

## **SEMESTER ONE**

# **1.MANAGEMENT FUNCTIONS AND BEHAVIOUR**

## **Course Objectives**

- The objective of the course is to teach managerial skills to aspiring manager or the trained managers.
- The emphasis will be on conceptual development of managerial functions & behavior.
- Managers face difficult and exciting challenges today, solid grounding in management and behavior are, therefore, essential to guide large and small, profit and non-profit organizations successfully through these turbulent times.

## **Learning Outcomes**

Learners will able to :-

- Understand what is meant by management and managerial effectiveness
- Identify the roles which are fulfilled while working as a manager
- Identify managerial activities that contribute to managerial effectiveness
- Identify a cause of stress in managerial life from a range covering mismatches between capabilities and role, player-manager tension and everyday stressors understand time pressures and the need for time management.

## **Syllabus**

### **BLOCK I: Nature of Management, Evolution of Management Thought**

Concept, Nature Scope and Functions of Management, Levels of Management, Evolution and Foundations of Management Theories – Classical and Neo-Classical Theories, Systems Approach to organization, Modern Organization Theory.

### **BLOCK II: Management Functions**

Planning: concepts, objectives, techniques; Organizing – Concepts, delegation, centralization & decentralization; Staffing- concepts & Characteristics; Directing – Concepts & Characteristics; Management by objective; Control & Co-ordination

### **BLOCK III: Individual**

Learning, Perception, Personality, Conflict Management, Motivation and Job Performance, Co-ordination, Communication, Directing and Management Control, Decision Making.

### **BLOCK IV: Individual in the Group**

Group Processes, Introduction to team, Leadership, Power and Politics.

### **BLOCK V: Individual in the Organization**

Organizational Structure, Organizational Design, Organizational Culture, Delegation of Authority, Centralization and Decentralization.

### **Text & References:**

- Human Relations and Organisational Behaviour, Mr. R.S. Dwivedi
- Organisational Behaviour, Mr. Sanjay Srivastav
- Essentials of Management, H. Koontz
- Principles and Practices of Management : Bakshi
- Student Study Material (SSM)
- Barat, N. 1998, Emerging issues in Management, Excel Books, India.
- Greenberg, J. & Baron, R.A. 1993, Behaviors in Organizations, Allyn and Bacon, Boston.

## **2.CONSUMER BEHAVIOUR**

### **Course Objectives**

- Understanding the basic principles of consumer behaviour in order to influence their purchasing decisions, Analyses of the reasons and motives for consumer buying behaviour,
- Distinguish the influence of the conditions, the time and manner of purchase, Identify reasons of post purchase satisfaction/dissatisfaction.
- Application of acquired knowledge and skills in the market with the aim of adapting to market changes and different forms of consumer behaviour.

### **Learning Outcomes**

Learner will be able to-

- Describe the basic principles of consumer behaviour,
- Identify the different consumer behaviour and their impact on purchasing decisions,
- Understand the influence of the conditions, the time and the manner of purchases on consumer behaviour,
- Suggest ways of preventing after buying dissonance
- Choosing the optimal approach in resolving consumer problems,
- Identify the most appropriate ways to influence consumer behaviour.

### **Syllabus**

#### **BLOCK I: The Customer**

Key to Market Success: The Customer: Key to Market Success, Customer Roles, Role Specialization – why specialization is important, Determinants of Customer Behavior: Personal

Factors and Market: Environment, C Market, Environment, Market Context, Personal Context, Market Traits, Market Context

### **BLOCK II : Customer Motivation: Needs, Emotions, and Psychographics**

Motivation, Customer Needs, Need for Arousal, Cognition and Self Concept, Compulsive Buying and Consuming, Materialism, Customer Attitudes: Cognitive & Affective, Learning Theories, Multi attribute Models of Attitude , The Use of Multi attribute Models

### **BLOCK III : Individual Customer Decision Making :**

The Individual Decision Maker, Customer Decision Process, Individual Customer Decision Making process and the Customer Roles, Three Component Model of Attitude Elaboration Likelihood Model (ELM), Multi attribute Models of Attitude, The Use of Multi attribute Models , Researching Customer Behavior : Qualitative Research , Quantitative Research , Information Processing Research, Secondary Research, Virtual Reality: New Tool of Customer Research, Customer Behavior Research and the Three Customer Roles

### **BLOCK IV : Organizational buying behavior :**

Children's Influence in Family Decision Making, Intergenerational Influence, Rules and Procedures, How Government Customers Differ from Business Customers, Government purchasing is complex and time consuming, involving multiple parties, Customer Loyalty to Products, Brands and Stores, Model of Brand Loyalty, Customer Loyalty to Stores, Store Choice, One-Stop Shopping

### **BLOCK V : Customer Loyalty to Products and Stores and the Customer Roles.**

Online Customer Buying, Problem Recognition, Creating Market Values for the Customer, Creating Market Values for Payers, Creating Market Values for Buyers , Addendum, Personal Selling: Consumer Buying Behavior, Group Influences On Consumer Behavior, Environmental/Situational Influences On Consumer Behavior, Internal Influences On Consumer Behavior, Involvement, Types of Consumer Problem-Solving Processes, Post-Purchase Consumer Behavior, Cognitive dissonance, Consumer behavior the psychology of marketing, Consumer Research Methods, Culture and Subculture, Demographics, Segmentation, Targeting, and Positioning, Information Search and Decision, Families and Family Decision Making, Group Influences, Perception, Learning and Memory, Diffusion of Innovation, Attitudes, Electronic Commerce, Search Engine Optimization, Organizational Buyers, Solving the Income Data Puzzle, Survey Based Income Data

### **Texts & References**

- Saxena Rajan (2002). Marketing Management. (New Delhi : Prentice Hall of India (P) Ltd.)
- Schiffman Leon G. and Leslie Lazar Kanuk (1997). Consumer Behaviour. (New Delhi : Prentice Hall of India (P) Ltd.)

- Sen Gupta Subroto (1999). Brand Positioning. (New Delhi : Tata Mc Graw Hill Publishing Co. (P) Ltd.) Soloman M. (2003). Consumer Behaviour Buying, Having and Being. (India: Pearson Education Inc.) Sutherland Anne and Thompson Beth (2002). Kid fluence! Why kids today mean Business. (Canada : Mc Graw Hill)
- Wilkie, William L. (1994). Consumer Behaviour. (New York : John Wiley and Sons)

### **3.DISTRIBUTION AND LOGISTICS MANAGEMENT**

#### **Course Objectives**

- The course is meant for managers under formation. Rapid innovations in technology, especially in the field of distribution and logistics, have made corporate operations complex.
- This course develops the framework for channel creation and formation.
- It reflects the importance of channel management issues and helps the Learners in understanding the company's route to markets and the downstream part of value chain.

#### **Learning Outcomes**

- Illustrate the fundamentals of Distribution channels and Logistics Management.
- The course will help to evaluate and recommend warehouse and Distribution Channel strategies, tactics, and systems to ensure companies efficiently and effectively manage their distribution processes at the regional, national, and international levels.
- Analyze how logistical decisions (e.g., facilities, inventory, and transportation) impact the performance of the firm as well as the entire supply chain.
- Analyze the strengths and weaknesses of various transportation modes and perform cost analysis.
- The course will be able to apply inventory models and techniques to create and recommend appropriate stocking solutions in various business settings.

#### **Syllabus**

##### **BLOCK I: Distribution System**

Distribution System- Role, Scope, Functions & Structure, Types of channels, Levels of channels, Cost, Control and Customer service, Selection of Channels, partners, Motivation of channels, Factors affecting channel design. Channel Design and Implementation – segmenting, targeting, gap analysis, establishment of new channels or refining existing channels.

##### **BLOCK II : Channels**

Channel Flows – definition and concepts, Relevance of channel structure on Membership Issues. Vertical Integration of Marketing Channels – costs, benefits, and need.

### **BLOCK III : Retailing**

Retailing: Strategic Issues in Retailing. Merchandising Techniques: Franchising; nature and scope, Wholesaling, Assorting, Distribution of supplementary services, and Intermediaries for service delivery. New age technologies: SAP, ERP and Electronic channels.

### **BLOCK IV : Channel Conflict**

Channel Conflict – nature and degree, sources, consequences, conflict resolution strategies, Channel Performance: Monitoring & evaluation, identifying power sources, and channel coordination.

### **BLOCK V : Logistics System**

Logistics System – concept, objective and scope, the system elements, transportation, warehousing, inventory management, packing and unitization, communication and control, importance, Strategic Logistics Planning – logistics strategy, implementation and management.

### **Texts & References**

- Bert Rosenbloom,(2008), Marketing Channels, South Western Cengage Learning
- DK Agrawal,(2008),Logistics and Supply Chain Management, Macmillan India
- Havaldar and Cavale,(2008), Sales and Distribution Management- Text and Cases. Tata McGraw Hill
- Stern & El-Ansary,(2009), Marketing Channels. Prentice Hall of India.
- V.V. Sople,(2010), Logistics Management. Pearson Publication.

## **4.PRODUCT AND BRAND MANAGEMENT**

### **Course Objectives**

- Identify important issues related to planning and implementing of product strategy. Understand the product mix and new product development process.
- The course will help Learners in evaluation of various brands and face the branding challenges and opportunities.
- Develop a brand centric approach and understand the elements for building effective brands.
- Understand the concept of brand extension and its importance in today's scenario.
- Develop a consumer-centric approach to building, measuring and evaluating strategies that build brand equity for new and existing brands.

### **Learning Outcomes :**

- Understand and apply the key principles related to product strategy to achieve right product development strategy for improving marketing performance.

- Apply branding principles and marketing communication concepts and frameworks to achieve brand management goals and improve marketing performance.
- Learners will be able to identify brand meaning and to measure brand strength for any particular market offering.
- Practically develop a brand extension strategy including its effective positioning and communication.
- Learners will be able to conduct the measurement of brand equity and create the tools required to manage equity overtime.

## **Syllabus**

### **BLOCK I: Product Strategy Development**

Elements of Product Strategy, Product Mix and Line decisions. Positioning Strategy, Product Strategy over Life Cycle, New Product Development Process

### **BLOCK II: Introduction to Brand Management**

Concept of branding, the challenges faced by brand managers, the value of a brand to customers and the organization, Branding Challenges & Opportunities, Strategic Brand Management Process

### **BLOCK III: Elements to build Effective Brands**

Criteria to choose brand elements, Creation of brand personality, brand personality scale, brand image sources, Brand identity dimensions

### **BLOCK IV: Brand Re-vitalization**

Brand & Line Extensions, Marketing Mix for Brand Extensions, Co – Branding. Upward and Downward stretching of brands.

### **BLOCK V: Managing the Brand Systems**

The brand equity concept, Brand Equity Models – Customer Based Brand Equity, Aaker Model, Brand hierarchy Brand Awareness, Brand Loyalty, Brand Associations, Brand Recognition, Recall.

## **Texts & References**

- Keller K.L. (2008), Strategic Brand Management: Building, Measuring, and Managing Brand Equity, Prentice Hall.
- Sengupta S. (2010), Brand Positioning, Tata McGraw-Hill
- Kapferer J. L. (1994), Strategic Brand Management, Free Press

## **5. QUANTITATIVE TECHNIQUES IN MANAGEMENT**

### **Course Objectives:**

This course aims to:

- Building a better understanding of the statistical tools for displaying and analyzing business data.
- Develop understanding of various mathematical and statistical models and optimization techniques used for decisions making in management.
- Let the learners be able to use MS Excel to solve mathematical problems

### **Learning Outcomes:**

On completion of the course, Learners are expected to:

- Understand the elementary concepts and techniques of how Statistical and Mathematical analysis can materially help in business decision-making.
- Get along with the concept of models of business processes, and the scope and limitations of commonly-adopted models;
- Understand the concepts of populations and samples and the use of descriptive statistical tools for population and sample description.
- To use descriptive statistics to categorize and describe the shapes of data distributions; [measures of Centrality and Variation in Data]
- Understand and be able to communicate best-practice in objective Data Visualization and Presentation

### **Syllabus**

#### **BLOCK I: Introduction**

Introduction to descriptive statistics, Diagrammatical and Graphical representation of data, Bar diagram, Frequency Polygons, Ogives

#### **BLOCK II: Summary Statistics**

Measures of Central Tendency - Arithmetic Mean, Weighed Mean, Median and Mode

Measures of Dispersion – Range, Average Deviation, Standard Deviation, Variance and Coefficient of Variation

#### **BLOCK III: Forecasting Techniques**

Sample Correlation and Regression Analysis, Time Series Analysis – Trend Analysis, Cyclical Analysis, Seasonal Analysis, Irregular Variation

#### **BLOCK IV: Probability and Testing of Hypothesis**

Introduction of Probability Theories, Concepts, Addition and Multiplication Theorems, Probability Distributions, Sampling and Sampling Distribution, Null Hypothesis and Alternative Hypothesis, t – test, F – test, Non – Parametric Tests (chi – square test)



## **BLOCK V**

**Decision Theory:** Decision under Certainty, Risk and Uncertainty), Marginal Analysis, Decision Tree Analysis

**Linear Programming:** Introduction to Linear Programming, Formulation of LPP, Solution of LPP – graphical and Simplex method, Transportation Problems – Initial Basic Feasible solution, Test for Optimality and Transshipment, Assignment Problem and its solution

### **Text and References:**

- Levin R.I. & Rubin S.R. 2005, Statistics for Management, 7th Ed. Prentice Hall Of India
- Taha H. A. 2007, Operations Research: An Introduction, 8th Ed. Prentice Hall of India
- Quantitative Techniques in Business by Dr. Aditham B. Rao

**SEMESTER TWO**

# **1.ADVERTISING AND SALES MANAGEMENT**

## **Course Objectives:**

- This course provides Learners an opportunity to gain an understanding of advertising and other marketing communications practices.
- The course emphasizes on developing Learners' abilities to use Advertising as a tool to Create Awareness, Position the Product, and make an impact in the Consumers' Minds.
- This comprehensive course also familiarizes Learners' with Media Planning and creativity in advertising.
- Concepts include: advertising planning processes, determining advertising and promotional goals and objectives, control and evaluation of advertising and promotional programs, and regulatory issues. Learners will develop a comprehensive advertising campaign for a real or imaginary product.

## **Learning Outcomes:**

- Analyze the expanding environment of media and communication techniques.
- Assess the strengths, weaknesses, opportunities and threats (SWOT) of different kinds of promotional campaigns.
- Examine the importance of market segmentation, position and action objectives to the development of an advertising and promotion program.
- Develop creative strategies for advertising.
- Plan media strategy, scheduling, and vehicle selection.
- Assess strategic uses of sales promotions.

## **Syllabus**

### **BLOCK I: Introduction to Advertising**

Concept and definition of advertisement – Social and Economic Implications of advertisements, Setting advertisement objectives, Ad. Agencies – Selection and Remuneration, Types of advertisement

### **BLOCK II: Advertising Planning & Strategy**

Advertising Department: Objectives and functions, Role of Advertisement Agencies: Selection and Remuneration, Advertising Campaign, Budgeting Methods.

### **BLOCK III: Advertising Media and Effectiveness**

Media Planning, Scheduling, & Buying; Print, Broadcast & Interactive Online Media, Measuring Advertising Effectiveness, Creativity in Advertising, Copy Writing.

### **BLOCK IV- Sales Promotion**

Rationale, Types - Consumer and Trade Promotions - Sales Promotion Strategies and Practices, Cross Promotions

### **BLOCK V: Integrated Marketing Communication**

Other Promotional Tools, Public Relations, Event Marketing, Direct Marketing, Surrogate Advertising, New Product Launches.

### **Text & References :**

- Belch, George E & Belch, Michael A. (2009). Advertising and Promotion. McGraw-Hill Irwin. 8th edition.
- Wells W.D, Burnett J, & Moriarty S. (2009), Advertising Principles and Practice, Pearson Higher Education
- Batra R, Myers G.J., Aaker D (2003), Advertising Management, Pearson Education.

## **2.MARKETING OF SERVICES**

### **Course Objectives**

This course aims to :

- To provide an in-depth appreciation and understanding of the unique challenges inherent in managing and delivering quality services. Participants will be introduced to and have the opportunity to work with tools and strategies that address these challenges.
- To develop an understanding of the “state of the art” service management thinking.
- To promote a customer service-oriented mindset.
- Understand the theory and concepts pertaining to Services marketing.
- Understand how to develop effective service marketing strategies that emphasizes the value exchange between suppliers and their customers

### **Learning Objectives:**

On the completion of this course learners are expected to :

- Develop familiarity with the concepts of Services Marketing
- To show that the characteristics of services affect a real-life customer experience.
- Enhance their abilities to apply target marketing strategies in various and specific marketing situations.
- Develop an awareness and appreciation of research applicable to Services Marketing.

### **Syllabus**

#### **BLOCK I: Understanding Services and Consumer Behavior**

Service Sector and its structure. Drivers of service sector growth. Nature of services: Tangibility Spectrum; Defining the service offering; Flower of Service. Goods vs. Services; the service marketing challenges and implications for marketers for each service characteristic. Categorizing Service Processes. Self Service Technologies. Consumer behavior in services;

Search, Experience and Credence attributes. Service Encounters and the types; Moments of Truth. The expanded Services Mix.

### **BLOCK II: Focus on Customers**

Customers' expectations of service. Desired and Adequate service, Zone of Tolerance. Managing customer expectations and perceptions in services. Service Quality Dimensions. Customer Satisfaction vs. Service Quality. The impact of service failure and recovery. Types of Customer Complaint Actions and Complainers. Service Guarantees. Service Recovery Strategies.

### **BLOCK III: Aligning Strategy, Design and Delivery**

Service Blueprinting. Operational service product designing and adding value. Evidence of service and Service scape. The Service Triangle. Boundary–Spanning Roles. Strategies for closing the delivery gap.

### **BLOCK IV: Delivering Services through Intermediaries, Managing Demand and Capacity. Pricing Services**

Role of Distribution in Services. Channel Conflicts and other key problems. Key Intermediaries for Service Delivery. Understanding Demand and Capacity constraints. Strategies for matching Capacity and Demand. Approaches to Pricing Services

### **BLOCK V: Service Sector Study (Group Project)**

Exposure to various growing Service Sectors, viz.: Banking, Insurance, Hospitality, Education, Telecom, and Health Care etc. Live-Project by each group, on any one of the growing sectors of services; Group Presentations/ Viva on assigned date.

### **Text & References:**

- Valarie A Zeithaml Mary Jo Bitner, Dwayne Gremler, Ajay Pandit. (2007), Services Marketing: Integrating Customer Focus Across the Firm, Tata McGraw Hill
- Christopher Lovelock. (2010), Services Marketing: People, Technology, Strategy, Pearson Education India.
- Rajendra Nargundkar, (2006), Services Marketing: Text and Cases, Tata McGraw-Hill
- Harsh V. Verma. (2010), Services Marketing: Text and Cases, Pearson Education

## **3.CUSTOMER RELATIONSHIP MANAGEMENT**

### **Course Objectives**

- This course examines customer relationship management as a key strategic process for organizations.

- Composed of people, technology, and processes, an effective CRM optimizes the selection or identification, acquisition, growth and retention of desired customers to maximize profit.
- Anyone interested in being an architect of CRM within his or her organization, or responsible for the development of any major aspect of CRM will find this course beneficial.
- CRM discussions and projects will address both organizational customers (B2B) and consumers/households (B2C).

### **Learning Outcomes**

- An understanding of the concept of customer relationship management.
- An understanding of the benefits delivered by CRM, the contexts in which it is used, the technologies that are deployed and how it can be implemented.
- An insight into how CRM practices and technologies enhance the achievement of marketing, sales and service objectives throughout the customer life-cycle stages of customer acquisition, retention and development whilst simultaneously supporting broader organisational goals.
- An insight into contemporary issues in customer relationship management.

### **Syllabus**

#### **BLOCK I: Introduction and Significance of Customer Relationship Management**

Evolution of CRM, Need for CRM, Benefits of CRM, Transaction vs. Relationship orientation, Introduction and Objectives of a CRM Process, an Insight into CRM , e-CRM and m-CRM.

#### **BLOCK II: Managing Customer Relationship**

Understanding Principles of Customer Relationship, Relationship Building Strategies, Building Customer Relationship Management by Customer Retention, Stages of Retention, Sequences in Retention Process, Understanding Strategies to Prevent Defection and Recover Customers. Market share vs. Share of customers, Life Time Value of Customers.

#### **BLOCK III: CRM Process**

The CRM cycle i.e. Assessment Phase; Planning Phase; The Executive Phase, Modules in CRM, 4C's (Elements) of CRM Process, Customer Acquisition Strategies, Customer Retention Strategies (Zero defections), Cross selling and up selling strategies, Customer Equity, Customer Metrics, Customer loyalty, Loyalty ladder, Customer Complaint Management.

#### **BLOCK IV: CRM practices in Business Economy (B 2 C and B 2 B Market)**

Growth of Service in India, Service Customer Classification, Service Marketing Mix, Service Recovery, Characteristics of Business Markets, Importance of CRM in B2B and B 2 C Markets, Key Account Management, Supplier-Channel Management, CRM practices and application in Banking Industry, Retail Industry, Aviation Industry, Hospitality Industry, Pharmaceutical Industry, Telecom Industry and Product Markets.

## **BLOCK V: Issues and Challenges in Implementation of CRM**

CRM Implementation Road Map, CRM Roadblocks (4P's), Phased development, learning from customer defections, evaluating customer retention plan, Emerging trends in CRM.

### **Text & References:**

- Alok Kumar, Chhabi Sinha, Rakesh Sharma (2009) Customer Relationship Management – Concepts and Application, Biztantra.
- Alok Kumar Rai (2009) Customer relationship Management Concepts and Cases, PHI
- G Shainesh & Jagdish N Sheth , (2006) Customer Relationship Management-A Strategic Approach, Macmillan India, New Delhi.
- Jill Dyché (2006) The CRM Hand book (2006) Pearson Education.
- Judith W.Kincaid (2007) Customer Relationship Management- Getting it Right, Pearson Education.
- Ronald S (2001), Accelerating Customer Relationships, Swift, PHI.
- S.Shajahan (2009) Relationship Marketing, Tata McGraw Hill

## **4.RESEARCH METHODOLOGY**

### **Course Objectives :**

- Discuss the nature and scope of marketing research.
- Define marketing research
- Explain the framework for conducting marketing research process.
- Define and understand the Research Design and process.
- Classify and discuss the various scaling techniques.
- Designing of questionnaire and methods of data collection.
- Discuss the sampling design process and techniques.
- Discuss the various techniques of data processing and analysis.

### **Learning Outcomes :**

- Conduct the marketing research process.
- Understand the process of research design.
- Implement the correct scaling techniques.
- Understand the purpose of constructing questionnaire and methods of data collection.
- Understand the objective of choosing the right sample.
- Understand the importance of data preparation.
- Understand the procedure for selecting a data analysis strategy.

## **Syllabus**

### **BLOCK I : Introduction of Research :**

Research methods versus methodology; Criteria for good research problem encountered by researchers in India.

### **BLOCK II : Planning and formulation Research Designs :**

Planning a research prospect, problem identification & formulation, Research Design: Exploratory, Descriptive & Experimental Research.

### **BLOCK III: Questionnaire and Form design :**

Questionnaire method, Steps in constructing a Questionnaire, types of questions, Altitude measurement & scaling techniques, Ordinal, nominal, ratio, interval, scales: Likert Scale, Sampling decisions; sample selection methods- productivity & non-probability sample size.

### **BLOCK IV Data Collection methods :**

Primary & Secondary data, Observation method, Interview method Data Collection & field force, Field work procedure, common sources of error in the field work, tabulation of collected data.

### **BLOCK V : Test of significance & report writing**

z, t, f, x<sup>2</sup>, correlation & regression techniques, Pre-writing considerations & presentation of research report.

### **Text & References:**

- Marketing Research- An applied orientation-By Naresh K. Malhotra
- Kothari, C.R., Research Methodology, Wiley Eastern Ltd, New Delhi
- Amarchand, D. Research Methods in Commerce, Emerald Publishers, Chennai.
- Marketing Research (Text & Cases) nu Rajendra Nargundkar, Tata McGrwa Hill