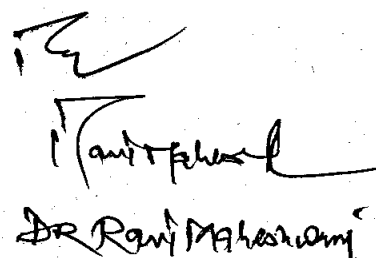


**NATIONAL EDUCATION POLICY-2020**  
**Dr. B.R. AMBEDKAR UNIVERSITY, AGRA**  
**PAPER CODING AND CREDIT DISTRIBUTION**  
**M.Com. (BUSINESS ADMINISTRATION)**

No.	Name of Degree	SEMESTER	TITLE OF PAPER		CREDITS	CODE NUMBER
1	Bachelor (Research) in Commerce (Business Administration)	VII	Organization Behaviour		5	C010701T
			Accounting For Managerial Decisions		5	C010702T
			Marketing Management		5	C010703T
			Statistical Analysis		5	C010704T
			Research Project			
		VIII	Financial Management		5	C010801T
			Human Resource Management		5	C010802T
			Managerial Economics		5	C010803T
			Group A:Consumer Behaviour and Marketing Research	Choose ANY ONE GROUP (A/B/C)	5	C010804T
			Group B:Talent Management		5	C010805T
			Group C:Marketing Communication		5	C010806T
			Research Project		8	C010807R
		One Minor Paper to be selected from OTHER FACULTY in VII or VIII Semester			4/5/6	
3	Master in Commerce (Business Administration)	IX	Research Methodology		5	C010901T
			Strategic Management		5	C010902T
			Group A:	To be continued with the Group Opted in Semester VIII		
			Marketing of Services and Retail Management		5	C010903T
			Logistics and Supply Chain Management		5	C010904T
			Group B:			
			Organisation Development and Change Management		5	C010905T
			Industrial Relations and Labour Legislation		5	C010906T
			Group C:			
			Advertising Management		5	C010907T
			Personal Selling and Salesmanship		5	C010908T
			Research Project			

Students of Commerce Faculty may choose MINOR paper from Faculty of Science/ Arts, Humanities and Social Sciences/ Languages/Fine Arts and Performing Arts/Education/Rural Science.

  
**Dr. Ravi Maheshwari**

S.No.	Name of Degree	SEMESTER	TITLE OF PAPER		CREDITS	CODE NUMBER
			Project Management and Planning		5	C011001T
			Group A:	To be continued with the Group Opted in Semester VIII		
			Customer Relationship Management		5	C011002T
			Digital Marketing and e-Commerce		5	C011003T
			International Marketing		5	C011004T
			Group B:			
			Training and Development	To be continued with the Group Opted in Semester VIII	5	C011005T
			Conflict Resolution and Strategic Negotiation		5	C011006T
			Performance and Compensation Management		5	C011007T
			Group C:			
			Sales Promotion and Public Relations		5	C011008T
			Management of Sales Force		5	C011009T
			Brand Management		5	C011010T
			Research Project		8	C011011R

**DR. BHIMRAO AMBEDKAR UNIVERSITY, AGRA**

Syllabus Master of Commerce (M. Com.)

**BUSINESS ADMINISTRATION**

Two Years Programme (Four Semesters)

Based on Choice Based Credit System (CBCS) As per NEP 2020 Guidelines

<b>FIRST YEAR</b>					
<b>SEMESTER-VII</b>					
<b>SUBJECT</b>	<b>PAPER CODE</b>	<b>TITLE OF THE PAPER</b>	<b>TYPE</b>	<b>CREDITS</b>	<b>MARK</b>
Business Administration	C010701T	Organization Behaviour	Core	5	100
	C010702T	Accounting for Managerial Decisions	Core	5	100
	C010703T	Marketing Management	Core	5	100
	C010704T	Statistical Analysis	Core	5	100
		Research Project*			
<b>Total credits per semester</b>				<b>20</b>	<b>----</b>

<b>OTHER FACULTY (Choose any one paper from the following)</b>	<b>MINOR PAPER CODE</b>	<b>TITLE OF THE PAPER</b>	<b>CREDITS</b>	<b>MARK</b>
	C010701T	Organization Behaviour	5	100
	C010702T	Accounting for Managerial Decisions	5	100
	C010703T	Marketing Management	5	100
	C010704T	Statistical Analysis	5	100

<b>FIRST YEAR</b>					
<b>SEMESTER-VIII</b>					
<b>SUBJECT</b>	<b>PAPER CODE</b>	<b>TITLE OF THE PAPER</b>	<b>TYPE</b>	<b>CREDITS</b>	<b>MARK</b>
Business Administration	C010801T	Financial Management	Core	5	100
	C010802T	Human Resource Management	Core	5	100
	C010803T	Managerial Economics	Core	5	100
	C010804T OR C010805T OR C010806T OR	As per list of Elective papers given.	Elective	5	100
	C010807R	Research Project *		8	100
<b>Total credits per semester</b>				<b>28</b>	<b>----</b>
<b>Total Credits (First Year) Annually (Semester VII + Semester VIII)</b>				<b>48</b>	<b>----</b>

2

SECOND YEAR					
SEMESTER-IX					
SUBJECT	PAPER CODE	TITLE OF THE PAPER	TYPE	CREDITS	MARK
Business Administration	C010901T	Research Methodology	Core	5	100
	C010902T	Strategic Management	Core	5	100
	C010903T C010904T	As per list of elective papers given. OR	Elective	5	100
	C010905T C010906T	As per list of elective papers given. OR	Elective	5	100
	C010907T C010908T	As per list of elective papers given. OR	Elective	5	100
		Research Project*			----
	Total credits per semester			20	----

SECOND YEAR					
SEMESTER-X					
GROUP	PAPER CODE	TITLE OF THE PAPER	TYPE	CREDITS	MARK
Business Administration	C011001T	Project Management and Planning	Core	5	100
	C011002T	As per list of elective papers given. OR	Elective	5	100
	C011003T				
	C011004T				
	C011005T	As per list of elective papers given. OR	Elective	5	100
	C011006T				
	C011007T				
	C011008T	As per list of elective papers given. OR	Elective	5	100
	C011009T				
	C011010T				
C011011R		Research project*		8	100
Total credits per semester				28	
Total Credits (First Year) Annually (Semester VII + Semester X)				48	

**Note:**

1. \* Research Project will be done in both years of PG program and will be of 4 credits (4 hrs/week), in each semester.
2. \* Regarding Research Project, student shall submit report/ dissertation for evaluation at the end of the year, which will be therefore of 8 credits and 100 marks.
3. \* Research Project can be in the form of industrial training/ internship/ survey work etc.



### List of Elective papers (Specialization Groups)

**Note:**

1. Every student will have to select **one** group of Elective Papers (Specialization Group) before start of II Semester.
2. Once the Specialisation Group has been selected with the consent of College Administration, no change in selected group will be allowed later.
3. Of the Specialisation Group selected, the student will study Paper 1 in II Semester, Papers 2&3 in III Semester and Papers 4,5&6 in IV Semester.

Group A- Marketing				
S. No	Semester	Paper Code	Title of the Paper	Credits
1	VIII	C010804T	Consumer Behaviour and Marketing Research	5
2	IX	C010903T	Marketing of Services and Retail Management	5
3	IX	C010904T	Logistics and Supply Chain Management	5
4	X	C011002T	Customer Relationship Management	5
5	X	C011003T	Digital Marketing and E-Commerce	5
6	X	C011004T	International Marketing	5



**Group B- Human Resource**

S.No	Semester	Paper Code	Title of the Paper	Credits
1	VIII	C010805T	Talent Management	5
2	IX	C010905T	Organisation Development and Change Management	5
3	IX	C010906T	Industrial Relations and Labour Legislation	5
4	X	C011005T	Training and Development	5
5	X	C011006T	Conflict Resolution and Strategic Negotiation	5
6	X	C011007T	Performance and Compensation Management	5

**Group-C Communication and Management**

S. No	Semester	Paper Code	Title of the Paper	Credits
1	VIII	C010806T	Marketing Communication	5
2	IX	C010907T	Advertising Management	5
3	IX	C010908T	Personal Selling and Salesmanship	5
4	X	C011008T	Sales Promotion & Public Relations	5
5	X	C011009T	Management of Sales Force	5
6	X	C011010T	Brand Management	5

*TE*

## SEMESTER WISE DETAILED SYLLABUS SEMESTER VII

*Note. All the four papers in this semester are core papers. Each paper carries 5 credit.*

### C010701T: ORGANISATIONAL BEHAVIOUR

#### Course Objectives –

The objective of the course is to make the students familiar with the basics of organisational behaviour and make them understand the importance of groups and leadership etc. The course also aims to develop in the student the ability to run a business house more efficiently in a situation of stress.

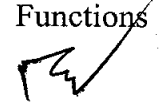
**Unit 1.** Meaning, Characteristics, Key elements and evolution of Organisational Behaviour (OB); Research on Organisational Behaviour; Biological Foundations of Behaviour; Trends and Changes in OB, Globalisation and Culture.

**Unit 2.** Individual Dimension of OB: Motives and Behaviour; Personality and Behaviour; Perception and Behaviour; Learning and Behaviour; Theories of Motivation: Expectancy Theory, Equity Theory, Reinforcement Theory, Goal Theory; Job Stress: Meaning and Sources; Stress moderators; Consequences and Management of Stress.

**Unit 3.** Groups and Leadership: Meaning and classification of group, Group member resource, Group structure: Group cohesiveness, Committees, Nature and functions: Advantages and disadvantages, Guidelines for effectivity; Leadership: Meaning and roles in organisation, Major approaches, Leadership styles, Distinction between Manager and Leader, Theories: Ohio and Michigan studies, Fiedler's contingency model, Path-Goal theory.

**Unit 4.** Power, Politics and Conflict: Power: Meaning, Sources and Bases, Impression Management; Defensive Behaviour; Conflict: Meaning, Nature, Sources and Types; Effect of Inter-Group conflict handling and Resolution; Preventing and stimulating conflict.

**Unit 5.** Organisational Culture: Introduction, Elements of Culture, Functions of



Organisational Culture, Managing Organisational Culture; Organisational Culture and Ethics; Organisational change: Forces for change, planned change; Resistance to change; Approaches to Managing Organisational change. Organisational change in Indian Businesses.

#### Suggested Readings –

- Prasad, L.M. : Organisational Behaviour, Sultan Chand & Sons, 2019.
- Griffin, R.W, Phillips, J.M. & Gully, S.M. : Managing People and Organisations, Cengage Learning, 2016.
- Agarwal, P.K. & Mathur, Ashish : Organisational Behaviour, Pragati Prakashan, Meerut.
- Luthans, Feed : Organisational Behaviour.
- Davis Keith : Human Behaviour at Work.
- Stogdill, R.L. : Hand Book at Leadership.
- Hersey, Paul and Blanchard, K.H. : Management of Organisational Behaviour.
- Korman, Abraham, K. : Organisational Behaviour.
- Beniss and Thomas (ed) : Management of Change and Conflicts.
- Drucker, Peter, P. : The Effective Executive.
- Dr. M.L. Dashora : Sangthan Siddhant evam Vyavahar (Hindi).
- Dr. P.C. Jain : Sangathanatmak Vyavahar (Hindi).
- K. Aswathappa : Organisational Behaviour.
- K. Aswathappa and G. Sudarsana Reddy : Management and Organisational Behaviour.
- G.S. Sudha : Management Concepts and Organisational Behaviour.

### **C010702T: ACCOUNTING FOR MANAGERIAL DECISIONS**

#### **Course Objectives –**

The objective of the course is to expose the students to the applied aspect of accounting and also to enable them to analyse and use the accounting information for decision making. The aim of the course is to enhance the ability of the manager in taking effective business decisions also.

**Unit 1.** Management Accounting: Nature and Functions; Financial vs Management Accounting; Cost vs Management Accounting; Role of Management Accountant; Cost Concepts and





Classifications; Activity Bases Product Costing – Concept and Uses; Emerging Costing Approaches.

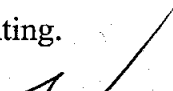
**Unit 2.** Variable and Absorption Costing: Concept; Comparison; Applications of Variable Costing; Preparation of Income Statements; Cost-Volume-Profit (CVP) Analysis; Contribution Margin; Break-Even Analysis; Profit Volume (P/V) Analysis.

**Unit 3.** Relevant Information and Short-Run Managerial Decisions; Managerial Decision Making – Make/ Buy, Add/ Drop, Sell/ Process, Operate/ Shut Down; Special Order; Product Mix; Pricing Decisions; Optimal Use of Limited Resources.

**Unit 4.** Budgeting: Nature and Functions; Types of Budgets – Functional, Master; Fixed versus Flexible Budgeting; Standard Costing: Concept; Advantages; Types of Standards; Variance Analysis – Materials, Labour, Overheads; Managerial uses of variance.

**Unit 5.** Responsibility Accounting and Divisional Performance Measurement: Meaning and Characteristics of Responsibility Accounting; Responsibility Centres – Cost Centre, Revenue Centre, Profit Centre, Investment Centre; Responsibility Performance Reporting; Divisionalisation– Advantages and Disadvantages.

Suggested Readings –

- Gupta, K.L. : Accounting for Managerial Decisions, Sahitya Bhawan Publications, Agra.
  - Jawahar Lal : Advanced Management Accounting, Text, Problems & Cases, S. Chand & Co., New Delhi, 2009.
  - Bhar, B.K. : Cost Accounting : Methods and Problems.
  - Bhattacharya, Ashish K. : Principles and Practice of Cost Accounting, Wheller Publishing, New Delhi.
  - Prasad, N.K. : Principles and Practice of Cost Accounting.
  - Saxena, V.K., Vashishth, C.D. : Cost Accounting, Sultan Chand & Sons, New Delhi.
  - Study Material of ICAI.
  - Pandey, I.M. : Management Accounting.
  - Gupta, R.L. : Advanced Accountancy.
  - Goyal, M.M. : Management Accounting.
  - Khan and Jain : Management Accounting.
  - Sharma, D.C. and Gupta, K.G. : Management Accounting.
  - Anthony, R.M. : Management Accounting.
- 

- Horngren Charles, T. : Management Accounting.
- Batty, J. : Management Accounting.
- Hingorani, Ramnathan and Grewal : Management Accounting.
- Horngren Charles, T., George Goster and Srikant M. Daslinr : Cost Accounting : A Managerial Emphasis, Prentice Hall, Delhi.
- Lall, B.M. and Jain, I.C. : Cost Accounting : Principles and Practice, Prentice Hall, Delhi.
- Welsche, Glenn A., Ronald W. Hilton and Paul N. Gordan – Budgeting, Profit and Control, Prentice Hall, Delhi.

### **C010703T: MARKETING MANAGEMENT**

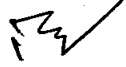
#### **Course Objectives –**

The objective of the course is to enable the students to understand basic concepts and principles of marketing and to develop their conceptual and analytical skills required to manage marketing operations of a business enterprise efficiently.

**Unit 1. Introduction :** Concept, Nature, Scope and Importance of Marketing, Functions of Marketing; Evaluation of Modern Marketing Concept; Holistic Marketing Concepts: Selling vs Marketing; Marketing Mix; Market Analysis and Selection : Marketing Environment – macro and micro components and their impact on marketing decisions; Market segmentation and positioning; Buyer behaviour; Consumer vs Organisational Buyers; Consumer Decision Making Process.

**Unit 2. Product Decisions :** Concept of a product; Classification of products; Layers of products; Major product decisions; Product line and Product Mix; Branding; Packaging and labelling; Product-life-cycle-strategic implications; New product development and Consumer adoption process. Pricing Decisions : Factors affecting price determination; Pricing policies and strategies; Ethical issues in product and pricing decisions.

**Unit 3. Distribution Decisions :** Channels of distribution – Concept and importance; Distribution middlemen and their functions; Selection, motivation and performance appraisal of distribution middlemen; Channel Management Decision : Ethical issues in



distribution decisions; Retailing and wholesaling : Retail theories; Retailing strategies; Non-store retailing; Nature and importance of wholesaling; Types of wholesalers; Developments in retailing and wholesaling in Indian perspective.

**Unit 4. Promotion Decisions :** Communication process; Promotion mix-advertising, personal selling, sales promotion, publicity and public relations; Determining advertising budget; Copy designing and its testing; Media selection; Advertising effectiveness; Sales promotion – tools and techniques.

**Unit 5. Issues and Developments in Marketing:** Social, Ethical and Legal Aspects of Marketing; Services Marketing; Green Marketing; Sustainable Marketing; Relationship Marketing and other developments in marketing.

### **Suggested Readings**

- Mc Carthy, E.J., Cannon, J. & per result, W(2014), Basic Marketing, McGraw-Hill Education.
- Agarwal, P.K. : Marketing Management : An Indian Perspective, Pragati Prakashan, Meerut.
- Kotler, Phillip and Gary Armstrong : Principles of Marketing, Prentice Hall, New Delhi.
- Kotler, Phillip : Marketing Management – Analysis, Planning, Implementation and Control, Prentice Hall, New Delhi.
- Majumdar, Ramanuj : Product Management in India, Prentice Hall, New Delhi.
- Ramaswamy, V.S. and Namakumari, S. : Marketing Management, MacMillan India, New Delhi.
- Srinivasan, R. : Case Studies in Marketing : The Indian Context, Prentice Hall, New Delhi.
- Stanton, William J., and Charles Futrell : Fundamentals of Marketing, McGraw Hill Publishing Co., New York.
- Sontakki, C.N. : Marketing Management : In the Indian Background, Kalyani Publishers, New Delhi.
- Verma, V. Harsh & Duggal Ekta : Marketing, Oxford University Press, New Delhi.

**C010704T: STATISTICAL ANALYSIS**



## Course Objectives—

The objective of the course is to enable the students to understand the basic concepts of statistical tools and techniques and to develop in them the ability to apply these tools and techniques for managerial decision making and also to work as good researcher.

**Unit 1.** Probability: Basic Concepts and its Types, Probability Rules, Probability under condition of statistical independence and statistical dependence, Bayes' Theorem, Mathematical Expectations, Theoretical Frequency Distributions: Binomial, Poisson and Normal Distributions, Choosing the correct Probability Distribution.

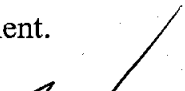
**Unit 2.** Correlation and Regression Analysis: Simple, Multiple and Partial Correlation, Simple and Multiple Linear Regression; Association of Attributes: Class Frequencies, Association between Attributes; Consistency of Data and Methods.

**Unit 3.** Sampling and Sampling Distributions: Introduction to Sampling and Basic Concepts for Hypothesis Testing, Procedure and Estimation of Parameter, Testing of Hypothesis and Estimation of Parameter for Large Samples (Attributes and Variables).

**Unit 4.** Testing of Hypothesis and Estimation of Parameter for Small Samples (Variables) with Student's  $t$ -test,  $Z$ -transformation,  $F$ -test, Analysis of Variance (ANOVA) Test.

**Unit 5.** Statistical Quality Control: Concept, Control Charts; Mean, Standard Deviation and Range Chart,  $P$ -Chart,  $np$ -Chart and  $C$ -Chart; Chi-Square Test for Independence and for Goodness of Fit, Sign-test, One Sample Runs Test and Rank Correlation Test.

## Suggested Readings –

- Clarks and Jorden : Introduction to Business and Economics.
  - Cochran, W.G. : Sampling Techniques.
  - Croxtan and Cowden : Applied General Statistics.
  - Elhance, D.N. : Fundamentals of Statistics.
  - Gupta, S.P. : Statistical Methods.
  - Gupta, B.N. : Statistics.
  - Jean, D. Gibbons : Non-parametric Statistical Inference.
  - Karmel, P.H. : Applied Statistics for Economics.
  - Levin, Richard I : Statistics for Management.
  - Nagar, K.N. : SankhyakiKeMoolTatva.
- 

- Sanchenti and Kapoor : Statistical Methods.



**Semester-VII**

**Note:** *The first three papers in this semester are core papers while the fourth paper is elective to be chosen from the Specialisation Groups. Each paper carries 5 credits.*

**CORE PAPERS****C010801T: FINANCIAL MANAGEMENT****Course Objectives –**

The objective of the course is to enable the students to understand the basic principles tools and techniques of financial management of a company which can enhance their ability to make sound financial decisions and policies.

**Unit 1.** Nature, Scope and Objectives of Financial Management; Conflicts in Profit vs value maximization principle; Time value of money – Compounding and discounting techniques; Concepts of Annuity and Perpetuity; Distinction between Indian and International Financial Management.

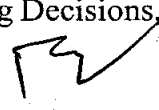
**Unit 2.** Financing Decisions : Cost of Capital; Capital Structure Decisions : Designing Optimum Capital Structure; Capital structure theories; Leverage; EBIT-EPS Analysis.

**Unit 3.** Investment Decisions : Capital budgeting – Concept and Techniques; Capital Rationing; Non-discounted and Discounted Cash Flow Approaches; Business Risk and Financial Risk – Operating leverage, financial leverage and combined leverage.

**Unit 4.** Dividend Policy : Concept, theories and determinants; Dividend Models – Walter, Gordon and M.M. Model.

**Unit 5.** Management of Working Capital : Estimation of Working Capital, Inventory Management, Receivables Management, Management of Cash and Marketable Securities, Working Capital Financing.

**Suggested Readings –**

- Bierman, H. : Financial Policy Decisions, Macmillan.
  - Bierman, H. and Smidt, S. : The Capital Budgeting Decisions, Macmillan.
- 

- Fama, E.F. and Miller, M.H. : The Theory of Finance, Holt, Rinchart and Winston.
- Hunt, P., Williams, CV.M. and Donaldson, G. : Basic Business Finance.
- Van Horne, J.C. : Financial Management and Policy, Prentice Hall.
- Kuchhal, S.C. : Financial Planning – An Analytical Approach, Chaitanya Publishing House.
- Ramchandran, H. : Financial Planning and Control, S. Chand & Co.
- Lawrence, D. Sohail and Charles W. Haley : Introduction to Financial Management, Tata McGraw Hill Co.
- Agarwal and Agarwal : Financial Management (in Hindi), Ramesh Book Depot, Jaipur.
- Malodia, G.L. : Financial Management (Hindi and English), Jodhpur Publishing House, Jodhpur.
- Khan and Jain : Financial Management, Tata McGraw Hill Co.
- Ravi M. Cishore : Financial Management, Taxmann's Publications.
- Maheshwari, S.N. : Financial Management, Sultan Chand & Co.
- Pandey, I.M. : Financial Management, 9<sup>th</sup> edition, Vikas Publishing House Pvt. Ltd.
- Srivastava, R.M. : Financial Management.
- Kulkarni, P.V. : Financial Management.
- Bhalla, V.K. : Financial Management.
- Gupta, S.P. : Financial Management, (Hindi and English).

### **C010802T: HUMAN RESOURCE MANAGEMENT**

#### **Course Objectives –**

The objective of the course is to develop in the students broad perspective on themes and issues of human resource management alongwith their relevance and application in the Indian prospective. The course also aims to develop relevant skills required to handle HR related issues.

**Unit 1.** Overview of HRM : HRM Concept, evolution, objectives, scope, importance, principles and functions;, Role of HR manager; Human Resource Planning – Meaning and definition, objectives, process, forecasting; Job analysis; Job Description and Job Specification; Recruitment – Meaning and definition, sources, process; Employer



Branding Selection – Meaning and definition, Process, Induction.

✓ **Unit 2.** Training and Development : Meaning and Definition, Objectives and Needs, Process and Methods of Training, Evaluation of Training Programmes; Performance Management – Concept and Definition, Methods, Rating Errors, Competency Management.

**Unit 3.** Employee Relations : Grievance – Causes of Grievances, Grievance Procedure, Steps in handling grievance, Directive principles of handling grievances, Ideal grievance procedure; Discipline – Objects, Types of discipline, Principles of maintaining discipline, Causes of indiscipline, Suggestions for effective discipline, Disciplinary action, Elements and principles of disciplinary action process; Collective Bargaining – Concept, Goals of management and unions in collective bargaining.

**Unit 4.** Employee Integration and Separation : Promotion, Job Analysis and Design, Job Enrichment, Job Enlargement, Labour Turnover, Absenteeism, Voluntary Retirement, Superannuation, Lay-off, Retrenchment, Dismissal, Discharge.

**Unit 5.** Ethical Issues in HRM : Nature and Need, HR Ethical issues, Challenges of HRM, International Human Resource Management, Managing International HRactivities.

#### **Suggested Readings –**

- Shukla, R.K. : Human Resource Management, New Royal Book Co., Lucknow.
- Verma, R.B.S. : Manav SansadhanvaPrabandh Ki Rooprekha, New Royal Book Co., Lucknow.
- Tripathi, P.C. : Personnel Management and Industrial Relations, Sultan Chand & Co., New Delhi.
- Gomez-Mejia, Louis R., D.B. Balkin and R.L. Cardy : Managing Human Resources, Prentice Hall, New Jersey.
- DCenzo, David A. & Stephen P. Robbins : Human Resource Management, John Wiley & Sons, New Delhi.
- Ian, Beardwell and Len Holden : Human Resource Management, MacMillan, New Delhi.
- Dessler, Garry : Human Resource Management, Prentice Hall of India, New Delhi.
- Saiyadain Mirza S. : Human Resource Management, Dwivedi, R.S. :

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Rai & Co. Pvt. Ltd., New Delhi.

- Chhabra, T.N. : Human Resource Management, Dhanpat Rai & Co. Pvt. Ltd., New Delhi.
- Dwivedi, R.S. : Managing Human Resources, Personnel Management in Indian Enterprises, Galgotia Publishing Company, New Delhi.
- Harzing, A.W. & Joris Van Ruysseveldt : International Human Resource Management, An Integrated Approach, Sage Publication, London.
- Dowling, Peter J., D.E. Welch and R.S. Schuller : International Human Resource Management : Managing People in Multiple Context, South Western Collrge Publishing, Cincinnati.
- Sharma and Surana : SevivargiyaPrabandhevamAudyogikSambandh (in Hindi).

### **C010803T: MANAGERIAL ECONOMICS**

#### **Course Objectives –**

The course aims to make the students aware of various economic issues, tools and techniques of economic analysis required to enhance the decision-making skills while working in a corporate sector.

**Unit 1.** Nature and Scope of Managerial Economics; Objective of the firm – Profit and wealth maximisation; Role and Responsibilities of Managerial Economists; Demand Analysis and Forecasting: Demand determinants, Demand distinctions, Factors involved in Demand Forecasting, Methods of Demand Forecasting.

**Unit 2.** Production and Cost: Production function - Concept of productivity and technology, Production with one variable input, returns to scale, Production with two variable inputs, Optimal Input Combinations, Managerial use of production functions; Cost function – Classification of Cost, Incremental Cost and its relevance in decision making, short run and long run cost functions, Law of variable proportion.

**Unit 3.** Market and Pricing: Market forms – Perfect competition, Monopolistic competition, Monopoly power, Oligopolistic behaviour; Factor pricing – Demand and supply of factors of production, Pricing Methods, Dual pricing, Transfer pricing, Product-line coverage and pricing.

**Unit 4.** Risk and Decision Making: Concept of Risk and Uncertainty, Decision making

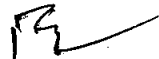


under uncertainty, Risk-Return Trade-off; Profit Management - The Concept of Economic Profit and Accounting Profit, Profit Planning and Forecasting.

**Unit 5.** Introduction to Macroeconomics: National Income Accounting; Circular flow of income and expenditure, Limitations of National Income Accounting, Government deficit and trade deficit, Measuring the cost of living, Natural rate of unemployment and inflation; Product and Financial Market Equilibrium: The Product Markets, Financial Markets and Labour Markets; Trade Cycles and Open Economy: Economic fluctuations and business cycle, Open economy macroeconomics; Determination of exchange rate.

### Suggested Readings –

- Branson, William H. : Macro Economics Theory and Policy, East-West Press.
- Dorn Busch, R. and S. Fischer : Macro Economics, Tata McGraw Hill.
- Koutsiyannis, A. : Modern Microeconomics, Macmillan Press Ltd.
- Mankiw, N. Gregory, Macro Economics. Macmillan.
- Oliver, Blanchard : Macro Economics, Pearson Education, LPE.
- Salvatore, D. & Rastogi, Siddhartha K. : Managerial Economics – Principles and Worldwide Applications, Oxford University Press.
- Varian : Micro-Economic Analysis, Norton.
- Pindyck Robert S. and Daniel, L. Rubinfeld : Micro Economics, Third Edition, Prentice Hall of India, 1996.
- Madala, G.S. and Ellen Miller : Micro Economics, Theory and Applications, McGraw Hill Book Co., New York.
- Gould, John P., Edward, P. Lazear : Micro-Economics Theory, Richard D. Irwin Inc, Homewood Illinois.
- Sen Anindya, Micro-Economics : Theory and Applications, Oxford University Press, New Delhi, 199.
- Mehta, P.L. : Managerial Economics, Sultan Chand & Sons.
- Vaishampayan, J.V. : Micro Economic Theory, New Royal Book Co.
- Varshney, R.L. & Maheshwari, K.L. : Sultan Chand & Sons, New Delhi.



*Note: Select any specialization group. The first paper of the group selected will be 4<sup>th</sup> paper elective paper elective paper of this semester.*

### **Group A : MARKETING**

#### **C010903T: CONSUMER BEHAVIOUR AND MARKETING RESEARCH**

##### **Course Objectives–**

The objective of the course is to make students understand the complexities of consumers' needs and perceptions and to develop in them the ability to formulate effective marketing strategies. The course also aims to provide knowledge of marketing research.


**Unit 1.** Consumer Behaviour : Nature, importance and scope of Consumer Behaviour; Consumer Satisfaction, Consumer Loyalty, Consumer Retention. Application of Consumer Behaviour in Marketing; Consumer Decision Making – Factors influencing consumption decisions, Process and Models of Consumer Decision Making.

**Unit 2.** Individual Determinants of Consumer Behaviour : Needs and Motivation, Perception, Learning and Learning Theories, Attitude and Attitude Change, Personality and Life Style.

**Unit 3.** External Determinants of Consumer Behaviour : Group Dynamics, Reference Groups and their influence, Family – Role and functions, Social Class, Culture and Sub-culture, Cross Cultural understanding of Consumer Behaviour, Impact of Information Technology on Consumer Behaviour.

**Unit 4.** Marketing Research: Definition, Nature, Scope, Significance, Types; Customer insight, Ethics, Structure of Marketing Research, Marketing Research Process. Research Design : Types and sources of data; Hypothesis Testing, Pre-testing Pilot study. Sampling, Questionnaire Schedules.

**Unit 5.** Collection and interpretation of data. Presentation of Results and Research Report; Motivational Research, Advertising Research, Product Research, Market Research Applications : Product Research, Advertising Research, Sales and Market



**Suggested Readings –**

- Nair, Suja R. : Customer Behaviour in Indian Perspective.
- Petel J. Paul and Jerry C. Olson : Consumer Behaviour and Marketing Strategy.
- Nigel Bradley : Marketing Research – Tools and Techniques, University Press.
- Beri, G.C. : Marketing Research, Tata McGraw Hill, New Delhi.
- Boyd, H.W., Ralph Westfall and S.F. Starsh : Marketing Research : Text and Cases, Richard D. Irwin, Boston.
- Churchill, Gilbert A. : Basic Marketing Research, Dryden Press, Boston.
- Naresh K. Malhotra : Marketing Research : An Applied Orientation, Pearson Education, Asia.
- Aaker, Kumar and Day : Marketing Research, John Wiley & Sons.
- Richard I. Levin : Statistics for Management, Prentice Hall, New Delhi.
- Assael, H. : Consumer Behaviour and Marketing, South Western Publishing Co., Ohio.
- Berkman and Gilson : Consumer Behaviour : concepts and Strategies, Kent Publishing Co.
- Bernnett, P.D. and H.H. Kassarijion : Consumer Behaviour, Prentice Hall of India, New Delhi.
- Block and Roering : Essentials of Consumer Behaviour, Dryden Press, Chicago.
- Hawkins, Best and Coney : Consumer Behaviour, Tata McGraw Hill, New Delhi.
- Howard, J.A. and Sheth, J.N. : The Theory of Buyer Behaviour, John Wiley, New York.
- Laudon, D.L. : Consumer Behaviour, Tata McGraw Hill, New Delhi.
- Schiffan, Leon G. and Lealie Lazar Kanuk : Consumer Behaviour, Prentice Hall, New Delhi.



## Group B: HUMAN RESOURCE

### C010805T: TALENT MANAGEMENT

#### Course Objectives –

The course aims to enhance the learning process of student to manage and upgrade the skillset of high potential employees, to retain them for a long run and achieve the desired goals of the organization. It is designed for developing a sound integrated talent management plan that not only aids individual employee's growth but also the growth of the company as a whole.

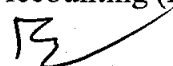
**Unit 1.** Introduction to Talent Management: Concept, Meaning & Objectives, Need of Talent Management; Key Processes of Talent Management; Recruitment, Selection, Human Resource Planning, Retention, Talent vs. Knowledge, Life Cycle of Talent Management, Role of HR in Talent Management.

**Unit 2.** Talent Acquisition: Objectives of HR Planning, Steps in HR Planning, Evaluation of factors affecting HR Planning; Developing Job Analysis, Job Description & Job Specification; Strategic Trends in Talent Acquisition; Succession Planning Program.

**Unit 3.** Meaning of Recruitment and Selection, Recruitment and Selection Process, Sources of Recruitment; Hiring Process, External Vs Internal Recruitment; Selection Techniques: Selection Test, Reliability & Validity of Selection Tests, Choosing suitable types of Interviews, Walk -in Interviews; Formulating a Recruitment Strategy for Senior Level Executives.

**Unit 4.** Employee Retention: Meaning and Importance of Employees Retention, Employee Attrition, Employee Turnover Ratios, Reasons of Low Employee Turnover, Managing Employee Attrition; Employee Engagement- Process and Outcomes of Employee Engagement, Techniques and Ways of Achieving Employee Engagement; Concept of Integrated Rewards.

**Unit 5.** Emerging Trends in Human Resource Practices: Human Resource Audits; Human Resource Information System (HRIS); Human Resource Accounting (HRA).



### Suggested Readings -

- Human Resource Management- Gary Dessler - Prentice Hall - 13 edition (January 8, 2012)
- Text Book of Human Recourse Management Mamoria, C.B and Gankar, S.V7th ed. Himalaya Publishing House, Mumbai2008.
- Human Resource Management Mankin, David Oxford University Press, New York2009
- Human Resource Management Snell, Scott &Bohlander, George Cengage Learning, Australia 2009.
- Human Resource Management Text and cases Aswathappa 6th EdTataMacraw Hill 2010.
- Essentials of Human Resource Development Mutsuddi, Indranil 1st ed.New AgeInternational, New Delhi2010.
- Introduction to Human Resource Management Kay, Rebecca & Banfield, Paul OxfordUniversity Press, New York 2009.

### Group C: COMMUNICATION AND MANAGEMENT

#### C010806T: MARKETING COMMUNICATION

**Unit 1: Introduction to Marketing Communication:** meaning, concepts objectives, scope, importance, advantages, disadvantages. Role of Marketing communications, promotion tools, Marketing Communication system and process, persuasive communication developing effective marketing communication in marketing mix.

**Unit 2: Communication Model in Marketing:** Graphic Model, Verbal Models, McGuire Model, DAGMAR Model, AIDA model, Attention, Perception and Learning in Marketing Communication.

**Unit 3: 4 P's in Marketing Communication:** Product in Marketing Communication- What is a product, symbols, how package component communicates, how design communicates, how Company name communicates, how material communicates. Price in Marketing Communication: Economic view

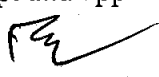


of price, characteristics of the product, characteristics of the consumers, Place in Marketing Communication- Store image, exterior and interior of the store.

**Unit 4. Media Design:** Media an overview, kinds of media, media analysis, attributes of specific media- newspaper, journals and magazines, print media, outdoor media electronic media, Non-Broad cast media, innovative media, multimedia alternative- internet.

**Unit 5. Emerging Trends in Marketing Communications:** overview, difference between communication and Marketing communication, Sales Representatives as Marketing communicators: nature and traits, communication principles that enhance effectiveness of sales representatives, attributes of sales representatives, character of the sales message, essential communication principles in sales messages. Integrated Market Communication (IMC) Concept and application.

Suggested readings



**SEMESTER : IX**

*Note. The first two papers in this semester are core papers while the remaining two papers are electives (papers 2&3) to be taken from the Specialisation Group selected. Each paper carries 5 credits.*


**CORE PAPERS****C010901T: RESEARCH METHODOLOGY****Course Objectives–**

This course is designed to develop in-depth knowledge of the methodology appropriate for conducting research in business. The course includes a review of the scientific method and its application to the business research process, data preparation, analysis and presentation of the research output (written and oral) making accurate decisions. This course has three broad objectives namely, to help the students appreciate the need of having a well- structured method in carrying out research investigations, provide them a thorough understanding of the research process, and familiarize them with the major tools and techniques in carrying out research investigations.

**Unit 1.** Introduction to Research: Meaning, Characteristics, Objectives, Types, Methods, Significance, Process, Approaches, Criteria of Good Research; Ethics in Research, Plagiarism.

**Unit 2.** Research Problem- Selecting a Topic for Research, Components & Sources of Research Problem; Review of Literature- Need, Purpose, Research Gap Identification; Introduction to Research Design- Types & Uses of Research Design, Features of Good Research Design, Quantitative and Mixed Research Designs; Variables in Research- Introduction, Meaning, Types.

**Unit 3.** Data Collection and Processing - Sources of Data, Primary and Secondary Sources, Qualitative and Quantitative Methods Of Data Collection; Constructing Questionnaire; Tabulation, Editing ,Coding , Classification of Data; DataPresentation - Graphical Representation. Scales of Measurement: Types of Data Measurement Scale; Reliability and Validity- Meaning, Types and Need.





**Unit 4.** Concepts of Population; Introduction to Sampling- Sample, Sampling Frame, Sampling Error, Sample Size, Characteristics of a good sample; Types of Sampling - Probability and Non-probability, Sample v/s Census; Introduction to Hypothesis-Meaning, Concepts & Types, Type I and Type II Errors, Level of Significance; Testing of Hypothesis; Descriptive vs Inferential Analysis, Overview of Parametric and Non-Parametric Tests.

**Unit 5.** Report Writing - Types of Reports, Essentials of a good report, Footnotes and Bibliography; Understanding Reference Management Software.

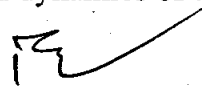
### **Suggested Readings:**

- Krishnaswamy O.R, Methodology of Research in Social Sciences, Himalaya Publishing House.
- Kothari. C.R, Methodology of Research, Vikas Publishing House.
- K.R. Sharma, Research Methodology, National Publishers, Jaipur.
- Wilkinson & Bhandarkar, Methodology and Techniques of Social Research.
- Cooper D.R and P.S. Schindler, Business Research Methods, Tata McGraw Hill.
- J.K Sachdeva, Business Research Methodology,
- William Emory, Business Research Methods.
- Dr. O.R. Krishnaswami, "Business Research Methods", Himalaya Publishing House, 2020, Mumbai.

## **C010902T: STRATEGIC MANAGEMENT**

### **Course Objectives –**

The course is concerned with both the determination of strategic direction and the management of the strategic process. As such, it deals with the analytical, behavioural, and creative aspects of business simultaneously. The perspective of this course is to make students aware about the key tasks involved including detection of and adaptation to environmental change; the procurement and allocation of resources; the integration of activities across subparts of the organizations; and, at the most senior levels, the determination of purpose and the setting of corporate directions. The content will enhance the basic understanding of the nature and dynamics of the strategy formulation and implementation processes.



**Unit 1.** Introduction to Strategy: Meaning, Nature, Scope, and Importance of Strategy; Levels of Strategy; Models and various school of thought in strategic management; Process of Strategic Decision-Making; The concept and relevance of Corporate Governance; Role and Responsibilities of Top Management; Corporate Social Responsibility – meaning and trends.

**Unit 2.** Environmental Scanning: Understanding Strategic Objectives, Components of the Macro Environment, PESTEL Analysis, SWOT Analysis, Porter's Five Forces Model; Components of the Micro Environment: Resource Based View (RBV) Analysis, VRIO (Value-Rarity-Imitability- Organisation) Framework, Value Chain Analysis, Sustaining Competitive Advantage.

**Unit 3.** Strategy Formulation: Strategy Choice & Scenario Analysis Process, Tools & Techniques of Strategic Analysis - BCG Matrix, Ansoff Grid, GE Nine Cell Planning Grid, McKinsey's 7'S framework; Competitive Strategy - Cost Leadership, Differentiation & Focus; Cooperative Strategy - Strategic Alliances - M&A, Growth strategies, Stability Strategies & Retrenchment Strategies.

**Unit 4.** Strategy Implementation: Developing Programs, Budget and Procedures, Stages of Corporate Development, Organizational Life Cycle; Organizational Structures: Matrix, Network & Modular/Cellular; Personnel Plan and Policies, Leadership and Corporate Culture.

**Unit 5.** Evaluation & Control: Evaluation & Control Process and Techniques; Enterprise Risk Management; Primary Measures of Corporate Performance - Balance Scorecard Approach to Measure Key Performance of Responsibility Centres & Functional Areas (Finance, Marketing, HR, Production, IT); Strategic Audit of a Corporation.

#### **Suggested Readings:**

- Stewart Clegg, Chris Carter, Martin Kornberger & Jochen Schweitzer :  
Strategy - Theory and Practice. (SAGE Publishing India)



- Kazmi, Azhar; Business Policy and Strategic Management; McGraw-Hill Education.
- Thomson, Arthur A. and Strickland, A. J.; Strategic Management: Concept and Cases; McGraw Hill Education,
- Jauch, L.F., and Glueck, W.F.; Business Policy and Strategic Management; McGraw-Hill Education.

### **Group A – MARKETING**

#### **C010903T: MARKETING OF SERVICES AND RETAIL MANAGEMENT**

##### **Course Objectives –**

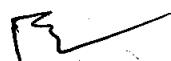
The aim of the course is to give students a broad foundation in Service Marketing and Retail Management. This course relates to study of decisions that strikes to trade-off between risk and returns, efficiency and effectiveness. The economies of the world are now dominated by services. Furthermore, manufacturing companies recognize the potential of services as one of the few sustainable competitive advantages they can develop. The course focuses on the customers, listening to customer requirements and developing customer-defined services standards, aligning strategy and service design, delivering and performing service and managing service promises.

**Unit 1.** Introduction to Service Marketing: Meaning, Characteristics, Scope and Range of Services Marketing, Understanding Service Markets, Products and Customers, The Service Value Chain, Customer Behaviour in Service Encounters.

**Unit 2.** Service Design: Services vis-à-vis Goods, Customer Expectations and Perceptions of Services, Gaps Model of Service Quality; Service innovation & Design, Customer Defined Service Standards, Internal Marketing, Relationship Marketing.

**Unit 3.** Services Marketing Mix- Packaging the Service Product, Pricing the Service, Promotion and Communications in Services Marketing, Services Distribution Planning; People the Fifth 'P'; The Role of the Employee in Services Marketing Process and Physical Evidence.

**Unit 4.** Retail Management: Importance, Opportunities in Retailing, Difference between Organized and Unorganized Retailing, Retail Industry in India, Retail Categories- Supermarkets, Hypermarkets, Convenience Stores, Department Stores,

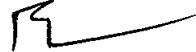


Specialty Stores.

✓ **Unit 5.** Identification of Consumer Characteristics and Needs; Retail Locations- Types of Locations, Factors affecting Location and Site Decisions; Store Design - Objectives, Layouts, Visual Merchandising and Communication; Retail Space Management - Color Planning, Physical Materials in Store Designing; Identifying Best Customers, Recency Frequency & Monetary (RFM) Analysis, Developing and Implementing CRM.

**Suggested Readings -**

- Services marketing, Zeithaml Valerie and Mary jo Bitner, Gremler& Pandit, Tata McGraw Hill.
- Services Marketing, Lovelock, Christopher, Prentice Hall
- Marketing Management – A South Asian Perspective. 13th Ed (2009). Kotler, Keller, Koshi&Jha, Pearson Education.
- Marketing Strategy – Customers & Competition. 2nd Ed (1998). Steven P. Schnaars. The FreePress, New York.
- Sales & Distribution Management – Text and Cases: An Indian Perspective. 1st Ed (2005).Excel Books.
- Network Marketing for Dummies. 2nd Ed (2006). Zig Ziglar, John P Hayes. Wiley Publishing Inc.
- Services Marketing – Integrating Customer Focus Across the Firms. 6th Ed (2013).
- Chetan Bajaj (2012) Retail Management: Oxford Publication
- Philip Kotler (2012) Marketing Management: Pearson.



## C010904T: LOGISTICS AND SUPPLY CHAIN MANAGEMENT

### Course Objectives –

The objective of the course is to familiarise the students with the concepts and tools of supply chain management and trade logistics relevant for a business enterprise. The course is designed to develop understanding of Performance Measurement and Relationship Marketing etc.


**Unit 1. Introduction :** Evolution, importance, scope, concept of supply chain management (SCM) and trade logistics; Supply Chain Management as a Management Philosophy; Functions of SCM; Logistic activities – An overview, Contribution of logistics at macro and micro levels; SCM and trade logistics; Logistics mix : Concept and process of integrated SCM; Supply chain drivers.

**Unit 2. Supply Chain metrics (KPI s), Performance Measurement and Continuous Improvement;** Product Development Process and SCM; Strategic role of purchasing in the supply chain.


**Unit 3. Managing Relationship :** Role of Relationship Marketing in SCM; Managing relationships with suppliers and customers; Captive buyers and suppliers; Strategic partnerships; Supplier-retailer collaboration and alliances.

**Unit 4. Focus Areas of Logistics and Supply Chain Management :** Transportation – Importance of effective transportation system; Warehousing and Inventory Management; Reasons for warehousing; Warehousing location strategies; Inventory Management Principles and Approaches; Inventory categories – ECQ, LT, ICC; Material Management Systems and Techniques – JIT purchasing, manufacturing and in-bound logistics; packing and marking.

**Unit 5. Trends and challenges in Logistics and Supply Chain Management :** Third party and fourth party logistic outsourcing – challenges and future directions; Reverse logistics; Green Supply Chain Management; E-Commerce logistics : Requirements of logistics in e-commerce, EDI, bar coding, RFID, Re-engineering the supply chain – future directions.



**Suggested Readings**

- Ballau, R.H. : Business Logistics Management, Prentice Hall, Englewood Cliffs.
  - Christopher, M. : Logistics and Supply Chain Management, Prentice Hall.
  - Murphy, Paul R. and Donald F. Wood : Contemporary Logistics, Prentice Hall.
  - Shapiro, R. : Logistics Strategy : Cases and Concepts, West Publishing, St. Paul.
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- Coughlan, A., Anderson, E. and Louis W. Stern : Marketing Channels, Prentice Hall.
- Handfield and Nicholas, Jr. : Introduction to Supply Chain Management, Prentice Hall.
- John J. Coyle, C. Jhonand Langley, Brian J. Gibbs, Logistics Approach to Supply Chain Management, Cengage Learning.
- Chopra, S. and Meindl, P. : Supply Chain Management : Strategy, Planning and Operation, Pearson Education.
- Hult, M.G., Closs, D. Frayer, D. Global : Supply Chain Management : Leveraging Processes, Measurements and Tools for Strategic Corporate Advantage, McGraw Hill Ltd.
- Shapiro, J.F. : Modelling and Supply Chain, Cengage Learning.
- Simchi-Levi, D., Kaminsky, P. Simchi-Levi, E. and Ravi Shankar : Designing and Managing the Supply Chain, Tata McGraw Hill Education Pvt. Ltd.

### **Group B: HUMAN RESOURCE**

#### **C010905T: ORGANIZATION DEVELOPMENT AND CHANGE MANAGEMENT**

##### **Course Objectives –**

The objective of the course is to motivate the students gain knowledge and leadership skills needed to help organizations chart a successful course through change, understand the role leadership plays in anticipating, planning and navigating organizational change. The course also aims to make students gain foundational knowledge for making managerial decisions based on business data.

**Unit 1.** Introduction to Change Management Concepts, Its Relevance in Contextual Reference to Organization Development; Planned Organizational Change, Process of Change, Reasons for Changes In Organization; Role of Strategic Communication in the Change-Management Process, Importance of Effective Change Management.

**Unit 2.** Types of Organizational Changes, Diagnosis for Change, Resistance to Change, Factors Responsible for Resistance, Behavioural & Situational Approach, Framework of Organizational Change Management.

**Unit 3.** Concept of Organization Development, Foundations of Organizational Development, Organizational Transformation, Major Drivers of Organizational Change and Development, Path-Goal Theory & Leader-Member Exchange Theory.

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**Unit 4.** Role of Leadership in organizational Change & Development; Leadership Competencies; Top leadership qualities and skill; Leadership DNA styles- Progressive Leadership, Regressive Leadership, Transactional/Transformational& Transcendental style of leaders, Charismatic Leadership.

**Unit 5.** Emerging Trends in HR: Human Resource Audits, Human Resource Information System (HRIS), Human Resource Accounting (HRA), Business Process Re-engineering, Contemporary Talent Management - Issues and Challenges.

### **Suggested Readings**

- Robbins, S. P., & DeCenzo, A. D. Fundamentals of Management. New Delhi: Pearson Education.
- Griffin, R. W. Management. New Delhi: AITBS Publishers and Distributors.
- Management and Organizational Behaviour - Mullins – Pearson Education – 7th edition 2008
- Management and Organizational Behaviour - Robbins- Pearson Education – 15th edition
- Organisational Development by S Ramnarayan, T V Rao.
- Organisational Development and Change By Cummings And Worley
- Organisational Development by French and Bell (6th Edition).

## **C010906T: INDUSTRIAL RELATIONS AND LABOUR LEGISLATION**

### **Course Objectives –**

The objective of the course is to provide conceptual framework of Industrial Relations and Indian Labour legislation and to give an insight of the reforms in industrial relations in India. The course aims to make students aware of existing framework of harmonious Industrial Relation, discipline and collective bargaining mechanism.

**Unit 1.** Concept, Definition and Importance, Factors affecting Industrial Relations System in India; Industrial Conflict – Nature, Causes and Types; Nature of Grievances and Grievances Procedures.

**Unit 2.** Trade Unionism – Meaning, Nature, Rights and Liabilities of Registered Trade Unions, Trade Unions and their Growth, Economic, Social and Political Conditions leading to the Development of Trade Unions; Collective Bargaining: The Collective Bargaining Process, Principles of Collective Bargaining, Joint Consultation: Principles, Types, Attitude of Trade Unions and Management; Joint Consultation in India.

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**Unit 3.** Minimum Wages Act 1948 – Object and Scope, Fixation of Minimum rates of wages, working hours and Determinants of Wages and Claims; Overview of Factories Act 1948- Objects, Definition, Applicability; Licensing and Registration of Factories; Safety and Welfare Provisions; Employment of Women; Annual leave with Wages; Penalties and Prosecution.

**Unit 4.** Overview of the Industrial Relations Code-2019, Payment of Wages Act 1936, Industrial Dispute Act 1947.

**Unit 5.** Changing Concept of Management Labour Relation; Development of Idea of Social Justice; Discipline: Concept, Misconduct, Disciplinary Action, Types of Punishments, Code of Discipline; Strikes, Lockouts, Layout and Retrenchment; Employee Participation and Empowerment: Concepts and Objectives, Employee Participation, Advantages of Employee Participation, Methods of Participation.

#### **Suggested Readings –**

- Indian Bare Acts.
- Srivastava SC - Industrial Relations and Labour Laws (Vikas Publishing House)
- Gupta, Parul – Industrial Relations and Labour laws, SAGE Publishing India
- Kapoor, N.D. – Industrial Law
- Chakraborty, B.K – Labour Laws in India
- Monappa Arun, “Industrial Relations and Labour laws”, Tata McGraw Hill Edition, New Delhi,
- Taxmann Labor Laws”, Taxmann Allied Services Pvt. Ltd.
- Trade Unions and Labour Legislation, Pearson Education, New Delhi.
- Mamoria, Mamoria and Gankar, “Dynamics of Industrial Relations”, Himalaya Publishing House, New Delhi,
- D. P Sahoo: Employee Relations Management - Texts and Cases, SAGE Publishing India



## Group C Communication and Management

### C010907T -303 Advertising Management

Course objective: The objective of the course is to develop student in the field of Advertising management and to acquaint them with the theory and practice of advertising. It covers the principles on which the advertising industry functions.


**Unit 1. Introduction to Advertising:** meaning, definition, functions, importance of advertising, advertising- science, art or profession, significance of advertising, criticism of advertising role of advertising in marketing mix, Advertising as a communication tool, different types of advertising, advertising objectives, designing of advertising campaign.

**Unit 2. Setting Advertising Budget and Advertising Agency:** Advertising Budget meaning of advertising budget, advertising budget as an investment, methods of setting advertising budget, advertising budgeting process, determining the optimum advertising budget, factors influencing advertising budget. Advertising Agency: Meaning, definition, features, functions of advertising agency, types of advertising agency. Factors to be considered while selecting an advertising agency. Advertising effectiveness: meaning, features, functions and types. Online advertising: Meaning, types, advantages and disadvantages.

**Unit 3 Creative Side of Advertising:** Copywriting, Advertising copy and its elements, requirements of an effective copy, print copy principles, radio copy principles, television copy principles, types of television commercials, jingles, illustrating, Layout.

**Unit 4 Advertising Appeals and Celebrity Endorsements:** Meaning and features of advertising appeals, types of advertising appeals, essential of advertising appeals. Celebrity endorsement: Definition of a celebrity endorser, celebrity endorsement in India, Iconic and momentary celebrities, reasons for using celebrity endorsements, disadvantages of celebrity endorsements.

**Units 5. Legal and ethical aspects of advertising in India:** Statutory provisions governing advertising, regulation of advertising under the consumer protections act, advertising and the competition act, ASCI's code of advertising, misleading claims, reinforcing stereotypes, concealment of facts, manipulative advertising, advertisements directed at children.



## C010908T PERSONAL SELLING AND SALESMANSHIP

Course objective:

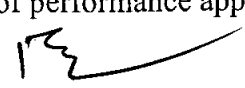
**Unit 1. Introduction to sales management:** Meaning, objectives of sales management, Evolution of sales department, scope and nature of sales management, functions, characteristics of sales management, significance of sales management. Meaning Nature of Personal Selling, Door to door selling situations where selling is more effective than advertising.

**Unit 2. Fundamentals of selling:** meaning of salesmanship, origin and evolution of salesmanship, attributes of salesmanship, essentials of good salesmanship, qualities of a good salesman, sales personality- knowledge of products, knowledge of customers, sizing up customers. The buying policy, classification of customers. stages in selling process -prospecting, pre-approach, and approach, presentation, demonstration and closing the sale.

**Unit 3 Sales Planning and Forecasting:** meaning of sales planning, significance of sales planning- the process of sales planning-conditions for successful implementation. Sales budget and sales target Meaning of sales forecasting, role of sales forecasting, factors governing sales forecasts, steps in sales forecasting, types of sales forecasts, methods of sales forecasting, merits and demerits of sales forecasting.

**Unit 4. Sales territories and quotas:** meaning of sales territories: Meaning of Sales territories, Objectives, nature of sales territories, factors determining sales territories, bases for designing sales territories, procedure for setting up and revising sales territories, assignment of sales personnel to sales territories. Sales quotas: meaning of sales quotas, types of sales quotas, factors considered while setting the sales quotas, requisites of sales quota, methods of setting sales quotas, evaluation of sales quotas.

**Unit 5. Recruitment, Training and Performance appraisal of Sales Force:** Recruitment and selection of sales force-stages in induction, Training and development of sales force – steps in training -evaluation of training programme, training methods, Sales force compensation- compensation incentives, bonus, Sales force motivation, controlling the sales force, Performance appraisal- objectives, types, requirement of a good performance appraisal, system, problems associated with performance appraisal, suggestions for increasing the effectiveness of performance appraisal



## SEMESTER X:

**Note.** The first paper in this semester is **core paper** while the remaining **three** papers are **electives** (papers 4, 5 & 6) to be taken from the Specialisation Group selected. Each paper carries **5 credit**.

### CORE PAPER

#### C011001T: PROJECT PLANNING AND MANAGEMENT

##### Course Objectives –

The course is designed to provide an understanding of different types of projects and the total approach for project management with a view to understand the reasons for project failures and to familiarize students with recent advances in project management tools and techniques including computers.

**Unit 1.** Project– Meaning and Concept; Project Management – Nature, Relevance and Scope; Attributes of a Project Life Cycle, Project Management Process; Characteristics and Role of Good Project Manager.

**Unit 2.** Project Identification Analysis: Concept of Project, Search for Business Idea, Project Identification, Project Screening and Presentation of Projects for Decision Making; Project appraisal- Technical, Economic, Financial, Legal and Social.

**Unit 3.** Project Planning: Need and Formulation; Project Life Cycle, Project Planning Process, Work Breakdown Structure. Cost Estimating, Types of Estimates – Top-Down Estimates & Bottom-Up Estimates.

**Unit 4.** Project Scheduling: PERT-CPM, Uncertainty of PERT, Early Start Early Finish, Late Start Late Finish and Float, Crashing of Activity in CPM; Decision Making: Decision Making Environment, Decision Under Uncertainty, Decision Under Risk, Decision Tree Analysis.

**Unit 5.** Project Risk Management – Introduction, Role of risk management, Steps in risk management, Risk Identification, Risk Analysis; Project Quality Management - Quality Planning, Quality Assurance, Cost of Quality, Costs of Defect, Quality Control, Quality Control Techniques Flowcharts and Diagrams, Cause and Effect Diagrams, Pareto Charts, Control Charts, Value Engineering.

##### Suggested Readings –

- Dynamics of Entrepreneurship Development – Vasant Desai.



- Entrepreneurship: New Venture Creation – David H. Holt
- Entrepreneurship Development New Venture Creation – Satish Taneja, S.L. Gupta
- Project management – K. Nagarajan.
- Entrepreneurship: Strategies and Resources – Marc J. Dollinger.

## ELECTIVE PAPERS

### Group A: MARKETING

#### C011002T: CUSTOMER RELATIONSHIP MANAGEMENT

##### Course Objectives–

The aim of the course is to provide understanding of comprehensive marketing strategy to improve marketing productivity which can be achieved by increasing marketing efficiency and enhancing marketing effectiveness through a process of acquiring, retaining and partnering with selective customers to create superior mutual value for the organization.

**Unit 1.** Introduction to Customer Relationship Management: Concept, Evolution of Customer Relationship, Customers as strangers, acquaintances, friends and partners, Objectives and Benefits of CRM to Customers and Organisations, Customer Profitability Segments, Components of CRM: Information, Process, Technology and People, Barriers to CRM.

**Unit 2.** Relationship Marketing and CRM: Relationship Development Strategies - Organizational Pervasive Approach, Managing Customer Emotions, Brand Building through Relationship Marketing, Service Level Agreements; Relationship Challenges; CRM Marketing Initiatives, Customer Service and Data Management.

**Unit 3.** CRM Marketing drives: Cross-Selling and Up-Selling, Customer Retention, Behaviour Prediction, Customer Profitability and Value Modelling, Channel Optimization, Personalization and Event-Based Marketing; E-CRM: Concept, Different Levels of E- CRM, Privacy in E-CRM.

**Unit 4.** CRM and Customer Service: Call Centre and Customer Care - Call Routing, Contact Centre Sales-Support, Web Based Self Service; Customer Satisfaction Measurement; Call-Scripting, Cyber Agents and Workforce Management.

**Unit 5.** CRM and Data Management: Types of Data - Reference Data, Transactional Data, Warehouse Data and Business View Data; Identifying Data Quality Issues, , Using Tools to Manage Data, Types of Data Analysis: Online Analytical Processing

(OLAP), Clickstream Analysis, Personalisation and Collaborative Filtering, Data Reporting, ; Ethical Issues in CRM.

### Suggested Readings -

- Baran Roger J. & Robert J. Galka (2014), Customer Relationship Management: The Foundation of Contemporary Marketing Strategy, Routledge Taylor & Francis Group.
- Anderson Kristin and Carol Kerr (2002), Customer Relationship Management, Tata McGraw-Hill.
- Ed Peelen, Customer Relationship Management, Pearson Education
- Bhasin Jaspreet Kaur (2012), Customer Relationship Management, Dreamtech Press.
- Judith W. Kincaid (2006), Customer Relationship Management Getting it Right, Pearson Education.
- Jill Dyche' (2007), The CTM Handbook: A Business Guide to Customer Relationship Management, Pearson Education.
- Valarie A Zeithmal, Mary Jo Bitner, Dwayne D Gremler and Ajay Pandit (2010), Services Marketing Integrating Customer Focus Across the Firm, Tata McGraw Hill.
- Urvashi Makkar and Harinder Kumar Makkar (2013), CRM Customer Relationship Management, McGraw Hill Education.

## C011003T: DIGITAL MARKETING AND E-COMMERCE


### Course Objectives –

The course aims to help students understand digital and social media marketing practices to acquire and enhance customer engagement. Students will be able to develop latest digital practices for marketing and promotion.

**Unit 1.** Marketing Strategies for The Digital World: Introduction, Meaning & Definition, History, Objectives, Features, Scope, Benefits and Problems. Digital Marketing V/S Real Marketing.

**Unit 2.** Social Media Marketing: Introduction to Blogging, Importance of blogging in Marketing, Introduction to Facebook, Twitter, Google, LinkedIn, YouTube, Instagram and Pinterest - their channel advertising and campaigns; Concept of Duplicate Content and Canonical Tag, Links of Blogs at Different Related Pages and Communities

**Unit 3.** User's Engagement: Use of Different Sites, Tools to Increase Views and Engage Audience; Search Engine Optimization (SEO) – Contents, Tools &



Optimization, Content Management; Paid Inclusion, Types Of Cookies, Importance of Cookies In Improving Customer Experience, Customer Relationship Management (CRM) In Online Marketing

**Unit 4.** Digital Transformation Framework, Disadvantages and Precautions in Online Marketing, Future Trends, Affiliated Marketing – Concept. Overview of Global E-Marketing Issues; Consumer Behaviour Online, Segmentation, Targeting, Differentiation, Positioning Strategies, Online Marketing Research Tools.

**Unit 5.** Defining E-Commerce, The Development of E-Commerce, E-Commerce Marketing, E-Commerce Legal Considerations, Customer Service Expectations of The E-Commerce Experience.

#### **Suggested Readings -**

- Understanding Digital Marketing (2nd ed.). Kogan Page Publishers.
- Digital Marketing: Strategy, Implementation and Practice, Chaffey D., Ellis-Chadwick, 5th Edition, F., Pearson.
- E Marketing – The essential guide to online marketing, Rob Stokes, Flat world knowledge.
- MoutsyMaiti: Internet Marketing, Oxford University Press India
- Vandana, Ahuja; Digital Marketing, Oxford University Press India (November, 2015).
- Tracy L. Tuten & Michael R. Solomon : Social Media Marketing (Sage Publication).

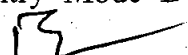
### **C011004T: INTERNATIONAL MARKETING**

#### **Course Objectives –**

The objective of the course is to familiarise the students with the conceptual framework, policies and procedures of international marketing. It also aims to provide an exposure of the environmental dynamics of international business to the students so as to enable them to develop international marketing strategies.

**Unit 1.** Introduction : Nature, scope and importance of globalisation, Concept of Domestic and International marketing, Global trade and marketing, Drivers of globalisation, Multinational corporations. International Marketing Environment : Economic, social, political, geographical and legal environment; Global trading environment and developments.

**Unit 2.** Identification of International Markets : Segmentation and International Markets; Methods of evaluation of International Markets; Entry Mode Decisions,



Modes of entry in international market – Exporting, licensing, contract manufacturing, Joint venture, operating through wholly owned subsidiaries abroad. Factors affecting selection of Entry Modes; International organisations; Market Coverage Strategies.

**Unit 3. International Product Decisions :** product quality, design, labelling, packaging, branding and product support services; Product mix; Product life cycle; New product development; International Pricing Decisions : Factors affecting pricing determination; International pricing process, policies and strategies; Transfer pricing : Dumping, steps in pricing, , Retrograde pricing, Export price structure.

**Unit 4. International Promotion Strategies :** Marketing environment and promotion strategies; Major decisions in international marketing communications, problems in international marketing communications; Export promotion organisations; International promotion mix – Concept, tools, and their key features; International Sales Force Management –process and major issues.

**Unit 5. International Distribution Decisions :** Distribution channel strategy; Types of international distribution channels; International distribution logistics – Inventory management, transportation, warehousing and insurance. Emerging Trends in International Marketing : International marketing through internet; Ecological concerns in International Marketing; International Marketing ethics.

#### **Suggested Readings –**

- Varshney and Bhattacharya : International Marketing Management : Sultan Chand & Sons.
- Francis Cherunilam: International Marketing, Himalaya Publishing House.
- Cateora, Phillip R., Graham, John L. and Gilly, Mary : International Marketing, Tata McGraw Hill.
- Czinkota, Michael R. and Ronkainen, Ilkka A. : International Marketing, Cengage Learning.
- Joshi, Rakesh M. International Marketing, Oxford University Press.
- Keegan, Warran J. and Green, Mark C. : Global Marketing, Pearson.
- Onkvist, Sak and Shaw, John J. : International Marketing : Analysis and Strategy. Psychology Press.

#### **Group B- HUMAN RESOURCE**

##### **C011005T: TRAINING AND DEVELOPMENT**

#### **Course Objectives –**

The course is designed to enable the students to gain information on training practices in relation to organizational development and to develop skills necessary to analyse, design, develop, conduct, and evaluate training programs and their success.





**Unit 1.** Meaning of Training, Need for Orientation and Training, Development – Meaning and Need, Difference between Training and Development, Objectives of Training, Developmental Approaches to Training, Learning Theories, Competency Models and Case-Based Decision Making.

**Unit 2.** Meaning and Significance of Need Analysis, Types of Training Needs, components of Need Analysis, Data Collection for TNA; Training Design - Meaning, Principles, Gap Analysis, Models of Training Design; Training Methods, Facilitation Fundamentals, Traditional Training Methods, Computer-Based Training Methods and E-learning, Selection of Appropriate Training Methods.

**Unit 3.** Traits of Successful Trainers, Competencies, Training the Trainers, E-learning - Types, Significance, Process of E-learning, Advantages and Disadvantages; Online Training and Self-Learning ; An overview of Emotional Intelligence.

**Unit 4.** Meaning and Role of Mentors, Characteristics of a Good Mentor and a Mentee; Coaching -Meaning, Characteristics, Benefits and Scope, Competencies of a Coach, Training Issues for Global Organizations.

**Unit 5.** Training and Development in International Context.

#### **Suggested Readings -**

- Personal management - P Subbarao, Himalaya publications.
- HRM - VSP Rao second edition -2008.
- Managing HRM - Bohlander& Snell – Ingram International Inc. - 16th Edition – 2012.
- HRM - Gary Dessler -Pearson/Prentice Hall, 2005 - 10th Edition
- Employee Training And Development - Raymond Noe
- Every Trainers Handbook- Devendra Agochia
- 360 Degree Feedback, Competency Mapping And Assessment Centre- Radha Sharma
- Training And Development- S.K. Bhatia.
- HRM-BiswajeetPattanayak.

#### **C011006T: CONFLICT RESOLUTION AND STRATEGICNEGOTIATION**

##### **Course Objectives –**

The course is designed to make students understand different types of conflict at workplaceand have an insight as to how to recognize the positive and negative impacts and outcomes of resolved and unresolved conflict, The course also aims to enhance the understanding of strategic negotiations.

**Unit 1.** Meaning and Components of Conflict, Different Models of Conflict, Functional and Dysfunctional Conflict, Different Sources of Conflict, Intra-personal Conflict, Interpersonal Conflict.

**Unit 2.** Role Of Management in Conflict, Degree of Conflict Development, Leadership Grid Approach, Behaviour Style of Conflict Handling, Techniques to Resolve Team Conflict.

**Unit 3.** Negotiation: Meaning of Negotiation, Characteristics of Negotiation, Approaches to Negotiation, Components of Negotiation Performance, Types of Negotiations, Negotiation Styles, Factors determining Appropriate Negotiation Style.

**Unit 4.** Third Party Intervention: Meaning, Different Types of Third Party Intervention, Need of Third Party Intervention, Benefits of Third Party Interventions, Liabilities of Third Party Interventions. Meaning of Mediation, Merits of Mediation, Process Consultation, Alternative Dispute Resolution (ADR)- Meaning & Features of ADRs.

**Unit 5.** Types of Power, Recognizing Available Power, Role of Power in Negotiation; Defining Behaviour and Conflict; Understanding Self: Johari Window, Transactional Analysis and Conflict Handling.

#### **Suggested Readings -**

- Roy Lewicki, David Saunders, John Minton, Negotiation (Irwin, 1999).
- William W. Wilmot & Joyce L. Hocker, Interpersonal Conflict, 6th Edition (McGraw-Hill, 2001).
- Roy Lewicki, David Saunders, John Minton, Negotiation: Readings, Exercises & Cases (Irwin, 1999).
- Bercovitch, Jacob, et.al. 2009. The Sage Handbook of Conflict Resolution. New Delhi: Sage Publication.
- J. T. Dunlop, A. M. Zack, Mediation and Arbitration of Employment Disputes (Jossey-Bass, 1997).
- Sandra Gleason, ed., Workplace Dispute Resolution (Michigan State University Press, 1997).
- M.H. Bazerman, Judgment in Managerial Decision Making (Wiley, 1986).
- J. T. Dunlop, A. M. Zack, Mediation and Arbitration of Employment Disputes (Jossey-Bass, 1997).

**C011006T: PERFORMANCE AND COMPENSATION MANAGEMENT****Course Objectives –**

The objective of the course is to familiarize students about concepts of performance and compensation management and how to use them to face the challenges of attracting, retaining and motivating employees towards higher performance.

**Unit 1.** Introduction to Performance Management System: Meaning, Uses and Purpose of Performance Management, Performance Management and its challenges in current scenario, Performance management as a System and Process; Establishing Performance Criterion of developing an Effective Appraisal System.

**Unit 2.** Performance Appraisal -Managing performance of all the levels of Management, 360-Degree Performance Appraisal, Performance Feedback & Counselling Methods, Performance Analysis for Individual and Organizational Development; Competency mapping & its linkage with Career Development and Succession Planning.

**Unit 3.** Compensation, Types of Compensation, Conceptual Framework of Compensation Management, Job Evaluation: Methods of Job Evaluation; Theories of Wages, Criteria of Wage Fixation, Institutional and Cultural Factors on Compensation Practices.

**Unit 4.** Compensation System Design Issues: Compensations Philosophies, Compensation Approaches, Job Evaluation Systems, Wage and Salary Surveys, The Wage Curve, Pay Grades and Rate Ranges; Preparing Salary Matrix, Fixing Pay, Significant Compensation Issues; Variable Pay; Strategic Reasons for Incentive Plans, Individual Incentive Plans, Group Incentive Plans, Employee Stock Option Plans (ESOPs).

**Unit 5.** Employee Benefits: Nature and Types of Benefits, Employee Benefits Programs, Security Benefits, Retirement Security Benefits, Health Care Benefits, Time-Off Benefits, Benefits Administrations, Employee Benefits required by law, Discretionary Major Employee Benefits; Executive Compensation – Elements of Executive Compensation and its Management.

**Suggested Readings -**

- T V Rao: Performance Management: Towards organizational Excellence (SAGE Publishing)
- Michael, Armstrong Performance Management. Kogan Page.



- Shrinivas R Kandula, Performance Management: Strategies, Intervention & Drivers. Pearson
- Chadha, P. Performance Management: It's About Performing Not Just Appraising. McMillanIndia Ltd.
- B D Singh, Compensation and Reward Management, Excel Book
- Robert Bacal, Performance Management, McGraw-Hill Education.
- Compensation Management and Labour Legislation - M Sharma- Himalaya Publishing – 1st edition.
- Compensation Management -- Dr Kanchan Bhatia- Himalaya publishing – 1st edition.
- Managing Human Resource - Bohlander Snell - South-Western Cengage Learning – 15th edition.
- Principles and Practices of Organizational Performance Excellence- Cartin Thomas J, 1st Edition, 2004.
- The Practice of Management- Drucker P.F, 2009, Harper, New York.

### Group C- COMMUNICATION AND MANAGEMENT

#### C011008T: SALES PROMOTION & PUBLIC RELATIONS

*Course objective: the first half of the course will deal with the understanding of Sales promotion aims at wooing new customers, then to broadly outline the Sales promotional devices at consumer's level and how these stimulate customers will make purchase promptly on the spot with the help of sales promotion. The second half will deal with public relations which is a strategic communications process that organisations use to build mutually beneficial relationships with the public. The course encompasses all steps and actions taken to drive the public to think of an organisation as desired by the organisation itself. The student will learn how public relations could be considered a marketing plan or part of a marketing plan, aiming to create brand and product or service awareness. Good public relations can attract potential customers, strengthen the relationship with existing customers, promote an organisation's visibility and online presence, etc. Upon completion, students will be able to demonstrate an understanding of the concepts covered through application.*

Unit1. Meaning nature and importance of sales promotion, role in marketing, forms of sales promotion: consumer-oriented sales promotion, trade-oriented sales promotion and sales-oriented sales promotion.

Unit 2. Major tools of sales promotion: Samples, point of purchase, displays and demonstrations. Exhibitions and games of chance and skill, lotteries, gifts, offers, premium and free goods. Prince packs, rebates, bonuses patronage, rewards.

Unit 3. Conventions, conferences and trade shows, specialties novelties. Developing sales promotion, preferences, pre-testing, evaluating the results and making necessary modifications.

Unit 4. Public Relations: Meaning features importance, process, role of PR in marketing, Publicity-meaning, importance and power of publicity. Control and dissemination publicity advantages and

disadvantages. Similarities of publicity and public relations.

Unit 5. Major tools of public relations new speeches, special, events handouts and leaflets, audio visual, public service activities miscellaneous tools, ethical and local aspects of sales promotion and public relations.

#### Suggested readings

- Effective public relations and media strategy by C. V. Narsihmaa Reddi
- Public relation principles and practices First Edition Iqbal Sachdeva oxford university press India
- Public Relations in India: New Tasks and Responsibilities By: J. V. Vilanilam SAGE Publications India Pvt Ltd
- Advertising and Sales Promotion Pankhuri Bhagat SBPD Publishing House
- Advertising And Sales Promotion S H H Kazmi, Satish K Batra Excel Books India, 2009

### **C011009T: MANAGEMENT OF SALES FORCE**

*Course objective: The objective of this course in sales management principles and methods featuring allocation of priorities to the company's sales objectives and responsibilities; formulation of sales policy; tasks of planning, organizing, staffing and controlling the work of the field sales force. Understanding the human dynamic in managing salespeople and discussing some of the opportunities and challenges that sales managers face in their day-to-day work, the role of sales management in the broader corporate environment and the career opportunities that are available working in the sales and sales management functions. The course also reinforces the need for sales managers to display strong ethical behaviour with customers and employees alike. Students will learn about job design and recruitment processes, tools of recruitment, the role of training in sales force development, and motivating salespeople to perform the tasks critical to an organization's success.*

Unit 1. Introduction: meaning, importance, and functions of sales force and sales manager, sales force size.

Unit 2. Organisation of sales department: Need of sales department, centralization, vs decentralization, of sales department. Basic types of sales department- line sales organization, lane and staff sales organization and functions of sales organization their merits and demerits.

Unit 3. Recruitment and selection of sales force: Recruitment sources and selection process. Training- importance of training, methods of training. Sales Jobl analysis. Appraisal of performance. Motivation of sales force- need methods. Compensation- factors affecting compensation, types of compensation-direct and indirect.

Unit 4. Sale Budget: Importance, process of sales budget, uses of sales budget, sales planning and control: Production wise sales planning, market analysis and sales forecasting, methods of sales forecasting.

Unit 5. Sales territory: Consideration in allocation of sales territory, Sales Quota- objectives, principles of setting sales quota, administration of sales quota, sales and cost analysis: uses and method

Suggested reading:

- Management of a Sales Force 11th Edition by Rosann Spiro (Author), William Stanton (Author), Greg Rich (Author)
- 13th Edition Sales Force Management Leadership, Innovation, Technology By Mark W. Johnston, Greg W. Marshall.
- Fundamentals of Sales & Distribution Management by Bholanath Dutta.
- Sales and Distribution Management S.L. Gupta Excel Books India

## C011010T: BRAND MANAGEMENT

*Course Objective: The objective of this course is to empower students with knowledge and capacities to understand and analyze brand and branding management, from a corporate and consumer perspective. This objective will be achieved analyzing carefully they key concepts surrounding the subject.*

**Unit 1. Introduction to Brand Management:** Meaning of Brand- Goodwill, distinction between product and brand, elements of brand, the brand a source of value for the consumer, company, Brand Identity- concept, six facets of identity, sources of identity. The rules of brand management, identify brand challenges and opportunities, distinguish between brand equity and customer equity. Symbolic meaning of brand.

**Unit 2. Building a strong Brand:** How customer chooses a brand, building blocks of a strong brand, process of creating a strong brand, use of the elements of marketing mix to design a marketing programme. Leverage secondary and brand association to build a brand, process of evaluating brands in organization.

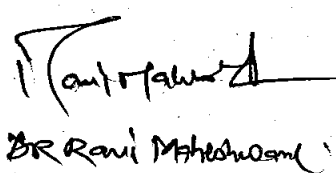
**Unit 3. New products and brand extensions,** distinguish between new products and brand extensions. Discuss the advantages and disadvantages of brand extension. how customers evaluate brand extensions. various brand extension opportunities.

**Unit 4. Managing brand over time:** challenges of sustaining the brand over time, meaning of multi brand portfolios, importance of brand stretching and retrenching, reinforcement of brand, revitalization of brand, adjustments in brand portfolios, handling name change brand transfer revitalization of brand.

**Unit 5. Managing brand over geographic boundaries,** advantages and disadvantages of global branding programme, contrast brand standardization and brand customization. Developing a global brand strategy.

### Suggested reading

- Brand positioning strategies for competitive advantage- subrato Sengupta
- The new strategic brand management- Kapferer, Jean Noel
- Brand management perspectives and practices- Das, Naveen
- Service marketing the Indian context- R Srinivas

DR Ravi Maheshwari