



# Institute of Management Sciences

University of Lucknow

## Restructured & Revised Course Structure

2 Years full-time Masters Degree Program in  
Management

## MBA (Marketing)

(To be effective from the session 2020-2021)





## Programme Outcomes

Upon completion of the MBA Programme, the students will be able to:

- Describe and relate to current conceptual and theoretical models, issues, and concerns in business administration / management.
- Analyse organisational and business situations with an open mind and formulate innovative solutions to problems.
- Examine and evaluate business practices across the globe to determine the best practices for application to their businesses.
- Appreciate the importance of ethical values and work as team players
- Acquire leadership skills and become productive managerial leaders.
- Adapt and apply current best business practices to the management of businesses.
- Formulate and implement appropriate strategies for their own professional development.
- Apply knowledge and skills acquired in problem solving and management of various business activities.
- Develop innovative thought process and start their ventures.

*(Handwritten signatures and initials)*

Q  
R  
A  
S  
K  
L  
M  
N  
O  
P  
Q  
R  
S  
T  
U  
V  
W  
X  
Y  
Z





**SEMESTER II**

Type	CODE	Paper Title	Credit	Marks		
				Theory/ External	Internal Assessment	Total
Core Courses	IMS 201	Organisational Behaviour	4	70	30	100
	IMS 202	Financial Management	4	70	30	100
	IMS 203	Business Environment	4	70	30	100
	IMS 204	Production and Operations Management	4	70	30	100
	IMS 205	Research Methods for Business	4	70	30	100
	IMS 206	Information Systems management	4	70	30	100
Value Added Course	IMS 211	Business Ethics and Corporate Governance	4	70	30	100
	<b>Total</b>		<b>28</b>	<b>490</b>	<b>210</b>	<b>700</b>

*Handwritten notes and signatures:*  
 V. Sharma  
 Anwar  
 Ahmed  
 Saad  
 Shauk  
 NK  
 4  
 ays  
 (Circled numbers 2 and 9)  
 (Signature)

**SEMESTER III**

SL	PAPER TYPE	CODE	PAPER TITLE	CREDIT	MARKS	
					THEORY/ EXTERNAL	INTERNAL ASSESSMENT
1	Core	IMS 301	Innovation and Entrepreneurship	4	70	30
2	Core	IMS 302	Summer Internship	4	70	30
3	Open Elective (choose any one)	IMS 311	Business Analytics / MOOCs /	4	70	30
		IMS 312	Artificial Intelligence			
		IMS 313	Inter-Departmental Elective			
4	Specialisation Area Elective (Choose any three)	MSE 301	Rural marketing	3X4 = 12	3X70 = 210	3X30 = 90
		MSE 302	Customer Relationship Management			
		MSE 303	Consumer Behavior			
		MSE 304	Digital marketing			
		MSE 305	Marketing Services of			
		MSE 306	Industrial Marketing			
			<b>TOTAL</b>	<b>24</b>	<b>420</b>	<b>180</b>

*Handwritten signatures and initials:*  
 V. Sharma  
 Begma  
 Shrestha  
 K  
 NK  
 Singh  
 (Other illegible signatures)

**SEMESTER IV**

SL	PAPER TYPE	CODE	PAPER TITLE	CREDIT	MARKS	
					THEORY/EXTERNAL	INTERNAL ASSESSMENT
1	Core	IMS 401	Strategic Management/MOOCs	4	70	30
2		IMS 402	Dissertation	4	70	30
3	Specialisation Area Elective (Choose any three)	MSE 401	Integrated Marketing Communication	3X4 = 12	3X70 = 210	3X30 = 90
		MSE 402	Product and Brand Management			
		MSE 403	Retail Business			
		MSE 404	Sales and Distribution Management			
		MSE 405	International Marketing			
		MSE 406	Logistics & Supply Chain Management			
			<b>TOTAL</b>	<b>20</b>	<b>350</b>	<b>150</b>

SEM	I	II	III	IV	TOTAL
CREDITS	24	28	24	20	96

*Handwritten signatures and initials:*  
 (N)  
 Bomp  
 Shouru  
 V. Sharma  
 Anurag  
 K  
 S  
 Anis  
 Anis

## Detailed Course Outline

### SEMESTER I

#### IMS 101: PRINCIPLES OF MANAGEMENT

**Course Objective:** The objective of this course is to introduce the students to the intricacies of management. It elaborates on the various theories, principles, skills, functions and significance of management in today's global era.

**Competency Outcome:** Students incorporate managerial knowledge and skills after attending this course. They develop the competencies to implement these in the real business world.

UNIT I Management: Concept, Nature & Importance; Managerial Roles & Skills; Levels of Management; Principles of Management; Management Process. Classical theories-Taylor Scientific Management, Fayol's Administrative Management, Bureaucracy. Neo classical theories-Hawthorne Experiment & Human relations Approach; System approach; Social System Approach; Decision Theory Approach; Behavior Science Approach; Contingency theory; McKinsey-7-S theory; Quantitative Approach.

UNIT II Nature, Scope, Objectives and Significance of Planning; Types of Planning; Process of Planning; Barriers to Effective Planning; Planning Premises and Forecasting; Decision Making - Conditions of Certainty, Risk and Uncertainty, Bounded rationality (Herbert Simon); Management By Objective; Management Information System.

UNIT III Concept of Organizing; Organization Theories; Formal & Informal Organizations; Forms of Formal Organizational Structure; Departmentation; Span of Management; Authority, Responsibility and Accountability; Power; Delegation, Centralization & Decentralization.

UNIT IV Concepts and significance of Staffing, Direction & Supervision. Types & importance of Control; Techniques of control; Management by Exception; Co-ordination: Essence of management; Coordination Vs. Co-operation; Types of coordination; Techniques of coordination.

UNIT V Forms of Business Organizations; Company and its various forms; Formation of a company; Memorandum of Association; Articles of Association; Prospectus; Shares and Share Capital; Promoters, Trusts & Societies; Issues of Consumer Protection.

**References:**

- Stoner, Freeman & Gilbert Jr (2011); *Principle & Practice of Management in Business*; Prentice Hall of India; 6<sup>th</sup> Edition.
- Koontz H., Weihrich H. (2009) ; *Principles of Management*; Tata Mc Graw Hill; 8<sup>th</sup> Edition.
- Robbins, Decenzo David & Coulter (2012); *Fundamental of Management*; Prentice Hall of India; 8<sup>th</sup> Edition.
- Williams C (2009) *Principles of Management*; South-Western/Cengage Learning; 5<sup>th</sup> Edition.
- Weihrich Heinz and Koontz Harold (2013); *Management: A Global, Innovative, and Entrepreneurial Perspective*; Mc Graw Hill; 14<sup>th</sup> Edition.
- Andrew Leigh (2012); *The Essentials of Management: Everything you need to succeed as a new manager*; Pearson UK; 2<sup>nd</sup> Edition.

**IMS 102 QUANTITATIVE TECHNIQUES FOR BUSINESS**

**Course Objective:** The objective of this course is to acquaint the students with various statistical tools and techniques used in business decision making.

**Specific Learning Outcomes:** On completion of this course, the students will be able to understand various quantitative statistical methods. Understand data and draw inference from data, Calculate and interpret statistical values by using statistical tool & demonstrate an ability to apply various statistical tools to solve business problems.

**Unit-I Introduction to Statistics:** Basic concepts, Classification & Tabulation, Data measurement, Uses of Statistics in business. Descriptive Statistics: Measure of Central Tendency - Mean, Median, Mode, Percentiles, Quartiles.

**Unit-II Measures of Variation:** Range, Inter-quartile range, Mean Absolute Deviation, Variance and Standard deviation. Measures of Association Correlation: Methods of Correlation study - Karl Pearson's coefficient of correlation, Rank correlation.

**Unit-III Simple Regression Analysis:** Introduction to regression analysis, regression lines, Coefficient of Determination & Estimation, Develop Trend line Probability: Introduction, Methods of assigning probabilities, Structure of probability, Joint and Conditional probabilities, Addition and Multiplication Laws, Baye's Theorem

**Unit-IV Analysis of Categorical Data:** Chi-Square- Test of Independence, Test of Goodness of Fit. Probability Distributions: Discrete Distributions -Binomial Distribution, Poisson Distribution, Continuous Distributions - Normal Distribution

**Unit-V Introduction to Matrices:** Types of Matrices, Matrix Operations-Addition, Subtraction & Multiplication of Matrices, Adjoint and Inverse of a Matrix, Solving Linear Equations using Matrix Method, Business Applications of Matrices.

**References:**

- *Levin & Rubins, (2017) Statistics for Business, Prentice Hall of India, 8<sup>th</sup> Edition, N.Delhi.*
- *Bhardwaj, R.S. (2009) Business Statistics, Excel Books, 2<sup>nd</sup> edition.*
- *Gupta, S.C. & Kapoor VK, (2002) Fundamentals of Mathematical Statistics, Sultan Chand & Sons Reprint Edition.*
- *Arulmozhi, G. and Muthulakshmi, S. (2009), Statistics for Management, The McGraw-Hill Education, ISBN: 9780070153684.*
- *Medhi, J. (2013), Statistical Methods-An Introductory Text, New Age International Publishers, ISBN: 978-81-224-1957-3.*

### IMS 103 FINANCIAL AND MANAGEMENT ACCOUNTING

**Course Objective:** The basic objective of this course is to enable the students to learn, explain and integrate the fundamental concepts, principles and techniques of accounting.

**Learning Outcomes:** Successful Application of financial and accounting information for planning decision-making and control in real business situations

Unit I Introduction to Accounting -Basic Concepts, Purpose, Importance, Scope and Limitations of Accounting Users of Accounting, Information, Generally Accepted Accounting Principles (GAAP) and Accounting Standards (AS), International Financial Reporting Standards (IFRS) – need and significance. Ethical Dimensions in Reporting of Accounting Information

Unit II Financial Statements Preparation and Analysis- Preparation of Income Statements and Balance Sheet, Contents of Corporate Annual Reports, Financial Statement Analysis – Ratio Analysis, Trend Analysis

Unit III Preparation of Cash Flow Statement, Direct Method-Cash Flow from Operating, Investing and Financing Activities; Indirect Method of Preparing Cash Flow Statement Reconciliation of Net Income to Net Cash Provided by Operations,

Unit IV Costing Techniques- Introduction to Costs and Costs Behaviour, Absorption and marginal costing, Applications of marginal costing techniques in managerial decision making

Unit V Accounting for Planning and Control- Budgets and Budgetary Control, Various Types of Operating Budgets, and Financial Budgets, Flexible Budgeting, Rolling Budget and Zero Based Budgeting Variance Analysis, Management Control System and Responsibility Accounting.

**Suggested Books**

- Khan, M. Y., & Jain, P. K. (2006). *Management Accounting*, McGraw-Hill Education, 4<sup>th</sup> Edition.
- Ananthanayanan, P.S. (2014). *Management Accounting*, Oxford Publication.
- Larson, Kermit D., & Miller, Paul B. W. (1994) *Financial Accounting*, McGraw-Hill Education
- Narayanaswamy, R. (2014). *Financial Accounting: A Managerial Perspective*, Prentice Hall India, 6<sup>th</sup> Edition.
- Maheshwari, S.N., Maheshwari, S.K. & Maheshwari, S.K. (2018), *Financial Accounting*, Vikas Publishing, 6<sup>th</sup> Edition.

**IMS 104 MARKETING MANAGEMENT**

**Course Objective:** The course seeks to familiarize the students with marketing principles and theories and develop an understanding of their practical applications in the contemporary business environment. The students would understand that companies are now customer-and-market driven. Segmentation, targeting and positioning are the basic fundamentals involved in value creation, delivery and promotion.

**Learning Outcomes:** The students will grasp how the concept of marketing is changing with times and companies are developing newer forms of communication as well as strategies to leverage on their understanding of customers.

Unit I: Meaning, Scope, Nature, Importance, Recent Trends & Challenges in Marketing, Core Concepts of Marketing, Company's Orientations towards the Marketplace, Concept of Value, Value Creation and Delivery.

Unit II: Marketing Plan and Strategy, Ansoff Market Expansion Grid, BCG Matrix, Role of Technology in Marketing, Environmental Variables of Marketing, Market Segmentation, Bases for Segmentation, Market Targeting, Developing and Communicating Positioning Strategy.

Unit III: Consumer and Business Markets, Product Classification, Product life cycle – stages and strategies, Product Differentiation, Developing Pricing Strategies and Programs, Adapting the Price, Pricing techniques for Promotion, Responding to Price Changes.

Unit IV: Dealing with Competition, Role of Marketing Channels, Channel levels, Channel Design Decision and Managing Channel Conflict.

Unit V: Characteristics of Marketing Communication Mix, Integrated Marketing Communication, Macro Models of Communication, Micro Models of Consumer Response, Communication Objectives, Personal and Non-Personal Communication Channels, New Forms of Communication (viral marketing, experiential marketing), Marketing Control, Emerging trends in marketing.

**References:**

- Kotler, P., & Keller, K., Koshi, A. & Jha, (2012) *M. Marketing Management: South Asian Perspective (14<sup>th</sup> ed.)*. Pearson
- RamaOswamy, V.S., & Namakumari, S. (2018), *Marketing Management: Global Perspective Indian Context (6<sup>th</sup> ed.)*. Sage Pub.
- Grewal, D., Levy, (2016) *M. Marketing (5<sup>th</sup> ed.)*. Mc Graw Hill
- Saxena, Rajan. (2009) *Marketing Management (6<sup>th</sup> ed.)*. Mc Graw Hill
- Dutta, Debraj & Dutta, Mahua, (2011) *Marketing Management. 2<sup>nd</sup> Edition*, Vrinda Publication
- Kamal Y. (2020), *Marketing Management, NRBC, 1<sup>st</sup> Edition*.

### IMS 105 HUMAN RESOURCE MANAGEMENT

**Objective:** To develop student competency on theories and practices dealing with factors influencing people at workplace. It teaches the basic techniques of how an organization acquires, rewards, motivates, and manages its people effectively.

**Learning outcomes:** On completion of the course the student should be able to understand the importance of human resources (HR) in organization, link organization strategy with human resource practices in an organization, learn the techniques of HR practices and its implementation aspects to motivate employees for performance and their retention and to learn the implementation of HR practices thorough discussion of real examples with case studies.

**Unit I:** Introduction to Human Resource Management (HRM), Evolution of HRM, Trends shaping HRM, Strategic Human Resource Management, HRM Models-Harvard model, Guest model, Ulrich's HR model, AMO framework, Line and Staff aspects of HRM.

**Unit II:** Job Analysis- process and methods, Job Description, Job Specification, Human Resource Planning and Forecasting, Employee Recruitment- Sources, Application Forms, Employee Selection- Types of Tests, Management Assessment Centers, Types of Interviews, Placement.

**Unit III:** Employee Orientation- Purpose, Process, Training Process- Analysing the training need & designing the training program, implementation and evaluation of training program, Management Development Programs, Employer Life-cycle Career Management- Promotion, Transfers, Retirements, Career Planning, Talent Management.

**Unit IV:** Concept of Performance Management and Appraisal, Techniques for Appraising Performance, Appraisal related Problems, Appraisal Interview, Succession Planning Factors in determining pay rates, Process of establishing Pay rates- Salary survey, Job Evaluation, Pricing Managerial and Professional Jobs, Competency-Based Pay, Variable Pay, Employee Incentives, Benefits.

**Unit V:** Employee Relations: Concept and Types of Employment Relationship, Industrial relations, Collective bargaining, Psychological Contract, Ethical behaviour at work, Employee well-being.

**References:**

- *Dessler, G. & Varkkey, B. (2015); Human Resource Management; New Delhi: Pearson; 14<sup>th</sup> Edition.*
- *Armstrong, M. & S. Taylor. (2017); Armstrong's Handbook of Human Resource Management Practice; London: Kogan Page; 14<sup>th</sup> Edition.*
- *Aswathappa, K. (2010); Human Resource and Personnel Management; Tata McGraw-Hill Education; 6<sup>th</sup> v*
- *Rao, P. S., & Rao, V. S. P. (2009); Personnel and Human Resource Management; Himalaya Publishing House; 5<sup>th</sup> Edition.*
- *Bernardin, John H. (2012); Human Resource Management; Mc Graw Hill; 6<sup>th</sup> Edition.*

**IMS 106 MANAGERIAL ECONOMICS**

**Course Objective :** The objective of this course is to acquaint the students with insights of Economic Theory as used in managerial decision making. Emphasis is given to changes in the nature of business firms in the context of globalization.

**Learning Outcomes:** Managerial Economics provides the students with the basic tools to fundamentally deal with achieving a set of goals in a situation where resources are limited and choices must involve trade-offs, taking into account the external environment. The course will help the students strengthen the foundations of analytical approach to Managerial decision-making and understand the economic behaviour of several economic agents including a single firm. They will be exposed to the economic underpinnings of consumer behaviour and also understand the production functions facing firms. They should be able to analyse various market structures and the strategic behaviour of firms as regards pricing and output decisions. Students will also learn how the changing Macroeconomic environment impacts the prospects of various businesses.

Unit I: Nature and Scope of Managerial Economics, Demand-Supply Framework, Elasticity types and applications, Demand Forecasting, Marginal Analysis and Optimization.

Unit II: Analysis of Production Function, Theory of Cost, Law of Variable Proportion, Laws of Returns to Scale, Economies of Scope, Optimal Combination of Inputs,

Unit III: Managerial Theories and Goal(s) of a Firm; Information Economics and its Business Applications, Environmental Economics.

Unit IV: Market Structures and Strategic Behavior of Firms, Pricing and out-put strategies in different Market Structures , Price Discrimination , Game Theory Applications.

Unit V: National Income Analysis, Theories of Inflation and Deflation, Theories of Business Cycles and Stabilisation Policies, Monetary Policy, Fiscal Policy and the Budget.

**References:**

- *Thomas & Maurice (2016); Managerial Economics; McGraw-Hill. 8th Edition.*

- *Salvatore & Rastogi (2016); Managerial Economics: Principles & Worldwide Applications; Oxford University Press, 8th Edition.*
- *J.V. Vaishampayam (2008); Managerial Economics; NRBC, 1<sup>st</sup> Edition.*
- *A Koutsoyiannis (2003); Modern Microeconomics; Palgrave MacMillan, 2nd Edition.*
- *G S Gupta (2017); Managerial Economics; McGrawHill Education, 2<sup>nd</sup> Edition.*

## IMS 111 IT SKILLS

**Course Objective:** This course has been designed to impart basic IT skills required for a business executive. It provides students with an overview of the business application software and problem-solving using that software. Topics include computer systems, microcomputer operating systems, word processing, electronic spreadsheets, business graphics, networks, database management, and integrated packages. Industry accepted office software will be used.

**Learning Outcomes:** Students acquire skills of using end-user software for communication, data transformation, collaboration, and problem-solving. They also acquire understanding of software and hardware components, information structures, basic business processes, information system security, and networks.

**Unit I: Computer Systems -An Introduction, Elements of a Computer System, Input, Output and storage devices. Processing and CPUs. Operating system – Basics, functions and types., Concepts of Networking and Data Communication. Basics and Features of Internet. Methods of Accessing the Internet, Handling Graphics and Multimedia,**

**Unit II: Text processing software: creating and saving a document, previewing and printing a document, editing, proofreading and formatting of documents. Presenting information in columns and tables, using graphics, symbols, diagrams and charts. Creating and modifying table of contents, index, bookmarks, cross references, hyperlinks, foot notes, end notes and bibliography. Crating form letters, e-mail messages and labels. Collaborating using tracking of changes, adding and reviewing comments, comparing and merging documents, password protecting of documents. Creating documents in alternate formats.**

**Unit III: Presentation software: Creating and managing slides and presentation, entering and editing content on slides, presenting content in tables, inserting, creating and managing graphics, adding sound and animation to slides, reviewing, preparing and delivering presentation, customising and sharing presentations.**

**Unit IV: Spreadsheet Software: Creating workbooks, working with data and tables, formatting and changing workbook appearance, managing and hiding worksheet data, ordering and summarising data, combining data from multiple sources, creating charts and graphs,**

**Unit V: Performing calculations using Formulas and Functions, analysing alternate data sets, creating dynamic worksheets, printing worksheets and charts. Automating repetitive tasks, using workbooks for collaborative working. Performing business intelligence analysis.**

### References:

- *Peter Norton,(2008), Introduction to computers, 9<sup>th</sup> reprint Edi. (Tata Mcgraw Hill)*

- Leon Alexis, *Introduction to computers 1<sup>st</sup> edition*, (Vikas Publishing), ISBN: 9788182092341
- Saxena S.& Chopra P.(2006) *Computer Application in Management*, Vikas Publication
- Gupta Vikas,(2008) *14 in one computer course kit*, Dreamtech Publication
- Tannenbaum,(2013) *computer networks, 5e*, PHI publication

### IMS 112 MANAGERIAL SKILLS

**Course Objective:** The objective of the course is enabling students to learn about oneself, relationships, communication and the presentation skill requirements to be an effective manager and an impactful leader in any organization.

**Learning Outcomes:** After completion of the course, the student shall be able to demonstrate and apply soft skills required in an organization, understand the value of developing soft skills for personal and professional growth, an excellent team manager for organisations, develop expertise in drafting letters, mails, agendas, memos, etc. and learn the value of people and time in any organisation.

**UNIT – I: Self-Management Skills –** Understanding of Self-evaluation, Self-discipline, Self-criticism, self-awareness, Goal setting, writing an action plan, support facilities for action plans, significance of feelings and emotions with performance Problem Solving skills – Concept, identifying and managing risks, critical thinking, convergent & divergent thinking, Six Hat Thinking

**UNIT – II: Communication and Facilitating Skills –** Art of listening, questioning, probing, art of formal writing, art of public speaking, art of writing e-mails, e-mail etiquettes, telephonic etiquettes, KISS principle. Art of Negotiation – Concept, need for successful negotiations, negotiation process, power of language and non-verbal communication in negotiation.

**UNIT – III: Corporate Skills –** Concept of body language, practicing etiquette and mannerism, Presentation skills Time management - Concept and significance, punctuality, attendance, prioritizing, procrastination. Conducting meetings – Basics of why, when, where and how, developing agenda, stimulating discussion and evaluation of meeting.

**UNIT – IV: Leadership skills –** Influencing, coaching, delegating, empowerment, team player, leadership traits. Team Building & Co-ordination – Nature & concept of team, group dynamics, groups vs teams, personal and professional goals of members, effective team building process .

**UNIT – V: Self Marketing skills –** Designing the resume/CV, interview skills, Group Discussion skills, career planning, Emotional intelligence & Social intelligence, Stress management.

**References:**

- *Mitra K. Barun, (2016) Personality development and Soft Skills, 2e Oxford University Press*
- *Bhatnagar Nitin, (2012) Effective Communication and Soft Skills, Pearson Education, India*
- *Klaus Peggy, (2020) The Hard Truth about Soft Skills. Kindle Edition*
- *Mackenzie R. Alec. (2009), The Time Trap, 3<sup>rd</sup> edition.*
- *S.J. Mcgrath E.H., (2011) Basic Managerial Skills For All, PHI.*

**IMS 113 FOREIGN LANGUAGE**

## SEMESTER II

### IMS 201 ORGANISATIONAL BEHAVIOUR

**Course Objective:** The objective of this paper is to help the students understand how individuals, groups and structure interact to influence behaviour of people working in an organization.

**Learning Outcomes:** Students are expected to develop an understanding of their own perceptions, attitudes and behaviours as well as of those expected from an OB Manager. They are expected to develop comprehensive understanding of interplay among human nature, group dynamics, technology and organizational environment and its implications on organizational performance.

**Unit I: Introduction to OB: Meaning and Nature of Organisational Behaviour, OB as an Interdisciplinary Subject, Significance of OB for Managers, OB as an Open System, Robbin's Model of OB, Changing Context, Challenges for an OB Manager.**

**Unit II: Perception: Meaning, Significance of Perception for Understanding Human Behaviour, Factors Influencing Perception, Attribution Theory. Attitude: Meaning, Concept, Significance of attitude for Understanding Human Behaviour, Values and attitude, Attitude formation, Measurement of Attitude, Cognitive Dissonance theory, Attitude Change, Learning: Concept, Learning Theories: Classical, Operant, Social, Learning, OB Modification, Steps in OB Modification Process.**

**Unit III: Motivation: Motivation and Goal Directed Nature of Human Behaviour, Process, Theories of Motivation, Maslow's Need Hierarchy, Herzberg's Two Factor Theory, Theory X, Y and Z, Work Redesign for Creating Motivating Job, Applications of Motivation. Meaning, Functions and Types of Group, Reasons for Joining Group, Stages of Group Development, Characteristics, Advantages, and Disadvantages of Informal Groups.**

**Unit IV: Concept of Group Dynamics, Group Norms, Group Cohesiveness, Group Shift and Group Decision Making Techniques, Conflict, Dysfunctional Groups, Groups vs. Team, Types of Team, Concept of Leadership, Fiedler's Contingency Model, Hershey and Blanchard's Model, Transactional and Transformation Leadership.**

**Unit V: Organizational Conflict: Reasons, Consequences and Handling. Organisational Culture: Concept, Forming, Sustaining and Changing a Culture, OCTAPACE Model, Hofstede Model, Organisational Change: Forces of Change, Resistance to Change, Change Model-Lewin's model. Case Studies: Some cases of real business world to supplement learning from the course.**

**References:**

- Robbins, Judge, and Vohra (2013); *Organizational Behavior*; Prentice Hall Inc.; 15<sup>th</sup> Edition.
- Fred, Luthans (2005); *Organisational Behavior*; UK: McGraw Hill; 10<sup>th</sup> Edition.
- G, Moorhead & Griffith. (2007). *Organizational Behavior*. Houghton Muffin Co.
- Newstrom J (2007); *OB: Human Behaviour at Work*. McGraw Hill Inc.; 12<sup>th</sup> Edition.
- Pareek Udai (2016); *Understanding Organizational Behaviour*; Oxford University Press; 4<sup>th</sup> Edition.
- Rao, V.S.P. (2009); *Organisation Behaviour*; Excel Book.

**IMS 202: FINANCIAL MANAGEMENT**

**Course Objective:** The objective of this course is to provide the basic understanding of corporate financial concepts. To enable the students synthesize and explain the corporate financial functions and decision making dynamics in the broad framework of a financial system.

**Learning Outcome:** To demonstrate the application of the course concepts in capital structure and project investment decisions. To demonstrate the application of financial understanding in varying situations of risk return analysis, cash, credit and inventory management.

**Unit I: Nature of Financial Management:** Scope and objectives of finance, role and functions of finance manager, risk-return trade off, shareholders' wealth maximization, agency problem, General awareness of financial environment-financial instruments, regulation and markets.

**Unit II: Investment Decisions:** Analysis of Capital budgeting decisions, application of discounted and non-discounted techniques in capital budgeting, time value of money, capital rationing, risk analysis in capital budgeting.

**Unit III: Financing Decisions:** Cost of Capital and & Dividend Decision: Optimum capital structure, financial and operating leverages, sources of long-Term Finance, cost of capital-components' costs and Combined Cost (WACC), capital structure theories.

**Unit IV: Dividend theories,** Irrelevance of dividend, MM Hypothesis, relevance of dividend and Walter's model, dividend policy determinants, share repurchase or buyback, Issue of bonus share and its implications,

**Unit V: Working Capital Management:** Principles of working capital management, Accounts Receivable management, Inventory management and Cash management, factors influencing working capital requirement, computation of working capital required in business firm.

**Suggested Books**

- Gitman, Lawrence J., & Chad J. Zutter (2017). *Principles of Managerial Finance*, Pearson Publication, 13<sup>th</sup> Edition
- Van Horne, James C, & Dhamija, Sanjay (2011), *Financial Management and Policy*, Pearson Publication
- Rustagi, R.P. (2019), *Fundamentals of Financial Management*, Taxman's 14<sup>th</sup> Edition
- Kishore, Ravi M (2016). *Financial Management*, Taxman's, 8<sup>th</sup> Edition.

- *Khan, M.Y., & Jain, P.K. (2018). Financial Management: Text, Problems and Cases, Mc Graw Hill Publication, 8<sup>th</sup> Edition*

### **IMS 203 BUSINESS ENVIRONMENT**

**Course Objective:** To help students develop an appreciation of the evolution of the global economy and of current topical debates surrounding 'globalization' and a range of associated issues. Provide background knowledge of the institutional, economic, political, cultural and technological environments that constitute today's global business environment. Provide a strong foundation to students of basic economic theory underlying the importance of the transnational corporation, of international trade, and of competitiveness.

**Learning Outcomes:** Aims to equip the students with an analytical framework to scan the national and global business environment. Provide students a framework to calculate the implications of their business decisions on different segments of the economy.

**Unit I:** Concept of Business Environment, Nature and Factors in Business Environment, Role of Planning in a Market Economy, India's Growth Experience, Performance & Challenges, Unemployment & Employment, Population Change, and Economic Environment, Agricultural Growth, Performance & Policies, Industrial Growth & Policies.

**Unit II:** Economic role of Government; Contemporary Economic Reforms, Role of Industry in Economic Development, Stock Exchange of India, Role of Regulatory Institutions in Indian financial system– RBI and SEBI, Balance of Payment, Poverty and its implications.

**Unit III:** Global Business Environment– Political, Economic, Social, Cultural, Legal, Technological, Theories of International Trade; Adam Smith, Ricardo and Ohlin & Heckscher, Global Monetary System, Indian Economy and GATT, WTO,

**Unit IV:** International Financial Markets; Bilateral, Multilateral Agencies, International Banks, International Securities Market, Rise of New Economies like BRICS and ASEAN Countries and

**UNIT V:** Emerging issues, Regional Economic Integration, European Union. Corporate Social Responsibility; Environmental and Sustainability issues in Development.

#### **References: -**

- *Kapila U. (2017); Indian Economy: Performance & Policies; Academic Foundation, 17<sup>th</sup> Edition.*
- *Cherunilum F. (2017); Business Environment; Himalaya Publishing House, 4<sup>th</sup> Edition.*
- *B.N. Ghosh (2014); Business Environment; Oxford University Press 1st Edition.*
- *Rao P.S. (2013); International Business; Himalaya Publishing House 1st Edition.*
- *John D. D. (2010); International Business Environment and Operations; Pearson Education, 12<sup>th</sup> Edition.*

## IMS 204 PRODUCTION AND OPERATIONS MANAGEMENT

**Course Objective:** The objective of this subject is to introduce the students with the intricacies of Operations Management. The course discusses the importance of planning, organizing and controlling aspects in Operations Management. It also elaborates on the significance of Quality Management in the organizations.

**Learning Outcomes:** Students will be able to formulate and evaluate Operational decisions in any organization – Production based and/or Service Based.

UNIT I Introduction to Operations Management; Historical Evolution; Strategic role of Operations; Systems view of Operations Management; Functions of Operations manager; Recent Trends; Designing Products; Services and Processes; Flexible Manufacturing System.

UNIT II Facility Location Planning; Facility Layout Planning; Job Design; Work Study; Work Measurement; Method Study; Financial Analysis of Operating Plans; Ergonomics; Environmental Consideration – Green manufacturing; Ethical issues in OM.

UNIT III Production Planning & Control, Master Scheduling; Aggregate Planning; Rough Cut Capacity Planning; Gantt Charts & Sequencing. Just in Time (JIT); Lean Production System; Total Productive Maintenance (TPM).

UNIT IV Fundamentals of Inventory Management; Inventory Control Techniques; Material Requirement Planning (MRP); Manufacturing Resource Planning (MRP II); Enterprise Resource Planning; Project Management – PERT/CPM.

UNIT V Introduction to Quality Management; TQM; Contributions of Quality Gurus - Demings, Juran, Philip Crosby & Ishikawa; Techniques of Quality Control; ISO 9000 & ISO 14000; Statistical Process Control; Quality Circles; Kaizen; Six Sigma Approach; 7 QC tools; Service Quality & Service Quality Management

### References:

- Heizer and Render, (2010) *Operations Management, 10th edition, Prentice Hall,*
- Ashwathappa K & Bhat K. Shridhara (2019) - *Production & operation Management, 2<sup>nd</sup> Edition, Himalaya Publication.*
- S N Chary (2019) *Production and Operations Management, 6<sup>th</sup> Edition, Tata McGraw Hill,*
- William J Stevenson (2018) *Operations Management, McGraw Hill, 13th edition.*
- Adam Jr Everetl E. & Ebert R J, (1992) *Production and Operations Management, 5<sup>th</sup> Edition, Prentice-Hall.*
- Dilworth James B (1996) *Operations Management, 2<sup>nd</sup> edition, Mc Graw Hill,*

## IMS 205 RESEARCH METHODS FOR BUSINESS

**Course Objective:** The objective of this paper is to impart knowledge about various stages of the research processes and their application in decision making.

**Learning Outcomes:** Develop understanding on various kinds of research, objectives of doing research, research process, research designs and sampling. Have basic knowledge on qualitative research techniques, and adequate knowledge on measurement & scaling techniques as well as the quantitative data analysis. Basic awareness of data analysis-and hypothesis testing procedures

**Unit-I** Concept, Objectives and Significance of Research, Research Process, Research Design: Exploratory Research Design, Descriptive Research Designs- Cross-sectional & Longitudinal, Experimental Design: Pre-Experimental, Quasi Experimental, True Experimental & Statistical Design.

**Unit-II** Measurement and Scaling: Primary Level of Measurement- Nominal, Ordinal, Interval, Ratio, Comparative and Non-competitive Scaling Techniques, Questionnaire Design, Sampling- Sampling Process, Sampling Techniques-Probability and Non-Probability Sampling, Sample Size Decision.

**Unit-III** Data Collection: Primary & Secondary Data; Survey Method of Data Collection, Classification of Observation Method; Fieldwork and Data Preparation. Hypothesis: Null Hypothesis & Alternative Hypothesis; Type-I & Type-II Errors; Hypothesis Testing: T-Test, ANOVA, Concepts of Multivariate Techniques-Multiple Regression Analysis, Discriminant Analysis etc.

**Unit-IV** Qualitative Research: Data Collection of Qualitative Research- Interviews, Observation & Documents, Qualitative Research Procedure: Focus Group Interview, Online Focus Group, Depth Interview, Projective Techniques, Other Methods of Qualitative Research: Narrative, Phenomenological, Grounded Theory, Ethnography & Case Study Method.

**Unit-V** Meaning, Types and Layout of Research Report; Steps in Report Writing, Tabular & Graphical Presentation of Data, Citations, Bibliography and Annexure in Report, Avoid Plagiarism; Use of Statistical Software to Analysis the Data.

### References:

- Satyabhushan D., Malhotra NK.,(2015) *Marketing Research: An Applied Orientation*,7<sup>th</sup> Edition, Pearson publisher.
- Bajpai N., (2011) *Business Research Methods*., Pearson publisher.
- Cooper & Schindler (2015) *Business Research Methods*,12<sup>th</sup> Edition, Mcgraw-Hill.
- Green, Tull&Albaum (2010) *Research for Marketing Decisions*,5<sup>th</sup> Edition, PHI Pvt. Ltd, New Delhi.
- Leveine ,Khrehbiel& Berenson (2013) *Business Statistics*,6<sup>th</sup> Edition, Pearson Education.
- Luck D. & Rubin D. (2006) *Marketing Research*, 7<sup>th</sup> edition, PHI, New Delhi.

## IMS 206: INFORMATION SYSTEMS MANAGEMENT

**Course Objective:** For an organization to thrive in today's increasingly rapid pace of change in environment, managers and functional specialists in all areas must perform their jobs effectively, efficiently, and ethically. Information technology provides the tools that enable all organizational personnel to solve increasingly complex problems and to capitalize on opportunities that contribute to the success of the organization. This course provides students with solid grounding in business uses of information technology in a rapidly changing environment, and to understand critical issues surrounding the use of IT in organizations.

**Learning Outcomes:** Students will be able to understand and articulate fundamental concepts of information systems management. Apply IT to solve common business problems. Plan and implement effective IT solutions to business problems. Apply the ethical aspects of information technology use in the organization.

**Unit I: Information Systems: Concept & Technologies, Role of information Systems in Business. Influence of Information Systems in Transforming Businesses. Global EBusinesses and Collaborations, Strategic roles of Information Systems. Behavioural, Technical and Socio-technical approaches. Enhancing Business Processes through Information Systems. Types of Business Information Systems. TPS, MIS, DSS and EIS. Organising the Information Systems function in Business. Ethical and Social issues of Information Systems.**

**Unit II: Using Information Systems to Achieve Competitive Advantage: Porter's Competitive Forces Model and The Business Value Chain Model. Aligning Information Systems with Business. Decision Making and Information Systems: Types of Decisions and the Decision-Making Process, Business Value of Improved Decision Making. Decision Support for Operational, Middle and Senior Management. Concepts of Database and Database Management System.**

**Unit III: Functional Information Systems: Marketing, Human Resource, Financial and Operational Information Systems. Cross Functional Information Systems, Enterprise Systems. Supply Chain Management Systems. Customer Relationship Management Systems. Business Value of Enterprise applications and challenges in Implementing.**

**Unit IV: E-Commerce: Fundamentals and Concepts: Digital Markets and Digital Goods. Types of E-commerce and E-commerce Business Models. B2B E-Commerce: New Efficiencies and Relationships. Concept of Mobile E-Commerce. Security and Control of Information Systems.**

**Unit IV: Knowledge: Concepts and Dimensions, Tacit and Explicit Knowledge, Knowledge Management Systems, Content Management Systems, Collaboration Tools and Learning Management Systems, Knowledge Work Systems.**

**Unit V: Implementing Information Systems as Planned Organisational Change. Business Process Reengineering. Systems Analysis and Systems Design. Modeling and Designing Systems: Structured and Object-Oriented Methodologies, Traditional Systems Life Cycle, Prototyping, End-User Development, Application Software Packages and Outsourcing. Implementing Information Systems. Introduction to Change Management.**

**References:-**

- *Laudon Kenneth C. and Laudon Jane P.,(2018), Management Information Systems Managing the Digital Firm by : Pearson Publication, 15e*
- *James A O'Brien, Behl Ramesh, George M.Marakas, (2019), Management Information Systems, McGraw Hill*
- *Jawadekar Waman S., (2013) Management Information Systems A Global Digital Enterprise Perspective; McGraw Hill*
- *Dr.S.Shajahan, R.Priyadharshini, (2004) Management Information Systems, New Age International Publishers*
- *Boris Shishkov,(2020) Designing Enterprise Information Systems, Springer Publication,, ISBN 978-3-030-22441-7*

**IMS 211: BUSINESS ETHICS & CORPORATE GOVERNANCE**

**Course Objectives:** The objective of this course is to study the major concepts, principles & theories of business ethics, corporate governance, corporate social responsibility and sustainability in today's business world.

**Competency Outcome:** Students will be able to incorporate importance of ethics in business world today and it will help them take ethical decisions in the organization. They will have a better understanding of CSR, Corporate Governance and Sustainability issues faced by the organizations.

**Unit I: Introduction**

**Opening Case: Subprime lending**

Concept of Business Ethics, Elements of Business Ethics, History and development of Business Ethics, Can Ethics be taught?, Bad Apple Theory, Why Ethics matters in Business? Ethics and Law, Ethical Behavior, Relationship between Business and Ethics: Unitarian View of Ethics, Separatist View of Ethics, Integration View of Ethics, Why be ethical in business? Who cares?, Pressure Points for Ethical Behaviour.

Emerging Ethical Issues and Dilemmas in Business- Lying, Bullying, Discrimination, Sexual Harassment, Fraud, Corporate Espionage, Insider Trading, Environmental Issues, Sexual Harassment, Misuse of Organizational resources, Privacy Concerns, Employee Theft, Conflict of Interest etc. ;

Ethical issues related to Marketing, Ethical issues related to Finance, Ethical issues related to HR, Ethical issues related to IT, Ethics of Net neutrality, Ethical dimensions of artificial intelligence. Ethical Issues in Capitalism, Socialism and Communism,

**Closing Case Study: Bhopal Gas tragedy**

## **Unit II: Business Ethics Philosophies**

**Opening Case: Turing Pharmaceutical price hike controversy**

**Institutionalization of Business Ethics in India:** Environment Laws, Antitrust Laws, Consumer Protection Laws, Investor Protection, Intellectual Property Right Laws, Corruption Prevention Laws, and Laws Promoting Equity and Safety at Workplaces.

**Traditional and Contemporary Moral Philosophies:** Teleology: Egoism, Utilitarianism, Deontology: Categorical Imperative of Kant, Hypothetical Imperative, Divine Command Theory, Machiavellian Theory, Darwinism, Justice Theory of Rawls', Virtue Theory of Aristotle, Ethical Relativism.

**Contemporary Moral Philosophies:** Contractarianism, Prisoner's Dilemma, Kohlberg's Cognitive Moral Development Theory and Heinz Dilemma, Feminist care ethics, Integrated Social Contract Theory (ISCT).

**Closing Case: Johnson & Johnson Tylenol Crisis**

## **Unit III: Ethical Decision Making: Individual And Organizational Factors**

**Opening Case: Enron scandal**

**Individual Ethics Management:** Ethical Dilemma; Ethical Decision Making Models- Utility, Rights, Justice and Caring (URJC) Model, Janus Headed Model, Steps for Taking Good Ethical Decision; White Collar Crimes and Reason for its Growth.

**Organizational Ethics Management:** Organizational Culture and Ethical Climate, Danger Signs of Ethical Risk in Organization, Whistleblowing in Organisations: Tips for whistleblowing and the process of handling whistleblowing in organisations, Discussion of case related to murder of whistle-blowers Satyendra Dubey and Shanmugam Manjunath. Leadership and Ethics, Leadership and use of power to shape an ethical corporate culture, Use of Developing, Managing and Controlling Good Ethics Program in an Organization, Ethics Audit, Mechanism to Resolve Ethical issues in Organization.

**Global Ethics Management:** Avoiding, Forcing, Persuasion or education, Infiltration, Negotiation or Compromise, accommodation and Collaboration.

**Closing Case:**Galleon Group Insider trading fraud.

## **Unit IV: Corporate Social Responsibility**

**Opening Case: Merck and River blindness**

Definition of CSR, Importance and Limitations of CSR, Identifying and Defining Social Problems, Preventing and Solving Social Problems, Historical Evolution of CSR, Development

of CSR in Modern India, Trusteeship Theory of Mahatma Gandhi, Types of CSR: Carroll's Pyramid, Triple Bottom Line and Environmental Sustainability, Cause Related Marketing, CSR Standardization, Developing an Effective CSR Strategy.

**Theological Ethics and Philanthropy:** Philanthropy in Hinduism, Buddhism, Islam, Christianity, Islam and Sikhism.

**Closing Case:** The pesticide controversy and its impact upon the CSR strategy of Coca-Cola

#### **Unit V: Corporate Governance: Theories and Models**

##### **Opening Case: Punjab National Bank Scam**

Definition of Corporate Governance, Importance of Corporate Governance, Principles of Corporate Governance, and Models of Corporate Governance: Anglo-American Model, German Model, Japanese Model, Issues in Corporate Governance. Development of Corporate Governance in US, UK and India.

**Theories of Governance:** Agency Theory, Shareholder Theory, Stakeholder Theory, Stewardship Theory,

**Closing Case: Satyam Scam**

##### **Suggested Books**

- Linda K. Trevino, Katherine A. Nelson (2017); *Managing Business Ethics: Straight Talk about How to Do It Right*, Wiley Publishing House, 6th Edition
- Kumar, Shailendra, Rai Alok K (2019); *Business Ethics*; Cengage Learning, 1<sup>st</sup> edition.
- O. C. Ferrell, John Fraedrich, Ferrell (2017); *Business Ethics: Ethical Decision Making & Cases*; Cengage Publishing House
- Thomas Donaldson, Thomas W. Dunfee, (1999); *Ties That Bind: A Social Contracts Approach to Business Ethics*; Harvard Business School Press.
- Norman E. Bowie, (2015); "Business Ethics," in *New Directions in Ethics*, ed. Joseph P. DeMarco and Richard M. Fox, New York: Routledge & Kegan Paul, 2015
- Elkington. John, (1997) *Cannibals with Forks: The Triple Bottom Line of 21st* (Capstone/John Wiley, hardcover, 1997)
- Gandhi M.K. *Trusteeship* (Ahmedabad Navjivan Publishing house, 1960) pp 5.
- Callahan, D. (2004), *The Cheating Culture: Why More Americans are Doing Wrong to Get Ahead* (Harcourt, Inc., Orlando, FL).
- Mallin. Chris A. (2011) ; *Handbook on International Corporate Governance: Country Analyses*; Edward Elgar. pp 421
- Kanungo, R. N., and M. Mendonca (1996); *Ethical dimensions of leadership*, Sage Publications Thousand Oaks, CA.

## SEMESTER III

### IMS 301 INNOVATION AND ENTREPRENEURSHIP

**Course Objective:** The course is designed as a broad overview of entrepreneurship, including identifying a winning business opportunity, gathering funding for and launching a business, growing the organization and harvesting the rewards. It is an integrative course—one that combines material introduced to the students in core courses and applies it to the design and implementation of new ventures. The students are expected to have completed courses in Management Principles, Marketing, HRM, Productions & Operations, Economics, Accounting & Finance.

**Learning Outcomes:** Appreciate and develop entrepreneurial attitude and prerequisites for becoming an entrepreneur. Demonstrate creativity in identifying opportunities for business venture. Distinguish between suitability of alternative forms of business organisations for chosen venture. Familiarize with the procedures for establishing a business venture and necessary documentary and regulatory compliances and tax issues. Familiarize and identify sources of finance available for the venture. Display insights into procedure for and advantages of different IPR's. Relate and apply different strategies in support of a venture. Develop and display soft skills for managing a team and provide leadership. Prepare projected financial statements and ratios for key indicators. Prepare a comprehensive business plan. Recognize the need for social entrepreneurial opportunity and ways to organise the same through own venture

#### Unit I:

Entrepreneurship: Meaning and objective. Entrepreneurship and its role in Economic Development. Entrepreneurial Traits and Mindset. Misconceptions and Myths about Entrepreneurship. Motivation for becoming an Entrepreneur. Entrepreneurship as a Career Option. Entrepreneurial Leadership. Creativity and Innovation. Bottlenecks to Creativity and innovation. Disruptive Technology and generating commercial value from Innovation; Sources of New Ideas, Techniques for generating Ideas. Accessing Business Potential of an Idea. Idea to Opportunity: Sources of Opportunity, Opportunity Recognition.

#### Unit II:

Types of New Ventures, Tax implications of various forms of Ventures. Procedures for setting up a Business in India. Entrepreneurship and Intellectual Property Rights (IPR): Patents, Trademarks and Copyrights. Business Plan: Purpose and Contents of a Business Plan. Marketing Plan: Need for Marketing Research, Industry Analysis, Competitor Analysis, Market Segmentation, Target Markets, Market Positioning, Marketing Mix, Marketing Plan and Market Strategy. Operation and Production Plan: Product Design and Specifications.

#### Unit III:

Types of Production Systems, Location and Layout Decisions, Plant and Technology Choices, Production Planning and Commercialization. Financial Plan: Assumptions underlying the Financial Statements. Budgeting. Preparation of projected Funds Flow and Cash Flow Statement, Profit and Loss Accounts / Income Statement

and Balance Sheet. Key Financial Indicators: Break-Even Analysis, Ratio Analysis, Valuation Methods, Sensitivity analysis. Financing of New Ventures: Stages of Financing, Sources of Finance – Seed Funding, Venture Capital Funding, Bank Funding, Lease Financing. Funding opportunities and Institutional Support in India for New Ventures. Managing Cash and Liquidity, Record Keeping, Performing Due Diligence

#### UNIT IV:

Launching a New Venture: Preparing Implementation Plan, Raising Resources, Leveraging Intellectual property, Organisation Plan: Team Building for the New Venture, Designing Organisational Structure and Systems Building a Winning Team, Motivating and Inspiring the Team Members, Monitoring the Technological Trends, Pilot Testing, Understanding Markets, Market Strategies and Positioning. Managing Growth: Managerial Issues and Growth Strategies for New Ventures. Revival and Exit: Turnaround Strategies, Liquidation and Exit Strategies for Entrepreneurs.

#### Unit V:

Introduction to social enterprises, Social entrepreneurship – need, definition, characteristics and models. Social leadership, networks and external relationships, revenue models, Measures of performance of social enterprises, ISO 26000, Local problems and local solutions, Social audit, Issues in management of Social Enterprises.

#### Reference Books:

- Kumar A (2012); *Entrepreneurship; Pearson, 3<sup>rd</sup> Edition.*
- Poornima M.CH (2006); *Entrepreneurship Development: Small Business Enterprises; Pearson, 1<sup>st</sup> Edition.*
- Kumar A., S.C. Poornima, M.K. Abraham, K. Jayashree (2011); *Entrepreneurship Development; New Age International Publishers, 1<sup>st</sup> Edition.*
- A.Sahay, M. S. Chhikara (2007); *New Vistas of Entrepreneurship: Challenges & Opportunities; Excel Books, 1<sup>st</sup> Edition.*
- R.K.R. Kummitha (2016); *Social Entrepreneurship: Working towards Greater Inclusiveness; Sage Publications, 1<sup>st</sup> Edition.*

#### IMS 311 BUSINESS ANALYTICS

**Objectives:** Understand the conceptual foundations of relevant business analytics methodologies. Understand the nature and scope of analytics in business management decisions. Understanding the application of various analytical tools including interpreting the input and communicating the output from these tools and models with their advantages and limitations Understand the application of these analytical tools to assist business decisions. Support Business decisions with analytical, research and managerial skills.

**Learning Outcomes:** *The Students would be able to understand the benefits provided by analytical methods in business management. Manage technical challenges to plan, gather, analyse and interpret research information. Be able to access the appropriateness of analytical methods for different applications. Have gained hands-on analytical application skills utilizing relevant software. Be able to properly interpret and communicate methodological results. Resolve marketing decision problems and make sound business decisions using analytics.*

**UNIT I:**

Overview of Business Analytics, Analytical Methods and Models, Use of Analytics in Business Practices, Concept of Big Data, Types of Data, Hands on Practice on Data in Excel.

**UNIT II:**

Concept of Data Visualization, Data visualization and Storytelling Through data, Data Visualization Techniques, Data Visualization Through Advanced Chart, Time Series Data Analysis and forecasting.

**UNIT III:**

Data Mining and Management, Data Mining Tools, Data Mining Process, Data Mining Through Social Media, Summarize Marketing Data, Data Reduction methods, Metrics for Business Management, Pricing Analytics.

**UNIT IV:**

Introduction to R and R-Studio software, Data Analysis Through R, Web and Social Media Analytics, Sentiment Analysis, Social Network Analytics, Text Analytics, Hands on practice on Data Analysis using R

**UNIT V:**

Optimization Techniques, Linear Optimization Models, Sensitivity Analysis, Decision Analysis, Decision Analysis without Probabilities, Decision Analysis with Probabilities.

**References:**

- *Lilien, G. L., Rangaswamy, A., & De Bruyn (2007); Principles of Marketing Engineering; Trafford Publishing, 3rd edition.*
- *Linoff, G. S., & Berry, M. J. (2011); Data mining techniques for marketing, sales, and customer relationship management; John Wiley & Sons, 3<sup>rd</sup> Edition.*
- *S. Scheps (2011); Business Intelligence; For Dummies; 1 Edition.*
- *E. Siegel & T.H. Davenport (2013); Predictive Analytics: The Power to Predict Who Will Click, Buy, Lie, or Die; Wiley, 1<sup>st</sup> Edition.*
- *Pochiraju, Bhimasankaram, Seshadri & Sridhar (2019); Essentials of Business Analytics; Springer International Publishing, 1<sup>st</sup> Edition.*

## **IMS 312 ARTIFICIAL INTELLIGENCE IN BUSINESS**

**Course Objective:** The objective of the course is to give the student a conceptual understanding of how AI works and how is it different from the human mind. It is further sought to enlighten the student on how the traditional business tools and practices will be affected by the AI systems. The important points regarding the challenges and the ethical dimension are also incorporated. Finally, the future of AI and the interface between consciousness and AI is brought out succinctly.

**Learning Outcomes:** The conceptual understanding of AI system and its difference with the human mind will help student appreciate the gravity of the implications for the business in the coming decades. Going through the instructions on the utility of AI as business tools the student would stand out as a valuable asset to their future employers. The ethical dimensions involved should also sensitize the students on the challenges involved for value-based business practices. In the frightening and uncertain times of AI era the student should find solace in the infallibility and supremacy of human consciousness and take the AI challenge boldly and positively.

### **UNIT I: HUMAN VERSUS MACHINE**

What matters to a machine; What makes a mind; Looking into the Future; Programs that Write Programs; Four Basic Drives; The Intelligence Explosion; The Point of No Return; The Law of Accelerating Returns; The Singularitarian; The End of Human Era; The Cyber Ecosystem; Telemigration, Automation and the Transformation; Digitech Impulse.

### **UNIT II: USING AI TO ATTRACT, PERSUADE, AND RETAIN CUSTOMER**

Market Research; Marketplace Segmentation; Raising Awareness; Social Media Engagement; In Real Life; The B2B World; The In-Store Experience; On the Phone; The Onsite Experience— Web Analytics; Merchandising; Closing the Deal; Back to the Beginning; Attribution; Growing Customer Expectations; Retention and Churn; Many Unhappy Returns; Customer Sentiment; Customer Service; Predictive Customer Service; The AI Business Platform

### **UNIT III: SOLVING THE BUSINESS PROBLEMS**

Application of AI: Finance, Manufacturing, Transportation, Energy, Healthcare, Communication, Law, and Defence. One-to-One Marketing; One-to-Many Advertising; The Four Ps; The Customer Journey; Branding; Your Bot Is Your Brand; Marketing Mix Modelling; Econometrics; Customer Lifetime Value

### **UNIT IV: THE CHALLENGES**

Machine Mistakes; Human Mistakes; The Ethics of AI; What Machines Haven't Learned Yet; How to Train a Dragon; The Human Advantage; AI to Leverage Humans; Collaboration at Work; Your Role as Manager; AI for Best Practices.

### **UNIT V: THE FUTURE**

The Path to the Future; Machine-Train Thyself; Intellectual Capacity as a Service; Data as a Competitive Advantage; How Far Will Machines Go; Computing Tomorrow; Consciousness and AI: What is Consciousness; is Consciousness beyond Science; Experimental clues about Consciousness; Theories of Consciousness; How might AI Consciousness Feel?

**References:**

- James Barrat (2015); *Our Final Invention*; Pan Macmillan India, 1<sup>st</sup> Edition.
- Garry K & Mig G. (2017); *Deep Thinking: Where Machine Intelligence Ends and Human Creativity Begins*; John Murray Publications, 1<sup>st</sup> Edition.
- Kamal Y. (2020); *Marketing Management*; NRBC, 1<sup>st</sup> Edition.
- Jim Sterne, G.A. Poe & Gildan M. (2018); *Artificial Intelligence for Marketing*; Gildan Media- Audible Book, 1<sup>st</sup> Edition.
- Max Tegmark (2017); *Life 3.0: Being Human in the Age of AI*; Knopf, 1<sup>st</sup> Edition.

**MSE 301 RURAL MARKETING**

**Course Objective:** The course aims to sensitize the student on the specifics of marketing in the rural context. For an individual born and brought up in the urban setting it is very difficult to appreciate the opportunities and challenges that rural marketing entails given the distinct consumer mindset and infrastructural set up. It is deemed that the course would be helpful on this front and provide insightful preparation to a future manager embarking on rural marketing.

**Learning Outcomes:** Having undergone the course curriculum, the student would be in a better position to appreciate the differences in basics of rural and urban markets. He would have considerable understanding of support and infrastructure facilities as also the functioning of rural institutions which will aid his actual work in future. The distribution avenues available for an urban marketer are completely different from the rural counterpart and the course will provide an intense understanding on that front as well. Moreover, student would find him in good stead as far as planning of rural communication program is concerned.

**Unit I:**

Introduction-Definition, Scope of Rural Marketing, Concepts, Components of Rural Markets, Classification of Rural Markets, Rural versus Urban Markets, E-rural Marketing

**Unit II:**

Rural Marketing Environment: Demographics, Support and Infrastructure Facilities, Rural Credit Institutions, Rural Retail System, Problems in Rural Marketing, Rural Demand, Rural Market Index.

**Unit III:**

Rural Consumer and Consumer Behaviour: Lifestyle, Personality and Brand Belief, Opinion Leadership Process, Social Factors, Technological Factors, Economic Factors, Political Factors, Information Search and Pre-Purchase Evaluation, Segmenting, Targeting and Positioning, Product Strategy, Branding in Rural India, Various Media Channels.

**Unit IV:**

Distribution Strategy: Accessing Rural Markets, Coverage Status in Rural Markets, Channels of Distribution, Evolution of Rural Distribution Systems – Wholesaling, Vans, Rural Mobile Traders, Haats/Shandies, Public Distribution System, Co-operative Societies, Prevalent Rural Distribution Models – Distribution Models of select FMCG Companies.

**Unit V:**

Innovative Practices in Rural Areas: Project Shakti- Direct Distribution to reach Rural India; Implementation Approach; Market Strategy; Challenges; ITC e-Choupal Story- Profitable Rural Transformation; The paradox of Indian Agriculture; e choupal: Vision and Planning; e choupal operations: Participants and Processes; The Social Impact of e Choupals; Detractors, Risks and Limitations

**References:**

- Pradeep and Siddhartha(2005), *Rural Marketing*, RautBiztantra Publication
- CG Krishnamacharyulu, LalithaRamakrishnan(2011), *Rural Marketing*, Pearson Education.
- Gopalswamy, I.P. (1997)– *Rural Marketing*, Wheeler Publication
- Sukhpal Singh (2009), *Rural Marketing Management Vikas*
- Samiuddin et.al. (Ed.), (1997), *Rural Marketing, National*.
- Sanal Kumar Velayudhan, (2007), *Rural Marketing, Response Books*.
- Raja Gopal, (1993), *Rural Marketing, Rawat*.
- C.K. Prahalad, (2009) , *The Fortune at the Bottom of the Pyramid*, Pearson

**MSE 302 CUSTOMER RELATIONSHIP MANAGEMENT**

**Course Objective:** Customer Relationship Management, also known as CRM, helps businesses successfully implement strategies, practices and technologies aimed at winning and retaining customers profitably. The objective of this course is to equip the students with a sound foundation of CRM concepts and best practices so they can implement CRM practices successfully for long-term profitability. Although organizations continue to invest heavily in CRM, CRM implementations experience a high failure rate. The pitfalls as well as the benefits of CRM implementation are addressed in the course.

**Learning Outcomes:** Able to understand the meaning and applications of CRM, Quantify the benefits of CRM to companies and consumers, Plan and implement CRM best practices, Understand and communicate the importance of bonding and building loyalty with customers and Able to build long term customer relationships

**Unit I: Fundamentals of Customer Relationship Management**

Meaning and definition of CRM, benefits of CRM, reasons for adopting CRM, Conceptual Foundations of Customer Relationship Management. Types, stages and issues in CRM. Paradigm shift in approach towards Marketing. Literary Perspective of Customer Relationship Management. Implementation Models of Customer Relationship Management

**Unit II: Dimensions of Customer Relationship Management**

Customer Satisfaction: meaning and definition, Customer Satisfaction Models, Measuring Customer Satisfaction, ISO guidelines. Customer Loyalty: Concept, Principles, significance and dimensions of Customer Loyalty, Determinants and Categories of Customer Loyalty, Factors affecting Loyalty and Customer Loyalty Grid. Service Quality: Concept and Dimensions, Service Quality Gaps and bridging of Gaps, Service Quality Measurement Scales.

**Unit III: Information Technology in Customer Relationship Management**

Technological Developments in CRM. Information Technology Implementation in CRM. Features, advantages and functional components of eCRM. Important CRM Software. Customer Relationship Management through Information Technology Tools: Databases, Data Warehouses and Data Mining. Call Centres, Multimedia Contact Centres, Electronic Point of Sale, Customer Help Desk, Sales Force Automation and Automated Vending. CRM implementation process, precautions related to CRM implementation.

**Unit IV: Emerging Dimensions and Dynamics in Customer Relationship Management**

Customer Recall, Retention and Experience Management. Service Failure and Service Recovery Management. Service Recovery Paradox. People Factor in Customer Relationship Management: role of Employee Satisfaction in Customer Satisfaction. Employee Relationship Management. Cost-benefit analysis of CRM, Customer profitability, Customer value and Lifetime value of customer. Emerging Contemporary issues in Customer Relationship Management.

**Unit V: Application of Customer Relationship Management in Different Sectors**

Growth of Service Sector in India, Characteristics of Service Businesses and Service Customers. Role of Social Media. Customer Relationship Management Practices in Service Sector. Customer Relationship Management Practices in Rural Markets. Case studies of Application of CRM in Select Service Companies.

**References:**

- *Jagdish N Sheth, Parvatiyar Atul, G Shainesh; (2013), Customer Relationship Management: Emerging Concepts, Tools and Applications Paperback ; McGraw Hill Education*
- *Mukerjee;(2007), Customer Relationship Management: A Strategic Approach to Marketing Paperback ;Prentice Hall India*
- *Rai A K; (2012), Customer Relationship Management: Concepts and Cases by Prentice Hall India*
- *N Mullick; (2016), Customer Relationship Management Paperback, : Oxford University Press*
- *William G.Zikmund, Raymond Mcleod,Faye W. Gilbert: (2003), Customer Relationship Management; Wiley Publication*
- *Jill Dyche, (2001), Customer Relationship Management; Pearson Publication*

### **MSE 303 CONSUMER BEHAVIOUR**

**Course Objective:** The objective of this paper is to help the students understand the importance of understanding consumer psychology and behaviour towards successful marketing endeavours

**Learning Outcomes:** Students are expected to develop an understanding of consumers' perceptions, attitudes and behaviours as well as their decision-making process. They are expected to develop comprehensive understanding of consumer behaviour and use this knowledge in developing marketing strategies.

#### **Unit I:**

Defining Consumer Behaviour, Scope and application of Consumer Behaviour, Consumer's impact on Marketing Strategy, Technology's impact on Consumers, Customer Satisfaction, Customer Loyalty, Customer Retention, Consumer Research, Interdisciplinary nature of Consumer Behaviour, Market Segmentation and Bases for Market Segmentation.

#### **Unit II:**

Consumers Needs and Motivation, Personality, Theories of Personality, Effect of Personality Traits on Consumer Behaviour, Green Consumers, The Self-Concept and Self-image, Extended Self, Consumer Perception, Elements of Perception, Selective Perception, Consumer Imagery, Consumer Involvement.

#### **Unit III:**

Consumer Learning, Behavioural Learning, Observational Learning and Cognitive Learning, Measures of Consumer Learning, Consumer Attitude, Tri-Component Attitude Model, Multi Attribute Attitude Models, Attitude- towards-Object Model, Attitude-towards-Behaviour Model, Attitude-towards-the-Ad Model, Cognitive Dissonance.

#### **Unit IV:**

Consumer Persuasion, Designing Persuasive Messages, Persuasive Advertising Appeals, Consumer Decision Making Process, Organisational and Household Decision Making, The Economic Model, Howard Sheth Model, The Nicosia Model, Webster and Wind Model, Consumer Reference Groups, Reference Groups amongst Youngsters, Consumption related Reference Groups, Factors Affecting Reference Group Influence.

#### **Unit V:**

Family and Lifecycle, Stages in Family Life Cycle, Parental Styles and Consumer Socialization, Family's Supportive Roles, Family's Decision Making and Consumption Related Roles, Children's Influence on Social class and Lifestyles, Culture and Subcultures, Indian Core Values, Measuring Cultural Values, Influence of Culture on Consumer Behaviour.

#### **References:**

- *Leon G. Schiffman & Leslie Lazar Kanuk, (2010), Consumer Behavior; pearson publication*
- *Michael R. Solomon, (2017), Consumer Behavior , Tata McGrawhill*
- *David L. Loudon & Albert J. Della Bitta, (1988), Consumer Behavior*
- *Wayne D. Hoyer; Deborah J. MacInnis and Pinaki Dasgupta, (2010), Consumer Behavior*
- *Seth Jagdish, Jain Varsha, Don E. Schultz; (2019), Consumer Behavior A Digital Native, Pearson Publication*
- *Majumdar Ramanuj, (2007), Consumer Behavior Insight from Indian Market, EEE Publication*

### **MSE 304 DIGITAL MARKETING**

**Course Objective:** The objective of the course is to help student understand the changed dynamics of marketing as businesses transformed from traditional to digital with the advent of internet and other technological advancements. So basically, the concepts covered are a revisit to the marketing practices which have evolved in the light of changed business practices now done predominantly online.

**Learning Outcomes:** After completing the course on Digital Marketing the student would be able to chalk out a pertinent strategy and comprehend the business model for a company operating in digital environment. Student would be able to create customer value online and would be able to contribute in new product development in the ambit of customer co design. An understanding of the changes in pricing strategies for internet will be handy while deciding on pricing. Similarly, the knowledge of online channel partners and the digital communication will further aid the digital marketing prowess of the students.

#### **UNIT I:**

The Emergence of Digital Marketing; Environment, Strategy, and Performance (ESP); Digital Marketing Environment- Legal Factors, Technology, Digital Business Markets; Strategic Planning: Strategic Objectives; From Strategy to Digital Strategy; From Business Models to Digital Business Models; Value and Revenue; Menu of Strategic Digital Business Models; Performance Metrics; Balanced scorecard in Digital Marketing.

**UNIT II:**

Product: Creating Customer Value Online; Online Benefits: Attributes, Branding, Support Services, Labeling; Digital Marketing Enhanced Product Development; Customer Co design, Electronic Input, Web Content Development; New Product Strategies for Digital Marketing; Taxonomy for Internet Products; New Products Trends; Price: Changes in Pricing Strategies for Internet; Buyer and Seller Perspectives: Buyer View, Seller View; Pricing Strategies for Digital Marketing: Fixed Pricing, Dynamic Pricing, Bartering.

**UNIT III:**

Distribution Channel Overview; Types of Intermediaries; Distribution Channel Length and Functions: Functions of a Distribution Channel, Distribution System; Channel Management and Power; Classifying Online Channel Members; Distribution Channel Metrics; Overview of Digital Marketing Communication Issues; Integrated Digital Marketing Communication; Internet Advertising; Marketing Public Relations; Digital Sales Promotion offers; Direct Marketing, IMC Metrics.

**UNIT IV:**

Marketing 4.0 in the Digital Economy: From Segmentation and Targeting to Customer Community Confirmation; From Brand Positioning and Differentiation to Brand Clarification of Characters and Codes; From Selling the Four P's to Commercializing the Four C's; From Customer Service Processes to Collaborative Customer Care; Integrating Traditional and Digital Marketing; The New Customer Path: Understanding How People Buy: From Four A's to Five A's; Driving from Awareness to Advocacy: The O Zone; Marketing Productivity Metrics: Introducing PAR and BAR; Decomposing PAR and BAR; Driving up Productivity; Industry Archetypes and Best Practices: Four Major Industry Archetypes.

**UNIT V:**

Human Centric Marketing for Brand Attraction: Understanding Humans Using Digital Anthropology, Building the Six Attributes of Human Centric Brands; Content Marketing for Brand Curiosity: Content is the New Ad, #Hashtag is the New Tagline, Step by Step Content Marketing; Omni channel Marketing for Brand Commitment: The Rise of Omni channel Marketing; Engagement Marketing for Brand Affinity: Enhancing Digital Experiences with

Mobile Apps, Providing Solutions with Social CRM, Driving Desired Behavior with Gamification.

**References:**

- *Philip Kotler, Hermawan Kartajaya, and Iwan Setiawan; (2018), Marketing 4.0: Moving from Traditional to Digital; Wiley Publications.*
- *Judy Strauss, Adel El- Ansary, and Raymond Frost;(2016), E- Marketing: Pearson Education.*
- *Dr.Seema Gupta, (2017), Digital Marketing, Tata McGrawhill Publication*
- *Chaffey Dave, Chadwick Ellis, Johannsen, Mayer,(2006), Internet Marketing, Pearson Publication*
- *Christopher Lovelock, (2011), Services Marketing: People, Technology, Strategy by Pearson India*

**MSE 305      MARKETING OF SERVICES**

**Course Objective:** Services form an essential component of many consumer societies around the world, and service experiences are an integral part of our lives. This course examines the development, distribution, pricing and promotion of services and how excellence in these areas results in service offerings that are of value to consumers. It also explores the human factor in services marketing (e.g., managing service staff, leadership, building loyal customers) and how processes, people and policies are managed to achieve and deliver exceptional service quality.

**Learning Outcomes:** The students will develop a thorough understanding of various aspects of service creation, differentiation, positioning, timely delivery and promotion as well as appreciate the importance of service quality and role of customer in value creation.

**Unit I:**

Nature and Scope of Services: Introduction, meaning of services, unique characteristics, difference between services and tangible products, service sector, classification of services, growth of service sectors and service industries. Services Marketing: Introduction, concept and evolution of services marketing, meaning of service marketing, myths encountered in services, Marketing Framework and challenges for Service Businesses, need for service marketing, and growth in Services Marketing, consumer behavior in services context.

**Unit II:**

Service Management Trinity, Marketing Strategy for Services: Introduction, Need for segmentation of services, bases of segmentation in services, segmentation strategies in service marketing, need for targeting and positioning of services, developing service product, flower of service, branding service products, new service development, Service Differentiation Strategies, Positioning strategies for services, Product/Service Delivery Strategies.

**Unit III:**

Pricing of Services, pricing tripod, Revenue Management, Ethical Concerns in pricing of services, Distribution of Services, options for delivery, place and time decisions, role of intermediaries, challenges of distribution, role and challenges of services communication, marketing communication mix.

**Unit IV:**

Designing and managing services process, flow charting and blueprinting services processes, service process re-design, customer as co-producer, managing capacity, analyzing demand pattern, managing demand, Inventory Demand Through Waiting Lines and Queuing Systems, service environment and its dimensions, understanding consumer response to service environment.

**Unit V:**

Customer complaining behaviour, Principles of Effective Service Recovery System, customer responses to Effective Service Recovery System, handling Abusive and Opportunistic Customer, meaning of service quality, The Gaps Model, measuring and improving service quality, Hard Measures of Service Quality, Tools to Analyze and Address Service Quality Problems, improving service productivity

**References:**

- *Valarie Zeithaml & Mary Jo Bitner, (2018), Services Marketing: Integrating Customer Focus across the Firm by McGraw Hill publication*
- *Christopher Lovelock, (2011), Services Marketing: People, Technology, Strategy by Pearson India*
- *H.V. Verma, (2011), Marketing of Services, Global Business Press, New Delhi.*
- *Fitzimmons, Fitzimmons, (2017), Service Management operations, strategy, Information Technology, Tata McGraw Hill publication*
- *William C. Miller, (1993), Quantum Quality: Quality Improvement through Innovation, Learning & Creativity, Amacon New York. N.Y. Publication,*

**MSE 306 INDUSTRIAL MARKETING**

**Course Objective:** -The purpose of this course is to familiarize the student with the concepts of B2B marketing and develop an insight into the finer aspects of business markets and acquaint the student in managing the business markets.

**Learning Outcomes:** - After completion of the course students will able to take up career options in the domain of B2B / Industrial marketing of various companies.

**UNIT I:**

A Business Marketing Perspective: Basic concepts and Perspective on B2B – Customer Types, Derived Demand, Characteristics of B2B and B2C markets; Classification of Goods; Understanding Organizational Buying Behaviour: - Buying Process, Forces determining behaviour – Buying Situations, Concept of TCO, KAM and Buying Centre.

**UNIT II:**

Segmenting Business Markets-Requirements, Bases for Segmenting, Macro Level and Micro Level, Segmentation Process in Business Markets, implementing a Segmentation Strategy, Role of Demand Estimation, Methods of Forecasting Demands in Business Markets

**UNIT III:**

Managing Products for Business Markets: -Product Quality & Customer Value, Product Policy, Types of Products Lines, Planning Industrial Product Strategy, Technology Adoption Life Cycle; Pricing Strategy for B2B Markets- Pricing Process, Value Based Pricing, Cost Determinants

**UNIT IV:**

Managing Relationships in Business Markets: - Types Of Relationships, Creating a Customer Relationship Management Strategy, Drivers of Relationship Marketing Effectiveness, Relationship Marketing Programs, Financial Impact of Relationship Marketing Programs.

**UNIT V:**

Marketing Control Process: - Strategic Control, Annual Plan Control, Profitability Control, Efficiency and Effectiveness Control, Competitive Bidding, Open Bidding and Closed Bidding, Public Private Partnership, Emerging trends in B2B Marketing: E-commerce and Effects of Digital Technology, Green Practices for Sustainability.

**References:**

- Michael D. Hutt, Dheeraj Sharma & Thomas W. Speh, (2014), *Business to Business Marketing -A South Asian Perspective:-(11th edition)*.
- SharadSarin, (2013), *Business Marketing Concepts and cases: -McGraw hills publications New Delhi*.
- By Robert P. Vitale, Waldemar Pfoertsch, Joseph Giglierano, (2010), *Business-To-Business Marketing -Analysis and Practices*.
- Robert R, Reeder, Edward G. Brierty and Betty H. Reeder, (2008), *Industrial Marketing - Analysis, Planning and control :-By 2e, PHI Learning Private Ltd., New Delhi*.

## SEMESTER IV

### IMS 401 STRATEGIC MANAGEMENT

**Course Objective:** The objective of this course is to develop a holistic perspective of enterprise, critical from the point of view of the top management and to acquaint with strategic management process and develop competencies to understand competitive posture of own and competing firms in various industries with a view to successfully implement strategy with effectiveness.

#### Learning Outcomes:

- Relate vision and mission with the current business of the organization.
- Define business in terms of need/ functions, customers and alternative Technologies.
- Distinguish between ability, capability, competence and competitive advantage.
- Interpret trends and developments in the environment and implications for business in terms of opportunities, challenges and threats.
- Perform SWOT analysis of organisation and competitors.
- Justify the chosen strategy with the conditions and prerequisites for success. Construct business portfolio and understand strategic implication.
- Distinguish a mechanist organization with a learning organization.
- Assess an organization's readiness to change. Address the issues in implementation of strategy in a given situation.
- Apply value chain to identify core competencies required to be developed.
- Discriminate between variants of organisation structure and recommend suitable organisation structure to support strategy execution.
- Identify and recommend best practices for ensuring effectiveness in strategy execution
- Decipher characteristics of culture in an organisation and recommend required attributes and actions for changing the problematic /unhealthy culture
- Identify performance metrics for strategic performance management
- Recommend strategic and operational effectiveness techniques for evaluation
- Perform strategic audit.
- Demonstrate ethical behavioural orientation and cultural sensitivity

#### UNIT I:

Nature and Scope of Strategic Management, Process of Strategic planning and Implementation, Strategic Management Process, Strategists and their Role in Strategic Management, Hierarchy of Strategic Internet: Vision, Mission, Goals and Objectives, Business Definition. Environmental Appraisal: Environmental Scanning, Appraising the Environment, Organizational Appraisal: Organisational Capability Factors, Considerations in Organisational Appraisal, Methods and Techniques used for Organisational Appraisal, Structuring Organisational Appraisal.

#### UNIT II:

Company level strategies: Grand, Stability, Expansion, Retrenchment and Combination Strategies, Business Level strategy: Cost, Differentiation, Focus, Organisational perquisites for

implementing chosen business strategy, Implications for strategic alignment, tailoring strategy to fit specific industry and company situation.

Strategic Analysis and Choice: Business Portfolio, Portfolio balance, choice, Construction and analysis of business portfolio, Strategic imperatives of portfolio choice, Competitive advantage: Sources, drivers and routes to Competitive advantage

### **UNIT III:**

Strategies for entering new business, choosing a diversification path-related vs unrelated business, International diversification and. Strategies for managing a group of business, Corporate Restructuring. The challenge of Strategic Implementation, Levels of organizational change and associated approaches to strategic management of change, Organizational learning, leadership for organizational change, assessment of readiness to change, Integrating formulation and implementation, role of implementers at different levels, Principal managerial components of strategy execution process, building a capable organization, staffing, building core competencies and competitive capabilities, matching organization structure to strategy, organization structures of the future

### **Unit IV:**

Generic model of core processes and systems, Context levers, systems levers – information resourcing, human resourcing , capital resourcing and control systems, systems as action levers, Managing internal operations and actions to promote better strategy execution: Marshalling resources, instituting best practices, adopting best practices and continuous improvement, TQM, Installing Information systems and operating systems, corporate culture and leadership as keys to successful execution

### **Unit V:**

Functional and Operational Implementation, operational effectiveness, Strategy Evaluation and Control, Techniques of operational and strategic control the leader as a role model, Everyday actions shaping organizational outcomes, Strategic Management in an International Firm; Navigating and managing disruptions and innovation. Strategy and Corporate Evolution in Indian Context.

### **References:**

- *Thompson, A A, Strickland, A. J and Gamble, J E, Jain A K, 19 ed, Crafting and Executing Strategy, McGraw Hill/Irwin*
- *Dess, G G, and Miller, A, Strategic Management, 2<sup>nd</sup> ed, McGraw Hill,*
- *Pearce I, J A. Robinson, R B. Jr., Mital, A McGraw-Hill Education, 2018 Strategic Management: Planning for Domestic and Global*
- *David, F., 15<sup>th</sup> ed 2015, Strategic Management*
- *Kazmi, A, 3<sup>rd</sup> edition, Business Policy and Strategic Management, Tata McGraw Hill*

## **MSE 401 INTEGRATED MARKETING COMMUNICATION**

**Course Objective:** The main objective of this subject is to expose the students to the importance and design of various elements of Integrated Marketing Communication and the need to ensure consistency in message across different communication mix elements and channels.

### **Learning Outcomes:**

The students are expected to understand the importance and techniques of managing marketing communication for various corporates. They shall be able to apply the gained knowledge whenever for the professional roles in the area of marketing communication.

### **UNIT I:**

Introduction to Integrated Marketing Communication: Meaning and Role of IMC in the Marketing Mix. Elements of Promotion mix: Public Relations, Sponsorship, Advertising (types, advertising campaign, role in brand promotion), Direct Marketing Communication, Sales Promotion, Personal Selling, Packaging, Exhibition, Trade shows, Interactive/Internet Marketing.

### **UNIT II:**

Marketing Communication Psychology, Changing Marketing Communication Environment, Process of Integrated Marketing Communication: Marketing Communication, Planning and Plan, Setting Objectives (DAGMAR approach, Response Hierarchy Models), Determining Strategy and Tactics.

### **UNIT III:**

Research and Analysis for Decision Making, Profiling Target Markets, Creative implementation: Generating Creative Ideas, Selection of Idea, Copy Writing, Art Direction and Production for Print and Internet media.

### **UNIT IV:**

Copy Writing, Direction and Production for Radio and TV, Evaluation and Control of Integrated Marketing Communication, Media Strategy and Planning, Types of Media including E- media, their advantages and disadvantages.

### **Unit V:**

Selection of Media, Media Buying, Setting Budget and Allocating Resources, Evaluation of Media, Role and Functions of Advertising and Promotion Agencies, Compensation to these agencies.

**Case Studies:** Some cases of real business world to supplement learning from the course.

**References:**

- K.E. Clow, Baack, D.E., (2014) *Integrated Advertising, Promotion and Marketing Communications*, (6 ed) Pearson Education
- Pickton, D, Boderick, A, (2004) *Integrated Marketing Communications*, PHI.
- P J. Kitchen, P D Pelsmacker, (2004), *Integrated Marketing Communications: A Primer*, Psychology Press.
- Belch, G., & Belch, M., (2018), *Advertising and promotion: An integrated marketing communications perspective*, New York: McGraw-Hill.
- Narang, R.,(2020) *Pearson Education, Advertising, Selling & Promotion*, 1<sup>st</sup> ed., Pearson Education.

**MSE 402 PRODUCT AND BRAND MANAGEMENT**

**Course Objective:** This course provides insights into creating and successfully managing product lines and product mix. It equips the students with knowledge on various aspects of brands and branding decisions.

**Learning Outcomes:** The students are expected to understand the importance and techniques of managing products and brands in the marketing domain. They shall be able to apply the gained knowledge whenever they take up corporate roles in the function of product management and brands.

**UNIT- I:**

Conceptualizing a Product, Meaning and Elements of a Product, Product Management, Levels of Products, Product Management Approaches, Classification of Products.

**UNIT-II:**

Constituents of Product mix, Product mix Decisions, Product Line Decisions, Product Line Strategies, Product Line Coverage Strategy, Factors Determining Scope of product lines, Role of new Product Development, New Product Development Process, Consumer Diffusion Process, Consumer Adoption Process.

**UNIT-III:**

Concept of Product Life Cycle, Strategic Considerations in Product Life Cycle, Marketing Strategies at Life Cycle stages, Introduction to Branding and Brand Management, Role and Importance of Branding, Branding Decisions, Brand Name Decisions, Co-Branding.

**UNIT-IV:**

Elements of Branding, Brand Spectrum, Types of Brands, Brand Management Process, Brand Choice Decisions and Models, Brand Loyalty Models.

**UNIT-V:**

Concept of Brand Identity, Brand Equity and Brand Identity, Brand Communication, Brand Positioning, Key Decisions in Brand Positioning, Brand Image and Personality, Approaches to Brand Equity, Methods of Brand Equity Valuation.

Case Studies: Some cases of real business world to supplement learning from the course.

**References:**

- *Panda, T, (2016), Product and Brand Management, Oxford, India*
- *Keller, K L, (2013), Strategic Brand Management, Pearson*
- *Verma, H.,(2006) Brand Management, Excel Books India,*
- *Chitale, K., GUPTA, R, (2013) PHI Learning Pvt. Ltd., Product Policy and Brand Management*
- *Sengupta, S, (2005) Brand Positioning Strategies for Competitive Advantage, TMH.*

**MSE 403 RETAIL BUSINESS**

**Course Objective:** This course is designed to provide an in-depth coverage of retailing theories, key concepts of retailing and the challenges and opportunities faced by retailers in India in the current business scenario.

**Learning Outcomes:** The students are expected to understand the evolving nature of retailing and the challenges involved in keeping pace with these changes. They will develop thorough comprehension of the changing buying behavior of India Consumer and the increasing role of technology in retail business.

**Unit I:**

Introduction to the Retailing System, Role, Relevance, Trend, Characteristics of Retailing, importance and Scope of Retailing, Evolution of Retail Competition. The Wheel of Retailing, the Accordion, Melting Pot Theory, The Retail Life Cycle, Organised v/s unorganised retailing, Structure of Indian Retail Industry, Changing Face of Retail Industry in India, Emerging Trends in Retailing, Role of FDI in Indian Retail.

**Unit II:**

Understanding Shopping and Shoppers, Shopping in socio-cultural context, Shopping Process and Behaviour, Delivering Value through Retail formats, Classification of Formats: Ownership based, Store based and Non-Store based Classification, format choice, Multichannel Retailing, Meaning and Elements of Retailing Mix.

**Unit III:**

Retail Marketing Strategy, building a Retail Brand, Customer Service, Social Media Marketing, Retail Location, Process of Deciding Location, Trade Area Analysis, Analyzing the Site, Methods of Estimating Demand: Space-Sales Ratio Method, Analogue Method, Huff's Gravity Law, Multiple Regression Model, Site Selection.

**Unit IV:**

Store Layout and Design, Objectives and Elements of Layout, Storefronts and Entrances, Visual Merchandising and displays, Graphics, Lighting, Music, layout for E-retailers, Store Choice Behaviour of Shoppers, Building Store Loyalty and Patronage, Meaning and Growth of Category, Category Management Process

**Unit V:**

Buying Merchandise, Planning Merchandise Assortment, establishing a Pricing Strategy, Factors Affecting Pricing Decisions, Price Setting, Reference Price, Role of Technology in Retailing, Types of Technology used in Retailing, Adoption of Technology: Trends & Challenges.

**References:**

- Levy, M., Weitz, B A.,(2020) 9 ed, *Retailing Management*, Irwin, London,ISBN-13: 978-0078028991
- Morgenstein, M. And HarriatStrongin, (1992), *Modern Retailing*, Prentice Hall
- Sinha, P K , Uniyal, D P. (2018), *Managing Retail*, Oxford University Press.
- Pradhan, S, (2007), *Retail Management*, 2<sup>nd</sup> ed, Mc Graw Hill
- Berman, B, Evans, J R, (2007) *Retail Management*, 10<sup>th</sup> ed, PHI.

**MSE 404 SALES AND DISTRIBUTION MANAGEMENT**

**Course Objective:** The purpose of this paper is to acquaint the student with the concepts which are helpful in developing a sound sales and distribution policy and in organizing and managing sales force and marketing channels.

**Learning Outcomes:** - After the Completion of the course students will able to take up career options in the sales functions of various corporates and manage the distribution of the relevant products and services.

**Unit I:**

Role and Importance of Sales Management, Types of Personal Selling, The Sales Management Process, Emerging Trends in Sales Management, Selling and Buying Styles, Selling Skills, Stages in the Selling Process, The Process & Methods of Prospecting, Pre Approach & Approach Process , Methods of Sales Presentation, Handling Customer Objections, Closing the Sale and Follow Up.

**Unit II:**

Forecasting Market Demand, The Forecasting Process, Sales Forecasting Methods, Sales Organization, Factors Influencing Structure and Design, Types of Organizational Design. Concept of Sales Territory, Designing and Allocation of Sales Territory, Criteria for Selecting Geographical Control Units, Territory Shapes, Workload Analysis, of Sales Quota, Methods of Setting Sales Quota, Types of Sales Quota.

**Unit III:**

Sales Force Recruitment and Selection, Sources for Sales Force Recruitment, Planning for Sales Force Recruitment, Procedure of Sales Force Selection, Objectives Sales Training Program, Methods and Types of Sales Training, Sales Training Evaluation, Sales Force Compensation Plan, Objectives of a Sales Compensation Plan, Types of a Sales Compensation Plan, Sales Audit, Evaluating Sales Performance.

**Unit IV:**

Distribution Management: - Role of Distribution Channel, Distribution Channel Strategy, Channel Design Process, Classification Schemes of Channel Flows, Channel Establishment Plan, Company Channel Design.

**Unit V:**

Channel Information System- Role and Benefits, Components of Channel Information System, Designing a Channel Information System, Channel Conflict, Conflict Resolution Mechanism, Strategies of Channel Influence.

**References:**

- *Still, Cundiff and Govoni (2007), Sales Management, 5<sup>th</sup> ed, Pearson Edition*
- *Johnston, MW, Marshall, G W, (2005), Sales Force Management – Tata McGraw Hill Edition*
- *Jobber, D & Lancaster, G (2009), Management of Sales Force – 8<sup>th</sup> ed Tata McGraw Hill Edition*
- *Panda, T K, Sahdev, S, (2011) Sales and Distribution Management – Oxford Edition*
- *Havaladar, KK, Cavale, V, (2006), Sales and Distribution Management, McGraw Hill Edition*

**MSE 405: INTERNATIONAL MARKETING**

**Course Objective:-**The purpose of this course is to familiarize the student with the concepts of International Marketing. The course enables the students to identify international markets, evaluate and select the markets to enter. Further knowing the various entry modes to international markets, they should be able to select the correct entry mode as per requirement, understand product development, product launch strategies, pricing strategies and channels of distribution for international markets.

**Learning Outcomes:** The above said knowledge can be applied by students when they take up career roles in the domain of Marketing / International Marketing in domestic companies as well as MNC's.

**UNIT I:**

Concept of Globalization, Effect of Globalization on Marketing Domain, Concept of International Marketing, Domestic Marketing v/s International Marketing, Evolutionary Process of Global Marketing. Types of International Marketing: Export / International / Multinational / Global / Local Marketing. Ethnocentric, Polycentric, Geocentric, Regiocentric (EPRG) Approach.

**UNIT II:**

International Market Identification, Evaluation and Selection, International Marketing Research, Cross Cultural Behavior, Emic and Etic Approach, Hofstede's Cultural Classification, Trompenaar's Cultural Classification, International Trade Patterns, Identification of International Markets, Segmentation of International Markets, Methods of International Markets Evaluation

**UNIT III:**

Entry Mode Decisions, Various Modes of Entry in International Markets: Exports (Direct and Indirect, Piggybacking, International Licensing, Franchising and Leasing, International Strategic Alliances and Management Contracts, Overseas Turnkey Projects, International JV's, Wholly Owned Foreign Subsidiaries. Factors affecting selection of Entry Modes.

**UNIT IV:**

Product Strategy for International Markets, Product Identification & Developing Products for International Markets, International Product Standardization, International Product Adaptation, International Product Launch Strategies, International Product Life Cycle, Branding for International Markets, Strategies for Building Global Brands.

**UNIT V:**

Pricing Approaches for International markets, Factors Affecting Pricing Decisions in International market, Communication Strategy in International Market, Tools for International Marketing Communication, Terms of Delivery in International Transactions, Concept of Distribution Channels in International Market, Factors Affecting Selection of Distribution channels, Structure of International Distribution Channels.

**References:**

- Onkivirt, S, Shaw, J., (1993), *International Marketing*, Pearson.
- Keegan, W J, Green, M C, (2017) : *Global Marketing*, Pearson.
- Cateora, P, Jones, G & Salwan, P (2008), *International Marketing*, 13 ed, McGraw Hill.
- Lee K, Carter, S, 3<sup>rd</sup> ed, *Global Marketing Management*, Oxford
- Joshi, R M, (2014), *International Marketing*, Oxford.
- Kamal, Y, (2020) *Marketing Management*, NRBC.

**MSE 406 LOGISTICS & SUPPLY CHAIN MANAGEMENT (SCM)**

**Objective:** The purpose of this course is to develop an understanding of underlying concepts, strategies and issues involved in the area of logistics & SCM and related concepts.

**UNIT I: Introduction to Logistics and Supply Chain Management**

Logistics & SCM : Origin, meaning and definition, Concepts and Views, Importance of logistics & SCM in modern business and foreign trade, Objectives of logistics, & SCM  
Logistics & SCM - Strategy & Planning, Strategic Fit, Drivers of Performance, Efficiency and Responsiveness of SCM

**Purchasing and Supply Management** - Concepts and Leverage Principle of Purchasing, Life Cycle Cost Analysis, Procurement and Purchasing Principles, Negotiation and Contracting, Project Buying etc.

## **UNIT II: Transportation Management**

Transportation: Meaning, definition, modes and Importance, Notions of Transportation Decisions Effective Transportation System: meaning and importance, Service choices and their characteristics, Transport Service Selection, Vehicle Routing & Scheduling: meaning and importance, Tradeoffs in Selecting Modes, Consolidation and Cross docking, Network Analysis, Routing and Scheduling, Cost Modeling, Transport Contracting and 3PL

## **UNIT III: Inventory Management & Control**

Inventory: Meaning, definition, types and role, Storage & handling decisions, Basic Notions of Inventory Costs, Inventory control Techniques-ABC analysis, VED analysis, PUSH & PULL Inventory control, Inventory Models, Service Levels, Tradeoffs in Inventory Decisions JIT and Multi-echelon inventory

## **UNIT IV: Warehousing & Location Management**

Warehouse: Meaning, definition, types and importance. Location/Facility Management: Meaning and importance, Ware house layout, Housekeeping: Meaning and Importance, Space Management, Warehouse Operations and Performance

## **UNIT V: Demand Analysis and Forecasting**

Basic tools of forecasting like Times Series, Regression etc.

**Legal Aspects in Supply Chain Management** - Legal Aspects of Movement of Goods, Legal Framework of Business, GST etc.

**IT and ERP in SCM** - Role of IT in SCM, IT-enabled SCM, E-commerce, Latest Developments like Blockchain, IoT etc.

## **References**

- *Leonardo Decandia, Lei Lei, Rosa Oppenheim, Yao Zhao, (2017), Managing Supply Chain Operations, World Scientific Publishing Company.*
- *David B. Grant, Alexander Trautrim, Chee Yew Wong, (2015) Kogan Page Publishers, sustainable Logistics and Supply Chain Management (Revised Edition).*
- *Janat Shah, (2016) Supply Chain Management: Text And Cases 2nd Edition by, Pearson*
- *D K Agrawal, (2003), Logistics and Supply Chain Management, Macmillan*
- *SIMCHI LEVI, (2008), Designing N Managing Supply, 3E, McGraw Hill*