



**INDIRA SCHOOL OF BUSINESS STUDIES,
PUNE**

**Post Graduate Diploma in Management-Marketing
(PGDM-M)**

SYLLABUS BOOKLET

Batch 2018-20

Introduction:

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

Objectives:

The basic objective of the PGDM-M is:

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

Eligibility:

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

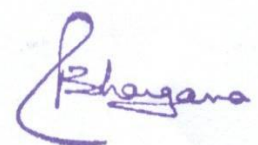
Admission Process:

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

AICTE CMAT/CAT/XAT/MAT/ATMA

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

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



Programme Structure:

PGDM-M 2018-20 Programme Structure -

Particulars	Semester I	Semester II	Semester III	Semester IV	Total Number of Subjects	Total Credits	Total Marks
Generic Core	9	10	9	4	32	88	2800
Specialization Core	-	-	-	-	-	-	-
Electives	-	2	2	2	06	12	300
Total Number of Subjects	9	12	11	6	38	-	-
Total Credits	25	32	28	15	-	100	-
Total Marks	800	1000	850	450	-	-	3100

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

1. 32 Core Courses amounting to 88 Credits are compulsory for all students regardless of specialization
2. The remaining 12 credits he/she has to complete by opting for the specified number of electives from the set of electives being offered.

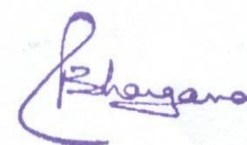
Assessment Pattern:

The evaluation is based on credit points allocated to subjects which are either 3 credit or 2 credit courses and a 3 credit SIP. Marks are allocated on the basis of theoretical as well as practical subject knowledge. For a full credit subject 60 marks are allocated for final written examination and 40 marks are allocated on the basis of internal evaluation of the performance of the student in the subject throughout the semester, which comprise case studies, presentation, field work, objectives tests and written examination. For a half credit subject internal evaluation of 50 marks is based on case studies, presentation, field work, objectives tests and written examination. A judicious mix of internal continuous evaluation and external assessment has been adopted to ensure that students get a fair and consistent assessment for their performance in the subject.

Grading Pattern:

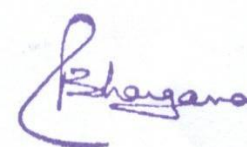
Definition of Grade

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



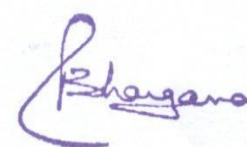
Programme Structure PGDM - Marketing (Batch 2018-2020)				
SEM I				
Nature of Course	Course No	Name of the subject	Credits	Marks
Generic Core	M - GC- 101	Managerial Economics	3	100
Generic Core	M - GC- 102	Management Accounting	3	100
Generic Core	M- GC- 103	Legal Aspects of Business	2	50
Generic Core	M - GC- 104	Managerial Communication	3	100
Generic Core	M - GC- 105	Basics of Marketing	3	100
Generic Core	M - GC- 106	Statistics and Quantitative Techniques	3	100
Generic Core	M - GC- 107	Organization Behaviour & Theory of Management	3	100
Generic Core	M - GC - 108	Skill Enhancement Lab	3	100
Generic Core	M- GC - 109	IT Skills Lab	2	50
Total			25	800

SEM II				
Nature of Course	Course No	Name of the subject	Credits	Marks
Generic Core	M - GC - 201	Financial Management	3	100
Generic Core	M - GC - 202	Marketing Research	3	100
Generic Core	M - GC - 203	Human Resource Management	3	100
Generic Core	M - GC - 204	Quality and Operations Management	2	50
Generic Core	M - GC - 205	Sector Study - Seminar	2	50
Generic Core	M - GC - 206	Product and Brand Management	3	100



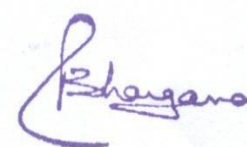
Generic Core	M - GC - 207	Sales and Channel Management	3	100
Generic Core	M - GC - 208	Integrated Marketing Communications	3	100
Generic Core	M - GC - 209	Consumer Behaviour	3	100
Generic Core	M - GC - 210	C2C (Campus to Corporate) - Marketing	3	100
Elective	M - GE - 211	Supply Chain Management	2	50
Elective	M - GE - 212	New Age Marketing	2	50
Elective	M - GE - 213	Competitive Strategy	2	50
		Total (considering choice of 2 electives)	32	1000

SEM III				
Nature of Course	Course No	Name of the subject	Credits	Marks
Generic Core	M - GC - 301	Strategy and Enterprise Performance Management	3	100
Generic Core	M - GC - 302	Summer Internship Programme	3	100
Generic Core	M - GC - 303	International Business Exposure Programme	2	50
Generic Core	M - GC - 304	Business Ethics and Corporate Governance	2	50
Generic Core	M - GC - 305	Entrepreneurship Development	2	50
Generic Core	M - GC - 306	B2B Marketing	3	100
Generic Core	M - GC - 307	Retail Management	3	100
Generic Core	M - GC - 308	Services Marketing	3	100
Generic Core	M - GC - 309	Digital Marketing & E Commerce	3	100
Elective	M - GE - 310	Marketing of FMCG	2	50
Elective	M - GE - 311	Marketing of BFSI	2	50
Elective	M - GE - 312	Rural Marketing	2	50



		Total (considering choice of 2 electives)	28	850
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SEM IV				
Nature of Course	Course No	Name of the subject	Credits	Marks
Generic Core	M - GC - 401	Innovation Management & Sustainability	2	50
Generic Core	M - GC - 402	Customer Relationship Management	3	100
Generic Core	M -GC - 403	International Marketing	3	100
Generic Core	M- GC - 404	Contemporary cases in Marketing	3	100
Elective	M - GE - 405	Telecom Marketing	2	50
Elective	M - GE - 406	Marketing of IT and ITES	2	50
Elective	M - GE - 407	Development of Marketing Plan	2	50
		Total (considering choice of 2 electives)	15	450



MANAGERIAL ECONOMICS

Programme: PGDM-M Semester – I
Revised in: January 2018

Course Code: M - GC-101
Total Hrs.: 45

1. Objectives:

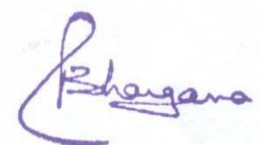
At the end of the course, the student should be able:

- To understand and appreciate the concepts of managerial economics in theory and practice
- To understand and apply the concept of economics in marketing strategy formulation & implementation such as pricing, costs, production, demand analysis & forecasting.
- To understand how the cost of environmental degradation is taken into account for national income accounting.

2. Core text book for Reading:

- Managerial Economics By Mithani

3. Reference Text Books:



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

4. Pedagogy:

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

Sr. No.	Topic	Duration (Hrs.)
1	Introduction to Managerial Economics: Meaning, nature, Scope and significance of Managerial Economics. Branches Micro and Macro Economics & Applications; Role of Economics in Managerial decisions making. Marginal & Incremental Analysis, Average Marginal relationship & Theories of Profit-Innovation/ Risk & Uncertainty / Monopoly / Managerial Theory of profit.	3
2	Demand Analysis: Meaning of Demand, Determinants of Demand, Demand Function and its types, Law of Demand, Derived demand and autonomous demand. Elasticity of Demand -Price elasticity, Income elasticity and cross elasticity. Measurement and its use. Demand Forecasting Techniques of Demand Forecasting. * Numerical on Elasticity of demand.	8
3	Supply and Production Analysis: Supply - Law of supply, determinants of supply. Elasticity of supply and factors affecting it. Production Analysis - Meaning, Production Function, Short run analysis; law of Variable Proportions, production function with two variable inputs. Long-run production function, economies and diseconomies of scale. Break even Analysis * Numerical –BEP & Elasticity of Supply.	8
4	Cost and Revenue concepts: Types of cost. Relationship between production & cost. Short & long run cost concepts relationship between various cost concepts. Revenue concepts; Meaning of Average revenue, Marginal revenue and total revenue and their relationships. * Numerical –Cost & Revenue concepts.	7
5	Price & Output determination: Perfect Competition, Monopoly, Monopolistic Competition, Types, Nature, Oligopoly, Kinky Oligopoly. Comparison –Perfect Competition /Monopoly/ Monopolistic, Government policies towards monopoly & competition.	7

6	Pricing practices and Strategies: General objectives of a pricing policy, role of cost in pricing, price elasticity of demand and pricing ,Some popular pricing practices - Cost-plus pricing, Marginal cost pricing, target pricing, going rate pricing, imitative pricing, pioneer pricing- skimming price; penetration price. Multi-product pricing.	3
7	Introduction to macroeconomics: Circular Flow of Income and Basic concepts of National Income. Meaning of Business Cycles and its phases. Meaning and significance of Monetary and Fiscal Policy.	5
8	Economics of Information: Symmetrical and asymmetrical information, impact of information on key economic variables, information and market efficiency, tertiary revolution, price signaling, lemon problem.	2
9	Externalities and public goods: Positive and negative externalities, pricing asymmetry, social marginal cost, pricing of public goods, welfare criterion, maximum social advantage.	2

MANAGEMENT ACCOUNTING

Programme: PGDM-M Semester- I
Revised in: January 2018

Course Code: M - GC-102
Total Hrs. 45

1. Objectives:

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

- Able to understand the fundamentals of accounting & finance concepts.
- Familiarized with financial statements & principles underlying them and to develop their skills in reading Annual Reports.
- Able to understand accounting mechanics, process & system and emerging trends in sustainability such as full cost accounting.

2. Core text book for Reading:

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

3. Reference Books:

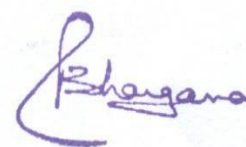
- Advanced Accountancy By R.L Gupta Radhaswamy
- Accountancy for CA-PE-I By P.C. Tulsian
- Cost Accounting By Saxena Vashist

- Principles and Practice of Cost Accounting By Ashish Bhattacharya
- Financial Management By Sheeba Kapil

4. Pedagogy:

- Class Room Lectures, Activities, Case study, Assignments, Guest Lecture and Tests.

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



	Basic concepts & Terms Problems on material & Labour Variances.	
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Numerical Problems will be covered on following Topics:

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

LEGAL ASPECTS OF BUSINESS

Programme: PGDM-M Semester- I
Revised in: January 2018

Course Code: M - GC-103
Total Hrs: 45

1. Objectives: Sound knowledge of the law is a strategic asset which if timely and properly applied will provide the prospective managers and their organizations immediate and long-term benefits and the ability to avoid costly mistakes. The course will impart in students the ability to recognize emerging legal issues in business and approach conflicts ethically and logically.

2. Core text book for Reading:

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

3. Reference Books:

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

4. Pedagogy:

- Class Discussion
- Case lets & Case Study

Sr. No.	Topic	Duration (Hrs.)
1	Introduction - Introduction to legal system in India, Sources of Law. - Essence of Law for Society & Business managers	1
2	- Essential elements of Valid Contracts - Contracts of Indemnity & Guarantee - Quasi Contract - Breach of contract-Meaning & remedies - Discharge of contract - Agency - Creation of Agency – Agent and Principal (Relationship/rights), Types of agency	8
3	The Contract Act, 1872 Sale of Goods Act, 1930 - Contract of sale of goods - Conditions & warranties - Transfer of property - Rights of unpaid seller - Caveat Emptor	5
4	The Negotiable Instrument Act, 1881 - Negotiable Instruments – Meaning, Characteristics, Types. - Parties, Holder and holder in due course. - Negotiation and Endorsements Types. - Dishonor of Negotiable Instrument – Noting and Protest	5
5	The Companies (Amendment) Act, 2015 - Company – Definition, Meaning, Features and Types, One Person Company. - Incorporation of Company – Memorandum of Association, Articles of Association and Prospectus (Doctrine of Ultra vires, Indoor Management & Constructive Notice)	5

6	Important Legal Concepts • The Consumer Protection Act, 1986 –Unfair & Restrictive Trade Practices, Dispute Redressal Forums • Intellectual Property Rights (Brief Overview on Patents, Copyrights & Trademarks) • Right to Information Act, 2005 – Introduction, Obligation of Public Authorities, Information Commissioners – Powers & Functions	6

Suggested Case lets/ Key Terms:

▪ Ignorantia juris non Excusat	▪ Carlill vs Carbolic Smoke Ball Co.
▪ Rose & Frank vs Crompton Brothers	▪ Mohiri Bibi vs Dharmo Das Ghosh
▪ Salomon vs Salomon & Co. Ltd.	▪ Lalman Shukla vs Gauri Dutt

MANAGERIAL COMMUNICATION

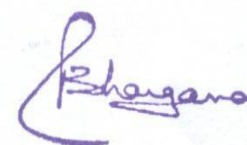
Programme: PGDM-M Semester – I
Revised in: January 2018

Course code: M - GC-104
Total Hrs: 45

1. Objectives:

At the end of the course the student should

- Become aware of their communication skills and sensitize them to their potential to become successful managers.
- Be confident and be able to instill competitiveness by projecting a positive image of them and should be equipped to handle day-to – day managerial responsibilities.
- Be introduced to some of the practices in managerial communication that are contemporary.



2. Core text book for Reading:

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

3. Reference Books:

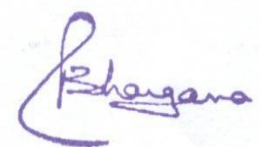
- Andrews, Sudhir. 1988. How to Succeed at Interviews.. Tata McGraw-Hill.
- Monippally, Matthukutty. M. 2001. Business Communication Strategies. Tata McGraw-Hill.
- Lucas, Stephen. 2001. Art of Public Speaking. Mc-Graw Hill.
- Pillai, Radhakrishnan, 2006. Spoken English for you. Emerald Publishers, Chennai.

4. Pedagogy:

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

Sr. No.	Topic	Duration (Hrs.)
1	Introduction to Managerial Communication: Introduction, Dimensions, Importance and Need. Types, Process, Levels, Channel & Barriers in Communication, Differentiate between formal and informal communication, verbal & non-verbal communication.	7
2	Essential Managerial Communication Skills: a) Effective Listening skills: Functions and types of Listening, Active and passive listening- Qualities of a good listener and a good speaker. (b) Effective Reading skills: Functions of Reading (c) Persuasive Public Speaking skills: Tackling hesitation, fear, shyness and nervousness in speaking, Impromptu speech, Public speaking (d) Effective Writing skills: Writing the business letter- layout, components and categories of business letters. Emails, reports and proposals-Types, format and project report highlights. Writing Memos, Other business correspondence- circulars and publicity material, notices	16
3	Business and social etiquette: Effective grooming skills, how to conduct oneself in a social, work and personal environment. Behavior patterns, effective hygiene standards.	5
4	Group communication: Factors in group communication, effective meetings, group decision making	4
5	Developing Communication for Career Development: Building Careers and resumes -Securing employment in today's job market, Preparing resumes;	9

	Applying and interviewing for employment - Writing application/cover letters and other employment messages, understanding the interviewing process, preparing for a job interview, interviewing for success, following-up after an interview.	
6	Constructing Effective Presentations: Summarize the various presentation types, describe how to select appropriate visual aids for a presentation, explain how to structure a presentation for a given audience, audience analysis-preliminary and during the presentation.	4



BASICS OF MARKETING

Programme: PGDM-M Semester – I
Revised in: January 2018

Course Code: M - GC-105
Total Hrs: 45

1. Objectives:

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

- To understand and appreciate the concept of marketing in theory and practice
- To understand the importance of evaluation of marketing environment and studying the STP strategies for developing feasible marketing plan. To understand and develop the marketing mix strategies.

2. Text books for Reading:

- Principles of Marketing By Philip Kotler, Gary Armstrong
- Principles of Marketing By McDaniel, Lamb, Hair

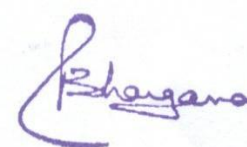
3. Reference book for Reading:

- Fundamentals of Marketing – Stanton
- Introduction to Marketing - Adrian Palmer
- Marketing management - Indian context - Dr. Rajan Saxena

4. Pedagogy:

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

Sr. No.	Topic	Duration (Hrs.)
1	Introduction to Marketing: Importance of marketing, definition of marketing, scope of marketing, functions of marketing, marketing and its relation to other business functions, Sustainability in green marketing, Difference between sales and marketing, Key marketing terms and concepts- need, want, demand, exchange, marketing myopia and marketing orientations. Concepts of customer value, CDV, CPV, CLV, creating customer value, satisfaction and delight.	10
2	Marketing Planning: Strategic planning and tactical planning, marketing plans various levels in an organization, steps in the marketing planning process , Successful planning tools including Portfolio Models, BCG and GE, Value chain analysis, SWOT , Marketing Plan-Nature, process and contents of a marketing plan.	6



3	Marketing Environment: Company's Micro and Macro Environment and the changes happening, Challenges due to environment changes, Analyzing the environment- Porter's 5 forces, PESTLE, Marketing Research Process, techniques and limitations, Marketing Information System.	8
4	Segmentation, Targeting & Positioning: Segmentation- Bases and process of segmentation, requirements for effective segmentation, niche marketing, segmenting consumer markets, segmenting business markets , Targeting- Evaluating market segments, selecting target market segments , Positioning- Positioning Strategy, differentiation strategy, communicating and delivering the chosen position, Perceptual mapping, Reasons for repositioning.	6
5	Consumer Behavior: Introduction and importance, basic model of consumer behavior, Characteristics affecting consumer behavior , Consumer Decision process and factors affecting CDP , Difference between-Domestic buyer behavior & industrial buyer behavior.	5
6	Marketing Mix: Introduction to Marketing Mix Strategy and 4C's (Product, Price, Promotion, Place) , Implication of emerging paradigm of sustainability and triple bottom perspective of Marketing Mix , Introduction to Services Marketing Mix , Product mix, Product life cycle ,Brand: Definition, Brand Equity Introduction, Brand Elements Pricing Strategy: various steps in pricing process, alternative pricing approaches and methods, Channel Strategy : types of marketing channels, Channel management, Conflict and cooperation, Vertical Marketing Systems, components of Physical distribution system, transportation, Warehousing, Promotion strategy : Promotion mix, ATL and BTL promotions. Packaging: Purpose, Types and new trends in packaging	7
7	Marketing Implementation and Audit: Marketing plan implementation and Control, Marketing Audit. Marketing ethics	3

PGDM-M 2018-20

Khargana

STATISTICS AND QUANTITATIVE TECHNIQUES

Programme: PGDM-M Semester – I
Revised in: January 2018

Course Code: M - GC-106
Total Hrs: 45

1. Objectives:

At the end of the course, the student should:

- Have strengthened fundamental understanding of basic statistic.
- Have a formal quantitative & qualitative approach to provide solution.
- Have developed skills in solving managerial problems using widely used mathematical model.

2. Core text book for Reading:

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

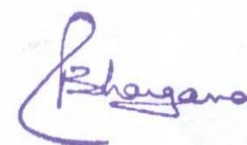
3. Reference book for Reading:

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

4. Pedagogy:

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

Sr. No.	Topic	Duration (Hrs.)
1	Introduction to Statistics: Introduction to Statistics and Quantitative Techniques, Data Representations and Frequency Distribution; Graphs- Histogram, Polygon, Ogive, Bar Chart, Pie Chart, Pareto Diagram.	4
2	Measures of Central Tendency and Dispersion: Arithmetic Mean, Median, Mode, Measures of Dispersion – Range, Quartile, Mean Deviation, Standard Deviation, Coefficient of Variation.	7



3	Correlation and Regression: Karl Pearson coefficient & Rank correlation. Simple Regression (Linear)	6
4	Probability: Definition & the Concept of Probability, Probability Distribution-Normal Distribution (Z Table Related Problem).	4
5	Linear Programming: Formulation and Graphical solution; Transportation – Least Cost Method, North West Corner and Vogel's Approximation Method of Allocation, Final Solution by MODI Method (Only for Degeneracy at Initial Solution), Assignment Problems – Maximization, Minimization, Multiple, Prohibited solutions for Balanced and unbalanced Problems.	16
6	Games Theory: Concept of Game Theory; Pure Strategy -2x2 zero sum game and dominance; Mixed Strategy (given 2 x2 matrix).	5
7	Simulation: Introduction and Concept of Simulation, Monte Carlo Simulation.	3

ORGANIZATIONAL BEHAVIOR & THEORY OF MANAGEMENT

Programme: PGDM Semester – I
Revised in: January 2018

Course Code: M-GC-107
Total Hours: 45

Part-1: OB

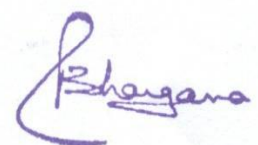
1. Objectives:

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

- To work with an organizations and, very likely at some point, create own business enterprise to help the community.
- To help students understand how people and organizations function based on the latest social science research on work, workers, and organizations.
- To effectively manage relationships with coworkers, managers, subordinates, clients and customers. Get acquainted with the ever-growing body of evidence regarding effective organizations and management practice.
- To become literate, well-informed professionals, able to make decisions that reflect best available evidence regarding effective practice.

2. Core text book for Reading:

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



3. Reference books:

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

4. Pedagogy:

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

Sr. No	Topic	Duration (Hrs.)
1	Introduction to Organizational Behavior Definition; Importance; Goals; Scope; Fundamental Concepts of OB; Different models of OB - autocratic, custodial, supportive, collegial and system; Challenges and Opportunities in OB.	3
2	Learning Definition; Theories- Classical, Operant, Social Learning, Cognitive; Principles of Learning; Learning Styles; Learning Organizations.	2
3	Perception Definition; Factors Influencing Perception; Perception and Attribution; Perception distortion and Decision Making, Impression Management.	2
4	Attitudes Definition; Nature; Components; Job/Work-related attitudes; Effects of Attitudes. Changing Attitude.	2
5	Personality Meaning; Determinants of Personality; Personality theories, Personality Tests - MBTI, Big Five; Emotional Intelligence	2
6	Motivation Nature; Importance; Motivational Challenges, Theories of Motivation and Techniques of Motivation, Different motivations for different people.	3
7	Group Dynamics and Teams Definition; Nature and type of Groups; Group Development; Group Functions Team Dynamics: Nature; Types; Differences between teams and groups; Benefits of teams; Effective Teamwork.	3
8	Organizational Culture Definition of Culture; Elements of culture; Types of Organizational Cultures; Functions of Culture; Creating culture; Changing culture; International OB: Trends in OB; Cross-culture Frameworks; Similarities and Differences in Cultures; International Organizational Culture	2

9	Conflict & Negotiation Definition: Nature; Process; Types; Conflict Management Styles; Negotiation: Negotiation; Definition; Bargaining; Process of Negotiation; Guidelines for Negotiation	3
10	Change Management Definition of Change; Levels; Importance; Types; Theories of Change- Force Field, Lewin's theory; Change Process; Resistance to Change; Implementing and Managing Change.	3
11	Organizational Power and Politics Definition of Power; Power dynamics; Sources of Power; Definition of Politics; Essence of Politics; Types; Ethics; Causes of Political Behavior; How to overcome Politics.	4

Part-2: TOM

1. Objectives

At the end of the course, the student should:

- Gain a foundation for internalizing effective and efficient management principles and practices;
- Be familiar with the concept of Sustainability and the Principles of Responsible management;
- Understand contemporary management concepts, concerns and challenges

2. Core text book

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

3. Reference books

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

4. Pedagogy

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

1	Introduction to Management: Evolution of Management thought and basic founding principles: a) What is “Business “& “Management”? b) 1900 – 1970 (Industrial Age) c) 1970 – (Information Age)	4
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2	Management as a “System” - 1 (The Science): a) Planning (incl. Forecasting & Decision making) b) Organizing c) Staffing	3
3	Management as a “System” - 2 (The Art): a) Leading & motivation b) Executing/Implementing c) Budgeting & Controlling	3
4	21st Century Management direction: a) Transition in Management Thought b) Sustainability & Sustainable Development Goals c) “Green” Business & The Triple Bottom-line	3
5	The “Digital Age”: a) IT as a strategic tool b) Entrepreneurships, Start-ups etc.	3

SKILL ENHANCEMENT LAB

Programme: PGDM-M Semester- I
M-GC-108

Course Code:

Revised in: January 2018

Total Hrs: 45

1. Objectives:

- Aptitude training sessions intends to develop skills pertaining to quantitative aptitude, logical reasoning, verbal ability and comprehension skills.
- Sessions on News Analysis intends to inculcate the habit of reading the business papers understanding the terminology, in-depth analysis of news articles, understanding the business news.
- Sessions on Presentation Skills intends to develop students' communication and language skills in order to plan and deliver an effective presentation.

2. **Pedagogy:** Classroom lectures, quiz, home assignments, individual and group Presentations, class-room activities, videos.

Sr. No.	Topic	Duration (Hrs.)
<u>PART (A) : APTITUDE TRAINING</u>		

1	Quantitative Aptitude (QA): Caltech, Decimals & Fractions, Percentage, Profit Loss, SI-CI, Factors, Divisibility, HCF & LCM. Logical Reasoning (LR): Family Tree /Relations, Directions Verbal Ability (VA): Introduction to Grammar, Articles, Prepositions	6
2	Quantitative Aptitude (QA): Ratio Proportion & Partnership. Logical Reasoning (LR): Coding Decoding, Visual Reasoning, Simple Arrangement Verbal Ability (VA): Reading Comprehension, Sentence Improvement, Vocabulary	6
3	Quantitative Aptitude (QA): Time- Speed -Distance, Boats & Stream, Time and Work Logical Reasoning (LR): Sets and Venn Diagram, Syllogism, Logical Deductions	6
<u>PART (B): NEWS ANALYSIS</u>		
4	● Glossary of economic and finance terms. ● Familiarizing with business language. ● Identifying relevant topics in Economic Times. ● Decoding economic jargon and learning to use them. ● Keeping track of Economic indices like GDP,IIP, PMI ● Understanding Financial markets, commodities markets. ● Synopsis of Economic survey. ● Decoding and demystifying the Budget. ● Preparing an index of hot topics that have occurred in the week. ● Understanding the editorial page. ● To Keep track of Global economic events. ● Tracking news-sector wise(FMCG, Capital Goods, Infrastructure, BFSI, etc) ● Economic Times Quiz. ● To understand and articulate opinions on contemporary issues. ● Review and recapitulation of important news of the week.	18
PART (C): PRESENTATION SKILLS		

5	Recognize the basics of an effective presentation, Creating a Presentation –what, how, for whom; structure, principles and presentation techniques, Principles of oral presentation, factors affecting presentation, Slide Presentation: Make a visuals, Include proper Content	9
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IT SKILLS LAB

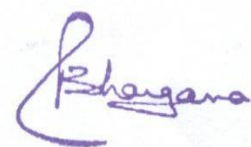
Programme: PGDM-M Semester – I
Revised in: January 2018

Course Code: M- GC-109
Total Hrs: 30

1. Objective:

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

- To have a better understanding and awareness of the societal impact of technology, the physical features and functions of a computer operating system, computer troubleshooting and maintenance.
- To garner technology related vocabulary and terminology including copyright law and plagiarism.
- To utilize Microsoft programs among other software programs.
- To display proper and ergonomically correct keyboarding technique, efficiently navigate and conduct safe website searches on the World Wide Web and more



- To create awareness in upcoming managers of different types of information systems in an organization so as to enable the use of computer resources efficiently, for effective decision making
- To understand the latest IT concepts implemented in the industry

2. Core books for Reading:

- Computer fundamentals P.K Sinha
- MIS- Managing the Digital Firm, 13e, by Ken Laudon, Jane Laudon, Pearson Publication
- Comer 4e, Computer networks and Internet, Pearson Education

3. Reference Books:

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

4. Pedagogy:

- Online Class Room Lectures, Demos on Computer, Practical Assignments & Test, Field Assignments, Case Study.
- Unit.No.1 : Classroom and LAB practical oriented
- Unit No.2: LAB 100% practical oriented
- Unit No.3,4,5,6: Classroom teaching with Case Study Approach

Sr. No.	Topic	Duration (Hrs.)
1	Computer Fundamentals System Concept, Components of a system. Introduction to Computer Fundamentals- I/P, O/P devices, Processors (CPU), Types of memories, Computer Internals- SMPS, Computer Ports & Peripherals-Mkt. Scenario; Computer software: Types of softwares, Desktop and server OS Demo. Trends in computers, laptops, tablets. Practical demo of computer internals, Computer Virus and types of virus	4
	APPLICATION SOFTWARE : MS-OFFICE MS word: MS word toolbar, shortcut keys, formatting, Header, footer, tabs, Margins, Page setup, Mail merge, letters, labels, envelope, Table of contents MS Excel : spreadsheets, toolbars, Mathematical functions, Date-Time Functions	

2	Absolute referencing, relative referencing , Logical functions in MS Excel , ~~Score sheet~~ (logical unction), string functions, Statistical functions , Goal seek ,formulae, Sorting , Filtering, Advanced Filters, V lookup, H lookup, Charts and chart functions , Pivot table, Introduction to formulas e.g. PV, PMT, NPER, RATE, Using Data Tab and Data Validation: Getting external Data, Remove Duplicates, Apply data validation & using utilities from Data Tab, data consolidation, Protecting Your Work: Using Review Tab Utilities Performing Spreadsheet What-if Analysis: Create a macro, MS Powerpoint Basics of Presentation, create a slide, Views Slide transition, Custom animation, hyperlink, presentation aesthetics, Insert tab utilities, smart art, hyperlink, image resizing	18
3	Computer Networks-Definition, Topology(Star, Bus, Ring, Mesh),Network Types(LAN,WAN,MAN), Introduction to Client - Server Architecture, Internet, Intranet, Extranet, services offered by Internet-email, www, ftp, etc.	2
4	Basics of Cloud Computing: Components of a data center, What is Cloud and cloud Computing, difference between data center and cloud, Types of cloud service models-SaaS, PaaS, IaaS, Advantages of Cloud Computing.	2
5	Introduction to Management Information Systems: Difference between Data and Information, Information Technology (IT) and Information Systems (IS), What is a Business Process, Role of IT in MIS. Types of MIS-TPS, MIS, DSS, ESS. Introduction to Data Base concepts, DBMS, Data mining, Data Warehousing, Data Analytics.	2
6	Introduction to ERP Introduction to ERP, Modules in ERP Software, Application of ERP, examples of ERP Software	2

SEMESTER

II

FINANCIAL MANAGEMENT

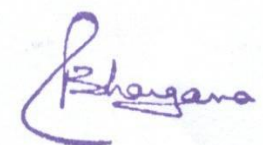
Programme: PGDM- M Semester- II
Revised in: January 2018

Course Code: M-GC-2018
Total Hours : 45

1. The objectives:

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

- To familiarize the students with the different financial functions to be discharged by a finance manager.
- To analyze the impact of financial decisions on a corporate entity.
- To understand sustainability issues affecting financial statements,
- To develop the analytical skills by associating the tools and techniques for interpretation of business information and application of financial theory in financing related decisions.



2. Core text book for Reading:

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

3. Reference book for Reading:

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

4. Pedagogy:

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

Sr. No.	Topic	Duration (Hrs.)
1	Introduction to Financial Management: Meaning and significance of Financial Management, Understanding the financial Statements, Various Sources of Funds.	2
2	Ratio Analysis: Ratio – Meaning & Significance, various types of ratios, Liquidity ratios, Profitability ratios, Efficiency Ratios, Solvency Ratios. Interpretation of ratios. Du-Pont Analysis Numerical on: Calculation of ratios from Balance sheet or profit and loss account or data given.	6
3	Capital Budgeting: Capital Budgeting- Introduction, Capital Budgeting Decision techniques. Non Discounting Techniques-ARR & Payback period Method, Discounting Cash flow techniques-discounted PB method, Profitability index method, NPV method, IRR. Numerical on: Payback Period, ARR, NPV, IRR, PI and Discounted Payback Period.	10
4	Leverage Analysis: Degree of Operating Leverage & Business Risk, Degree of Financial Leverage & Favorable and unfavorable financial Leverage. Numerical on: Simple calculation of operating, financial and combined leverage.	4

5	Cost of Capital: Cost of Capital – Meaning & Significance , Methods of calculating cost of capital (Equity, Preference shares, Debentures, Long Term loans), Weighted Average Cost of Capital ,Concept of Weighted Marginal Cost of Capital & EVA . Numerical on: Calculation of WACC (using market value and book value weights).	5
6	Capital Structure: Capital Structure - Meaning & Significance, factors of Optimum capital structure, Various aspects of capital structure. Theories of Capital Structure: Net income approach, Net operating theory approach, Traditional theory, Modigliani Miller propositions I & II Concept of Over capitalization and Under capitalization.	4
7	Working Capital Management: Working Capital Management – need, Sources of working capital, factors determining working capital, operating cycle. Numerical on Working capital calculation based on cash cost and total cost	6
8	Corporate Dividend Policies: Basics Concepts, Dividend Models, Relevance Theories-Walter's model, Gordon's Model, Irrelevance Theories-Modigliani-Miller model. Dividend Policies-Concept of Agency cost, Free Cash-flow Hypothesis & Bird -in-hand Argument.	3
9	Introduction to sustainability in financial statements	3
10	Comprehensive Cases in Finance	2

MARKETING RESEARCH

Programme: PGDM (M) Semester – II

Course code: M - GC -

202

Revised in: January 2018

Total Hrs. : 45

1. Objectives:

- To understand the concept and process of marketing research in business environment.
- To know the use of tools and techniques for exploratory, conclusive and causal research.
- To understand the concept of measurement in empirical systems.
- To use statistical techniques for analysis of research data.
- To identify factors that drive market research: customer Insights, Innovation, product positioning, etc
- To understand the importance of tapping every possible source of Interaction for Customer Insights viz: Customer Care Centre, Kiosk, Web, Mobile Banking, Social Media, Events, etc.

2. Core books for Reading:

- Business Research Methods by Donald Cooper & Pamela Schindler, TMGH, 9th Edition.
- Business Research Methods by Alan Bryman & Emma Bell, Oxford University Press
- Research Methodology by C.R.Kothari, New Age International Publication

3. Reference Books:

- Research Methods for Social Work by Allen, Earl R. Babbie, Cengage
- Research Methods in Business Studies: A Practical Guide by Pervez Ghauri, Dr Kjell Gronhaug
- Goods, W.J. and Hatt, P.K., Methods in Social Research, McGraw Hill, New York.
- Scientific Social Surveys and Research: An Introduction to the Background, Content, Methods, Principles and Analysis of Social Studies, Prentice-Hall.
- Moser G., and Kalton G., Survey Methods in Social Investigation

4. Pedagogy: -

- Lectures, Projects, assignments and use of Statistical Tools(Excel & SPSS)

Sr. No	Topic	Duration (Hrs.)
1	Foundations of Research : Role of Marketing Research, When to do Marketing Research Objectives, Research Process, Type Of Research, Criteria For Good Research, Characteristics.	2
	The Marketing Research Process Research Problem & Hypothesis formulation: Identification & Formulation-Concept & Steps, Research Question - Hypothesis - Qualities Of A Good Hypothesis - Null Hypothesis & Alternative	5

	Hypothesis (Concept Only), Concept Of Independent & Dependent Variables, Extraneous Variable.	
	Research Design: Concept, Features Of A Good Research Design, Use Of A Good Research Design Qualitative Research And Quantitative Research Approaches, Exploratory Research Design, Causal Design, Descriptive Research Designs And Experimental Design, Concept Of Cross-Sectional And Longitudinal Research.	4
2	Types of Data - Secondary Data: - Primary Data: including data from alternate means like Kiosks, Customer care center, etc. Definition, Advantages And Disadvantages	2
	Measurement & Data: Concept Of Measurement, Levels Of Measurement - Nominal, Ordinal, Interval, Ratio.	3
	Scales: Constant Sum Scales, Graphic Rating Scales - Ranking Scales - Paired Comparison & Forced Ranking. Attitude Scaling Techniques: Concept Of Scale - Rating Scales Viz. Likert.	2
	Questionnaire Method: Questionnaire Construction - Personal Interviews, Telephonic Survey Interviewing, Email/Internet Survey, Online Survey Sites, Focus Group Interviews ,Virtual Shopping	5
3	Sampling Techniques Sampling Frame, Simple Random Sample, Systematic Sample, Stratified Random Sample, Area Sampling & Cluster Sampling. Non Probability Sample: Judgment Sampling, Convenience Sampling, Purposive Sampling, Quota Sampling & Snowballing Sampling Methods.	4
4	Types of Marketing Research : Overview Consumer Research, Product Research , B2B Research , Pricing Research, Distribution Research, Media Research, Rural Research, Online Market Research, Lifestyle Research, Lifestyle Research, Services Research, Brand Equity Research.	4
5	Data Analysis : Tabular Representation Of Data, Frequency Tables, Construction Of Frequency Distributions And Their Analysis In The Form Of Measures Of Central Tendency - Mean, Median And Mode; Their Relative Merits And Demerits Graphical Representation, Appropriate Usage Of Bar Charts, Pie Charts, Histogram, Bivariate Analysis: Cross Tabulations, Use Of Percentages(Excel & SPSS Exercise); Data Analytics	8
	Research Reports: Structure Of Research Report, Report Writing And Presentation.	6

HUMAN RESOURCE MANAGEMENT

Programme: PGDM-M Semester: II
Revised in: January 2018

Course code: M- GC - 203
Total Hrs: 45

1. Objectives

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

This course addresses the human resource discipline as a key strategic function in successful organizations. The course recognizes the dynamic relationship between strategy, people, technology, and the processes that drive organizations. Human resource is considered to be an asset today. Organizations need to sustainably manage this asset so as to manage the bottom line, hence the relevance of this subject. The application oriented activities will help students apply the concepts at their workplace.

- To understand the concepts and its application.
- To learn the tools and techniques for managing HRM.
- To illustrate, using application based activities, how these concepts and techniques can be applied in everyday managerial decision-making.

2. Core text book

- Human Resources Management- Aswathappa (6th Edition)
- Principles of Human Resource Management by George W. Bohlander & Scott A. Snell published CENGAGE Learning. (16th Edition)

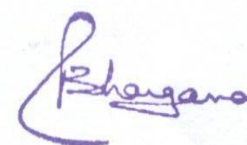
3. Reference books

- Dessler, Gary, Human Resource Management, Pearson Education.
- Personnel Management – C.B Mamoria & S V Gankar
- Human Resources Management – Mirza S Saiyadain
- Human Resources Management – L.M.Prasad
- Pattanayak, Biswajert, Human Resource Management, PHI, New Delhi.

4. Pedagogy

- Case study based, Presentations based, Assignments and Group activities

Sr. No	Topic	Duration (Hrs.)
1	Introduction: Importance of HR, HR challenges, Human Resource functions	5
2	Human Resource Planning: Objectives and importance, planning process, methods; Job Analysis, Job Design	6
3	Recruitment & Selection: Definition, methods of recruitment, process of recruitment and selection, difference between recruitment & selection, sources of recruitment, Selection tools, interviewing methods, Sustainable recruitment practice; INDUCTION and ONBOARDING- Need, importance , process and benefits.	5
4	Training and development: Introduction and nature, Difference between training, development and education, training need assessment, designing and administering training programme , types of training, evaluation of T & D programme (Kirkpatrick model)	6
5	Performance Management System: Concept, process, overview of methods, role of managers in performance management, outcomes of PMS.	7
6	Compensation and Benefits : Compensation structure, Concept of CTC, pay for performance and incentive plans, Benefits and services, fringe benefits.	7
7	Retirement and Separation: Types of Retirement/Separation-Superannuation, Resignation-Discharge-Dismissal-Suspension-Layoff. Full & Final settlement process	3
8	HR Glossary: Attrition, retention, employee branding, employer branding, green HR, sustainable HR, outsourcing, e-HR (open)	6



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PGDM-M 2018-20

Khargana

QUALITY AND OPERATIONS MANAGEMENT

Programme: PGDM-M Semester – II
Revised in: January 2018

Course Code: M-GC-204
Total Hrs: 30

1. Objectives:

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

- To develop an understanding of the strategic importance of Quality & Operations Management and how it can provide a competitive advantage in the marketplace.
- To develop knowledge of the issues related to designing and managing Operations.
- To understand the basic concepts in Production Planning and Control.

2. Core books for Reading:

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

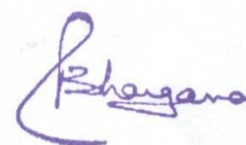
3. Reference Books:

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

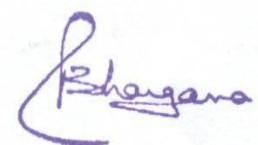
4. Pedagogy:

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

Sr. No.	Topic	Duration (Hrs.)
1.	Introduction to Quality and Operations Management: Introduction to Operations Management: Definition, nature, significance and history of Operations Management; Introduction to Quality Management: Definitions of 'quality' from various perspectives; Quality Management-A conceptual framework; Importance of Quality; Cost of Quality (COQ); Dimensions of Product Quality; Dimensions of Service Quality	6
2.	Total Quality Management (TQM) & Lean Enterprise : Meaning and Principles of TQM; Quality Gurus: W. Edwards Deming, Joseph Juran, Philip Crosby, Kaoru Ishikawa; Concept of Lean Management; JIT Manufacturing; KANBAN as a control tool; Kaizen-Continuous Improvement; Poka-Yoke	5
3.	Six Sigma: Introduction to six sigma concept; Six Sigma versus Three Sigma; Defects Per Million Opportunities (DPMO); Six Sigma Strategy; Implementing Six Sigma; DMAIC and DMADV approaches in Six Sigma	2



4.	Facilities Location and Design & Operations Processes: Strategic importance of location decision,; Factors affecting location decision; Determinants of process characteristics: Volume, Variety and Flow; Types of Processes and Operations systems: Continuous flow systems, Intermittent flow systems, and Project form of Manufacturing; Layout Planning: Types of layouts-Process layout, Product layout, Group Technology Layout, Fixed Position Layout; Service System Design Matrix: Design of Service Systems, Service Blueprinting.	7
5.	Production Planning & Control, Inventory Management: Role and functions of Production Planning and Control; Inventory Planning and control: Concept of inventory, Inventory costs, EOQ Model, Inventory control: ROL, ABC analysis, VED, FSN, GOLF and SOS.	5
6.	Project Management: Introduction to project Management, Introduction to PERT and CPM techniques, Construction of network diagram and finding critical path.	5



SECTOR STUDY-SEMINAR

Programme: PGDM-M Semester-II

205

Revised in: January 2018

Course Code: M - GC -

Total Hrs: 30

1. Objectives:

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

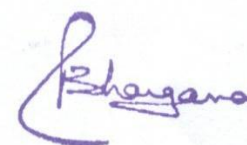
- To analyze different sectors on the parameters like history of the sector, global scenario and Indian scenario, contribution of the economy, growth, employment etc.
- To familiarize with the trends in the sectors (Indian players & Global players).
- To understand the challenges faced.

2. Pedagogy:

- Class Room Lectures, Desk Research, Presentations by students, Assignments and viva.
- **Main Business Sectors to be studied (will be updated as required):**

Sr. No.	Main Business Sectors to be studied
1.	FMCG
2.	FMCD
3.	BFSI
4.	ITES
5.	Retail
6.	Real Estate
7.	Manufacturing
8.	Logistics
9.	Telecom

Outcome targeted: Students are prepared for facing external interviews for both SIP and final placement.



PRODUCT AND BRAND MANAGEMENT

Programme: PGDM-M Semester: II
Revised in: January 2018

Course Code: M - GC- 206
Total Hrs: 45

1. The objectives:

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

- The main objective of the Product and Brand Management (PBM) course is to provide fundamental understanding of building, measuring, analyzing and managing brands and product categories for a company. The course content has a tilt towards big businesses where the PBM role is more distinct from other roles. Managing product-markets and building brand equity involves managing brands within the context of other brands, as well as managing brands over multiple categories, over time, and across multiple market segments. Initially a framework will be provided within which students will be able to identify and understand variables that drive the success of brands and product lines and the interrelationships among these variables. Such frameworks will be viewed from academic thinkers perspective as well as those from Industry and proprietary sources.

2. Core text book for Reading:

- Strategic Brand Management, by Kevin Lane Keller, Pearson 3e
- Product Management by Donald Lehmann & Russell Winner

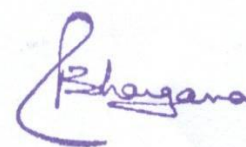
3. Reference book for Reading:

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

4. Pedagogy:

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

Sr. No.	Topic	Duration (Hrs.)
1	Product Strategy : Definition, classification of products, product mix, product line, width, depth, product life cycle, & its strategies, new product development process	3
2	Introduction to the concept of Brand Management: Brand -Meaning, Definition, Evolution of Brands, Functions of Brand to consumer, Role of Brand- Advantages of Brand, Product Vs Brand, Branding- Meaning, Creation of Brands through goods, services, people,	8



	Organization, Retail stores, places, online, entertainment, ideas, Challenges to Brand builders. Brand Management-Meaning & Definition. Strategic Brand Management Process-Meaning, Steps in Brand management process. Strong Indian Brands (Case study).	
2	Strategies for developing products across the PLC: Building Product strategies over the Life-Cycle - Introduction phase, Growth Phase, Maturity & Decline Phase. New product development & adoption strategies; Customer Analysis & Defining the competitive set -Case study.	3
3	Customer Based Brand Equity: Customer Based Brand Equity-Meaning, Model of CBBE Brand Equity: Meaning, Sources, Steps in Building Brands, Brand building blocks-Resonance, Judgments, Feelings, performance, imagery, salience-Brand Building Implications, David Aaker's Brand Equity Model. Brand Identity & Positioning: Meaning of Brand identity, Need for Identity & Positioning, Dimensions of brand identity, Brand identity prism, Brand positioning - Meaning, Point of parity & Point of difference, Positioning guidelines Brand Value: Definition, Core Brand values, Brand mantras, Internal branding.	7
4	Growing & sustaining brand Equity: Designing & implementing branding strategies, launching brand extensions, products, managing brands over time, & geographic boundaries, revitalization of brands	6
5	Choosing Brand Elements to Build Brand Equity: Criteria for choosing brand elements, options & tactics for brand elements-Brand name, Naming guidelines, Naming procedure, Awareness, Brand Associations, Logos & Symbols & their benefits, Characters & Benefits, Slogans & Benefits, Packaging.	3

6	Brand Strategies: Brand Extension- Meaning, Types, Needs, Advantages & Disadvantages Brand-Product matrix, Brand Hierarchy-Kapferer's Branding Systems. Brand Personality- Meaning & Definition, Types of Brand personalities, Elements of Brand personality. Brand Image- Meaning & Definition, Sources of Brand Image, Brand Image for Established and New Products, Brand Image & Celebrity. Brand Imitations: Meaning of Brand Imitation, Kinds of imitations, Factors affecting Brand Imitation	7
7	Methods for Measuring Brand Equity- Quantitative Techniques & Quantitative Techniques	2
8	Making Brands go Global: Geographic extension, sources of opportunities for global brand, single name to global Brand consumers & globalization, conditions favoring marketing, barriers to globalization, Managerial blockages, organization for a global brand, pathways to globalization.	6

SALES AND CHANNEL MANAGEMENT

Programme: PGDM-M Semester: II
Revised in: January 2018

Course Code: M - GC- 207
Total Hrs: 45

1. The objectives:

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

- To provide an understanding of the concepts, attributes, techniques and approaches required for effective decision making in the areas of Sales and Channel management.
- To pay special emphasis on the practicing manager's problems and dilemmas.
- To develop skills critical for generating, evaluating and selecting sales and channel members and developing strategies to deliver value.
- To understand how various distribution channels operate and suggest tactics for effectively managing each of them.

2. Core text book for reading:

- Sales and Distribution Management by Krishna Havaladar and Vasant Cavale
- Sales & Distribution Management: By Dr. S. L. Gupta

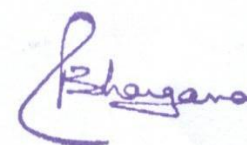
3. Reference Books:

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

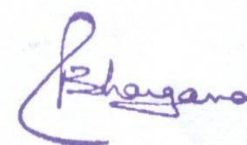
4. Pedagogy:

- Class room lectures
- Case studies
- Movie with learning on Sales Management
- Internal projects

Sr. No.	Topic	Duration (Hrs.)
1	Introduction to Sales: Definition of sales, Sales management in the 21st century Processes of a sale transaction, Front office and back office collaboration. Need for intermediaries, Types of sales channels, Dynamics of sales channels. Sales Process, Product-selling vs. concept-selling and various sales documentation.	5
2	Introduction to Channel Management: The Concept of Channel Management, Current Challenges in Channel Management, Objectives in Channel Management, channel positioning. Competition in Marketing Channels, Typical Channel Management Decisions.	4
3	Sales planning, forecasting and budgeting: Role of marketing and sales. Link between marketing and sales Basic terms in sales forecasting, Factors influencing sales forecast Sales forecasting methods Sales budget and quotas time management and routing and scheduling.	5
4	Selling to organized retail channel: Emergence and concept of organized retail and key accounts key accounts management	4
5	Current Trend in Sales: Cross Selling: Concept and strategies Up Selling: Concept and strategies Value added Selling: Concept and strategies Sales training methodologies Micro sales segmentation	5
6	Sales organization and sales force management: Types of sales organization, Linking Strategies and the Sales Role in the Era of Customer Relationship Management. Selection of sales force, Motivating sales force, Sales Force compensation, Backward vs. process-driven sales approach & behavior, Evaluating sales force performance. Sales territory planning and market potential measurement, sales target by product line vs. by region Roles and responsibilities of sales personnel.	7



7	Channel Management & Managing Single Channels: A Typology of Marketing Channels , In-House vs. Outsourced Distribution Various types of Channel Members. Managing Distribution network and channel relationship management Management of Electronic and Mobile Channels. Introduction to Logistics and Supply Chain Management Transportation decisions.	6
8	Channel Management on the Macro-Level: Multi-Channel Management, Designing the Channel Mix Implementation of New Channels and Touch points, Customer Channel preferences and Right-Channeling Channel Performance Measurement Situation Analysis, Marketing Channel Selection, Configuration of the Channel Mix, Coordination of the Channel Mix, Distribution Controlling.	6
9	Channel conflict: Meaning of channel conflict Reasons of channel conflict Conflict resolution	3



INTEGRATED MARKETING COMMUNICATIONS

Programme: PGDM-M Semester: II
Revised in: January 2018

Course Code: M – GC – 208
Total Hrs 45

1. Objectives:

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

- To provide an appreciation of the range of tools available for marketing communications.
- To provide an understanding of the basic principles of planning and execution in Marketing Communications
- To develop a managerial perspective and an informed decision- making ability for effective and efficient tackling of promotional situations.

2. Core text book for Reading:

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

3. Reference book for Reading:

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

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

Sr. No	Topic	Duration (45 Hrs.)
1	Introduction of IMC	
	IMC components – Growing importance of IMC, Role of IMC, Promotional mix	2
	IMC Planning Process : Review of Marketing plan, Promotional Situation Analysis, Budget Determination	2
	Structure of the Advertising and Promotions World	1
2	IMC Communication Process	
	Understanding communication process - Source, Message and channel factors	2
	Communication response hierarchy- AIDA model, Hierarchy of effects, innovation adoption model, information processing model.	2
3	Advertising	
	Advertising goals - building brand images, providing information, persuasion, supporting marketing efforts, encouraging action	1
	Selection of ad agency; Ad campaign management	1
	Importance of creativity, creative process	2
	Creative Strategy Implementation : Copy, appeals & execution styles	2
	Media planning & Strategy	3
	Evaluation of media: Broadcast, print, outdoor	3
	Unconventional media : Branded entertainment, sponsorships, merchandising	3
4	Other IMC tools	
	Consumer & Trade sales promotion techniques	4
	Direct Marketing : Characteristics, strategies and media	1
	PR - definition & new role, integrating PR, process of publicity, Scope, Control and disseminating of publicity, advantages & disadvantages of publicity	2
	Corporate Advertising - objective, types of corporate advertising	2
5	Monitoring, Evaluation & Control	2
6	Legal, social & ethical aspects of IMC: The ethical, social, and legal aspects of advertising and promotion ; Sustainable IMC campaign	2
7	IMC-International Perspective	2
8	IMC Workshops 1) Demo of Virtual Reality, augmented reality and mixed reality 2) Ad- Making /Media Plan Making	6

CONSUMER BEHAVIOR

1. Objectives:

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

- At the end of the course the student should be able:
- To understand Consumer Decision Process.
- To understand various influences on Consumer Behavior.
- To understand the implications of consumer Behavior on Marketing decisions.

2. Core text book for Reading:

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

3. Reference book for Reading:

- Consumer Behavior by Solomon
- Consumer Behavior by Schiffman

4. Pedagogy:

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

Sr. No	Topic	Duration (Hrs.)
4	Post Purchase Behavior and Consumer Research: Trends in CB, underlying principles of CB Cognitive Dissonance Indian Consumer, Demographic & Socio-economic Profile, Measurement of social classes in India using Socio-Economic Classes (SEC). CRM, Customer loyalty & Retention strategies Urban & Rural Markets, Living Standards Measures (LSM) Living Standards Measures (LSM), Characteristics of BoP Consumers. Learning & memory- learning theories, long term and short term memory	6 5
5	Individual Determinants of CB: Personality - trait theory, Freud, Jung Consumer Motivation & Perception Types - high involvement & low involvement Consumer knowledge & memory Models - Schiffman & Kanauk, Blackwell Process - Need recognition to Divestment Variables affecting Decision process	10 6
6	Environmental Influences on CB: Buying Roles Culture and subcultures, values & norms Changing Indian Values and factors affecting Indian consumer behavior. Social Class & social stratification Family Planned Purchase, Partially planned purchase, unplanned Purchase. Purchase process & Components of Purchase process. Group and Personal Influences Marketing Mix : Influence of marketing mix variables	47
7	Influencing CB communications: Making Customer Contact: Exposure, Attention. Shaping Consumers Opinion: Opinion Formation	5

	Shaping Consumers Opinion: Opinion Change Helping consumers remember -cognitive learning Helping consumers remember – retrieval	
8	Diffusion of Innovation: Origin, concept, importance and applications	1
9	Sustainability in CB: Sustainability in CB	1

Campus to Corporate

(RETAIL MANAGEMENT & SERVICES MARKETING)

Programme: PGDM Semester – II
Revised in: January 2018

Course Code: M - GC - 210
Total Hrs. 45

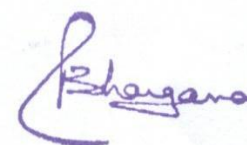
1. Objectives:

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

- To realize the importance of retailing to the overall economy and what opportunities exist in the field.
- To demonstrate understanding of consumer behaviour.
- To develop a framework for recognizing and analyzing management problems in service industries and designing competitive strategies.
- To understand the uniqueness of the services characteristics and its marketing implications.

2. Core text book for Reading:

- Retailing Management by Barry Berman and Joel R Evans
- Retailing Management –Levy & Weitz
- Services Marketing - Zeithaml, Bitner, Gremler & Pandit, TMGH, 4th ed.
- Services Marketing - Christopher Lovelock
- Services Marketing - Rampal & Gupta



3. Reference book for Reading:

- Retailing Management –David and Gilbert
- Retailing Management –Suja Nair
- Electronic Commerce: A Manager's Guide, Kalakota et al, Addison-Wesley
- Essence of Services Marketing - Ardian Payne.
- Services Marketing - Helen Woodruff
- Zeithaml, Valarie A. & Bitner, Mary Jo; Services Marketing – Integrating Customer Focus Across the Firm; Tata McGraw Hill; New Delhi.

4. Pedagogy:

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

Sr. No.	Topic	Duration (Hrs.)
1	Introduction to Retailing: Retail Industry overview- Global overview, Indian overview, Indian retail Scenario and its future prospects, The Importance of Developing and applying a Retail Strategy. Top Retail Job Titles.	3
2	Building Sustainable relationship in Retailing: Strategic Planning in Retailing value and value Chain, Retail Relationships, Overall strategy Strategic Planning Process. Omni channel retailing	4
3	Retail institution by Ownership: Store-based Strategy Mix, Web, Non-store Based, and other forms of Non-traditional Retailing, the retail life cycle. Vending Machines Electronic Retailing, other non-traditional forms of retailing.	5
4	Identifying and Understanding Customers: Role of Private label Brands Consumer Demographics and Lifestyles, Needs and Desires, Shopping Attitudes and Behaviour, Adaptive Marketing	5

5	Developing Merchandising Plans: Implementing Merchandise Plans, Establishing and Maintaining a Retail Image, Promotional Strategy Merchandising Philosophy, Store Atmosphere, Planning Retail Promotional Strategy. Developing a Retail Pricing Strategy.	5
6	Foundation of services marketing– Introduction - The services concept: Service Industry –Contribution & Nature of Services; Classification of Services Goods v/s Services Marketing, Characteristics of Services, Goods & Services Continuum, Introduction to additional Ps of Services Marketing. Global and Indian Scenario in services sector, Social Media Adoption.	5
7	Exposure to various roles offered by recruiters in the service industry with special reference to Banking, Insurance, IT, Tourism, Retail, E-Commerce, MR, Financial Services, Real Estate, Consultancy etc. Changing Paradigm of Service Marketing, Loyalty Programs in Service Marketing.	4
8	Exposure via presentations of Various Industries Banking, Insurance, IT, Tourism, Retail, E-Commerce, MR, Financial Services, Real Estate, Consultancy etc.	5
9	Understanding different roles via Role Play	5
10	Field Based Presentations to understand the working of various services in terms of service design, service blue print and service scape	4

SUPPLY CHAIN MANAGEMENT

Programme: PGDM- M Semester – II
Revised in: January 2018

Course Code: M - GE – 211
Total Hrs: 30

1. Objectives:

At the end of the course the student should:

- Have a comprehensive understanding of supply chain management and related Logistics Management in the new economic scenario.
- Be able to show that SCM's objective is for building efficient and cost effective system across the entire chain covering Raw Materials Suppliers, Distributors, Manufacturers, Ware House Management and Retailer.
- Understand sustainability in the context of Supply Chain Management.

2. Core text book for Reading:

- Logistics Management - V V Sople, Pearson

3. Reference books for Reading:

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

- World Class Supply Management: The Key to Supply Chain Management – Burt, Dobbler, Starling
- Logistics & Supply Chain Management - Cases & Concepts -G Raghuram & N Rangaraj

4. Pedagogy:

- Class Room Lectures, Power Point Presentations, Case study, Guest Lecture, Audio / Video Data Input, Research Papers.

Sr. No.	Topic	Duration (Hrs.)
1	Supply Chain Management: SCM an enabler for business, Benefits of SCM, Components of SCM.	3
2	Logistics: Definition, objectives, scope & functions of logistics. Paradigm shift in logistics, logistics concept, logistics solution, future of logistics. Customer service for competitiveness, customer service phases, service attributes, value added logistics services.	4

3	Warehousing: Warehousing a logistics challenge, Warehousing functions, and options. Site selection, layout design, decision model, costing, strategies, virtual warehouse, and warehouse charter. Performance parameters, warehousing in India, Cold chain infrastructure. Green Warehouses.	4
4	Material Storage & Handling Systems: Unit load storage, storage principles, benefits of storage design, storage methods. Role of material handling logistics, Material handling guidelines. Material handling equipment and systems.	3
5	Inventory Management: Inventory-asset or liability, inventory functions, reasons for carrying inventories. Managing Uncertainties. Inventory related cost, inventory controls, and inventory policy guidelines. Classifications of Inventory. Inventory levels at Regional Distribution Centers. In transit .Inventory, Multi Echelon Inventory Optimizations.	4
6	Transportation: Evolution of transportation system, transportation infrastructure, freight management, transportation model. Transportation networks, Route planning, Containerization. Clean Sky Initiative; Hybrid Vehicles.	2
7	Logistical Packaging: Packaging, packaging as unitization, design considerations. Packaging material, Packaging cost. Bio degradable packing, Eco Labels; QR – Quick Response codes.	2
8	Concept of Supply Chain Management and its strategic significance: Introduction, role in the organization - Intra and Inter organizational supply chain. 3 PL / 4 PL concepts. Supply Chain Models. Supply-Chain Operations Reference (SCOR).	3
9	Supply Chain Integration: Introduction, push, pull & push-pull systems, demand driven strategies, distribution strategies. Responsiveness. Vendor Managed Inventory. (VMI), Collaborative Planning, Forecasting and Replenishment (CPFR), Bull Whip Effect. Retailer -supplier partnership, distributor integration. Vendor Rating for Sustainability.	5

NEW AGE MARKETING

Programme: PGDM-M Semester II
Revised in: January 2018

Course Code: M – GE – 212
Total Hrs: 30

1. Objectives:

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

- To identify the various newly employed marketing tactics
- To understand the implications of social media and digital marketing
- To understand and formulate marketing strategies to suit the prevailing marketing scenario

2. Reference Book for Reading:

- Marketing Management by Phillip Kotler
- Internet Marketing, Strategy, Implementation & Practice: - Dave, Fiona, Kevin & Richards

3. Pedagogy:

- Classroom Lectures, Activities, Case Study, Guest Lecture, Assignments

Sr. No.	Topic	Duration (Hrs.)
1	Marketing Strategy: Strategic Management Process, Mission Vision Values, Analysis Tools with Priority Matrix (Opportunity Threats, Political Economic Socio-cultural Technological Legal and Environment factors, Porter's Five force Model), Strategy Formulation with Balanced Score Card, Value Chain analysis, VHRINS framework, Blue Ocean Strategy	6
2	New Age Marketing: Concept of Transient Competitive Advantage, Reasons for continual change in marketing tactics.	6
3	New Age Marketing Techniques: Digital Marketing as the 'New Traditional Marketing', Start Up Marketing, Thought Leadership Marketing, Ambush Marketing, Guerrilla Marketing, Ecosystem Marketing, Social Media Marketing, Measuring Success in Marketing	6
4	Big Data, Cloud and Mobile- Categories, importance and current trends	3
5	CRM and IMC: Fundamentals of CRM, Overview of Integrated Marketing Communications	3
6	Branding: Talent Branding, Technology Branding, Branding in the Digital Era	3
7	Analytics for Marketing Success- Need, Challenges, Metrics for Products, Brand, Channels, Customers and Markets	3

COMPETITIVE STRATEGY

Programme: PGDM-M Semester- II
Revised in: January 2018

Course Code: M – GE – 213
Total Hrs: 30

1. The Objectives:

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

- To teach the analysis of strategic decisions facing an organization.
- To cover traditional strategy topics such as capabilities and sustainability as well as modern game theory models of competition.
- To anticipate the response of other actors in the economy and recognizing that often an organization's profits depend on the actions of other firms.
- To study nonprofits as well as profits.

2. Core text book reading:

- The Origins of Strategy,"by, Pankaj Ghemawat
- James Collins and Jerry Porras, "Big Hairy Audacious Goals"
- Grant, R. "Diversification Strategy",
- Besanko, Dranove, Shanley, and Schaefer, Economics of Strategy, 3rd Edition or 4th Edition, Wiley,2004. (BDSS)

3. Reference book/Journal reading:

- Journal of Economics & Management Strategy, Vol. 5, 1996, 5-24
- Eisenmann, Parker, and van Alstyne, "Strategies for Two-sided Markets," Harvard Business Review, October 2006.
- John Stuckey and David White, "When and When NOT to Vertically Integrate", Sloan Management Review, vol. 34, 1993.
- George S. Yip and George A. Coundouriotis, "Diagnosing Global Strategy Potential: The World Chocolate Confectionery Industry," Planning Review, Vol. 19(1), 1991: 4-14.
- Seven myths to ponder before going global",
- Subramanian Rangan, Financial Times, November 29, 1999 Part

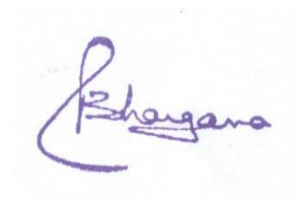
5. Pedagogy: Lectures, case solving, guest lectures

Sr. No.	Topic	Duration (Hrs.)
1	What is strategy? Readings: The Origins of Strategy,” in Chapter 1, Pankaj Ghemawat, Strategy and the Business Landscape Case: The Evolution of the Bottled Water Industry, INSEAD Preparation: 1. Why bottled water? 2. What drives the success of these companies? 3. Who is best placed to sustain a profitable position? Session 3/4 Industry Attractiveness Readings: “Industry Analysis,” chapter 7, David Besanko, David Dranove, and Mark Shanley, Economics of Strategy. Case: The Music Industry on the Brink of the Digital Age Preparation: 1. Why have a handful of major record companies dominated the global music industry?	6
2	Value-based Strategies Readings: Brandenburger and Stuart, “Value-Based Business Strategy”, Journal of Economics & Management Strategy, Vol. 5, 1996, 5-24 Pankaj Ghemawat and Jan Rivkin, “Creating Competitive Advantage,” in Ghemawat, chapter 3. Case: Printer Wars: Dell and the printer business, INSEAD Dell in the News. BusinessWeek coverage of Dell Computer Corporation from 1988 until 2007 (compiled by Peter Zemsky) Preparation: 1. Should Dell enter the printer business? Why/ why not? 2. Recommend an entry strategy for Dell into the printing business (i.e., what products, what customers, what distribution strategy, what technology, etc). 3. How should HP respond to an entry move?	6
3	Sustainability Readings: Eisenmann, Parker, and van Alstyne, “Strategies for Two-sided Markets,” Harvard Business Review, October 2006. James Collins and Jerry Porras, “Big Hairy Audacious Goals”, Chapter 5, Built to Last, Harper Collins, pp.91-114 Case: Google, HBS. Preparation: 1. What explains Google’s success? 2. Why should we believe that this success will be sustained? 3. Is there a limit to this growth and if so, when? Session	4

4	Diversification and Growth Readings: Grant, R. “Diversification Strategy”, Chapter 14, Contemporary Strategy Analysis, pp. 443-471 Case: Extending the easy business mode: what should easy group do next, INSEAD Preparation: 1. How successful are the internet café and easy Car businesses? Why? 2. What is the easy Group corporate strategy? 3. What are the key conclusions from an industry analysis of the UK cinema exhibition industry? 4. Evaluate easy Group’s proposed strategy for entering the UK cinema industry. What are the underlying assumptions? How likely are they to hold?	4
5	Strategies for Vertical Integration Readings: John Stuckey and David White, “When and When NOT to Vertically Integrate”, Sloan Management Review, vol. 34, 1993. Case: Nucleon, HBS Preparation: 1. What should Nucleon do for sourcing its manufacturing needs? 2. Evaluate the different integration choices both in qualitative and quantitative terms.	4
6	Global Industries and Taste Readings: George S. Yip and George A. Coundouriotis, “Diagnosing Global Strategy Potential: The World Chocolate Confectionery Industry,” Planning Review, Vol. 19(1), 1991: 4-14. “Seven myths to ponder before going global”, Subramanian Rangan, Financial Times, November 29, 1999 Part 10 Case: Mercedes-Benz, HBS Preparation: 1. What is your assessment of Mercedes’ product expansion strategy? 2. Does the Alabama plant make sense? 3. Why would the Chrysler deal help them? 4. Why did the Chrysler deal not help them?	4
7	Technology and Inspiration Readings: http://www.youtube.com/watch?v=D1R-jKKp3NA Case: iPod vs. Cell Phone: A Mobile Music Revolution?, HBS Case Preparation: 1. What is your analysis of the question: who will be winner of this competition?	2

SEMESTER

III



STRATEGY AND ENTERPRISE PERFORMANCE MANAGEMENT

Programme: PGDM-M Semester – III
Revised in: January 2018

Course code: M - GC - 301
Total Hrs. 45

1. Objectives:

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

- To understand the concept of strategic management and significance of managing the business strategically in the current business environment.
- To acquire the knowledge of strategies at corporate, business and functional levels.
- To understand and analyze the firm's external environment, the resources and thus carrying out SWOT analysis for strategy formulation, process of strategy implementation and the challenges of managing a change with control system to monitor the strategy implementation process.
- To analyze the strategic planning, budgeting, resource allocation, performance measurement, evaluation, and reward/ responsibility center allocation.
- To understand the performance measurement criteria of different kind of organizations.

2. Core Text Books:

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

3. Reference Books:

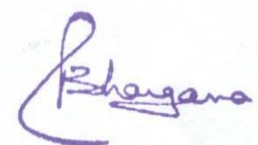
- Business Policy and Strategic Management by P. Subba Rao
- Strategic Management by Friancs Cherunilam
- Modern MCS by Kenneth A. Merchant
- Concepts in Strategic Management & Business Policy by Thomas L. Wheelen & J. David Hunger, Pearson, 12th edition.

4. Pedagogy:

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

Sr. No.	Topic	Duration (Hrs.)
1	1.1 Understanding Strategy: Concept of strategy, Corporate, Business and Functional Levels of Strategy 1.2 Introduction to Strategic Management: Meaning and Characteristics of strategic management, strategic management Vs. operational management; Process of strategic Management 1.3 Stakeholders in business and their roles in strategic management 1.4 Hierarchy of Strategic Intent: Meaning & attributes of strategic intent, Meaning of Vision, Process of envisioning, Meaning of mission, difference between vision & mission, characteristics of good mission statements, Business definition using Abell's three dimensions, objectives and goals, Linking objectives to mission & vision. Critical success factors (CSF), Key Performance Indicators (KPI), Key Result Areas (KRA) 1.5 Analyzing Company's External Environment: Environmental appraisal Scenario planning - Preparing an Environmental Threat and Opportunity Profile (ETOP) Analyzing Industry Environment: Industry Analysis - Porter's Five Forces Model of competition, Entry & Exit Barriers, Strategic Group analysis	9
2	2.1 Analyzing Company's Internal Environment: Resource based view of a firm, meaning, types & sources of competitive advantage, analyzing Company's Resources and Competitive Position, VRIO Framework, competitive advantage, competitive parity & competitive disadvantage, Core Competence, characteristics of core competencies, Distinctive competitiveness, Benchmarking as a method of comparative analysis 2.2 Value Chain Analysis Using Porter's Model: primary & secondary activities 2.3 Organizational Capability Profile: Strategic Advantage Profile, Concepts of stretch, leverage & fit 2.4 Portfolio Analysis: Business Portfolio Analysis - BCG Matrix - GE 9 Cell Model	8
3	3.1 Generic Competitive Strategies: Meaning of generic competitive strategies, Low cost, Differentiation, Focus – when to use which strategy 3.2 Grand Strategies: Stability, Growth (Diversification Strategies, Vertical Integration Strategies, Mergers, Acquisition & Takeover Strategies, Strategic Alliances), Retrenchment– Turnaround, Divestment, Liquidation, Outsourcing Strategies	7
4	4.1 Strategy Implementation: Components of a strategic plan, barriers to implementation of strategy, Mintzberg's 5 Ps - Deliberate & Emergent Strategies , Mc Kinsey's 7s Framework; Strategy Evaluation: Operations Control and Strategic Control -Symptoms of malfunctioning of strategy -Use of Balanced Scorecard for strategy evaluation;	7

	4.2 Blue Ocean Strategy: Difference between blue & red ocean strategies, principles of blue ocean strategy, Strategy Canvass & Value Curves, Four Action framework	
5	5.1 Performance Management: Concept, need 5.2 Financial performance evaluation parameters: Responsibility Accounting, External audit, Evaluating economic performance of a business unit, Internal audit, role of financial controllers, EVA, ROI, ROA, MVA approaches for Implementation of performance in a business unit.	7
6	6.1 Performance Evaluation Parameters for Manufacturing Organization; 6.2 Performance Evaluation Parameters for Service Organization: Banks, Retail, Hotel, Health care, Non-profit; 6.3 Performance Evaluation Parameters for Projects	7



SUMMER INTERNSHIP PROGRAMME

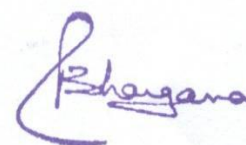
Programme: PGDM-M Semester – III
Revised in: January 2018

Course Code: M - GC - 302
Total Hrs: 45

1. Objectives:

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

- Acquire on job the skills, knowledge, attitudes, and perceptions.
- Get immersed in actual supervised professional experiences
- Get an insight into the working of the real organizations.
- To gain deeper understanding in specific functional areas and inter departmental linkages.
- To develop perspective about business organizations in their totality
- To build up confidence for future interviews and Corporate Assignments.
- At the end of Second Semester each student shall undertake a Summer Internship Project (SIP) for 8 weeks. The SIP may or may not have a Functional Focus, i.e. the student may take up a SIP in his/her intended area of specialization or in any other functional area of



management. Ideally the SIP should exhibit a cross-functional orientation. The student shall submit a written structured report based on work done during this period.

- SIP can be carried out in:
- Corporate Entity
- NGO
- SME
- Government Undertaking
- Cooperative Sector
- SIP may be a research project - based on primary / secondary data or may be an operational assignment involving working by the student on a given task/assignment/project/ etc. in an organization / industry. It is expected that the SIP shall sensitize the students to the demands of the workplace. The learning outcomes and utility to the organization must be specifically highlighted.

The report should be well documented and supported by:

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

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

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

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

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

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

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

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

INTERNATIONAL BUSINESS EXPOSURE PROGRAMME

Programme: PGDM-M Semester – III
Revised in: January 2018

Course Code: M - GC - 303
Total Hrs: 30

1. Objectives:

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

- To get international exposure in the area of future career options through seminars, workshops, industrial visits and field visits.
- To get opportunities for learning multiple aspects including culture, social and economic aspects of the region.

2. Pedagogy:

- International Tour, Guest Sessions, Industry Visits, Interactions with International Experts, International University Visits and International workshop.

The objective of providing International Business Exposure Program (IBEP) to the management students is to align student's perspective of viewing world economy as driver of global business. It enables appreciation of foreign economy and its eco- systems and serves to provide a comparative analysis of domestic and international economy and culture.

BUSINESS ETHICS AND CORPORATE GOVERNANCE

Programme: PGDM-M Semester - III
Revised in: January 2018

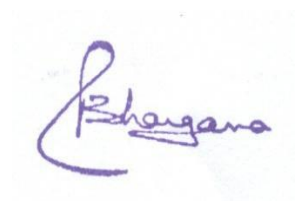
Course code: M – GC - 304
Total Hrs. : 30

1. Objective:

The objective of the course is to help the students understand the nature and application of business ethics and corporate governance.

2. Core books for Reading:

- Business Ethics & Corporate Governance – S.K Mandol



- Corporate Governance – A.C. Fernando

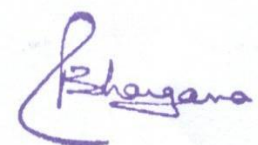
3. Reference Books:

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

4. Pedagogy:

- Case study
- Class discussion with current & relevant examples

Sr. No	Topic	Duration (Hrs.)
1	Business Ethics - Introduction Introduction to business ethics, Morality & Moral Standards Nature & Relevance of Ethics in Management Law, Ethics & Business	4
2	Business Ethics – Application & Issues Ethical Decision making – Ethical Dilemma for a manager Ethics – Individual & Organization Ethical Issues in Marketing / Finance / Human Resource	4
3	Corporate Governance – Introduction Concept of corporation, corporate citizenship Distinction between Governance & Management Corporate Governance - Meaning, Scope (Narrow to Broader Perspective), Issues in Corporate Governance	4
4	Evolution of Corporate Governance Theories on Corporate Governance – Stewardship, Agency, Stakeholder theory. Corporate Governance Models – Anglo-American, Japanese, German & Indian model on corporate governance Essence of governance – Obligation towards Society, Investors, Employees, Customer	4
5	Committees & Codes on Corporate Governance Development of codes on Corporate Governance – CII Code, SEBI initiative, Birla & Narayan Murthy Committee, Cadbury committee	4



	World Bank & OECD Principles on Corporate Governance	
6	Agents & Institutions in Corporate Governance Corporate governance & Investor Protection- Rights & privileges of shareholders Board of Directors & Corporate Governance – Roles & Responsibility of Directors, Independent Directors, Director Remuneration Auditors & Corporate Governance	5
7	Corporate Governance in emerging economy Governance in developing and transition economy - Problems, Institutional framework, Challenges Governance in global Society - Globalization, Role of MNC, Global Issues on governance Governance & Sustainability	5

Suggested Case Studies:

Merck & Company – River Blindness in Africa	Satyam Computers / Sahara Group
Slavery in Chocolate Industry	Rajaratnam – Insider Trading / Asian or Global Financial Crisis
Fall of Enron Corporation	ITC – Is Corporate Governance Skin Deep

ENTREPRENEURSHIP DEVELOPMENT

Programme: PGDM-M Semester- III
Revised in: January 2018

Course Code: M-GC-305
Total Hrs: 30

2. Objectives:

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

- Understand the concepts of “entrepreneur”, “entrepreneurship” and their development in all forms and shapes;
- Effectively assess entrepreneurial opportunities and build the required business plan to reach entrepreneurial goals.
- Comprehend the legal issues involved while setting up an enterprise and entrepreneurial financing;
- Understand the programs designed and formulated by Central, State governments and other important institution in entrepreneurship development.
- Understand the special challenges of starting new ventures and introducing new product and service ideas, the process of founding a startup.
- Understand the concepts of Social and Rural Entrepreneurship.

3. Core text book for Reading:

- Entrepreneurship: New Venture Creation – David H. Holt
- Entrepreneurship – Hisrich Peters

4. Reference book for Reading:

- Entrepreneurial Development - Vasant Desai
- Cases in Entrepreneurship - Morse Mitchell
- Management & Entrepreneurship - Bedi
- Entrepreneurship - Bruce Barringer

5. Pedagogy:

Movies, Video Cases & Documentaries, Practical/Field Assignments, Classroom lectures.

Sr. No.	Topic	Duration (Hrs.)
1	The Entrepreneurial Development Perspective Entrepreneurship as a career. What it takes to be an entrepreneur. Entrepreneur Vs. Intrapreneur, Entrepreneur Vs. Entrepreneurship, Entrepreneur Vs. Manager Attributes and Characteristics of a successful Entrepreneur. Role of Entrepreneur in Indian economy and developing economies with reference to Self-Employment Development. Entrepreneurial Culture Case Study on Entrepreneurial Culture	7
2	Legal Environment and Government support Basic Government Procedures to be complied with Legal Issues (licensing, patents, contracts etc.) Role of Central Government and State Government in promoting Entrepreneurship – Introduction to various incentives, subsidies and grants	5
3	Creating Entrepreneurial Venture Idea Generation and Opportunity Evaluation Distinguishing idea from an opportunity. Evaluating a business idea. Linking numbers to a business opportunity – Back of the envelope calculation. Developing Business Model: Generating a Detailed Business Model. Sources of Funds – Bootstrapping, Angel and Venture Funding, other sources of debt	6
4	Sustaining Entrepreneurial Venture Venture Life-Cycle: Various stages in life-cycle of a venture; Growth & maturity of a venture. Entrepreneurial Pitfall: Peter Drucker's 4 entrepreneurial Pitfall. Causes, symptoms and consequences of a sick unit.	6
5	Sustainability through Social and Rural Entrepreneurship The Socio-Economic Context of Social Entrepreneurship, Defining Social Entrepreneurship, sustainability through social entrepreneurship. Introduction and scope of rural entrepreneurship, sustainability through rural entrepreneurship.	6

BUSINESS TO BUSINESS MARKETING

Programme: PGDM-M Semester- III
Revised in: January 2018

Course Code: M - GC – 306
Total Hrs: 45

1. Objectives:

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

- To familiarize students with the terms, concepts, and nature of Business-to-Business Marketing.
- To expose the students to the industrial marketing functions of firms.
- The course introduces to the participants the specifics of marketing mix for Business-to-Business Marketing.

2. Core books for Reading:

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

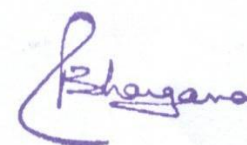
3. Reference Books:

- Industrial Marketing – Milind Phadtare; PHI
- Industrial Marketing – Reeder, Brierly, Reeder; PHI.
- Global Marketing – Hollensen & Banerjee; Pearson.

4. Pedagogy:

- Chalk and Board, Power Point Presentations, Video Clippings, Class room discussion, Case Studies, News articles.

Sr. No.	Topic	Duration (Hrs.)
1	Overview of Business-to-Business Marketing: What is Business marketing? Consumer V/S Business Marketing - Types of Customers in Business Marketing, Types of Industrial Goods, Types of Business Market Demand Organizational & Government Markets.	6
2	Organizational Buying Behavior: Organizational Buying Process, Forces Shaping Organizational Buying Behavior, Buying Center / Decision Making Unit. Buying Situations, Buy grid Framework, Role of Buying Centre, Models of B2B Marketing - Webster & Wind Model, Sheth Model, Impact of Macro/Micro Environmental factors on decision making.	5



3	Segmentation, Targeting & Positioning for B2B Markets: Market Segmentation Bases: Macro Variables - Industry Characteristics, Company Size, Customer Location, End User Markets, product Applications. Micro Variables: Customer Interaction needs, Organizational Capabilities, Purchasing Policies, Purchasing Criteria, and Personal Characteristics. Target Markets: Concentrated Marketing, Differentiated Marketing, Undifferentiated Marketing. Criteria for choosing a target market. Positioning.	6
4	Product Strategy for B2B Markets: Industrial Products: Definition of an Industrial Product, Industrial Product Lifecycle & Strategies across the PLC, Product strategies for New Products and Existing Products, Importance of After Sales Service. Innovation, Competitiveness & Technology. Marketing of - Projects, Industrial Services, High technology products.	5
5	Pricing Strategy for B2B Markets: Factors influencing Pricing Decisions, Pricing Strategies - Competitive bidding, Pricing New Products, Pricing Policies, Commercial Terms and Conditions, Contracts, Hiring & Leasing, Negotiation, Bargaining, Persuasion & Conviction. Methods used to Influence Industrial Customers, Special Dealing between Buyer and Sellers, Reciprocity, Ethical Issues. International Market based Pricing.	5
6	Industrial Distribution Channels: Distinctive Nature of Industrial Distribution Channels, Types of Industrial Middlemen, Channel Flow Design, Formulating Distribution Strategies and Cost Benefit Analysis.	4
7	Personal Selling & Promotions for B2B Markets: Personal Selling: Role & Characteristics of Personal Selling, Development & Management of Sales Force, Key Account Management - ABC Analysis of Industrial Customers.	5
8	Case Studies: Guest Session & Assignment.	6
9	Business Communication: Advertising & Sales Promotion- Role of Advertising, Developing Integrated Communication Program, Managing B2B Advertising & Measuring Effectiveness, Role of Trade Shows.	3

RETAIL MANAGEMENT & E COMMERCE

Program: PGDM- M Semester – III
Revised in: January 2018

Course Code: G - MC - 307
Total Hrs. 45

1. Objectives:

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

- To realize the importance of retailing to the overall economy and what opportunities exist in the field.
- To demonstrate understanding of consumer behavior.
- To identify methods of planning, buying, and managing inventory.

2. Core text book for Reading:

- Retailing Management by Barry Berman and Joel R Evans
- Retailing Management –Levy & Weitz

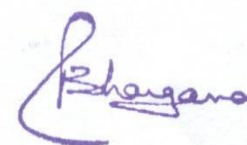
3. Reference book for Reading:

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

4. Pedagogy:

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

Sr. No.	Topic	Duration (Hrs.)
1	Introduction to Retailing: Retail Industry overview- Global overview, Indian overview, Indian retail Scenario and its future prospects, The Framework of Retailing the Importance of Developing and applying a Retail Strategy.	4
2	Building Sustainable relationship in Retailing: Strategic Planning in Retailing value and value Chain, Retail Relationships, Ethical performance and Relationships in Retailing, Situation Analysis, Overall strategy Strategic Planning Process.	4



3	Retail institution by Ownership: Store-based Strategy Mix, Web, Non-store Based, and other forms of Nontraditional Retailing Retail Institutions characterized by Ownership ,Retail Strategy mix-wheel of retailing, scrambled merchandising, the retail life cycle Retail Institutions characterized by Store-based strategy mix Direct Marketing, Direct Selling, Vending Machines Electronic Retailing, other nontraditional forms of retailing.	4
4	Identifying and Understanding Customers: Role of Private label Brands Consumer Demographics and Lifestyles, Needs and Desires, Shopping Attitudes and Behaviour, Retailer Actions, CRM, Private label Brands.	3
5	Information Gathering and Processing in Retailing: Trade - Area Analysis, Site Selection The Retail Information System ,Trading Area Analysis ,Characteristics of Trading Areas, Importance of Location to a Retailer, Type of Locations ,Location and Site Evaluation.	5
6	Retail Organization and Human Resource Management: Operations Management Setting up a Retail Organization, Human Resource Management in Retailing, Financial Dimension, Operations Dimension-SCM.	4
7	Developing Merchandising Plans: Implementing Merchandise Plans, Establishing and Maintaining a Retail Image, Promotional Strategy Merchandising Philosophy, Buying organization formats and process Devising merchandising management plans, Category Management Implementing Merchandise Plans, Significance of Retail Image Store Atmosphere, Planning Retail Promotional Strategy.	5
8	Pricing in Retailing External Factors Affecting a Retail Price, Developing a Retail Pricing Strategy.	3
9	Integrating and Controlling the Retail Strategy: Integrating the Retail Strategy ,Control: Using the Retail Audit	2
10	- Return on Investment (ROI) per Sq.ft. v/s Customer convenience. How to balance both? - Inventory Management to optimize the working capital returns	2
11	- International Trends in retailing - Tech. developments that have implications on processes of retail stores Eg: NFC Tech; RFID Tech; etc, - Hybrid Retailing – Merger of online and off-line retailing. Alibaba	3

	- Consumer fairs as a retail avenue to spread awareness about the product - Govt. policy on retail industry eg: FDI, local sourcing clauses, etc - Will online retail kill offline?	
12	Workshop on 360 degree on Retail Management	6

PGDM-M 2018-20

Bhargava

SERVICES MARKETING

Programme: PGDM-M Semester- III
Revised in: January 2018

Course Code: M - GC- 308
Total Hrs: 45

1. Objectives:

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

- Students will learn to develop a framework for recognizing and analyzing management problems in service industries and designing competitive strategies. This course will be of particular value to those who intend to work in a service organization or have a need to understand service organization from a point of view of investing or starting their own service business.
- To understand the uniqueness of the services characteristics and its marketing implications. To understand the important factors in managing the service delivery process and the implementation of services marketing.
- To understand the sustainable practices in Services Marketing.

2. Core Book:

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

3. Reference book for Reading:

- Essence of Services Marketing - Ardian Payne.
- Services Marketing - Helen Woodruff

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

4. Pedagogy:

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

Sr. No.	Topic	Duration (Hrs.)
1	Foundation of services marketing – Introduction - The services concept: Service Industry –Contribution & Nature of Services; Classification of Services Goods v/s Services Marketing, Characteristics of Services, Goods & Services Continuum, Introduction to additional Ps of Services Marketing. Global and Indian Scenario in services sector.	5
2	The GAPS Model of Service: Quality & SERVQUAL Analysis- its application in Service Organizations; Parsuraman- Zeithamal- Bitner (PZB) Gaps Model, SERVQUAL, and SERVPERF – Gronroos model.	7
3	Understanding Customer Requirements: Customer Behaviour, Service Consumption Process, Customer Expectations, Levels of customer Expectations, Customer Perceptions, Customer satisfaction, Moments of Truth, Service Encounters, Post Purchase Evaluation by customers, role of culture in services Building Customer Relationships Service Recovery.	8
4	Aligning Service Design & Standards : Distribution: Place; Promotion: Promotion objective for Services; People: The key role of service employees in a service business; Physical evidence; Process Service as a process & as a system.	6
5	Developing Sustainable Service Models: Managing Customer Research in Services; Planning and implementation of new service models; Role of People in services marketing, Services Marketing Triangle Employees' Roles in Service Delivery; Customers'	9

	Roles in Service Delivery; Managing Demand Capacity in Services-Yield Management, Waiting Process Management; Pricing of services, cost based , competition based and demand based yield management in services; Pricing of services for After sales services, Promotion-Integrating Services Marketing Communication, Service Branding Sustainability practices and impact on competitiveness.	
6	Relationship Marketing and Loyalty Programs: CRM issues in services; Concept of loyalty; Creation of a loyalty program; Calculation of Acquisition Costs, retention costs and rates. Employee Role in Service Delivery; Service delivery and Organization Culture and Climate.	3
7	Service Tax provisions in India: Introduction, origins of service Tax, services under Tax net, obligations of a service provider, penalties levied under the service tax act.	2
8	Sectoral Applications Cases : Financial Services; Hospitality and Tourism Services; Health Services; Educational Services; Telecommunication Services; Professional Services; Product Support Services. Marketing of Banking, Insurance, and Logistics Services.	5

DIGITAL MARKETING & E-COMMERCE

Programme: PGDM Semester: III
Revised in: January 2018

Course code: M – GC - 309
Total Hrs: 45

1. Objectives:

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

- To provide the basic understanding about Internet marketing which will could help the students ISBS to excel in their professional career.
- To understand Sustainable Digital Marketing Campaigns.
- To ensure the readiness of students for new generation marketing practices.

2. Core text book for Reading:

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

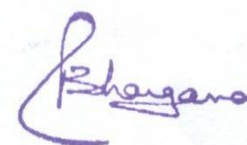
3. Reference book for Reading:

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

4. Pedagogy:

- Digital Marketing work shop
- Hands on application based exposure
- Audio-Visuals & Live projects

Sr. No.	Topic	Duration (45 Hrs.)
1	Introduction of Internet Marketing -Overview of Internet marketing -Basic components of Internet marketing -Why Internet marketing? (Facts & figures- past, present & future) -Difference between the traditional marketing & Internet marketing.	3
2	Basics of Internet Marketing:-Characteristics/salient features of Internet marketing - Internet marketing Mix- Internet Marketing Platforms- E-mail campaigns, website-(Website designing, SEO), Webinars, social Networking (Orkut, Face book, Linked in Twitter, YouTube, gaming, WAP sites, , SMS, Bluetooth, blogs, trade portals, micro sites- What marketers can do in Internet marketing --Branding, promotion, selling, CRM, loyalty program, more information, market research, VAS, contest, campaigns, online sampling, lead generation)	6
3	Search Engine Optimization:-Types of SEO, Internet media buying & Selling, Internet media planning	3
4	Search Engine Marketing – Google Ad words	2
5	Social Media & Digital Marketing campaigns: Campaigns based on Face book, YouTube, Twitter, LinkedIn ,Case Study, Integration with traditional media campaigns	5
6	Mobile Marketing, Mobile applications, WAP sites, Other tools	3
7	Business Environment in Internet Space Value Creation for the customers Business Models in Internet startups	3
8	ANALYTICS & Measurement tools: - Measurement parameters, ROI, Case studies. Google. Analytics, Google Trends	3
9	Digital Marketing Certification workshop	5
10	Introduction to E-Commerce: Introduction, E-Commerce or Electronic Commerce – An Overview, Electronic Commerce – Cutting edge, Electronic Commerce Framework	3



11	Evolution of E-Commerce : Introduction, History of Electronic Commerce, Advantage & Disadvantage of E- commerce, Roadmap of E-Commerce in India	3
12	Managing the e-Enterprise: Introduction, e- Enterprise, Managing the e- Enterprise, E-business Enterprise, Comparison between Conventional Design and E- organization, organization of business in e- Enterprise	2
13	E-Marketing: The scope of E-Marketing, Internet Marketing Techniques	2
14	Consumer Oriented Business: Consumer Market, One-to-One Marketing, Consumer Demographics, Maintaining Loyalty, Gaining Acceptance	2

MARKETING OF FMCG & FINANCIAL SERVICES

Programme: PGDM Semester - III
Revised in: January 2018

Course Code: M – GE - 310
Total Hrs: 30

1. Objective:

- To facilitate accelerated learning in FMCG Marketing.
- Build capabilities for University students to work in FMCG/Retailing, giving overview of value chain, scale of operation, challenges and possibilities for career.
- Course also introduces key areas of FMCG/Retail value chain, like supply chain process, customer management/relationships, consumer marketing and management with information.

2. Core books for Reading:

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

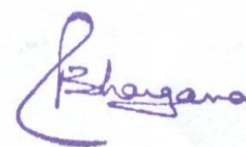
3. Reference Books:

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

4. Pedagogy:

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

Sr. No	Topic	Duration (30 Hrs)
1	Introduction to FMCG/Retail industry: Introduction to FMCG and other goods, Mkt. Scenario Sector Growth, Market Size. Overview of industry and understanding of roles between companies operating in industry. Basics of business dynamics within industry.	3
2	Management of FMCG / Retail companies: Management of retails chains formats. Supply chain management in FMCG industry. Distribution and warehouse management. Management of store operations. Finance model in FMCG/Retailing. People management and development in FMCG industry. ECR way of working in FMCG industry.	4
	Category management / Buying / Key Account management / Sales: Management of buyer / supplier relationships. Key account management.	3



3	Negotiations in FMCG business. Category management. Pricing.	
4	Marketing / Brand Management: Consumer understanding. Innovation process in FMCG industry. Retail brand building. Effective operations in long value chain: elements of operation, which are very large part of cost structure in FMCG/Retail industry. Advertising and PR for FMCG, Brand Awareness. Push v/s Pull Brands in FMCG How Ayurvedic and herbal brands are giving tough competition to other brands Eg: Patanjali.	5
5	Skills and competencies required in work in FMCG and Retail Industry: Category manager / Buyer / Key Account manager / Customer Development manager. Negotiation, Technical skills and Presentation skills Project management (time management, setting priorities) Prediction statistics / Analytical skills. Business ethics, Business process / business model understanding, Language skills.	4
6	Future trends and Key challenges in FMCG: Future of industry and challenges which industry faces at the moment. And how these are currently managed. Consumer marketing research, Power of Branding, Market segmentation. Relationships, Selling and Negotiation skills. Project management.	3
7	FMCG on online platform How online has become a primary distribution channel for FMCGs - Amazon, Grofers, Big basket, Local Banya (Shut), etc - Will the offline Mom & Pop kirana stores survive in the ever evolving online space.	2
8	FMCG Players Cases: International Players National Players In-house / Dealer brands cannibalizing sales of FMCGs Conflict & Crisis Management Eg: Reckitt Benceiser v/s Big Bazaar, Maggi's Glucotane content and Cadbury's worms case	3
9	"Capstone Project on conceptualizing a comprehensive marketing plan for an existing FMCG brand with BTL & ATL plan"	3

MARKETING OF BFSI

Programme: PGDM Semester - III
Revised in: January 2018

Course Code: M – GE - 311
Total Hrs: 30

1. Objective:

- Familiarizing the students with the various financial services and products in the liberalized Indian economy.
- To provide an in-depth perspective of the equity and bond markets.
- To Equip the students with the practices and processes in the Mutual Fund and Insurance Industry.

2. Core books for Reading:

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

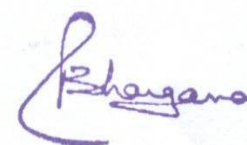
3. Reference Books:

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

4. Pedagogy:

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

Sr. No	Topic	Duration (30 Hrs)
1	Financial Market Fundamentals: Equity Markets: Capital Markets, Role in the Economy, Brief History of BSE and NSE. Trade lifecycle of a financial instrument, Market Participants. Bond Markets: Introduction to bond markets. Key terminologies and Regulatory aspects related to the bond markets. Key players in the Bond Markets (such as FIIs, Hedge Funds etc.) Debt Instruments: Debt instruments and their classification based on type of issuer, and basis characteristics. Money Market Instruments (such as Certificate of Deposit, Re-purchase "Agreements etc.).	6



2	Marketing of Financial Services: Importance of Financial Planning: identification of investment needs for retail investors, studying investment behavior - Household Vs. Institutional Investors. Alternate Investment Products: Introduction to Alternate Investments and their various products and services, Portfolio Management Services and their features, Tax regulations from an Investment Advisor point of view. Career opportunities in Marketing of Financial Services.	5
3	Insurance: Basics of Insurance: Basic understanding of insurance products, types of insurance policies - Role of IRDA, Insurance industry in India. General Insurance: Types of liabilities covered, extent of insurance value, and conditions. Life Insurance: Basic concept of Life Insurance, its beneficiaries and its types, Concept of Term Insurance and its various types, Whole Life Policy and Endowment Policy and the differences between them. ULIP and its comparison with conventional plans and Mutual Funds. Marketing Channels in Insurance Markets: Various channel members in the Industry such as Insurance Agents, Distributors, etc. Basic Understanding: Property and casualty/liability insurance, Commercial Insurance, Health Insurance.	6
4	Other Financial Services: ✓ Leasing / Hire Purchase ✓ Housing Finance ✓ Credit Cards ✓ Credit Rating Services ✓ Other Services: Factoring, forfeiting, bill discounting, consumer finance and venture capital.	3
5	Mutual Funds: Mutual Funds and their importance, Basic understanding of NAV and calculation of a Fund – NAV. Types of Mutual Funds in India, classified on the basis of Structure, Investment Objective, and Investment Plan, Relative risks associated with various Mutual Funds in India.	3

	Basic understanding of ETFs and their key features. Differences between a Mutual Fund and an ETF. Basic understanding of a 'Hedge Fund' and its key features, Process of Fund Selection and various related measurement parameters, Various expenses incurred by a Fund, Guidelines for Investment Advisors while selling Mutual Funds to the clients.	
6	Banking Industry: Marketing of asset and liability products of banks, cross-selling - bank assurance and selling of mutual fund products, DEMAT facility, wealth advisory services.	7

RURAL MARKETING

Programme: PGDM-M Semester – III
Revised in: January 2018

Course Code: M – GE-312
Total Hrs: 30

1. The objectives:

At the end of the course the student should:

- Be able to understand the present level of penetration of products and services in rural markets and their potential.
- Get have knowledge of innovative marketing strategies and campaigns developed by Indian firms as well as MNCs for the Rural Markets.
- Be able to understand product, price, distribution and promotional strategies for different classes of product targeted at Rural Consumers.

2. Core text book for Reading:

- Rural Marketing Text and Cases by Krishnamacharyulu and Ramakrishna

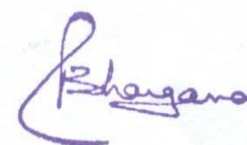
3. Reference books:

- Rural Marketing by R Krishnamoorthy
- Agricultural Marketing in India by SS Acharya & N.L. Agarwal
- Rural Marketing Management by T.P. Gopalswamy
- Introduction to Agricultural Economics and Agribusiness
- Management by JM Talati, V.G.Naik and V.N.Jalgaonkar

4. Pedagogy:

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

Sr. No.	Topic	Duration (Hrs.)
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1	Introduction to Rural Marketing: Scope; Nature, Significance. Rural Vs. Urban Marketing Attractiveness of Rural Markets. Factors influencing Rural Marketing: Understanding the Rural Economy: Rural marketing Environment, social environment, economic environment, Technological environment, innovations, political environment, Development initiatives, and implications on rural marketers.	3
2	Rural Consumer Behavior: Changing Profile of the Rural Consumer Understanding Rural Consumer Behavior, Changing Profile of the Rural Consumer.	3
3	STP Marketing in Rural Context: Segmentation in rural context ,Targeting in rural context Positioning in rural context.	3
4	Marketing of services in rural markets, microfinance	3
5	Product Strategies for rural markets.	3
6	Pricing strategies for the rural market.	3
7	Promotion strategy for the rural markets: Promotion strategy for the rural markets , Sales force management in rural markets ,Media Planning for rural markets.	3
8	Distribution Strategies for the rural markets: Non-Conventional methods of Reaching Rural Markets SCM for Rural Markets.	3
9	Marketing Strategies & Tactics with reference to rural markets: FMCGs, Consumer Durables, Services , Agricultural Inputs ,Case of HUL - Project Shakti, Case of CFCL -Uttam Bandhan, Case of ITC - e-Choupal, Case of Colgate - Education, Case of HLL - Social Marketing, lessons from experience.	4
10	Sustainability through Innovations: Use of internet and mobile technology in Rural Market Growth.	2

SEMESTER

IV

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INNOVATION MANAGEMENT AND SUSTAINABILITY

Programme: PGDM-M Semester – IV
Revised in: January 2018

Course Code: M – GC-401
Total Hrs: 30

1. Objectives:

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

- To explain the relationship between innovation and organizational performance.
- To understand the nature, importance and context of innovation.
- To relate that innovation and sustainability are the principal drivers of a process.
- Develop knowledge and tools for a Green organization.
- Have insights into the Basics of Sustainability, the guidelines for implementing sustainability practices.

2. Core text book for Reading:

- Innovation Management by Dr. C.S.G. Krishnama Charyulu and Dr. R. Lalitha, Himalaya publishing.
- The Necessary revolution by Peter Singe

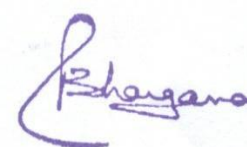
2. Reference Book:

- Westland, J.C. (2008) Global Innovation Management: A Strategic Approach, Palgrave Macmillan
- The sustainable MBA Giselle Weybrecht
- Strategy for Sustainability: A Business Manifesto - Adam Werbach

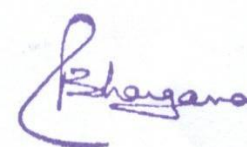
5. Pedagogy:

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

Sr. No.	Topic	Duration (Hrs.)
1	Innovation Management Basics: Innovation Management, Innovation Environment, Innovation Opportunities, , Definitions of Sustainability, Significance of Sustainability, Relation between Innovation and Sustainability	3
2	Managerial Aspects of Innovation Function: Organization for Innovation, Strategizing Innovation Managing Innovation Function, Climate and Culture for Innovation.	3
3	Innovation Process:	5



	Early Stage Innovation, New Product Development, Criticality of the Value Proposition, Differentiation, and Paths to Market.	
4	Managing Innovation Projects: Innovation and Entrepreneurship, Research & Development Management, Innovation Project Management.	4
5	Innovation & Creativity: Creativity and Human Factors – Individual, Team, and Leadership; Creative individual, Group Creativity, Managing Creative Employees.	3
6	Innovation strategies: Opportunity Recognition and Execution Strategies: Capturing Value from Innovations.	3
7	Managing Innovations: Process Innovations, Product Innovations, Innovation Diffusion, Legal Aspects of Innovation, Innovative Society.	4
8	Transformation to Sustainability: Various Models and Case Study	3
9	Sustainability for competitive advantage: Case studies	2



CUSTOMER RELATIONSHIP MANAGEMENT

Programme: PGDM-M Semester – IV
Revised in: January 2018

Course Code: M – GC-402
Total Hrs: 45

1. The objectives:

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

- The purpose of the syllabus is to make the students aware of the concepts and practices of CRM in modern businesses and also enable them to design suitable practices and programs for a company.
- To highlight the role of appropriate business process and technology management
- To emphasize CRM as a business strategy capability in managing customer relationships.

2. Core textbooks for reading:

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

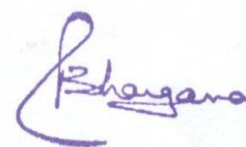
3. Reference Books:

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

4. Pedagogy:

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

Sr. No	Topic	Duration (Hrs.)
1	Changing nature of Marketing and customer services: Definition, nature and concept of CRM, Why Customer Relationship Management (CRM)? – Diminishing customer loyalty, Reasons of diminishing customer loyalty; Brand Loyalty as a Behavior- Undivided Loyalty, Occasional switcher, Switched Loyalty, Divided Loyalty, Indifference, Customer Life Cycle, Characteristics of empowered customers, Emerging trends in marketing: Shorter Product Life Cycle, Emergence of Permission Marketing, Experiential Marketing, Offering Complete Solutions, Rewarding Loyal Customers, Disruptive Innovations,	8



	Cross-Selling and Up-Selling. Event Based Marketing, Changing nature of customer service.	
2	CRM overview and Basic Concepts : Emergence of CRM: Introduction to the Concepts of Relationship Marketing(RM), Customer Experience Management(CEM), Customer Touch Point Value (CTV), Key Customers, Considerations to decide Key Customers, Strategies for Key Customers, RFM Model, Customer Lifetime Value(CLV) calculation, Significance of CLV, Concept of Personalization and Mass Customization. KPI for a Customer Retention programme, Strategies for Customer Development, Strategies for terminating Customer Relationships.	8
3	CRM Strategy : Strategic orientation for CRM, Extending the concept of Relationship, The technology orientation, A strategic framework for CRM, Customer Acquisition: Input for acquisition, Requisites for effective acquisition, Customer Adoption Process, Customer acquisition strategies, Sales Force Automation(SFA): Objectives of SFA, Tasks for SFA, Understanding resistance to SFA systems, Strategic advantages of SFA, Key factors for successful SFA, Customer Interaction Management (CIM): Routes to CIM, Factors influencing CIM, Campaign Management: Steps to be followed for effective campaign management, Channel Optimization: Requisites of Channel Optimization, Customer retention strategy: Various Customer Retention strategies, Customer Win-back strategy: Identify who is about to terminate, Various Customer Win-Back Strategies.	10
4	CRM Process : Planning for CRM: Elements in CRM planning, Preparing the CRM business plan, Role of IT for CRM, Analytical CRM, Operational CRM, Collaborative CRM, Business Process Re-engineering (BPR): Meaning with examples, Process Mapping and Process Blueprinting, Change Management.	4
5	Tools for CRM: Decision Support System(DSS), Data Mining and Data Warehousing, Business Intelligence, Enterprise Resource Planning (ERP), eCRM: Basic concepts of eCRM, Benefits of eCRM, Steps in eCRM, Success factors in eCRM, CRM tools: ORACLE, SIBEL, SalesLogix, Talisma, Customer Relationship Management: Technology Dimensions - E- CRM in Business, CRM: A changing Perspective, Features of e-CRM, Advantages of e-CRM, Technologies of e-CRM, Voice Portals, Web Phones.	7
6	CRM Implementation : Choosing the right implementation approach: Implementation of CRM for what and where (SBU level, Corporate level), Steps in CRM implementation, Expected benefits of CRM implementation.	3
7	Guarding against CRM failures : Creating the right culture, Ensuring right CRM implementation, The 7 deadly sins in CRM.	2
8	Sustainability in CRM: Rural CRM, customer relationship management practices in retail.	3

INTERNATIONAL MARKETING

Programme: PGDM-M Semester – IV
Revised in: January 2018

Course Code: M – GC-403
Total Hrs: 45

1. Objectives:

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

- To understand and appreciate the concept of International Marketing (I.M.). in theory and practice. To evaluate the environment of International Marketing (I.M.) and develop a feasible marketing plan (process).
- To understand and apply the STP in International Marketing (I.M) (segmentation, targeting, positioning). To have an elementary knowledge of consumer behavior and marketing research in International Marketing (I.M).
- To understand and appreciate the concept of marketing strategy formulation and implementation in International Marketing (I.M.).

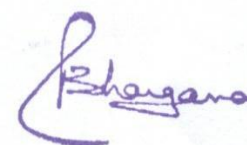
2. Core text book for Reading:

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

3. Pedagogy:

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

Sr. No.	Topic	Duration (Hrs.)
1	Introduction and Orientation –International Marketing: Basic understanding of international marketing (I.M), marketing definition, key marketing terms and concepts, marketing orientations, distinction between sales and marketing. Video Case Study –Age of Wal-Mart.	5
2	Segmentation, Targeting & Positioning –International Marketing: Segmentation- Bases and Process of segmentation. Targeting. Competitive frame of reference, POD and POP, differentiation strategies.	6
3	Developing the Marketing Mix - International Marketing: 4Ps, 7Ps, 4Cs of marketing. Product characteristics and classifications, product differentiation Product hierarchy, product systems, product mixes, PLC, NPD, Product Life Cycle marketing strategies. Case Study -: Field Fresh Foods.	10
4		4



	Market Entry Strategies: Licensing, Franchising, Joint Ventures, Mergers & Acquisitions. Greenfield ventures, Exporting, Contract Manufacturing, Agents. Video Case Study –Mergers & Acquisition –CNBC Documentary.	
5	Sustainability Practices – International Marketing: Sustainability –Meaning & Significance, Scope in International Marketing Scenario. Sustainability –Challenges & Potential source of competitive advantage and differentiation. Sustainability-Trends, & Global Best practices cases.	3
6	Designing and managing services- International Marketing: Nature, categories, characteristics of services, Marketing strategies. Services differentiation, Brand strategies, Services marketing mix.	2
7	Global Retailing & Logistics - International Marketing: Distribution strategy, Importance of channels, channel functions and flows, levels of channels, Channel design, channel management, VMS, channel conflict, e-commerce Retailing - types, marketing decisions, private labels. Wholesaling-types, trends. Changing trends in logistics & its strategic implications competitive advantage through channel management. Video Case Study -: Wal-Mart & IKEA.	8
8	Integrated Marketing Communication Strategy: Significance of IMC, Marketing communications mix/modes, developing effective communications. Developing advertising programmed, deciding on media and measuring effectiveness. Sales Promotion- objectives, major decisions. Promotion vs. advertising. Personal Selling- sales force management. Public relations, Direct Marketing, Events, Interactive and word-of mouth marketing. Case Study – Indian Premier League.	7

CONTEMPORARY CASES IN MARKETING

Programme: PGDM-M Semester – IV
Revised in: January 2018

Course Code: M – GC-404
Total Hrs: 45

1. Objectives:

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

- To teach various marketing concepts by using case method linked to various concepts.
- To provide practical exposure through case simulation and illustrate application of marketing theories in practice.

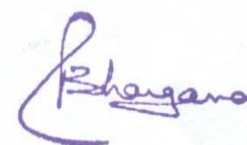
2. Text books for Reading:

- Principles of Marketing, 13th Edition, Philip Kotler, Gary Armstrong)
- Introduction to Marketing (Adrian Palmer)
- Principles of Marketing (McDaniel, Lamb, Hair) Subject: Marketing in Practice

6. Pedagogy:

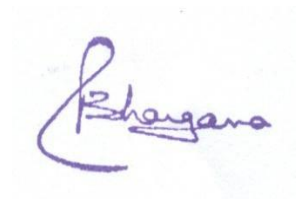
In-class activities, Case discussions, pre-assigned exercises, article reviews & assessment tests.

Sr. No.	Topic
1	Case on Segmentation, Targeting, Positioning
2	Case on Consumer Behavior (Product)
3	Case on Consumer Behavior (Service)
4	Case on Product and Brand
5	Case on Marketing Strategy
6	Case on Distribution & Supply Chain Management
7	Case on New Product Development
8	Case on Innovation / Start up



9	Case on Branding Challenges and new corporate world.
10	Case on Corporate Social Responsibility (CSR)
11	Case on Current trends in Rural Marketing.

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TELECOM MARKETING

Programme: PGDM Semester- IV
Revised in: January 2018

Course Code: M -GE - 405
Total Hrs: 30

1. Objective:

- To understand Basics of Telecom Network and Products.
- To understand the Marketing strategy of different company for different products.
- To understand the significance of Customer Relationship Management in Telecom Industry.

2. Text Books:

- Strategies For Success In The New Telecommunications Market-Karen Strouse-ISBN-1580531423.
- Understanding Telecom Management- Vinayshil Gautam, Sanjay Sinha- Concept Publishing Company, 01-Jan-2004.

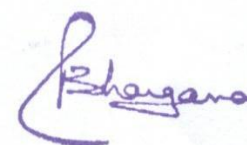
3. Reference Books:

- Telecommunications Management, Nolan Vincent Jones, Publisher-Virtualbookworm.com Publishing, 2004

4. Pedagogy:

- Class Room Lectures, Power Point Presentations, Case study, Guest Lecture, Audio / Video input Clippings, Research Papers.

Sr. No	Topic	Duration (Hrs)
1	Telecoms Foundation- Technology & Business: The Telecoms Business Environment, Network Building Blocks, Fixed Networks, Fixed Broadband Networks, Mobile Networks, Mobile Broadband Networks, Value Added Services, Telecoms Industry Outlook.	8
2	Cloud for Telecoms Operators: Introducing the Cloud Service Models. Migration to the Cloud, The role of the Telecoms Operator. The Telecoms Cloud Market Place.	3
3	Telecoms Marketing Strategies in Industry context: Convergence, content and competition, Customer context: choice, customer, lifetime value, Setting and managing customer, expectations, Sustainable competitive advantage, Customer needs: consumer vs enterprise and wholesale vs retail, Profitable partnerships, Product mix: branding, pricing, bundling, channels, Promotional mix: advertising, PR, viral Marketing.	5



4	Developing Profitable Market Segments in Telecoms: Identifying nascent and incipient segments, Service requirements of different Segments, Quantifying segment revenue and profit potential, Applying quantitative and qualitative appraisal, Assessing segment viability, Differentiation for identified segments, Segment-specific product and service, Bundles, Segment promotion and channel Requirements.	4
5	Pricing Strategies for Telecoms: Pricing Evolution and objectives, Customers & profit, Influences on Pricing Strategy, Next Generation Networks & pricing, Pricing Options and Strategies, Differentiated pricing, Bundling Strategies, Billing & Charging Options.	3
6	Telecoms Market Analysis & Evaluation: In-depth analysis of macro- and micro environmental factors, Detailed analysis of competitor activity ,Impact of competitor activity on customer expectations and choice, Establish sources of sustainable competitive advantage, Identify and assess short- and long-term market opportunities, Optimize competitive positioning within selected markets, Alignment of organization with market, imperatives Measure return on marketing Investment (ROMI).	3
7	Customer Engagement in Telecoms: The 21st century telecoms marketing environment. Defining the purpose of customer, engagement when to engage and who to engage with, The engagement process, Designing a customer engagement strategy, Implementing a customer engagement Strategy.	2
8	Customer Experience Management in Telecoms: Can CSP's earn their customers' love?, Mapping the customer experience, Defining end-to-end CEM, Implementing end-to-end CEM.	2

MARKETING OF IT & ITES

Programme: PGDM-M Semester – IV
Revised in: January 2018

Course Code: M – GE-406
Total Hrs: 30

1. The objectives:

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

- Understand facets of software marketing as a field of study
- Develop in depth of understanding of Software Marketing Practices
- Market software products successfully

2. Core text book for Reading:

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

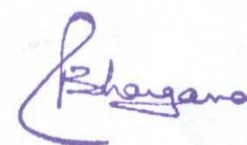
3. Reference book for Reading:

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

4. Pedagogy:

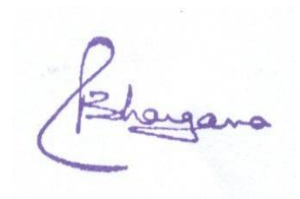
Lectures, Presentations, Case Study Analysis and Class Projects

Sr. No.	Topic	Duration (Hrs.)
1	Global and Indian Software Industry Environment:	
4	Distribution: Historical Growth of the Industry, Market Size, Nature of Products, Projects and Services, Major Players, Industry Associations and their role in market development, Overview of India's Software Export Industry. Challenges in distribution of Software Products and Services. Role of Internet in distribution of Software Products and Services.	4 4
	Services Marketing Mix:	
2	Pricing: Factors involved in pricing software Products, Price estimating for Software Projects	4
5	Place of Services Marketing Service Life Cycle Strategic Aspects of Software Marketing - Identification of potential markets, Industry/ Business analysis and creating/ sustaining competitive advantage -Segmenting, Targeting and Positioning.	4
	IT & ITES marketing:	
	In International markets & Legal aspects of IT & ITES marketing.	
	Promotion:	
3	Role of Promotion in Software Marketing; Personnel Selling, Advertising and Sales Promotion, Trade Shows, Role of Relationship Marketing in promoting software.	4
6	Monitoring and Measuring customer satisfaction. Applying technology to service settings, e-services. Role of People, Process and Physical Evidence in Software Products and Services.	4



7	Introduction to Enterprise: Software solution and Hands on experience on any of the Enterprise software solution.	6

PGDM-M 2018-20



DEVELOPMENT OF MARKETING PLAN

Program: PGDM (M) Semester: IV
Revised in: January 2018

Course Code: M-GE - 407
Total Hrs: 30

1. The objectives:

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

- Understand various facets of making a marketing plan
- Develop a comprehensive marketing plan for a brand / company viz; Developing Vision & Mission statement, scanning the marketing environment, market research and analysis, developing the marketing mix, devising the media plan, etc.

2. Core text book for Reading:

- Marketing Management, Dr. Kotler
- Develop A Strategic Marketing Plan: A Step-by-Step Guide Norton Paley
- The Marketing Plan: How to Prepare and Implement It, William Luther
- Marketing Research and Developing a Marketing Plan, Regional Business Centre, Canada

3. Pedagogy:

- Lectures, Presentations, Case Study Analysis and Final Project.

Sr. No.	Topic	Duration (Hrs)
1	Formulating an organization's Vision & Mission Statement	2
2	Analysis of Marketing Environment - Industry - Competitors - Customers	3
3	Market segmentation and finding your target market	4
4	Tools for Strategic Analysis SWOT Analysis Ansof's Market Development Model Michael Porter's 5 Forces Model	3
5	Marketing Strategy - Defining the marketing mix - Types of marketing strategies for goods & services sector	7
6	Marketing Communication Plan - Marketing Tools - Media Planning: 1) Print, TV, Radio, OOH, PR, Events etc 2) Digital & Social Media	7
7	Performance Evaluation & Monitoring	4

Final Project Report to be submitted by Individual student after completion of syllabus.