAGEMENT AND SUSTAINABILITY

Programme: PGDM Semester – III
Revised in: May 2020

Course Code: MC-304
Total Hrs: 30

1. Course Outcomes: On successful completion of the course the learners will be able to:

CO#	Cognitive Abilities	Course Outcomes
CO 1	REMEMBERING	DESCRIBE the key areas relevant to innovation management and sustainability.
CO 2	UNDERSTANDING	INTERPRET the various models of innovation.
CO 3	APPLYING	EXPERIMENT WITH innovation as a systematic process and generate innovative ideas for new products and services.
CO 4	ANALYSING	ANALYSIS of various applications of design thinking.
CO 5	EVALUATING	EVALUATE the role of sustainability in gaining competitive advantage.
CO 6	CREATING	CREATE a potential list of innovation needs for India in the local, regional and national context

2. Core text book for Reading:

- Innovation Management by Dr. C.S.G. Krishnama Charyulu and Dr. R. Lalitha, Himalaya publishing.
- Innovation Management, Shlomo Maital and D V R Seshadri, Response Books, Sage Publications, New Delhi.
- The Necessary Revolution by Peter Singe

3. Reference Book:

- Westland, J.C. (2008) Global Innovation Management: A Strategic Approach, Palgrave Macmillan
- Innovation Management, Allan Afuah, Oxford Indian Edition.
- Complete Design Thinking Guide for Successful Professionals by Daniel Ling
- The sustainable MBA Giselle Weybrecht
- Strategy for Sustainability: A Business Manifesto - Adam Werbach

4. Pedagogy:

- Class Room Lectures, Activities, Case study, Assignments, Guest Lecture, Workshop and Field Assignments

Sr. No.	Topic	Duration (Hrs.)
1	Basics of Innovation Management and Sustainability: Innovation Management, Innovation Environment, Innovation Opportunities, , Definitions of Sustainability, Significance of Sustainability, Relation between Innovation and Sustainability	4
2	Managerial Aspects of Innovation Function: Organization for Innovation, Strategizing Innovation, Managing Innovation Function, Climate and Culture for Innovation.	3
3	Innovation Process: New Product Development, Process Innovation, Product Innovation, Innovation Diffusion, Legal Aspects of Innovation, Innovative Society.	3
4	Models of Innovation – Schumpeter and creative destruction, Incremental versus Radical Innovation, Abernathy –Clark Model, Henderson – Clark Model, Disruptive Technological Change Model, Innovation Value – Added Chain, Strategic Leadership View, Familiarity Matrix, Imitability & Complementary Assets – Teece Model. Dynamic Models: Utterback – Abernathy Model, Tushman – Rosenkopf technology Life Cycle Model, Foster’s S Curve.	5
5	Innovation & Creativity: Creativity and Human Factors – Individual, Team, and Leadership; Creative individual, Group Creativity, Managing Creative Employees, Innovation and Entrepreneurship	4
6	Innovation strategies: Opportunity Recognition and Execution Strategies: Capturing Value from Innovations.	3
7	Design Thinking: Concept and purpose of design thinking; Understand key characteristics of design thinking; Understand the 5 action phases of design thinking-Empathize, Define, Ideate, Prototype and Test	4
8	Transformation to Sustainability: Various Models and Case Study, Sustainability for competitive advantage	4

INTEGRATED MARKETING COMMUNICATION

Program: PGDM-M
Revised in: January 2020

Semester: II

Course Code: MC – 305
Total Hrs. 45

1. Objectives: At the end of the course the student should be able:

CO#	Cognitive Abilities	Course Outcomes
CO 1	REMEMBERING	<i>DESCRIBE</i> the IMC mix and the IMC planning process.
CO 2	UNDERSTANDING	<i>EXAMINE</i> the role of integrated marketing communications in building brand identity, brand equity, and customer franchise.
CO 3	APPLYING	<i>Develop</i> an integrated cross-media strategy and creative message and concept to reach the target audience and deliver the brand promise through an IMC campaign. <i>CONSTRUCT</i> a marketing communication mix to achieve the communications and behavioral objectives of the IMC campaign plan.
CO 4	ANALYSING	<i>Structure</i> an integrated marketing communications campaign plan based on the application of marketing concepts, principles, and practices within an organization and measure and critically evaluate the communications effects and results of an IMC campaign to determine its success
CO 5	EVALUATING	<i>DESIGN</i> a sales promotion campaign and <i>CHOOSE</i> the avenues for Public Relations, Publicity and Corporate Advertising for a consumer and a business-to-business product. Critically <i>evaluate</i> the communications effects and results of an IMC campaign to determine its success for a variety of brands.
CO6	CREATING	<i>DEVELOP</i> an integrated cross-media strategy and creative message and concept to reach the target audience and deliver the brand promise through an IMC campaign for a variety of brands.

2. Core text book for Reading:

- Advertisement & Promotion-IMC perspective: - Belch & Belch
- IMC by Smith & Taylor
- Advertising Management by Jethwaney, Jaishree and Jain, Shruti, Oxford University Press, New Delhi.
- Advertising and Promotions, Semenik Allen, Cengage Learning
- Advertising and Promotion, SHH Kazmi, Satish Batra, Excel Books
- Advertising and Promotions, Shah, D'Souza, Tata McGraw Hill
- Integrated Marketing Communication by Niraj Kumar

- Internet Marketing, Strategy, Implementation & Practice: - Dave, Fiona, Kevin & Richards

3. Reference book for Reading:

- Ogilvy on Advertising: - Ogilvy Mather
- Positioning the Battle of your minds: - Al Rise & Jack Trout
- Advertising and promotions: An integrated brand approach. Semenik, Richard J
- Integrated advertising, promotion & marketing communication. Clow, Kenneth E
- Advertising And Promotion: An IMC Approach, Shimp Terence
- Principles of advertising & IMC: Duncan, Tom

4. Pedagogy: Lectures, Case studies, internal projects, Research Papers, Workshop, Role play

5. Reference Websites: www.afaqs.com; www.campaignindia.in; www.eventfaqs.com; <https://brandequity.economicstimes.indiatimes.com/>

6. Reference Social Media Page

Facebook: Mad Over Marketing (M.O.M), Social Samosa, Marketing Land, Campaign India. Instagram: @madovermarketing_mom; @officialsocialsamosa; @allaboutmarketing.in; @marketingmoves.in

Unit	Topic	Duration (45 Hrs.)
1	Introduction of IMC: Role of IMC in marketing process, IMC planning model, Marketing and promotion process model. Communication process, steps involved in developing IMC program. Advertising Vs Marketing mix. Advertising Design: Types of appeal and appeal in various stages of PLC Message Strategies & Execution Framework: Advertising Design, Advertising Theory, Structure of an Advertisement, Message Strategies, Cognitive strategies, Execution Strategies	6
2	IMC Communication Process : Understanding communication process- source, message and channel factors. Communication response Hierarchy- AIDA Model, Hierarchy of effects, innovation adoption model, information processing model, Maslow Model - Hierarchy of Needs, The DMP (Decision Making Process) Model	6
3	IMC and Planning: IMC Planning Overview IMC Planning Situation Analysis, SWOT Analysis IMC Planning Targeting and Segmenting IMC Positioning IMC Planning Zero-Based Planning	6

4	<p>Advertising Agency: Advertising goals, Goal setting – DAGMAR approach, various budgeting methods used. Selection of ad agency, The Pitch Process ,Ad campaign management, Campaign Design Process The Big Idea in Advertising, Copy In Advertising, Design Process, IMC & message execution</p>	7
5	<p>Media planning: Different mediums of Advertising The Media Planning Process</p> <ul style="list-style-type: none"> • ATL • BTL • Digital • Point of Purchase • Sales Promotion <p>Budgeting Media Evaluation Creativity in Media Planning Content writing</p>	6
6	<p>Other IMC Tools: Consumer and trade sales promotion techniques, Growth of Sales Promotion, Consumer Oriented Sales Promotion, Trade Oriented Sales Promotion Coordinating sales promotion and advertising; Sales promotion abuse Direct marketing, PR, Publicity, Corporate advertising, Social Media Marketing, Influencer Marketing, Meme Marketing, Sponsorship, Co-Branding, In-film Advertising, In-App Advertising, Blogging, Branded Content</p>	5
7	<p>IMC and Regulations and Issues: IMC and Regulation, IMC and Ethical, Social, and Legal Issues, IMC and Measuring Effectiveness: Measurement in advertising, various methods used for evaluation, Pre-testing, Post testing. Sustainable IMC campaign</p>	4

8	International Advertising: Global environment in advertising, Decision areas in international advertising Internet advertising: Meaning, Components, Advantages and Limitations, Types of Internet advertising Industrial advertising: B2B Communication, Special issues in Industrial advertising	5
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PGDM-M-2020-22

CONSUMER BEHAVIOR

Program: PGDM-M
Revised in: January 2020

Semester- III

Course Code: MC-306
Total Hrs. 45

1. Objectives:

At the end of the course the student should be able:

CO#	Cognitive Abilities	Course Outcomes
CO 1	REMEMBERING	ENUMERATE social and psychological factors and their influence his/her behavior as a consumer.
CO 2	UNDERSTANDING	EXPLAIN fundamental concepts associated with consumer and organizational buying behavior.
CO 3	APPLYING	APPLY consumer behavior concepts to real world strategic marketing management decision making.
CO 4	ANALYSING	ANALYSE the dynamics of human behavior and the basic factors that influence the consumer's decision process.
CO 5	EVALUATING	EXPLAIN the consumer and organizational buying behavior process for a variety of products (goods/services).
CO6	CREATING	DISCUSS the use of the Internet, e-commerce & information technology with respect to the changing consumer marketplace and ELABORATE on the various aspects of the changing Indian Consumer.

2. Core text book for Reading:

- Consumer behavior 10th Edition by Blackwell, Miniard and Engel

3. Reference book for Reading:

- Consumer Behavior by Soloman
- Consumer Behavior by Schiffman

4. Pedagogy:

- Class Room Lectures, Activities, Case study, Assignments, Guest Lecture

Unit	Topic	Duration (Hrs.)
1	Consumer Behavior and Consumer Research: Trends in CB, Underlying principles of CB Indian Consumer, Demographic & Socio-economic Profile, Measurement of social classes in India using Socio-Economic Classes (SEC). Urban & Rural Markets, Living Standards Measures (LSM). Living Standards Measures (LSM), Characteristics of BoP Consumers. Consumer Behavior and STP, VALS framework. New Developments in the field of Consumer Research-Neuromarketing	7

2	Consumer Decision Making Process: Types - high involvement & low involvement Models - Schiffman & Kanauk, Blackwell. Process - Need recognition to Divestment Variables affecting Decision process Buying Roles	6
3	Purchase Process: Fully Planned Purchase, Partially planned purchase, unplanned Purchase. Purchase process & Components of Purchase process.	5

4	Post Purchase Processes: Consumption behavior & Experience Cognitive Dissonance CRM, Customer loyalty & Retention strategies.	6
5	Individual Determinants of CB: Learning & memory- learning theories, long term and short-term memory Personality - trait theory, Freud, Jung Consumer Motivation & Perception Consumer knowledge & memory Consumer Beliefs, opinions and attitudes	7
6	Environmental Influences on CB: Culture and subcultures, values & norms Changing Indian Values and factors affecting Indian consumer behavior. Social Class & social stratification Family and Household Influences Group and Personal Influences Marketing Mix: Influence of marketing mix variables	6
7	Influencing CB communications: Making Customer Contact: Exposure, Attention. Shaping Consumers Opinion: Opinion Formation Shaping Consumers Opinion: Opinion Change Helping consumers remember -cognitive learning Helping consumers remember – retrieval	4
8	Diffusion of Innovation: Origin, concept, importance and applications	2
9	Sustainability in CB: Sustainability in CB	2

STRATEGIC BRAND MANAGEMENT

Program: PGDM-M
Revised in: January 2020

Semester: III

Course Code: MC- 307
Total Hrs. 45

1. The objectives:

At the end of the course the student should be able:

CO#	Cognitive Abilities	Course Outcomes
CO 1	REMEMBERING	DEFINE the key concepts and DESCRIBE the elements of a brand strategy.
CO 2	UNDERSTANDING	EXPLAIN the process and methods of brand management, including how to establish brand identity and build brand equity.
CO 3	APPLYING	IDENTIFY the Brand Marketing Strategies for Leaders, Challengers, Followers and Niche Strategies for real life consumer, business products and services operating in various markets and in the digital space.
CO 4	ANALYSING	EXAMINE the key brand concepts by articulating the context of and the rationale of application for real life consumer, business products and services operating in various markets and in the digital space.
CO 5	EVALUATING	FORMULATE effective branding strategies for real life consumer, business products and services operating in various markets and in the digital space.
CO6	CREATING	COLLECT brand audit data using appropriate tools and PROPOSE strategic recommendations for Reinforcing / Revitalizing / Rejuvenating failed Brands for real life consumer, business products and services in various markets and in the digital space.

2. Core textbook for Reading:

- Strategic Brand Management, by Kevin Lane Keller, Pearson 3e
- Brand Management, Dr. S.L.Gupta Himalaya Publishing House
- Strategic Brand Management, J N Kapferer, Kogan Page

3. Reference book for Reading:

- Best Practice Cases in Branding: Lessons from the World's Strongest Brands, Kevin Keller, Pearson 3e
- Strategic Brand Management by Kapferer
- Building Strong Brands by David Aaker

4. Pedagogy:

- Lectures by Faculty
- Class Exercises based on PBM problems
- Case Analysis

- Brand Audit Project

Sr. No.	Topic	Duration (Hrs.)
1	<p>Part I Opening Perspectives Introduction to the concept of Brand Management: Brand - Meaning, Definition, Evolution of Brands, Functions of Brand to consumer, Role of Brand- Advantages of Brand, Product Vs Brand, Branding- Meaning, Creation of Brands through goods, services, people, Organization, Retail stores, places, online, entertainment, ideas. Brand Management in the Digital ERA Challenges to Brand builders.</p>	4
2	<p>Part II: Identifying & Establishing Brand Positioning Values Customer Based Brand Equity: Meaning, Model of CBBE ,Brand-Equity: Meaning, Sources, Steps in Building Brands, Brand building blocks- Resonance, Judgments, Feelings, performance, imagery, salience-Brand Building Implications, David Aaker's Brand Equity Model, Brand Relationship spectrum.</p>	4
3	<p>Brand Positioning Brand Identity & Positioning: Meaning of Brand identity, Need for Identity & Positioning, Dimensions of brand identity, Brand identity prism, Brand positioning - Meaning, Point of parity & Point of difference, Positioning guidelines Brand Value: Definition, Core Brand values, Brand mantras, Internal branding. Brand storytelling (brand campaign management).</p>	4
4	<p>Part III: Planning & Implementing Brand Marketing Programs Choosing Brand elements to build Brand Equity Criteria for choosing brand elements, options & tactics for brand elements- Brand name, Naming guidelines, Naming procedure, Awareness, Brand Associations, Logos & Symbols & their benefits, Characters & Benefits, Slogans & Benefits, and Packaging.</p>	5
5	<p>Designing Marketing Programs to build Brand Equity New perspectives in Marketing, Product Strategy, Pricing Strategy, Channel Strategy</p>	4

6	Integrating Marketing Communications -New Media Environment, Overview of Marketing communication options, Developing IMC programs; Leveraging secondary brand associations to build equity-Conceptualizing the leveraging process, Company, Country of origin and other geographic areas, Channels of distribution, Co-Branding, Licensing, Celebrity Endorsement, Sporting, Cultural or other events, Third-party sources	5
7	Part IV : Measuring & Interpreting Brand Performance Developing a brand equity measurement & Management systems-Brand Value Chain, Designing brand tracking studies, Establishing a brand equity management system	5
8	Measuring sources of Brand Equity by capturing customer mind set-Qualitative Research Techniques, Quantitative Research Techniques, Comprehensive models of CBBE; Measuring outcomes of brand equity by capturing market performance-Comparative Methods, Holistic Methods	4
9	Part V: Growing & Sustaining Brand Equity Designing & Implementing Branding strategies - Brand Architecture, Brand Taxonomy. Brand Hierarchy, designing a branding strategy, Using Cause Marketing to build brand equity.	4
10	Introducing and naming new products and brand extensions-New Products & brand extensions, Advantages & Disadvantages of Extensions, Evaluating Brand extension opportunities	3
11	Managing brands over time-Reinforcing brands, Revitalizing brands, Adjustments to brand portfolio; Managing brands over geographic boundaries and market segments-Rationale for going International, Advantages & Disadvantages of Global marketing programs, Standardization Vs Customization, Global brand strategy.	3

MARKETING OF FMCG

Program: PGDM-M
Revised in: January 2020

Semester – III

Course Code: MC-308
Total Hrs. 45

1. Objectives:

CO#	Cognitive Abilities	Course Outcomes
CO 1	REMEMBERING	DEFINE and DESCRIBE basic concepts and theories related to FMCG Marketing
CO 2	UNDERSTANDING	UNDERSTAND and EXPLAIN key concepts and theories associated with FMCG Marketing
CO 3	APPLYING	Build capabilities for University students to work in FMCG/Retailing, giving overview of value chain, scale of operation, challenges and possibilities for career.
CO 4	ANALYSING	CLASSIFY Customer acquisition and retention strategies and ANALYZE Customers in FMCG sector.
CO 5	EVALUATING	EVALUATE suitability and effectiveness of supply chain process, customer management/relationships, consumer marketing and management with information.
CO 6	CREATING	DEVELOP FMCG Marketing and Supply chain plans for various B2B and B2C markets including Online platforms.

2. Text books for Reading:

- Marketing Management, Philip Kotler, Kevin Keller: Books.
- “Retailing Management Text and Cases”, Swapna Pradhan, Tata McGraw Hill, New Delhi.

3. Reference book for Reading:

- Retailing Management, Michael Levy & Barton A Weitz, Tata MacGraw Hill
- Marketing- Concepts and Cases, Pandit A, Tata McGraw Hill.

4. Pedagogy:

- Class Room Lectures, Practical Assignments & Test, Field Assignments, Case Study, Role Plays.

Sr. No.	Topic	Duration (Hrs.)
1	Introduction to FMCG/Retail industry: <ul style="list-style-type: none"> • Introduction to FMCG and other goods, Mkt. Scenario Sector Growth, Market Size. • Overview of industry and understanding of roles between companies operating in industry. Basics of business dynamics within industry. FMCG product classification 	06
2	Management of FMCG / Retail companies: <ul style="list-style-type: none"> • Management of retails chains formats. • Supply chain management in FMCG industry. • Distribution and warehouse management. • Management of store operations. • Finance model in FMCG/Retailing. • People management and development in FMCG industry. • ECR way of working in FMCG industry. 	08
3	Category management / Buying / Key Account management / Sales: <ul style="list-style-type: none"> • Management of buyer / supplier relationships. • Key account management. • Negotiations in FMCG business. • Category management. • Pricing. • Marketing Orientation for FMCG Managers 	06
4	Marketing / Brand Management: <ul style="list-style-type: none"> • Consumer understanding. • Innovation process in FMCG industry. • Retail brand building. • Effective operations in long value chain: elements of operation, which are very large part of cost structure in FMCG/Retail industry. • FMCG Advt. and promotion. • Push v/s Pull Brands in FMCG • How Ayurvedic and herbal brands are giving tough competition to other brands Eg: Patanjali. 	08
5	Skills and competencies required in work in FMCG and Retail Industry: <ul style="list-style-type: none"> • Category manager / Buyer / Key Account manager / Customer Development manager. • Negotiation, Technical skills and Presentation skills • Project management (time management, setting priorities) • Prediction statistics / Analytical skills. • Business ethics, Business process / business model understanding, Language skills. 	06

6	<p>Future trends and Key challenges in FMCG:</p> <ul style="list-style-type: none"> • Future of industry and challenges which industry faces at the moment. And how these are currently managed. • Consumer marketing research, Power of Branding, Market segmentation. • Relationships, Selling and Negotiation skills. • Project management. 	04
7	<p>FMCG on online platform:</p> <ul style="list-style-type: none"> • How online has become a primary distribution channel for FMCGs - Amazon, Grofers, Big basket, Local Banya (Shut), etc. • Will the offline Mom & Pop kirana stores survive in the ever-evolving online space? • Celebrity Endorsement. 	04
8	<p>FMCG Players Cases:</p> <ul style="list-style-type: none"> • International Players, National Players. • In-house / Dealer brands cannibalizing sales of FMCGs. • Conflict & Crisis Management. Eg: Reckitt Benceiser v/s Big Bazaar, Maggi's Glucotane content and Cadbury's worms' case. Sales channel analysis. 	03

B2B Marketing

Program: PGDM-M
Revised in: January 2020

Semester – III

Course Code: ME - 309
Total Hrs. 30

1.Objectives:

At the end of the course, the student should be able to:

CO#	Cognitive Abilities	Course Outcomes
CO 1	REMEMBERING	DEFINE the terms and concepts related to Business-to-Business marketing.
CO 2	UNDERSTANDING	EXPLAIN the terms and concepts used in business-to-business marketing.
CO 3	APPLYING	IDENTIFY challenges and opportunities in Business-to-Business Marketing.
CO 4	ANALYSING	FORMULATE segmentation, targeting and positioning, consumer buying behaviour and marketing mix in the context of Business-to-Business marketing
CO 5	EVALUATING	DESIGN marketing mix elements considering business-to-business sales and service situations.
CO 6	CREATING	DEVELOP marketing plan for business-to-business Marketing situations.

2.Core Text books for Reading:

- Business Marketing Management – Michael D Hutt: Engage Learning.
- Business Marketing Text & Cases – Krishna Havaladar; Tata McGraw Hill Pvt Ltd.

3.Reference book for Reading:

- Industrial Marketing – Milind Phadtare; PHI
- Industrial Marketing – Reeder, Brierly, Reeder; PHI.
- Global Marketing – Hollensen & Banerjee; Pearson.
- Industrial Marketing by Hill, Alexander & Cross, Irwin.
- Industrial Marketing by Mukerjee, Excel Book.

4. Pedagogy:

- Chalk and Board, Power Point Presentations, Videos, Class room discussion, Case Studies, Research Papers, News articles.

Sr. No.	Topic	Duration (Hrs.)
1	<p>Overview of Business-to-Business Marketing: What is Business marketing? Consumer V/S Business Marketing - Types of Customers in Business Marketing, Types of Industrial Goods, Types of Business Market Demand Organizational & Government Markets. Characteristics of Government markets.</p>	3
2	<p>Organizational Buying Behavior: Organizational Buying Process, Forces Shaping Organizational Buying Behavior, Buying Center / Decision Making Unit. Buying Situations, Buy grid Framework, Role of Buying Centre, Models of B2B Marketing - Webster & Wind Model, Sheth Model, Impact of Macro/Micro Environmental factors on decision making.</p>	4
3	<p>Segmentation, Targeting & Positioning for B2B Markets: Market Segmentation Bases: Macro Variables - Industry Characteristics, Company Size, Customer Location, End User Markets, product Applications. Micro Variables: Customer Interaction needs, Organizational Capabilities, Purchasing Policies, Purchasing Criteria, and Personal Characteristics. Target Markets: Concentrated Marketing, Differentiated Marketing, Undifferentiated Marketing. Criteria for choosing a target market. Positioning.</p>	4
4	<p>Product Strategy for B2B Markets: Industrial Products: Definition of an Industrial Product, Industrial Product Lifecycle & Strategies across the PLC, Product strategies for New Products and Existing Products, Importance of After Sales Service. Innovation, Competitiveness & Technology. Marketing of - Projects, Industrial Services, High technology products. Technology markets.</p>	3
5	<p>Pricing Strategy for B2B Markets: Factors influencing Pricing Decisions, Pricing Strategies - Competitive bidding, Pricing New Products, Pricing Policies, Commercial Terms and Conditions, Contracts, Hiring & Leasing, Negotiation, Bargaining, Persuasion & Conviction. Methods used to Influence Industrial Customers, Special Dealing between Buyer and Sellers, Reciprocity, Ethical Issues. International Market based Pricing. Pricing of Technology and services. Reverse Auctions.</p>	4
6	<p>Industrial Distribution Channels: Distinctive Nature of Industrial Distribution Channels, Types of Industrial Middlemen, Channel Flow Design, Formulating Distribution Strategies and Cost Benefit Analysis. Challenges in Global distribution.</p>	3
7	<p>Personal Selling & Promotions for B2B Markets: Personal Selling: Role & Characteristics of Personal Selling, Consultative Selling, Development & Management of Sales Force, Key Account Management - ABC Analysis of Industrial Customers.</p>	4

8	Business Communication: Advertising & Sales Promotion- Role of Advertising, Developing Integrated Communication Program, Managing B2B Advertising & Measuring Effectiveness, Role of Trade Shows. Social Marketing in B2B.	3
9	Trends in B2B marketing	2

PGDM-M-2020-22

NEW PRODUCT DEVELOPMENT

Program: PGDM-M
Revised in: January 2020

Semester – III

Course Code: ME - 310
Total Hrs. 30

1. Objectives of the course:

At the end of the course, the student should be able:

CO#	Cognitive Abilities	Course Outcomes
CO 1	REMEMBERING	RECALL and REPRODUCE the various concepts, principles, frameworks to identify new products to exploit opportunities
CO 2	UNDERSTANDING	DEMONSTRATE the understanding of business models for new products
CO 3	APPLYING	APPLY marketing principles and theories related to new product development
CO 4	ANALYSING	EXAMINE and LIST issues pertaining to new product development from presentations and discussions of other groups
CO 5	EVALUATING	EXPLAIN the interrelationships between different aspects of new product development like Product Architecture, Design for manufacturing and Prototyping and building markets and creating demand
CO6	CREATING	DISCUSS alternative approaches to develop a new product concept and defend a strategy for a new product

2. Core text book for reading:

Product Design and Development (Fifth Edition) by Karl Ulrich and Steven Eppinger

3. Reference-Books:

New Products Management, 9th ed., by Merle Crawford and Anthony DiBenedetto

4. Pedagogy:

- Lectures, Case studies, team projects, presentations

Sr. No.	Topic	Duration (Hrs.)
Unit 1	Managing Product Development Introduction Business models for new products Managing product development	6
Unit 2	Understanding Customer Needs Identifying new product opportunities	5
Unit 3	Organizing Product Development Product Architecture, Design for manufacturing and Prototyping Organizing for product development Developing services and product service systems	7
Unit 4	New Product Strategy Building markets and creating demand Intellectual Property Issues in product development New product Business Plans – Strategy consulting	6
Unit 5	Design Thinking for New Products Designing Products for Emerging Markets Design Thinking for New Products	6

MARKET INTELLIGENCE SYSTEM

Program: PGDM-M
Revised in: January 2020

Semester: III

Course Code: ME-311
Total Hrs. 30

1. The objectives:

At the end of the course, the student should be able to:

CO#	Cognitive Abilities	Course Outcomes
CO 1	REMEMBERING	<i>DESCRIBE</i> Market Intelligence (MI) System along with its stages, structure & types
CO 2	UNDERSTANDING	<i>EXPLAIN</i> Market Intelligence (MI) from a managerial perspective
CO 3	APPLYING	<i>APPLY</i> tools and techniques such as data mining, data visualization, information analysis and selection
CO 4	ANALYSING	<i>OUTLINE</i> Components of Market Intelligence Systems through conceptual framework
CO 5	EVALUATING	<i>DEVELOP</i> Global Perspective in Marketing Intelligence System and its customization
CO6	CREATING	<i>DESIGN qualitative & quantitative</i> Research tools for Marketing Intelligence System

2. Core text book for Reading:

- Principles of Marketing by Kotler, P., & Armstrong, G. (2010) Pearson Education
- Marketing Intelligence and Strategic Marketing Management by Chaudhari Ranjan VDM Verlag

3. Reference Books:

- Kotler, P.: Marketing Management. Prentice Hall. 1991. ISBN 80-85605-0802
- 21 Lessons for the 21st Century by Yuval Noah Harari Johathan Cape
- Cox, D. And Good, R. (1967), How to build a marketing information system. Harvard Business Review, Vol. 45, No.3, PP. 145-154.

4. Pedagogy:

- Class Room Lectures, Presentations, Case study, Assignments, Research Papers, Class-Test and Subject specific videos.

UNIT	Topic	Duration (Hrs.)
1	Introduction to Market Intelligence Systems <ul style="list-style-type: none">- The Functions of Management- Managerial Roles- Data based Decision Making	7

	<ul style="list-style-type: none"> - Stages in the Decision-Making Process - Structure of Marketing Intelligence System - Role of Intelligence in Marketing Strategy - Planning, Management, and, Control - Types of Intelligence for Effective Marketing Management - Benefits and Importance 	
2	<p>Components of Market Intelligence Systems</p> <ul style="list-style-type: none"> - Evolution - Conceptual Framework of Market Intelligence Systems - Conceptual Model - Marketing Intelligence Sources - Stakeholders: Influence of Macro-Economics - Competitor Analysis - Trends and Market Growth - Regulations, The MKIS Model 	6
3	<p>Tools and Techniques</p> <ul style="list-style-type: none"> - Research Process - Typology of Research Designs - Desk, Field Research - Qualitative and Quantitative Methods of Data Collection - Analysis of Data Collected - Sampling Methods and Statistical Theory - Administering Questionnaires - Designing and Writing Questionnaires - Ethical Behavior in Intelligence - Regression Analysis - Mean and Standard Deviation - Sample Size Determination - Hypothesis Testing 	7
4	<p>Global Perspective</p> <ul style="list-style-type: none"> - International / National / Global Marketing Intelligence System Model - Individual Country Need - Integration to Form Global - Issues in Co ordination - Internet Based Services - Development of E Commerce - Online Surveys - Social Network Systems 	6
5	<p>The Technological Challenge – Artificial Challenge</p> <ul style="list-style-type: none"> - Disillusionment - Work - Liberty (Big Data is Watching you) - Equality (Those who Own the Data Own the Future) 	4

CUSTOMER RELATIONSHIP MANAGEMENT

COURSE: PGDM
REVISED IN: January 2020

SEMESTER: III

Course CODE: ME-312
TOTAL: 30 HRS.

1. Objectives:

CO#	Cognitive Abilities	Course Outcomes
CO 1	REMEMBERING	DEFINE and DESCRIBE basic concepts and theories related to CRM
CO 2	UNDERSTANDING	UNDERSTAND and EXPLAIN key concepts and theories associated with CRM
CO 3	APPLYING	APPLY and ILLUSTRATE principles, theories and models of CRM in B2B and B2C markets
CO 4	ANALYSING	CLASSIFY Customer acquisition and retention strategies and ANALYZE Customer database in CRM.
CO 5	EVALUATING	EVALUATE suitability and effectiveness of CRM strategies in specific marketing situation.
CO 6	CREATING	DEVELOP CRM strategies/plans for various B2B and B2C markets.

2. Core textbooks for reading:

- Customer Relationship Management By William G. Zikmund
- Customer Relationship Management – Concepts and Technologies by Francis Buttle, 2nd Edition, Butterworth Heinemann, Elsevier
- Relationship Management – Text and Cases, S. Shajahan, TMGH.

3. Reference Books:

- Handbook of Relationship Marketing by Jagdish Sheth and Atul Parvatiyar, Response Books, Sage Publications.
- Customer Relationship Management - Perspectives from the Marketplace by Simon Knox, Stan Maklan, Adrian Payne, Joe Peppard and Lynette Ryals, Elsevier.
- Total Relationship Management by Evert Gummesson, Elsevier.
- Understanding CRM, Seema Girdhar, Excel Books.

4. Pedagogy:

- Class Room Lectures, Activities, Case study, Assignments, Guest Lecture, Book reviews, Class-Test and Subject specific videos, Research Papers.

Sr. No	Topic	Duration (Hrs)
1	Introduction to CRM: Six Markets Framework, Transactional Vs Relationship Marketing, Criticality of Customer Relationships, Non-Traditional Competition, Market Maturity, Misalignment between Revenue and Profits, Benefits of CRM - Service Benefits, Benefits to customers, Why Should Businesses Adopt CRM?	4
2	Strategy and Management of a CRM function: Planning, design and application of CRM creating a CRM plan integrating with other business/marketing plans	4
3	CRM Marketing Issues and Considerations: Developing customer understanding and intelligence communicating with customers developing relationships and loyalty customer satisfaction, service functions and considerations	3
4	CRM in Services: Characteristics of Services, Service Quality Dimensions, Service Failure and Recovery, CRM Applications.	3
5	Tools for CRM: Decision Support System(DSS), Data Mining and Data Warehousing, Business Intelligence, Enterprise Resource Planning (ERP), eCRM: Basic concepts of eCRM, Benefits of eCRM, Steps in eCRM, Success factors in eCRM, CRM tools: [ORACLE, SIBEL, SalesLogix, Talisma, MS Dynamics, Sugar CRM, Salesforce Dot Com (SFDC)] Customer Relationship Management: Technology Dimensions - E-CRM in Business, CRM: A changing Perspective, Features of e-CRM, Advantages of e-CRM, Technologies of e-CRM, Voice Portals, Web Phones.	6
6	CRM functions and operations: Call centre management website and e-marketing direct marketing	3
7	CRM in Business Markets: Key Account Management, Customer Value Management	2
8	Components of a CRM Solution: Steps in Sales cycle, CRM Implementation Roadmap, Operational Issues in Implementing CRM, Budgeting for Attraction Vs Retention, Issues to be Considered Before Allocating Resources	3
9	Guarding against CRM failures: Creating the right culture, Ensuring right CRM implementation, The 7 deadly sins in CRM.	2

PGDVA-M-2020-22

Semester IV

BUSINESS ETHICS AND CORPORATE GOVERNANCE

Programme: PGDM M
401

Semester - IV

Course code: MC -

Revised in: January, 2020

Total Hrs. : 45

1. Course Outcomes: On successful completion of the course the learners will be able to:

CO#	Cognitive Abilities	Course Outcomes
CO 1	REMEMBERING	DESCRIBE major theories, concepts, terms and models of Business Ethics and Corporate Governance.
CO 2	UNDERSTANDING	UNDERSTAND the business ethical decision rationale.
CO 3	APPLYING	APPLY Principles, Theories, Models and Framework of Business Ethics and Corporate Governance in order to incorporate value system in work culture and work place.
CO 4	ANALYSING	IMPLEMENT, EVALUATE, and FACILITATE ethical business behavior.
CO 5	EVALUATING	INTERPRET the Corporate Governance Models.
CO 6	CREATING	ELABORATE ethical issues in different business areas of marketing, HRM and Finance.

2. Core books for Reading:

- Ethics in Business & Corporate Governance – S.K Mandol (2nd Edition)
- Corporate Governance – Principles, Policies and Practices – A.C. Fernando, EK Satheesh (3rd Edition)

3. Reference Books:

- Corporate Governance – Anil Kumar
- Business Ethics, Concept & Cases – Manuel Velasquez
- Business Ethics – Peterson & Ferrell

4. Pedagogy:

- Case study
- Class discussion with current & relevant examples

Sr. No.	TOPIC	DURATION (Hrs.)
1	Business Ethics - Introduction	6
	Concept of Ethics, Introduction to business ethics, Morality & Moral Standards, Ethical Principles Scope, Nature & Relevance of Ethics in Management Ethics – Rights & Duties Law, Ethics & Business	
2	Business Ethics – Application & Issues	8

	Ethical Decision making in Business – Ethical Dilemma for a manager Ethics – Individual (Rights & Obligations) and Organization responsibility for ethics. Ethical Issues in Marketing / Finance / Human Resource. Ethics & Environment – Ecological protection and Carbon Credit	
3	Corporate Governance – Introduction	6
	Concept of corporation and Corporate governance, corporate citizenship Distinction between Governance & Management Corporate Governance - Meaning, Scope (Narrow to Broader Perspective), Issues in Corporate Governance	
4	Evolution of Corporate Governance	6
	Historical Perspective of Corporate Governance Theories on Corporate Governance – Stewardship, Agency, Stakeholder theory. Corporate Governance Models – Anglo-American, Japanese, German & Indian model on corporate governance Essence of governance – Obligation towards Society, Investors, Employees, Customer. Shareholder vs Stakeholder.	
5	Committees & Codes on Corporate Governance	6
	Development of codes on Corporate Governance – CII Code, SEBI initiative. Birla, Narayan Murthy, Uday Kotak Committee. McKinsey Survey and Cadbury committee. World Bank & OECD Principles on Corporate Governance	
6	Issues, Agents & Institutions in Corporate Governance	7
	Whistle Blowing Mechanism, Insider Trading. Corporate governance & Investor Protection- Rights & privileges of shareholders Board of Directors & Corporate Governance – Roles & Responsibility of Directors, Independent Directors, Director Remuneration Auditors & Corporate Governance Corporate Governance & CSR	
7	Corporate Governance in emerging economy	6

	<p>Governance in developing and transition economy - Problems, Institutional framework, Challenges.</p> <p>Governance in global Society - Globalization, Role of MNC, Global Issues on governance.</p> <p>Governance & Sustainability.</p>	
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Suggested Case Studies:

<ul style="list-style-type: none"> ▪ Merck & Company – River Blindness in Africa. 	<ul style="list-style-type: none"> ▪ Satyam Computers / Infosys.
<ul style="list-style-type: none"> ▪ Slavery in Chocolate Industry 	<ul style="list-style-type: none"> ▪ Global Trust Bank / Asian or Global Financial Crisis
<ul style="list-style-type: none"> ▪ Fall of Enron Corporation 	<ul style="list-style-type: none"> ▪ ITC – Is Corporate Governance Skin Deep

INTERNATIONAL MARKETING

Program: PGDM
Revised in: January 2020

Semester – IV

Course Code: MC-402
Total Hrs: 45

Objectives:

CO#	Cognitive Abilities	Course Outcomes
CO 1	REMEMBERING	<i>ENUMERATE</i> various terms and key concepts associated with international marketing.
CO 2	UNDERSTANDING	<i>EXPLAIN</i> various key concepts used in all aspects of international marketing.
CO 3	APPLYING	<i>APPLY</i> all stages in international marketing management process.
CO 4	ANALYSING	<i>EXAMINE</i> various facets of international marketing environment and the relevant aspects of international marketing management process from a data driven decision perspective.
CO 5	EVALUATING	<i>JUDGE</i> suitability of alternative market segmentation bases, target market selection, market entry strategies, positioning strategies and international marketing mix strategies based on Assessment of international marketing environment.
CO6	CREATING	<i>DESIGN</i> appropriate market segmentation, target market, market entry strategies, positioning strategies and international marketing mix strategies for business organizations.

2. Core text book for Reading:

- International Marketing Management – Warren Keegan & International Marketing – Concepts & Cases -Dipak Jain.
- Reference Book- G.Cateora & International Marketing – Andrew Hill

3. Pedagogy:

Class Room Lectures, Activities, Case study, Assignments, Book reviews, & Test.

Sr. No.	Topic	Duration (Hrs.)
1	Introduction and Orientation –International Marketing: Basic understanding of international marketing (I.M), marketing definition, key marketing terms and concepts, marketing orientations, distinction between sales and marketing. Video Case Study –Age of Wal-Mart.	5
2	Segmentation, Targeting & Positioning –International Marketing: Segmentation- Bases and Process of segmentation. Targeting. Competitive frame of reference, POD and POP, differentiation strategies.	5

3	<p>Developing the Marketing Mix - International Marketing: 4Ps, 7Ps, 4Cs of marketing. Product characteristics and classifications, product differentiation Product hierarchy, product systems, product mixes, PLC, NPD, Product Life Cycle marketing strategies. Case Study -: Field Fresh Foods.</p>	7
4	<p>Market Entry Strategies: Licensing, Franchising, Joint Ventures, Mergers & Acquisitions. Greenfield ventures, Exporting, Contract Manufacturing, Agents. Video Case Study –Mergers & Acquisition –CNBC Documentary.</p>	6
5	<p>Designing and managing services- International Marketing: Nature, categories, characteristics of services, Marketing strategies. Services differentiation, Brand strategies, Services marketing mix.</p>	5
6	<p>Global Retailing & Logistics - International Marketing: Distribution strategy, Importance of channels, channel functions and flows, levels of channels, Channel design, channel management, VMS, channel conflict, e-commerce Retailing - types, marketing decisions, private labels. Wholesaling-types, trends. Changing trends in logistics & its strategic implications competitive advantage through channel management. Video Case Study -: Wal-Mart & IKEA.</p>	6
7	<p>Integrated Marketing Communication Strategy: Significance of IMC, Marketing communications mix/modes, developing effective communications. Developing advertising programmed, deciding on media and measuring effectiveness. Sales Promotion- objectives, major decisions. Promotion vs. advertising. Personal Selling- sales force management. Public relations, Direct Marketing, Events, Interactive and word-of mouth marketing. Case Study – Indian Premier League.</p>	6
8	The Digital Revolution and the Global e-Marketplace	5

Tourism and Hospitality Marketing

Program: PGDM-M
Revised in: January 2020

Semester IV

Course Code: MC-403
Total Hrs.45

1. Objectives:

At the end of the course, the student should be able to:

CO#	Cognitive Abilities	Course Outcomes
CO 1	REMEMBERING	DEFINE core concepts of Tourism and Hospitality industry and IDENTIFY various hospitality and tourism considerations
CO 2	UNDERSTANDING	DISCUSS and EXPLAIN various aspects of Tourism and Hospitality Marketing and EXEMPLIFY the various related terms.
CO 3	APPLYING	ORGANIZE and APPLY related numerical, pictorial and graphical data and MAKE USE OF them into business information
CO 4	ANALYSING	ANALYSE important components of Service quality in Hospitality and Tourism industry and INTEGRATE them for appropriate service delivery through practical applications in the hospitality and tourism industry.
CO 5	EVALUATING	CREATE Appropriate segmenting, targeting and positioning strategies and DESIGN marketing mix for hospitality and tourism industry.
CO6	CREATING	FORMULATE overall functioning in hospitality and tourism industry and PROPOSE a blend of legal and customer-based strategies to meet customer relationship marketing and face the challenges.

2. Core text book for Reading:

- Marketing of Hospitality and Tourism-Prasanna Kumar
- Marketing of Hospitality and Tourism- Philip Kotler, John T. Bowen, James Makens, Seyhmus Baloglu

2. Reference books:

- Tourism Operations and Management – S. Roday, A. Biwal, V. Joshi, Oxford University Press, New Delhi
- Tourism and Hospitality Marketing-A global perspective – Simon Hudson
- Marketing Leadership in Hospitality and Tourism- Robert C. Lewis, Stowe Shoemaker, Peter C. Yesawich, Richard Chambers

4. Pedagogy:

- Class Room Lectures, Presentations, Case study, Assignments, Research Papers, Class-Test and Subject specific videos.

Sr. No.	Topic	Duration (Hrs.)
1	<p>Introduction</p> <p>Marketing for Hospitality and Tourism Service Characteristics of Hospitality & Tourism Mktg</p> <p>Development of the hospitality and tourism industry. Current trends affecting the hospitality and tourism industry.</p> <p>Meaning of tourism, Components of tourism, Tourism system, Significance of tourism to a nation, Seven pillars of tourism</p>	7
2	<p>Careers in the Hospitality and Tourism Field</p> <p>Career options in the hospitality and tourism industry, Entrepreneurship in tourism industry</p> <p>Characteristics that employers look for in hospitality- or tourism-related fields.</p> <p>Advantages and disadvantages of working in the hospitality industry.</p>	7
3	<p>The role of the customer and relationship marketing</p> <p>Behaviors of the tourist and business customers.</p> <p>Role of relationship marketing in the tourism and hospitality arena.</p> <p>Underlying principles of relationship marketing and how they apply to the tourism and hospitality marketing.</p>	7
4	<p>Marketing planning for tourism and hospitality organizations</p> <p>Understand the importance of internal marketing in a tourism and hospitality organization.</p> <p>Process of segmentation, targeting and positioning within the tourism and hospitality industry.</p> <p>The extended tourism and hospitality marketing mix.</p> <p>Marketing planning for organizations operating in the tourism and hospitality industry.</p>	8

	Tourism planning process and role of social media in tourism marketing	
5	<p>Understanding Destination Marketing</p> <p>Define and understand the key issues in the marketing of tourist destinations.</p> <p>4As of the destination marketing mix.</p> <p>Tourism destination life cycle.</p> <p>Itinerary planning and marketing for a specific destination</p>	6
6	<p>Indian Tourism and Hospitality Industry</p> <p>Future of the Indian tourism and hospitality industry</p> <p>Challenges of the Indian tourism and hospitality industry</p> <p>History of Indian Tourism industry and evolution of marketing in tourism in India over the years</p>	5
7	<p>National & International Tourism Organizations</p> <p>Ministry of Tourism ITDC, WTO, IATA, ICAO, UFTA</p>	5

SOCIAL MEDIA MARKETING

Program: PGDM-M
Revised in: January 2020

Semester - IV

Course Code: MC - 404
Total Hrs. 45

1. Objective:

CO#	Cognitive Abilities	Course Outcomes
CO 1	REMEMBERING	Describe the Basics of Social Media Marketing.
CO 2	UNDERSTANDING	Understand the concept of Social media marketing strategy and different platforms on which it can be implemented
CO 3	APPLYING	Interpret the significance of Content marketing and its application.
CO 4	ANALYSING	Infer the components of Social media marketing and the need for social media marketing strategy
CO 5	EVALUATING	Assess the viability of Social media marketing concept, plan, strategy and factors affecting in the selection of Social Media marketing agency.
CO6	CREATING	Integration of different social media platforms in one social media marketing plan and emerging with a unifying plan.

2. Core Text Books:

- Social Media ROI by Olivier Blanchard
- The new relationship marketing by mari smith

3. Reference Books:

- See you on the internet building your small business with digital marketing by Avery Swartz.
- Brand story telling: Put customers at the heart of your story by Miri Rodriguez.

4. Pedagogy:

- Class Room Lectures (online), Power Point Presentations, Case study, Guest Lecture, Audio / Video input Clippings, Research Paper.

Sr. No	Topic	Duration (Hrs.)
1	Social Media: A background & Social media marketing: Social media evolution, History, definitions, background, importance of social interactions, Modes of social interactions, Social media marketing: a concept, Need of social media marketing, New age requirements, Social media marketing for all.	5

2	<p>Social Media marketing Strategy and Management: What is social media strategy? need and implementation of the strategy, Social media planning: developing a social media plan and executing the plan, Social media management as a concept, Targeting and managing customers & their expectations, Creating competitive advantage, Drawing behavioral based inferences and conclusions, Launch of new products\services.</p>	6
3	<p>Components of Social Media Marketing: Content marketing: creation and diffusion, rules of content creation, Types of content and Content strategies, how to build good content, Branding and Social media marketing, acting as an advertising aid, conducting research, Seeding & Viral marketing, Paid marketing, Crowd funding: a concept, Social media Audit: introduction, objective, process.</p>	6
4	<p>Social media platforms and their utility: Identifying different social media platforms: Facebook, Instagram, WhatsApp, LinkedIn, Twitter, YouTube, creating and managing business accounts, connecting with target audiences.</p>	6
5	<p>Social Media Marketing agency services: Outsourcing of Social media marketing, agencies providing social media marketing services, identify the factors in selection of an agency, cost benefit analysis, common practices and trends in social media marketing.</p>	6
6	<p>Additional concepts: Influencer marketing, Certifications in social media marketing, mobile and location marketing, micro blogging, video marketing, extended role: developing a career out of it. Online Reputation Managementt with social media: introduction, usages and examples, Community Building and Social Proof: Definitions, concept, need, process, building community, examples.</p>	6
7	<p>Workshop on Social Media Marketing and practical assignment</p>	10

Marketing of High-Tech Products

Program: PGDM-M
Revised in: January 2020

Semester - IV

Course Code: ME-405
Total Hrs. 30

3. Objectives:

At the end of the course, the student should be able to:

CO#	Cognitive Abilities	Course Outcomes
CO 1	REMEMBERING	DESCRIBE the characteristics of High Technology Products and key concepts associated with Marketing of High-Tech Products.
CO 2	UNDERSTANDING	EXPLAIN key concepts associated with Marketing of High-Tech Products
CO 3	APPLYING	APPLY marketing plans and decisions in specific situations in High-Tech Markets.
CO 4	ANALYSING	EXAMINE the suitability of Marketing Mix Strategies/Plans in the light of marketing environment for high Tech products.
CO 5	EVALUATING	EVALUATE alternative Marketing Mix Strategies/Plans for High-Tech Products
CO6	CREATING	DEVELOP Marketing Mix Strategies/Plans for High-Tech Products.

4. Core text book for reading:

Marketing of High Technology Products and Innovations (2010) – Jakki J. Mohr, Sanjit Sengupta, Stanley F. Slater 3rd Edition.

5. Reference Books:

New Products Management, 9th ed., by Merle Crawford and Anthony DiBendetto

4. Pedagogy:

- Lectures, Case studies, team projects, guest sessions.

Sr. No	Topic	Duration (Hrs.)
Unit 1	Introduction Why “High-Tech Marketing?” What is “high-tech?” Review of marketing; common characteristics of high-tech environments Network effects and standards; types of innovations (incremental/breakthrough), and contingency theory of high-tech marketing	6

Unit 2	<p>Innovation Ecosystems</p> <p>Disruption; Creative destruction</p> <p>Innovation Diffusion</p>	6
Unit 3	<p>Market Applications Strategic Focus</p> <p>Marketing Strategy: How it Fits with Business Strategy; Math for Strategists</p> <p>High-Tech vs. Low-Tech Marketing Business Model Analysis for Entrepreneurs</p> <p>Customer Intimacy and Other Value Disciplines, Business Marketing</p>	6
Unit 4	<p>Intellectual Property Rights</p> <p>Finding the Balance: IP In the Digital Age</p> <p>Search Engine Optimization</p>	6
Unit 5	<p>Product Development in High Tech Firms</p> <p>Nanotechnology</p> <p>Biomimicry</p>	6

MARKETING OF IT & ITES

Program: PGDM-M
Revised in: January 2020

Semester – IV

Course Code: ME-406
Total Hrs. 30

1. The objectives:

At the end of this course the student should be able to :

CO#	Cognitive Abilities	Course Outcomes
CO 1	REMEMBERING	Define service marketing mix and concepts of IT & ITES enabled services
CO 2	UNDERSTANDING	Describe facets of software marketing as a field of study.
CO 3	APPLYING	Illustrate the role of promotion and distribution functions in software marketing.
CO 4	ANALYSING	Analyze and develop in depth of understanding of Software Marketing Practices.
CO 5	EVALUATING	Evaluate the new emerging areas in IT sector.
CO6	CREATING	Integrate the concept of Customer satisfaction and service quality with service marketing especially IT enabled services..

2. Core text book for Reading:

- Services Marketing - Zeithaml, Bitner, Gremler & Pandit, TMGH, 4th Edition.
- Services Marketing - Rampal & Gupta

3. Reference book for Reading:

- Software That Sells : A Practical Guide to Developing and Marketing your ^Software Project, Edward Hasted
- Supplementary Reading Material Services Marketing - Christopher Lovelock
- Websites - www.softwaremarketingresource.com www.softwareceo.com
- Journals- Journal of Services Marketing
- Uesugi, Shiro (Ed.), IT Enabled Services, Springer

4. Pedagogy:

Lectures, Presentations, Case Study Analysis and Class Projects

Sr. No.	Topic	Duration (Hrs.)
1	Global and Indian Software Industry Environment: Meaning of IT enabled services, Opportunities and Strategies in IT Enabled Services. Historical Growth of the Industry, Market Size, Nature of Products, Projects and Services, Major Players, Industry Associations and their role in market development, Overview of India's Software Export Industry. Different types of IT organization, Different Types of IT	6

	product companies such as SaaS, PaaS. Difference between IT services companies and IT product companies.	
2	Services Marketing Mix: 7 Ps of Services Marketing Service Life Cycle Strategic Aspects of Software Marketing - Identification of potential markets, Industry/Business analysis and creating/ sustaining competitive advantage - Segmenting, Targeting and Positioning. Different roles and Job positions in IT industry, requirement of sales and marketing personnel in IT industry.	4
3	Promotion: Role of Promotion in Software Marketing; Personnel Selling, Advertising and Sales Promotion; Trade Shows, Role of Relationship Marketing in promoting software.	4
4	Distribution: Place - Distribution Strategies for Software Products / Services; Challenges in distribution of Software Products and Services; Role of Internet in distribution of Software Products and Services. Pricing: Factors involved in pricing software Products, Price estimating for Software Projects, Pricing Models : T&M model, Usage based pricing, User based pricing, subscription pricing .	4
5	IT & ITES marketing: In International markets & Legal aspects of IT & ITES marketing, legal forms and documents. Understanding of IT Law - IT Act, 2000.	4
6	Customer Satisfaction & Service Quality: Monitoring and Measuring customer satisfaction. Applying technology to service settings, e-services. Role of People, Process and Physical Evidence in Software Products and Services. New emerging areas in IT sector.	4
7	Introduction to Enterprise: Software solution and Hands-on experience on any of the Enterprise software solution, Introduction to latest IT tools in the market.	4

REAL ESTATE MARKETING

Program: PGDM-M
Revised in: January 2020

Semester IV

Course Code: ME - 407
Total Hrs. 30

1.Objectives:

At the end of the course the students should be able to:

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 1	REMEMBERING	Understand the concept of real estate market and its marketing
CO 2	UNDERSTANDING	Appreciate the Market trends and factors affecting the growth of real estate & Acknowledge the Legal regulation in India regarding Real estate market - RERA etc.
CO 3	APPLYING	Identify and diagnose the common agency malpractices & Discuss the importance of ethical behaviour.
CO 4	ANALYSING	Comprehend the increasingly sophisticated estate agency industry, especially in light of the introduction of regulatory controls
CO 5	EVALUATING	Evaluate the effectiveness of marketing strategies adopted by real estate marketers - Case studies.

2. Core textbooks:

- Real estate marketing in 21st Century by Michael Smith.
- Real estate marketing: Strategy, personal selling, negotiations, management and ethics by M Sirgy.

3. Reference books:

- Mastering the art of selling real estate by Tom Hopkins
- Real estate marketing playbook by Brandon Doyle.
- Real estate law, practice and procedure by Rajkumar S Adukia.

4. Pedagogy:

Online class room lectures, Case study, Assignments, Research Papers, Class-Test and Subject specific videos.

Sr. No.	Topic	Duration (Hrs.)
1	<p>Introduction to Real estate Marketing: Scope; Nature, Significance Real estate Marketing, Factors influencing Real estate Marketing: demographical, marketing Environment, social environment, economic environment, technological environment, political-legal environment. Concept of real estate, asset, investments, Terms used in real estate: carpet area, saleable area, land, Types of residential plots.</p>	6
2	<p>Real estate market and consumers: Process of buying and selling in real estate market in India, identifying and defining target markets/ customers, segmentation of customers, approaching target customers, understanding consumer behaviour. Roles of parties involved: developers, engineers, architects, government.</p>	6
3	<p>Real estate marketing strategies and Real estate marketing mix: formulation of sales and marketing plans and strategies, implementation of plans, defining the marketing mix for real estate: product, pricing Promotion and distribution strategies: Communication process, media choosing, feedback collection and promotion budget, functions of distribution channels, channel behavior and organization, channel design and management decisions, Social marketing, digital marketing. Post sales activity: documentation and registration.</p>	6
4	<p>Legal aspects of Real estate marketing: Introduction to RERA, 2016: concepts, definition, entering into contract and basic formalities, legal due diligence, mandatory approvals. Malpractices of estate agents, liabilities and indemnity, professional and regulatory controls, estate agent associations, Discuss the importance of ethical behavior.</p>	6
5	<p>Real estate services: Brokerage, renting, selling, consulting, property management and valuation. Definition and roles of estate agent, inspection and viewing of property, negotiation skills, drafting provisional agreement for sale and purchase/tenancy.</p>	6

Data Management

Program: PGDM-M
Revised in: January 2020

Semester – IV

Course Code: ME - 408
Total Hrs. 30

1. Objectives:

At the end of the course, the student should be able to:

CO#	Cognitive Abilities	Course Outcomes
CO 1	REMEMBERING	Define the concept of data mining and data analytics.
CO 2	UNDERSTANDING	Explain the working of Database Management System.
CO 3	APPLYING	Apply the concept of data warehousing, big data mining and research to data.
CO 4	ANALYSING	Analyse the techniques of Big data analytic
CO 5	EVALUATING	Assess the importance, purpose, objective of Cloud computing
CO6	CREATING	Plan data management and market related strategies to it.

2. Core textbooks:

- Database Systems: The complete handbook, by Hector Garcia-Molina, Jennifer Widom and Jeffrey ullman.
- Modern Database Management by Jeffrey A hoffer, Prescott and McFadden, Publisher: Prentice Hall - 2007

3. Reference books:

- Database systems and concepts by A silberschatz, H Korth, S Sudarshan, Publisher: MvGraw-Hill. (5th edition).
- Database Systems by Rob and Coronel(7th edition), Publisher: Cengage Learning.

4. Pedagogy:

- Online class room lectures, Case study, Assignments, Research Papers, Class-Test and Subject specific videos

Sr. No.	Topic	Duration (Hrs.)
1	Introduction to Data Management: Scope; Nature, Significance of Data Management, Need of Data Management, Basic of Computer and Data, Sectors dependent on data, Data based decisions regarding product development and market strategies, Data based validation of ever-changing market and consumers in backdrop of various factors.	6
2	Database Management System and its applications: Definitions, Advantages and Disadvantages of DBMS, Terminologies, Rows, columns, Tables, Primary key, and other basic features. Types of DBMS, use of DBMS, database development process, database designs, models, basic building blocks, ER diagrams.	6
3	Data Warehousing and Data Mining: Data cleaning, extract -transform and load pipelines, Data cubes, data on the web. Database warehouse meaning, definitions, architecture, characteristics, purpose and problems.	7
4	Big data processing and Cloud computing: Big data modelling and management system Integration and processing Challenges of Big data analytic Regression and classification techniques, Cloud computing: meaning, purpose, importance, application, infrastructure.	6
5	Market Search and Data: Market research: definition, need and application. Primary data and secondary data, methods of market research, combining research and data generated, data scientist.	5