

Syllabus for
Master of Business Administration
(Marketing Management)
MBA (MM)

Semester: 1 - IV

Session: 2023-24



Directorate of Online Studies
Guru Nanak Dev University

(ESTABLISHED UNDER STATE LEGISLATURE ACT NO. 21 OF 1969)

Accredited by National Assessment and Accreditation Council (NAAC) At 'A++' Grade (Highest Level) As Per Modified Criteria Notified On 27/07/2017 And Conferred 'University with Potential for Excellence' Status and 'Category-I University' As Per University Grants Commission (F. No. 1-8-2017/(CPP-II) Dated 12/02/2018)

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Note:

- (i) Copyrights are reserved. Nobody is allowed to print it in any form. Defaulters will be prosecuted.
- (ii) The syllabi are subject to change therefore, visit the website from time to time to keep yourself updated.
- (iii) This is a new syllabus applicable from the session 2023-24 for students admitted in 1st Semester in July 2023 and the syllabus for previous batches may please refer to the old syllabus for the session 2021-22 and 2022-23 depending upon the date of admission.

**MASTER OF BUSINESS ADMINISTRATION (MARKETING MANAGEMENT SYSTEM) under
Directorate of Online Studies, Guru Nanak Dev University, Amritsar**

Eligibility:

Bachelor/Master Degree in any discipline or equivalent examination with 50% marks in aggregate.

SEMESTER I:

Paper Code	Subject Name	Marks			Credits
		Internal Assessment	End term	Total	
OLMBA141T	Principles of Management and Organizational Behaviour	30	70	100	4
OLMBA142T	Business Environment	30	70	100	4
OLMBA143T	Business Economics and Statistics	30	70	100	4
OLMBA144T	Production and Operations Management	30	70	100	4
OLMBA145S	Seminar-I	-	100	100	4
OLMBA 146T	Business Communication and Personality Development	30	70	100	4
Total Marks and Credits		150	450	600	24

SEMESTER II:

Paper Code	Subject Name	Marks			Credits
		Internal Assessment	End term	Total	
OLMBA241T	Accounting and Business Finance	30	70	100	4
OLMBA242T	Marketing Management	30	70	100	4
OLMBA243T	Human Resource Management	30	70	100	4
OLMBA244T	Business Research Methods	30	70	100	4
OLMBA245S	Seminar-II	-	100	100	4
OLMBA 246T	Accounting for Management	30	70	100	4
Total Marks and Credits		150	450	600	24

SEMESTER III:

Paper Code	Subject Name	Marks			Credits
		Internal Assessment	End term	Total	
OLMBA 361T	Corporate Law and Administration	30	70	100	4
OLMBA362T	Customer Relationship Management	30	70	100	4
OLMBA363T	Marketing Research	30	70	100	4
OLMBA 364T	Consumer Behaviour	30	70	100	4
OLMBA 365T	Retail Management	30	70	100	4
OLMBA366S	Seminar-III	-	100	100	4
Total Marks and Credits		150	450	600	24

SEMESTER IV:

Paper Code	Subject Name	Marks			Credits
		Internal Assessment	End term	Total	
OLMBA461T	Strategic Management	30	70	100	4
OLMBA462T	Brand Management	30	70	100	4
OLMBA 463T	Advertisement and Sales Management	30	70	100	4
OLMBA 464T	International Marketing	30	70	100	4
OLMBA 465T	Digital and Social Media Marketing	30	70	100	4
OLMBA 466S	Seminar-IV	-	100	100	4
Total Marks and Credits		150	450	600	24

OLMBA 141T: Principles of Management and Organizational Behaviour

Time: 03 Hours

Max. Marks: 100 Marks

Internal Assessment: 30 Marks

End Term: 70 Marks

Instructions for the Paper-Setter/examiner:

1. Question paper shall consist of **Four sections**.
2. Paper setter shall set **Eight questions** in all by selecting **Two questions** of equal marks from each section. However, a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt **Five questions** in all, by at least selecting **One question** from each section and the **5th question** may be attempted from any of the **Four sections**.
4. The question paper should be strictly according to the instructions mentioned above. In no case a question should be asked outside the syllabus.

Section A

Concept and nature of management; Management as profession; Universality of management; applying management theory in practice; effective management. Taylor and scientific management; Fayol's administrative management and principles. Management process and skills: nature of management process; Functions at various levels of Management; Functional areas of management; Management skills

Section – B

Fundamentals of Planning: Concept of planning; Types of plans; Management by Objectives

Decision Making: Concept of decision and decision making; problem solving

Fundamentals of organising: Concept of organisation and organising; factors affecting organisation structure; Forms of organisation structure: line organisation structure; line and staff organisation structure; functional organisation structure, divisional organisation structure, project organisation structure, matrix organisation structure, team based organisation.

Authority and Responsibility: Concept; delegation of authority; centralisation and decentralisation.

Section – C

Fundamentals of Staffing and Directing: Concept; Manpower planning; Direction and supervision

Communication: Concept; Communication process; communication symbols; communication network; barriers in communication.

Coordination: Types and techniques

Fundamentals of controlling: Concept; controlling and management by exception; design of effective control system.

Section – D

Managing Organisational Behaviour: Introduction; Emerging Issues in Organisational Behaviour; Framework of Organisational behaviour; Managing Organisational Misbehaviour

Learning: Importance of Learning; Barriers to Learning.

Managing Group Dynamics: Introduction; Types of groups; Functions of groups

Managing Conflicts: Introduction; attitude towards conflict

Recommended Books:

1. L.M Prasad “Principles and Practice of Management”, Latest Edition, Sultan Chand & Sons
2. Kavita Singh “Organisational Behaviour”, Latest Edition, Pearson Publication, New Delhi

Suggested Readings:

1. Harold Koontz, and Heinz Weihrich, Essentials of Management: An International Perspective, New Delhi, McGraw-Hill, 2010.
2. Richard L Daft, The New Era of Management, New Delhi, Thomson, 2007.
3. Jon L Pierce and Donald G Gardner, Management and Organizational Behaviour, New Delhi, Thomson, 2007.
4. Stephen P Robbins, Mary Coulter and Neharika Vohra, Management, New Delhi, Pearsons, 2011
5. Sekaran, Uma, Organizational Behaviour: Text and Cases, New Delhi, Tata McGraw Hill, 2007.
6. <http://swayam.gov.in/>
7. <http://edx.org> formerly <http://mooc.org/>
8. <http://epgp.inflibnet.ac.in/>

OLMBA 142T: Business Environment

Time: 03 Hours

Max. Marks: 100 Marks

Internal Assessment: 30 Marks

End Term: 70 Marks

Instructions for the Paper-Setter/examiner:

1. Question paper shall consist of **Four sections**.
2. Paper setter shall set **Eight questions** in all by selecting **Two questions** of equal marks from each section. However, a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt **Five questions** in all, by at least selecting **One question** from each section and the **5th question** may be attempted from any of the **Four sections**.
4. The question paper should be strictly according to the instructions mentioned above. In no case a question should be asked outside the syllabus.

Section A

Introduction of Business environment: Types of environment; internal environment; external environment; micro environment; macro environment; Competitive structure of industries competitor's analysis; environmental analysis.

Economic Environment: Nature of the economy; structure of the economy; economic policies; economic conditions.

Political and Government environment: Functions of State; economic roles of government; government and legal environment; economic roles of government in India; the constitutional environment.

Section – B

Natural environment; Technological environment; innovation; technological leadership and followership; technology and competitive advantage.

Social Responsibility of Business: Classical and contemporary views; social orientation of business; factors affecting social orientation; responsibilities to different sections; the Indian Situation.

Consumer Rights; exploitation of consumers; consumerism; consumer protection; consumer protection and consumerism in India; introduction to Consumer Protection Act

Section – C

Privatisation and Disinvestment: Expansion of public sector and its defects; privatisation reaction; ways of privatisation; obstacles; conditions for success of privatisation; benefits of privatisation; arguments against privatisation; pitfalls of privatisation.

Company Law in India- A brief note; objectives of Companies Act, 2013; classification of Companies; Incorporation of company; MOA; AOA.

Section – D

Monetary policy; measures of money stock; monetary policy and money supply; instruments of monetary policy; fiscal policy.

Planning in India: NITI AAYOG- Introduction and its functions

Globalisation of world economy; globalisation of business; features of current globalisation; globalisation stages; essential conditions for globalisation; foreign market entry strategies; pros and cons of globalisation; policy options; globalisation of Indian business.

Recommended Books

1. Francis Cherunilam, Business Environment, Latest Edition, Himalaya Publishing House, New Delhi.

Suggested Readings:

1. V. K. Puri & S. K. Misra, Economic Environment of Business, Latest Edition, Himalaya Publishing House, New Delhi.

2. A.C. Fernando, Business Environment, Latest Edition, Pearson Publication, New Delhi.

3. V. Neelamegam, Business Environment, Latest Edition, Vrinda Publications, Delhi.

4. K Ashwathappa, Business Environment, Latest Edition, Himalaya Publishing House, New Delhi.

5. <http://swayam.gov.in/>

6. <http://edx.org/> formerly <http://mooc.org/>

7. <http://epgp.inflibnet.ac.in/>

OLMBA 143T: Business Economics and Statistics

Time: 03 Hours

Max. Marks: 100 Marks

Internal Assessment: 30 Marks

End Term: 70 Marks

Instructions for the Paper-Setter/examiner:

1. Question paper shall consist of **Four sections**.
2. Paper setter shall set **Eight questions** in all by selecting **Two questions** of equal marks from each section. However, a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt **Five questions** in all, by at least selecting **One question** from each section and the **5th question** may be attempted from any of the **Four sections**.
4. The question paper should be strictly according to the instructions mentioned above. In no case a question should be asked outside the syllabus.

Section A

Theory of Demand: Meaning; Law of demand; determinants of demand; Extension and contraction of demand; Increase and decrease of demand

Elasticity of demand: Meaning of Price Elasticity of demand; Degree and Measurement of Price elasticity of demand; Factors determining the price elasticity of demand; Income elasticity of demand; Cross elasticity of demand.

Utility Analysis: Meaning; Concept; relation between Total utility and Marginal utility; Law of diminishing marginal utility; Law of Equi-Marginal utility.

Section – B

Indifference curve Analysis: Meaning; Law of Diminishing marginal rate of substitution; properties of Indifference curve(IC).

Concept of revenue: Meaning; concepts; Relation between Total, Average and Marginal Revenue.

Theory of production: production function, Law of variable proportion; law of diminishing returns; law of increasing returns; law of constant returns; law of returns to scale; internal and external economies, internal and external diseconomies.

Types of Markets: Perfect, Monopoly and Monopolistic Competition (Introduction and difference).

Section – C

Measures of Central Tendency: Mean, Median, Mode

Measures of Dispersion: Standard deviation and Coefficient of Variation.

Index Numbers: Meaning and importance, Methods of construction of Index

Numbers: Weighted and unweighted; Simple Aggregative Method, Simple Average of Price Relative Method, Weighted index method: Laspeyre's method, Pasche's method and Fisher's method.

Section – D

Correlation analysis: Simple correlation between two variables (Grouped and Ungrouped data), Rank correlation.

Regression; Simple Regression analysis

Theory of Probability: Meaning of probability; Addition and Multiplication theorems of probability

Recommended Books:

1. T.R. Jain and O.P. Khanna “Managerial Economics”, Latest Edition, V K Publications
2. T.R. Jain & S.C. Aggarwal “Statistics”, Latest Edition, V K Publications

Suggested Readings:

1. Levin, Richard and David S Rubin :Statistics for Management, Prentice Hall, Delhi.
2. Levin and Brevson, Business Statistics, Pearson Education, New Delhi.
3. Anderson, Sweeney and Williams: Statistics for Business and Economics, Thompson, New Delhi.
4. Peterson and Lewis, Managerial Economics, 4th Edition, Prentice Hall of India Pvt. Ltd., New Delhi.
5. Shapiro, Macro Economics, Galgotia Publications.
6. H. L Ahuja Advanced Economic Analysis, S. Chand & Co. Ltd, New Delhi.
7. <http://swayam.gov.in/>
8. <http://edx.org> formerly <http://mooc.org/>
9. <http://epgp.inflibnet.ac.in/>

OLMBA 144T: Production and Operations Management

Time: 03 Hours

Max. Marks: 100 Marks

Internal Assessment: 30 Marks

End Term: 70 Marks

Instructions for the Paper-Setter/examiner:

1. Question paper shall consist of **Four sections**.
2. Paper setter shall set **Eight questions** in all by selecting **Two questions** of equal marks from each section. However, a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt **Five questions** in all, by at least selecting **One question** from each section and the **5th question** may be attempted from any of the **Four sections**.
4. The question paper should be strictly according to the instructions mentioned above. In no case a question should be asked outside the syllabus.

Section A

Production and Operations management: Introduction; Operations Strategy; Scope of Operations Management; Materials Management in production system; Operations management: historical background. Facilities Planning: Process Selection.

Facilities Planning: Location- Factors affecting location; Government control on location of industries.

Section – B

Facilities layout and Material handling: material handling systems. Capacity Planning.

Work design: Introduction, Job Design: Introduction

Production Planning and control: Introduction; Meaning; Procedure.

Section – C

Planning and control of projects: Project Management: Stages in project management; PERT and CPM

Managing Quality: Quality; Relationship between quality and cost

Section – D

Supply Chain Management: Outsourcing; fundamentals of purchasing; Sources of supply: vendor selection and rating; buyer seller negotiations; pricing decisions; purchase timing decisions.

Inventory Management: Independent demand inventory- Concept; Types of Inventory Costs; Classifying Models; EOQ; Safety or Buffer stock; ABC Analysis; Just In Time; KANBAN

Recommended Books:

1. S.A. Chunawalla & D.R. Patel “Production and operations management”, Latest Edition, Himalaya Publishing House

Suggested Readings

1. Operations Management Theory & Practice, B. Mahadevan, Pearson Education.
2. Production & Operations Management, Kanishka Bedi, Oxford Higher Education.
3. Operations Management Processes & Value Chains, L.J. Krajewski & L.P. Ritzman, Pearson Education.
4. Production Operation Management, B.S. Goel.
5. <http://swayam.gov.in/>
6. <http://edx.org/> formerly <http://mooc.org/>
7. <http://epgp.inflibnet.ac.in/>

OLMBA 145S: Seminar-I

Max. Marks: 100 Marks

Internal Assessment: 0 Mark

End Term: 100 Marks

OLMBA-146T:Business Communication & Personality Development

Time:03Hours

Max.Marks:100Marks

InternalAssessment:30Marks

EndTerm:70Marks

Instructions for the Paper-Setter/examiner:

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2. Paper setter shall set Eight questions in all by selecting Two questions of equal marks from each section. However, a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt Five questions in all, by atleast selecting One question from each section and the 5th question may be attempted from any of the Four sections.
4. The question paper should be strictly according to the instructions mentioned above.

In no case a question should be asked outside the syllabus.

Section A

Introduction to Business Communication:-

Effective Communication, Goals of Communication, One-way and Two-way Communication, Directions of Communication, Channels of Communication, Methods of Communication, Lines of Communication, Communication Networks, New Communication Media, Verbal and Non-Verbal Communication, The Grapevine, Miscommunication and Communication Failures, Barriers to Communication, Communication Breakdown: Seven Cardinal Mistakes Managers Make Communication Barriers and Technology, Facilitating Effective Communications, Communication Strategy.

Communicating in a Diverse Work Environment:-Introduction, Culture- Hierarchy and Status, Team Versus Individualism, Punctuality, Technology, Cultural Contexts, Concepts of Culture

Section B

International Communication- Direct versus Indirect Communication, Accents and Fluency, Chain of Command, Physical Aspects, Non-Verbal Communication, Intercultural Communication and the Workplace-Cultural Conflicts, Resolving Cultural Conflicts, Working Your Way Out of Challenges.

Interpersonal Communication: - Defining Interpersonal Communication, An Evolving Model for Interpersonal Communication, Principles of Interpersonal Communication and Barriers to Interpersonal Communication.

Relational Development:-The Role of Interpersonal Semantics- The Open Area or the Arena, The Blind Area, The Facade, The Unknown Area; Managerial Implications of the Johari Window, Johari Window, Tuckman Model, and Team Development- Forming, Storming, Norming, Performing; Emotional Intelligence, Getting Along with Others, Interpersonal Communication Styles, Interpersonal Communication Under Stress- Fight or Flight, Bases for Selecting a Conflict Communication Mode, Conflict Resolution and Communication, Being Assertive.

Section C

Analysing Transactions: *The Units of Communication*:- Introduction, The Role of Intonation, Strokes, The Three Ego States, Analysing Transactions- Complementary Transactions, Crossed Transaction, Duplex or Ulterior Transactions; Transactional Analysis and Business, How to Manage Conversations, Structural Analysis, Understanding Ego States- Child State, Parent State, Adult State, Certain Habits of Ineffective Conversationalists.

Business Meetings: Meetings: Definition and Types- Skip Level Meetings, Stand-up Meetings or the Daily Scrum, Performance Appraisal Meetings, Annual General Meetings, Key Attributes of a Productive Meeting, A Tentative Model of Process of Meeting, Meeting Etiquette, Do's and Don'ts, Handling Disruptions in Meetings- Side Talkers, Ramblers, Aggressors, Opponents, Wallflowers; The Agenda and Minutes of a Meeting, Challenges Before Managers.

Section D

Preparing and Delivering Presentations:-Introduction and Importance of Presentations, Types of Presentations, Common Problems with Presentations, The Central Tenets of Presentations, Qualities of an Effective Presenter, Presentation Strategies- Purpose, Audience, Context, Technique; Preparation and Delivery- Collecting Information, Organizing Information, Structure of a Presentation; Opening, Closing, and Sustaining the Presentation, Getting Ready to Deliver a Presentation- Delivering Outline, Stage Fright and Speech Anxiety, How to Deal with Stage Fright Successfully, An Ideal Presenter, Body Language and Presentations, Visual Cues, Vocal and Verbal Enhancements in a Presentation, Handling Questions, Preparing Visual Aids.

Employment Communication:-Introduction, Networking, Correspondence Related to Recruitment-The Cover Letter and Resume, Other Types of Job Correspondence, Preparing & Writing a Resume, Resume Formats, List of Do's & Don'ts, Scannable Resumes and Resumes Sent by E-mail, E-mailing Resumes.**Group Discussions**- Knowledge, Communication Skills, Team Dynamics, Leadership Skills, Classification of Group Discussions, Evaluating Group Discussions, Real-Life Scenarios: Lessons to be Learnt.

The Job Interview Process- Types of Interviews, Preparing for an Interview, Special Techniques for Facing Different Kinds of Interviews.

Suggested Readings:-

1. Mehra, Payal, "Business Communication for Managers", Pearson Education, New Delhi.
2. Penrose, Rasberry and Myers, "Business Communication for Managers- An Advanced Approach", Cengage Learning, New Delhi.
3. Murphy, Hildebrandt and Thomas, "Effective Business Communication", Tata McGraw-Hill, New Delhi.
4. Chaturvedi and Chaturvedi, "Business Communication: Concepts, Cases and Applications", Pearson Education, New Delhi.
5. Raman, Meenakshi and Singh Parkash "Business Communication", Oxford University Press, New Delhi.

OLMBA 241T: Accounting and Business Finance

Time: 03 Hours

Max. Marks: 100 Marks

Internal Assessment: 30 Marks

End Term: 70 Marks

Instructions for the Paper-Setter/examiner:

1. Question paper shall consist of **Four sections**.
2. Paper setter shall set **Eight questions** in all by selecting **Two questions** of equal marks from each section. However, a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt **Five questions** in all, by at least selecting **One question** from each section and the **5th question** may be attempted from any of the **Four sections**.
4. The question paper should be strictly according to the instructions mentioned above. In no case a question should be asked outside the syllabus.

Section A

Introduction to Accounting: Relationship and difference between Accountancy, Accounting and Book Keeping; Accounting Cycle; Users of Accounting Information and their Needs; Advantages and Limitation of Accounting; Basic Accounting terminology; Double entry system of Book keeping; Accrual basis and Cash basis of Accounting; Basic Assumptions and Principles of Accounting; Accounting Equation: Meaning; Procedure for developing an Accounting Equation

Section – B

Journalising, Posting and Balancing: Meaning of an Account; Meaning and Rules of Debit and Credit; Journalizing; Ledger; Trial Balance.

Financial statement: Meaning; Usefulness; Elements of Financial Statements; Recognition of Assets, Liabilities, Income and Expenses; Preparation of Financial Statements (without adjustments): Trading Account; Profit and Loss Account; Balance Sheet.

Section – C

Analysis of Financial Statements: Financial ratios-liquidity, turnover, profitability, leverage ratios; Du Pont Analysis.

Capital Budgeting process; Project classification; Investment criteria; Techniques of Capital Budgeting: Net present value; Benefit-cost ratio; Internal Rate of Return; Payback period; Accounting Rate of return; investment appraisal in practice.

Section – D

Sources of Long term Finance: equity capital; internal accruals, preference capital; terms loans; debentures.

Working Capital policy: factors influencing working capital requirement; level of current assets; current assets financing policy; operating cycle and cash cycle.

Recommended Books:

1. P.C. Tulsian, “Financial Accounting”, Latest Edition, Pearson Education
2. Prasanna Chandra, “Financial Management”, Lasted Edition, McGraw Hill Education

Suggested Books:

1. Bhattacharya, S.K. and John Dearden, "Accounting for Management-Text and Cases", Vikas Publishing House.
2. Lele RK. And Jawahar Lal, "Accounting Theory", Himalaya Publishers.
3. Porwal, L.S. "Accounting Theory", Tata McGraw Hill.
4. Horngren, Charles T., Gary L. Sundemand William O. Stratton, "Introduction to Management Accounting", Pearson Education Asia.
5. Sharma, Subhash and M.P. Vithal, "Financial Accounting for Management Text and Cases", McMillan.
6. I M Pandey, "Financial Management" Vikas Publications
7. <http://swayam.gov.in/>
8. <http://edx.org/> formerly <http://mooc.org/>
9. <http://epgp.inflibnet.ac.in/>

OLMBA 242T: Marketing Management

Time: 03 Hours

Max. Marks: 100 Marks

Internal Assessment: 30 Marks

End Term: 70 Marks

Instructions for the Paper-Setter/examiner:

1. Question paper shall consist of **Four sections**.
2. Paper setter shall set **Eight questions** in all by selecting **Two questions** of equal marks from each section. However, a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt **Five questions** in all, by at least selecting **One question** from each section and the **5th question** may be attempted from any of the **Four sections**.
4. The question paper should be strictly according to the instructions mentioned above. In no case a question should be asked outside the syllabus.

Section A

- **Introduction to Marketing:** Scope of Marketing, Entities Marketed, Demand states, Core Marketing Concepts, company orientation towards the market place, Marketing Mix.
- **Market analysis:** analyzing the marketing environment, components of marketing information system, marketing research: scope, importance and process.
- **Analyzing Consumer Markets:** Consumer behavior influencers, The buying decision process, Bases of market segmentation.

Section–B

- **Product characteristics and Product Classifications,** product hierarchy, systems and mixes, packaging labelling, warranties, and guarantees, Product Life Cycle marketing strategies. Brand equity, New Product Development Process.

Section–C

- **Pricing Decisions:** Pricing by companies, changing pricing environment, setting the price.
- **Distribution Decisions:** Role and importance of channels, Channel Levels, channel functions and flows, channel conflict.
- **Retailing:** Types of retailers, Functions of Wholesalers.
- **Communication Decisions:** Role, Marketing communication mix, communication process, communication objectives, characteristics of and factors in setting communication mix.

Section–D

- **Managing mass communications:** advertising, sales promotions, events, and experiences, and public relations.
- **Managing services:** categories of service mix, Distinctive characteristics of services.
- **Managing Digital Communications:** online social media, mobile, word of mouth buzz.
- **Managing personnel communications:** Direct and database marketing and personal selling. Relationship marketing.
- **Ethics and socially responsible marketing:** Cause related marketing, social marketing, rural marketing, marketing implementation and control.
- **Marketing implementation and Control.**

Suggested Books:

1. Ramaswamy, V.S. and Namakumari, S., Marketing Management: Global Perspective, Indian Context, 4th Edition, MacMillan.
2. Kurtz, David L. and Boone, Louis E. , Principles of Marketing, Thomson South-Western, 12th Edition.
3. Enis, B.M., Marketing Classics: A Selection of Influential Articles, New York, McGraw-Hill, 1991.
4. Saxena, Rajan, Marketing Management, TataMcGraw-Hill, New Delhi,2006.
5. <http://swayam.gov.in/>
6. <http://edx.org>formerly <http://mooc.org/>
7. <http://epgp.inflibnet.ac.in/>

OLMBA 243T: Human Resource Management

Time: 03 Hours

Max. Marks: 100 Marks

Internal Assessment: 30 Marks

End Term: 70 Marks

Instructions for the Paper-Setter/examiner:

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2. Paper setter shall set **Eight questions** in all by selecting **Two questions** of equal marks from each section. However, a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt **Five questions** in all, by at least selecting **One question** from each section and the **5th question** may be attempted from any of the **Four sections**.
4. The question paper should be strictly according to the instructions mentioned above. In no case a question should be asked outside the syllabus.

Section A

Understanding the Nature and Scope of Human Resource Management: Nature of HRM; HRM Functions and Objectives; Organisation for HR Department; Personnel Policies and Principles; Skills for HR Professionals; Jobs and Careers in HRM

Analysis of Work, Designing Jobs and Job Evaluation: Nature of Job Analysis; The process of Job Analysis; Job Design; factors affecting Job Design; Job Design Approaches; Job evaluation; Job evaluation process; Methods of Job evaluation.

Section – B

Recruitment: Purpose and Importance; Recruitment Process.

Selecting Right Talent: Selection as a source of Competitive Advantage; Selection Process; Barriers of Effective Selection; Making Selection Effective.

Training and Development, Career Management and Talent Management: Nature of Training and Development; The Training Process; Career Development.

Section – C

Appraising and Managing Performance: Nature of performance appraisal; appraisal process; Challenges of performance appraisal.

Compensation Management: Importance of an Ideal Compensation System; factors Influencing Employee Compensation; devising a Compensation Plan; Challenges of Compensation.

Section – D

A Safety and Healthy Environment: Safety; Types of accidents; Safety Programme; ISO Safety Standards; Managing Ethical Issues in Human Resource Management

Contemporary Challenges in Human Resource Management: Outsourcing HR Activities; BPO and Call Centres; Managing Diversity; Globalisation

Recommended Books:

1. K Aswathappa, “Human Resource Management: Text and Cases”, Latest edition, McGraw Hill Education

Suggested Readings:

1. Dessler, Gary, “Human Resource Management”, New Delhi, Pearson Education Asia.

2. Durai, Pravin, "Human Resource Management", New Delhi, Pearson.
3. Noe, Raymond A., Hollenbeck, John R, Gerhart, Barry, Wright, Patrick M., "Human Resource Management: Gaining a Competitive Advantage," New Delhi, McGraw-Hill.
4. Mathis, Robert L. and Jackson, John H., "Human Resource Management," New Delhi, Thomson.
5. <http://swayam.gov.in/>
6. <http://edx.org/> formerly <http://mooc.org/>
7. <http://epgp.inflibnet.ac.in/>

OLMBA 244T: Business Research Methods

Time: 03 Hours

Max. Marks: 100 Marks

Internal Assessment: 30 Marks

End Term: 70 Marks

Instructions for the Paper-Setter/examiner:

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2. Paper setter shall set **Eight questions** in all by selecting **Two questions** of equal marks from each section. However, a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt **Five questions** in all, by at least selecting **One question** from each section and the **5th question** may be attempted from any of the **Four sections**.
4. The question paper should be strictly according to the instructions mentioned above. In no case a question should be asked outside the syllabus.

Section – A

Business Research Methods: Introduction; Difference between basic and applied research; Defining business research; Business research methods-A Decision Making.

Business Research Process design: Introduction and process

Measurement and Scaling: need of measurement; scales of measurement; the criteria for good measurement.

Section – B

Questionnaire design: Meaning of questionnaire and questionnaire design process.

Sampling and sampling distributions: sampling; Need of sampling; the sampling design process; random sampling methods; non-random sampling; sampling and non-sampling errors; sampling distribution-normal distribution

Secondary data sources: Meaning of primary and secondary data; benefits and limitations of using secondary data; classification of secondary data sources.

Section – C

Data collection: survey and observation; survey method of data collection; a classification of survey methods; observation techniques

Experimentation: Internal and external validity in experimentation; threats to the internal validity of experimentation; experimental designs and their classification.

Field work and data preparation; data preparation process.

Section – D

Statistical inference: hypothesis testing for single population; introduction to hypothesis testing; hypothesis testing procedure; two tailed and one tailed test of hypothesis. Type I and Type II errors; Hypothesis testing for a single population mean using the Z statistics and t statistics.

Statistical inference: Hypothesis testing for two population- Hypothesis testing for the difference between two populations means using Z statistics and t statistics;

Statistical inference about the difference between the means of two related populations.

Recommended Book:

1. Naval Bajpai, “Business Research Methods”, Latest Edition, Pearsons.

Suggested Readings

1. Malhotra, Nareshand Dash, Satyabhushan Marketing Research: An Applied Orientation, 6th Edition, Pearson, 2010
2. Churchill Gilbert A and Iacobucci Dawn: Marketing Research: Methodological Foundations, 9th Edition, Thomson, 2007.
3. Nargundkar R, Marketing Research, Tata McGraw Hill, New Delhi, 2002.
4. <http://swayam.gov.in/>
5. <http://edx.org/> formerly <http://mooc.org/>
6. <http://epgp.inflibnet.ac.in/>

OLMBA 245S: Seminar-II

Max. Marks: 100 Marks

Internal Assessment: 0 Mark

End Term: 100 Marks

OLMBA-246T:Accounting for Management

Time:03Hours

Max.Marks:100Marks

InternalAssessment:30Marks

EndTerm:70Marks

Instructions for the Paper-Setter/examiner:

1. Question paper shall consist of Four sections.
2. Paper setter shall set Eight questions in all by selecting Two questions of equal marks from each section. However, a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt Five questions in all, by atleast selecting One question from each section and the 5th question may be attempted from any of the Four sections.
4. The question paper should be strictly according to the instructions mentioned above.
In no case a question should be asked outside the syllabus.

SECTION A

- **Introduction to Accounting:** Accounting as an information system; Users of accounting information; Basic accounting concepts and conventions; Accounting Cycle; Scope of Accounting; Role of Accountant in Industry.
- **Understanding Corporate Financial Statements:** Types, Nature, Uses and Limitations; Preparation of Financial Statements.

SECTION B

- Corporate Reporting and Disclosure Requirements.
- **Tools of Financial Statement Analysis:** Ratio Analysis, Common Size Financial Statements, Comparative Statements and Trend Analysis.

SECTION C

- **Cost Accounting:** Definition and Objectives; Cost Management Concepts and Preparation of Cost Sheet. Cost Accounting v/s Financial Accounting.
- **Budgets and Budgetary Control:** Understanding Concepts of Master Budget, Fixed Budget and Flexible Budgets, Zero Base Budget, Participative Budget and Performance Budget.
- **Standard Costing as a Control Technique:** Setting of Standards; Advantages and Limitations.

SECTION D

- **Variance Analysis:** Meaning and Importance, Kinds of Variances and their Practical Usage – Material & Labour Variances.
- **Marginal Costing and Break-Even Analysis:** Concept of Marginal Cost; Marginal Costing and Absorption Costing; Marginal Costing and Direct Costing; Cost- Volume-Profit Analysis; Break-Even Analysis - Assumptions and Applications of Break-Even-Analysis; Decisions Regarding Sales-Mix, Make or Buy Decisions and Discontinuation of a Product Line etc.

Suggested Readings:

1. Bhattacharya, S.K. and John Dearden, "Accounting for Management - Text and Cases", Vikas Publishing House.
2. Lele RK. And Jawahar Lal, "Accounting Theory", Himalaya Publishers.
3. Porwal, L.S. "Accounting Theory", Tata McGraw Hill.
4. Horngren, Charles T., Gary L. Sundem and William O. Stratton, "Introduction to Management Accounting", Pearson Education Asia.
5. Sharma, Subhash and M.P. Vithal, "Financial Accounting for Management Text and Cases", McMillan.
6. Arora, M.N., "Cost Accounting - Principles and Practice", Vikas Publishing House.
7. Pandey, I.M, "Essentials of Management Accounting", Vikas Publishing House.

Master of Business Administration (Marketing Management) (OL) (Semester – III)
OLMBA 361T: Corporate Law and Administration

Time: 03 Hours

Max. Marks: 100 Marks

Internal Assessment: 30 Marks

End Term: 70 Marks

Instructions for the Paper-Setter/examiner:

1. Question paper shall consist of **Four sections**.
2. Paper setter shall set **Eight questions** in all by selecting **Two questions** of equal marks from each section. However, a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt **Five questions** in all, by at least selecting **One question** from each section and the **5th question** may be attempted from any of the **Four sections**.
4. The question paper should be strictly according to the instructions mentioned above. In no case a question should be asked outside the syllabus.

Section – A

Introduction: Corporate Personality, Features of Company, concept of lifting of corporate veil, Company vs. Partnership, Limited Liability Partnership(LLP)

Types of companies, Privileges of a Private Company, association not for profit, illegal association.

Formation of company: Promoters, their legal position, pre-incorporation contract and provisional contracts.

Emerging Issues in Company Law: One Person Company (OPC), Small Company, Small Shareholders on Board.

Section – B

Memorandum of Association: Contents, Alteration and Doctrine of Ultra Vires.

Articles of Association: Contents, Alteration and Doctrine of Constructive Notice and Indoor Management. Differences between MOA and AOA

Prospectus: Definition, Kinds of Prospectus, Liability for Misstatement in prospectus

Section – C

Issue, allotment and forfeiture of shares: Calls on shares; issue of sweat capital; employee stock option; issue of bonus shares; transfer and transmission of shares, buyback.

Company Management: Directors, Classification of directors, director identity number (DIN); appointment and removal of directors; key managerial personnel, managing director, manager.

Section-D

Company Meetings: Meetings of shareholders and board; types of meeting, requisites of a valid meeting-notice, agenda, chairman, quorum, proxy, resolutions, minutes; postal ballot, meeting through video conferencing, e-voting.

Winding Up: Concept and modes of winding up, Liquidator, National Company Law Tribunal (NCLT).

Recommended Books :

1. A K Majumdar and G K Kapoor, Company Law and Practice, Taxmann Publications, New Delhi
2. G K Kapoor and Sanjay Dhamija, Company Law, Taxmann Publications, New Delhi.

Suggested Readings:

1. Ratan Nolakha, Company Law and Practice, Vikas Publishing House, Noida.
2. Singh, Avtar, Company Law, Easter Book Co. Lucknow.
3. V.S Datey, Guide to Tax and Corporate Laws; Taxmann, New Delhi.
4. Company Law, Institute Of Company Secretaries of India, New Delhi.
5. <http://swayam.gov.in/>
6. <http://edx.org> formerly <http://mooc.org/>
7. <http://epgp.inflibnet.ac.in/>

OLMBA 362T: Customer Relationship Management

Time: 03 Hours

Max. Marks: 100 Marks

Internal Assessment: 30 Marks

End Term: 70 Marks

Instructions for the Paper-Setter/examiner:

1. Question paper shall consist of **Four sections**.
2. Paper setter shall set **Eight questions** in all by selecting **Two questions** of equal marks from each section. However, a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt **Five questions** in all, by at least selecting **One question** from each section and the **5th question** may be attempted from any of the **Four sections**.
4. The question paper should be strictly according to the instructions mentioned above. In no case a question should be asked outside the syllabus.

Section – A

Customer Relationship Management: Meaning, Emergence of CRM Practice, Factors Responsible for Growth of CRM, CRM Cycle, Stakeholders in CRM, Significance of CRM. **Customer Retention and Customer Experience Management:** Changing Roles of CRM, Customer Retention Management, Reasons for Customer Switching, Strategies for Customer Retention, Customer Recall Management, Customer Recall Strategies, Customer Experience Management (CEM) Strategy.

Section – B

Emerging Concepts and Perspectives in CRM: CRM Cost-Benefit Analysis, Customer Value, Customer Lifetime Value, Customer Profitability, Customer Classification Based on Customer Profitability, Customer Profitability as Strategic Measurement Tool, Customer Profitability and Company Value, CEM and Customer Profitability Management, Enterprise Marketing Management (EMM) Strategy, CRM-EMM Comparison.

Employee Factor in Customer Relationship Management: Employee-Organization Relationship, Role of Employee Satisfaction on Customer Satisfaction, Implications of Employee Customer Linkage, Factors Effecting Employee Behaviour Towards Customers, Essentials of Building Relationship with Employees through Employee Relationship Management, Model for Employee's Customer Orientation

Section – C

Customer Satisfaction: Meaning, Rationale, Components of Customer Satisfaction, Customer Satisfaction Models, Measuring Customer Satisfaction, The ISO Guideline, Customer Satisfaction Index, The Common Measurement Tools (CMT), Kano Model

Customer Loyalty: Concept and Significance, Customer Loyalty Ladder, Loyalty Principles, Dimensions of Loyalty, Determinants of Loyalty, Categories of Loyalty, Factors Affecting Customer Loyalty, The Customer Loyalty Grid.

Section- D

Technological Developments in CRM: CRM to e-CRM-A Changing Perspective, e-CRM: an Information Technology Tool, Features and Advantages of e-CRM, Technologies of e-CRM, Functional Components of CRM Solution:- Sales Applications, Marketing Applications, Customer Service and Support Applications, Important CRM Software Programs, Applications of e-CRM.

Information Technology Implementation in CRM: Introduction, Customer Interaction Issues of Business, Database Management, Database Construction, Data Warehousing, Data Warehousing Architecture and Storage, Approaches in Data Warehousing, Data Mining, Characteristics of Data Mining, Data Mining Tools and Techniques.

Suggested Readings:

1. Rai, Alok Kumar, "*Customer Relationship Management-Concepts & Cases*", Prentice Hall of India, New Delhi.
2. Barnes, James G., "*Secrets of Customer Relationship Management*", McGrawHill, New Delhi.
3. Kincaid, Judith, "*Customer Relationship Management: Getting it Right*", Pearson Education, New Delhi.
4. Peelen, Ed, "*Customer Relationship Management*", Pearson Education, New Delhi.
5. Anderson, Kristin and Carol Kerr, "*Customer Relationship Management*", McGrawHill, New Delhi.
6. Sheth, Jagdish N., Parvatiyar Atul, & Shainesh,G., "*Customer Relationship Management: Emerging Concepts, Tools and Applications*", McGrawHill, New Delhi.
7. Gosney,JohnW.,ThomasP., "*CustomerRelationshipManagementEssentials*", Prentice Hall of India, New Delhi.
8. <http://swayam.gov.in/>
9. <http://edx.org> formerly <http://mooc.org/>
10. <http://epgp.inflibnet.ac.in/>

OLMBA 363T: Marketing Research

Time: 03 Hours

Max. Marks: 100 Marks

Internal Assessment: 30 Marks

End Term: 70 Marks

Instructions for the Paper-Setter/examiner:

1. Question paper shall consist of **Four sections**.
2. Paper setter shall set **Eight questions** in all by selecting **Two questions** of equal marks from each section. However, a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt **Five questions** in all, by at least selecting **One question** from each section and the **5th question** may be attempted from any of the **Four sections**.
4. The question paper should be strictly according to the instructions mentioned above. In no case a question should be asked outside the syllabus.

Section – A

Marketing Research: Definition, Role of marketing research in marketing decision making; Marketing Information System, Role of Marketing Research in Management Information System and Decision Support System.

Marketing Research Process: Steps in conducting marketing research.

Defining the Marketing Research Problem: Importance of defining the problem and developing an approach, tasks involved, Ethics in Marketing Research.

Section – B

Research Designs: Exploratory, Descriptive & Causal designs, relationships among various designs; Potential sources of error.

Exploratory Design: Secondary data & its types, internal secondary data; Focus group interviews, Depth interviews, Projective techniques,

Descriptive Design: Survey and Observation methods.

Section – C

Causal Design: Causality, Extraneous variables and their controlling.

Measurement and Scaling: Comparative scaling techniques, Non-comparative scaling techniques.

Section - D

Applications of Marketing Research in Marketing: Traditional Applications: Product Research, Price Research, Distribution Research and Promotion Research, Brand Equity and Customer Satisfaction.

Emerging Applications: E – Commerce, Database Marketing, Mobile Marketing, Social Marketing and Relationship Marketing.

Recommended book:

1. Malhotra, Naresh and Dash, Satyabhushan, “Marketing Research: An Applied Orientation”, 6th Edition, Pearson Education, 2014

Suggested Readings:

1. Nargundkar R, Marketing Research, Tata McGraw Hill, New Delhi, 2002.
2. Churchill Gilbert A and Iacobucci Dawn: Marketing Research: Methodological Foundations, 9 th Edition, Thomson, 2007.
3. <http://swayam.gov.in/>
4. <http://edx.org> formerly <http://mooc.org/>
5. <http://epgp.inflibnet.ac.in/>

OLMBA 364T: Consumer Behaviour

Time: 03 Hours

Max. Marks: 100 Marks

Internal Assessment: 30 Marks

End Term: 70 Marks

Instructions for the Paper-Setter/examiner:

1. Question paper shall consist of **Four sections**.
2. Paper setter shall set **Eight questions** in all by selecting **Two questions** of equal marks from each section. However, a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt **Five questions** in all, by at least selecting **One question** from each section and the **5th question** may be attempted from any of the **Four sections**.
4. The question paper should be strictly according to the instructions mentioned above. In no case a question should be asked outside the syllabus.

Section – A

Introduction to Consumer Behaviour: Nature, Scope, Development of concept of Consumer Behaviour, Customer Value.

Consumer Motivation: Motivation as a Psychological Force; Dynamics of motivation; Type and System of needs; Need Hierarchy Theory of Motivation and its applications; Measurement of Motives.

Personality and Consumer Behaviour: Definition of personality; Personality and understanding consumer diversity.

Section – B

Consumer Perception: Elements of perception; Dynamics of perception, Perceptual process; Perception and marketing strategy; Perceived risk.

Consumer Learning: Elements of consumer learning; Behavioural theories and Cognitive theories of learning, Measures of Consumer learning

Section – C

Social Class: Definition; Measurement of social class; Geodemographic Clustering

Cultural and Sub culture influences on Consumer Behaviour: Definition of culture and sub culture; Culture is learned; Measurement of culture; American core values; Variants of subculture.

Opinion Leadership: Definition; Dynamics of the Opinion Leadership Process; Motivation behind Opinion Leadership.

Section – D

Consumer Decision Making: Levels of Consumer decision making; Views of consumer decision making; Models of consumer decision making; Decision rules.

Models of Consumer Behaviour: E.K.B; Howard and Sheth; Nicosia's Model.

Recommended Readings:

- Schiffman, I. G. and Kanuk, L. L. Consumer Behaviour, New Delhi, Pearson Education, 2007.

Suggested Readings:

- Blackwell, Roger D., Miniard, Paul W., and Engel James F. Consumer Behaviour, Cengage, 2006.
- Solomon, Michael R. Consumer Behaviour, New Delhi, Pearson Education, 2003.
- Assael, Henry Consumer Behaviour and Marketing Action, Cengage, 2006
- Loudon, David L. and Della Bitta, Albert J., Consumer Behavior, Tata McGraw-Hill, Fourteenth Edition, 2002.
- <http://swayam.gov.in/>
- <http://edx.org> formerly <http://mooc.org/>
- <http://epgp.inflibnet.ac.in/>

OLMBA 365T: Retail Management

Time: 03 Hours

Max. Marks: 100 Marks

Internal Assessment: 30 Marks

End Term: 70 Marks

Instructions for the Paper-Setter/examiner:

1. Question paper shall consist of **Four sections**.
2. Paper setter shall set **Eight questions** in all by selecting **Two questions** of equal marks from each section. However, a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt **Five questions** in all, by at least selecting **One question** from each section and the **5th question** may be attempted from any of the **Four sections**.
4. The question paper should be strictly according to the instructions mentioned above. In no case a question should be asked outside the syllabus.

Section – A

Introduction to retailing: Definition, theories of retail development, Retail management process.
Delivering value through retail formats: Classification of formats—ownership based classification, store based classification, non store- based classification, other retailing formats, deciding the format

Section – B

Retailing in India: Structure of Indian retail industry, drivers of growth, key challenges.
Retail pricing: Factors affecting pricing decisions, price setting, reference price.

Section – C

Establishing and maintaining a retail image: Significance of retail image, creating and maintaining a retail image, atmospherics.
Point of purchase communication: Internal communication, role of packaging, designing point of purchase communication.
Deciding location: Importance of location to a retailer, trading area analysis, analysing the site.

Section – D

Promotional strategy: Elements of the retail promotion strategy mix, planning and tail promotion strategy.
Building store loyalty: Understanding the behaviour of shoppers, store loyalty and patronage- Understanding and managing loyalty

Suggested Readings:

1. Sinha, P.K. and Uniyal, D.P.: *Managing Retailing* (Oxford University Press), Second edition, New Delhi
2. Berman, Barry and Joel R. Evans (2006), *Retail Management—A Strategic Approach*, Pearson Education, 9th Edition

3. Levy, Michael and Weitz, Barton A.: Retailing Management (Tata McGraw Hill: New Delhi)
4. Swapna Pradhan: Retailing Management (Tata McGraw Hill: New Delhi) Third Edition, (2009)
5. Dunne, Patric M; Lusch, Robert F.; and Griffith David A.: Retailing (Cengage, New Delhi).
6. <http://swayam.gov.in/>
7. <http://edx.org/> formerly <http://mooc.org/>
8. <http://epgp.inflibnet.ac.in/>

OLMBA 366S: Seminar-III

Max. Marks: 100 Marks

Internal Assessment: 0 Mark

End Term: 100 Marks

OLMBA 461T: Strategic Management

Time: 03 Hours

Max. Marks: 100 Marks

Internal Assessment: 30 Marks

End Term: 70 Marks

Instructions for the Paper-Setter/examiner:

1. Question paper shall consist of **Four sections**.
2. Paper setter shall set **Eight questions** in all by selecting **Two questions** of equal marks from each section. However, a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt **Five questions** in all, by at least selecting **One question** from each section and the **5th question** may be attempted from any of the **Four sections**.
4. The question paper should be strictly according to the instructions mentioned above. In no case a question should be asked outside the syllabus.

Section – A

- Understanding Strategy and Strategic Management: Strategic Management Process. Strategic Decision Making, Issues in decision making, Levels of Strategy.
- Defining Strategic Intent: Vision, Mission, Characteristics of a Good Mission Statement. Designing and Evaluating a Mission Statement.
- External Environment Analysis: Strategically Relevant Components of External Environment. Industry Analysis – Porter’s Five Forces Model; External Factor Evaluation Matrix.

Section – B

- Internal Environment Analysis - Resource Based View of an Organization: Value Chain Analysis; Competitive Advantage and Core Competency. Internal Factor Evaluation Matrix.
- Strategies: Types of strategies, Integration strategies, Intensive strategies, Diversification strategies, defensive strategies, Michael Porter’s generic strategies, Means of achieving strategies.

Section – C

- Strategy analysis and choice: Nature, comprehensive strategy formulation framework, Input stage, matching stage, decision stage.
- Strategy Implementation- Management and operation issues, marketing and financial issues.

Section – D

- Strategy Evaluation and Control – Nature of Strategy Evaluation; Strategy Evaluation Framework; Balanced Score Card.
- Business ethics and Social Responsibilities of Business.

Recommended book :

1. David, R Fred, “Strategic Management- Concepts and Cases”, Pearson Education, India.

Suggested books :

1. Hill, Charles W L and Jones Gareth R, “ An Integrated Approach to Strategic Management” Cengage Learning
2. Wheelen, Thomas L., Hunger david J. and Rangarajan Krish, “ Concepts in Strategic Management and Business Policy”, Pearson Education, India
3. Thompson, Arthur A Jr.; Strickland A J III; Gamble, John E and Jain, Arun K. “ Crafting and Executing Strategy. The Quest for Competitive Advantage.- Concepts and Cases”, TMH, New Delhi.
4. Pitts, Robert A and Lei, David. “Strategic Management Building and Sustaining Competitive Advantage”, Thomson, India
5. Kazmi, Azhar. “Business Policy and Strategic Management”, TMH, New Delhi
6. Srinivasan, R, “Strategic Management”, Prentice Hall of India, New Delhi
7. <http://swayam.gov.in/>
8. <http://edx.org> formerly <http://mooc.org/>
9. <http://epgp.inflibnet.ac.in/>

OLMBA 462T: Brand Management

Time: 03 Hours

Max. Marks: 100 Marks

Internal Assessment: 30 Marks

End Term: 70 Marks

Instructions for the Paper-Setter/examiner:

1. Question paper shall consist of **Four sections**.
2. Paper setter shall set **Eight questions** in all by selecting **Two questions** of equal marks from each section. However, a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt **Five questions** in all, by at least selecting **One question** from each section and the **5th question** may be attempted from any of the **Four sections**.
4. The question paper should be strictly according to the instructions mentioned above. In no case a question should be asked outside the syllabus.

Section – A

- **Brands and Brand Management:** Meaning, Importance of Brands to the Customers & Firms; Branding Challenges and Opportunities.
- **Concept of Brand Equity;** Brand Names, Symbols and Slogans, Criterion for Choosing Brand Elements – Memorability, Meaningfulness, Likeability, Transferability, Adaptability, Protectability.
- **Brand Loyalty:** Meaning and Measuring Brand Loyalty; Strategic Value of Brand Loyalty; Maintaining and Enhancing Brand Loyalty.
- **Brand Awareness:** Meaning and Role of Brand Awareness in Building Brand Equity.

Section – B

- **Perceived Quality:** Meaning, Role of Perceived Quality in Generating Brand Equity.
- **Brand Association:** Role of Brand Associations in Creating Brand Equity; Types of Brand Associations: Product Attributes, Intangibles, Customer Benefits, Relative Price, Use/Application, User/Customer, Company, Country of Origin.
- **Brand Personality,** Co-branding, Ingredient Branding, Licensing and its Guidelines, Celebrity Endorsement.

Section-C

- **Building a Strong Brand:** Brand Salience, Brand Performance, Brand Imagery, Brand Judgments, Brand Feelings and Brand Resonance.
- **Brand Positioning:** Identifying and Establishing Brand Positioning; Positioning Guidelines – Choosing Points of Parity and Points of Differentiation; Establishing Points of Parity and Points of Differentiation.
- **Integrating Marketing Communications to Build Brand Equity;** Marketing Communication Options; Developing Integrated Marketing Communication Programs

Section-D

- **Branding Strategies:** Brand Product Matrix; Brand Hierarchy; Designing a Branding Strategy; Brand Extension—Advantages and disadvantages
- **Building a Strong Brand:** Brand Salience, Brand Performance, Brand Imagery, Brand Judgments, Brand Feelings and Brand Resonance.
 - **Brand Positioning:** Identifying and Establishing Brand Positioning; Positioning Guidelines—Choosing Points of Parity and Points of Differentiation; Establishing Points of Parity and Points of Differentiation.

Suggested Readings

1. Keller, Kevin Lane: Strategic Brand Management: Building, Measuring and Managing Brand Equity (Prentice Hall India: New Delhi), Third Edition (2008).
2. Aaker, David: Managing Brand Equity (Free Press: New York) (1991)
3. Sinha, P. and Uniyal, D.P.: Managing Retailing (Oxford University Press), Second Edition, New Delhi.
4. Levy, Michael and Weitz, Barton A.: Retailing Management (Tata McGraw Hill: New Delhi)
5. Swapna Pradhan: Retailing Management (Tata McGraw Hill: New Delhi) Third Edition, 2009
6. Berman, Barry and Joel R. Evans 2006, Retail Management-A Strategic Approach, Pearson Education, 9th Edition.
7. <http://swayam.gov.in/>
8. <http://edx.org> formerly <http://mooc.org/>
9. <http://epgp.inflibnet.ac.in/>

OLMBA 463T: Advertising and Sales Management

Time: 03 Hours

Max. Marks: 100 Marks

Internal Assessment: 30 Marks

End Term: 70 Marks

Instructions for the Paper-Setter/examiner:

1. Question paper shall consist of **Four sections**.
2. Paper setter shall set **Eight questions** in all by selecting **Two questions** of equal marks from each section. However, a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt **Five questions** in all, by at least selecting **One question** from each section and the **5th question** may be attempted from any of the **Four sections**.
4. The question paper should be strictly according to the instructions mentioned above. In no case a question should be asked outside the syllabus.

Section – A

Introduction to Advertisement- Nature, Scope and Functions of Advertising, Classification of Advertising, Advertising as an Element of Marketing Mix, Advertising as a Tool of Communication, Setting Advertising Objectives

Behavioral Dynamics – The DAGMAR Approach, Hierarchy of Effects Model, New Adopter Model, AIDA Model.

Section – B

Message structure- appeals, copy, layout; Advertising Media – Media Planning, Media Selection and Scheduling; Measuring Advertising Effectiveness – Pre-testing and Post-testing copy;

Advertising Budget – Factors influencing budget setting, Methods for determination advertising budget; Advertising Agencies – Types, Role and Functions

Developing Segmentation and Positioning Strategies for Advertising; Segmenting on the Basis of usage patterns and commitment level, Segmenting Business Markets; Formulating Positioning Strategy, Benefit Positioning, User Positioning and Competitive Positioning.

Section – C

Ethical Concepts and Issues in Advertising- Social and Cultural Consequences of Advertising, Economic Effects Advertising, Misleading, Deceptive and Shock Advertising.

Sales Promotion: Definition, Scope and role of Sales Promotion, Objectives of Sales Promotion, Sales Promotion Tools, Designing the Sales Promotion Programme.

Online and Mobile Media- Internet as a Communication Medium; Traditional tools of Online Communication, social media and mobile marketing.

Section – D

Nature and scope of Sales Management, personal selling objectives, selling process; Sales force

organization- Nature and types; Managing Sales Training Programs – Need, Objectives and Methods; Motivating Sales Personnel – Significance, Financial and Non-Financial Reward System; Sales Meetings and Sales Contests

Designing Sales Territories and Sales Quotas – Objectives and Types; Sales Force Recruitment – Process and Sources; Developing and Managing Sales Evaluation Program.

Recommended book:

1. Batra, Rajeev, Mayers, John G., and Aaker, David A. “Advertising Management”, Pearson Education, 5th Edition
2. Spiro, Stanton and Rich “Management of a Sales force”, Tata McGraw Hill; 11th Edition

Suggested readings:

1. Belch, George E. and Belch, Michael A. “Advertising and Promotion”, Tata McGraw Hill, 6th Edition.
2. Guinn, Allen, Chris T., Semenik, Richard J. “Advertising & Integrated Brand Promotion”, Thomson – South Western, 4th Edition.
3. Richard R Still, Cundiff W Edward Govoni A P Norman, “Sales Management: Decision, Strategy and Cases”, Pearson Education; 5th Edition
4. <http://swayam.gov.in/>
5. <http://edx.org> formerly <http://mooc.org/>
6. <http://epgp.inflibnet.ac.in/>

OLMBA 464T: International Marketing

Time: 03 Hours

Max. Marks: 100 Marks

Internal Assessment: 30 Marks

End Term: 70 Marks

Instructions for the Paper-Setter/examiner:

1. Question paper shall consist of **Four sections**.
2. Paper setter shall set **Eight questions** in all by selecting **Two questions** of equal marks from each section. However, a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt **Five questions** in all, by at least selecting **One question** from each section and the **5th question** may be attempted from any of the **Four sections**.
4. The question paper should be strictly according to the instructions mentioned above. In no case a question should be asked outside the syllabus.

Section – A

The Concept of International Marketing and Globalization: Reasons for Entering International Markets, Evolutionary Process of Global Marketing, Towards GLOCAL Marketing, Adaptation: the Critical Success Factor in International Markets, Internationalization of Indian Firms, Process of International Marketing.

Emerging Opportunities in International Markets: Background of International Trade, Trends in World Trade, an Overview's of Indian Foreign Trade, Identifying Opportunities in International Markets

Section-B

International Marketing Implications: From GATT to WTO, Functions and Structure of WTO, Effects of China's Entry into WTO on India, The Implications of WTO on International Marketing.

Decision-making Process for International Markets: Concept of Decision Making in International Markets, Identification of International Markets, Methods of Segmentation of International Markets, Techniques for Selection of International Markets, Tools for

International Market Analysis

Section-C

Entering International Markets: The Concept of International Market Entry, the Modes of International Market Entry-Entry Involving Production in the Home Country, Entry Involving Production in a Foreign Country, Factors Affecting the Selection of Entry Mode, Choice of Right International Market Entry Mix.

Export Documentation: Export Transaction Framework, Export Documentation, Commercial Documents, Transport Documents, Regulatory Documents.

Section-D

Procedure for Export-Import: Process, Compliance with Legal Framework, Export Deal, Export Finance, Procuring or Manufacturing of Goods for Export, Appointment of Clearing and Forwarding (C&F) Agents, Port Procedures and Customs Clearance, Dispatch of Documents to the Exporter, Sending Shipping Advice, Presentation of Documents at the Negotiating Bank, Claiming Export Incentives.

Industrial Infrastructure for Export Promotion: Concept of Export Promotion, Role of Export Promotion Institutions in International Marketing, Institutional set-up for Export Promotion in India, Indian Government's Trade Representative Abroad, State's Involvement in Promoting Exports, Export Promotion: Need for Strategic Reorientation.

Suggested Readings:

1. Joshi, Rakesh Mohan, *International Marketing*, New Delhi, Oxford University Press.
2. Terpstra, Vernand Sarathy. R, *International Marketing*. Orlando, Dryden Press.
3. Keegan, Warren, *Global Marketing Management*. Englewood Cliffs, New Jersey, Prentice Hall Inc.
4. Onkvisit, Sakand Shaw, JJ, *International Marketing: Analysis and Strategy*. New Delhi, Prentice Hall of India.
5. Cherunilam, Francis, *International Marketing: Text and Cases*, Mumbai, Himalaya Publishing House.
6. <http://swayam.gov.in/>
7. <http://edx.org> formerly <http://mooc.org/>
8. <http://epgp.inflibnet.ac.in/>

OLMBA 465T: Digital and Social Media Marketing

Time: 03 Hours

Max. Marks: 100 Marks

Internal Assessment: 30 Marks

End Term: 70 Marks

Instructions for the Paper-Setter/examiner:

1. Question paper shall consist of **Four sections**.
2. Paper setter shall set **Eight questions** in all by selecting **Two questions** of equal marks from each section. However, a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt **Five questions** in all, by at least selecting **One question** from each section and the **5th question** may be attempted from any of the **Four sections**.
4. The question paper should be strictly according to the instructions mentioned above. In no case a question should be asked outside the syllabus.

Section – A

Digital Marketing: Introduction, E-definitions, Ten C's, Online marketing environment in the Modern Economy.

Online Marketing Planning Issues: Developing Online Vision, Online Marketing plans, The Online Marketing Mix; Product, Price, Place, Promotion, Service Mix, Implementation Framework for Online marketing Promotional Plans.

Online Buying Behaviour: Understanding Buyer Behaviour, Consumer Buying Decision process, Online B2C Buyer behavior, Online B2B Buyer Behaviour, Database Marketing.

Section – B

Pricing Issues on the Web: Influences on Pricing Strategies and Tactics, Pricing and Market Sophistication, Pricing and Segmentation.

Online Communication Tools: Introduction, Communication process, Promotional Communication Mix, Online Advertising, E-mail Marketing, Viral Marketing, Public Comments sites, affiliate Marketing, Commercial Newsletters, Blogging, Online Sales Promotion, Integrating Multi-channel Strategy.

Search Engine Marketing: Search Engine Optimization, Pay per Click (PPC) Search Engine advertising.

Section – C

Introduction to Social Media Marketing: Evolution, from traditional to Modern marketing, Rise of internet and E concepts. Emergence of social media marketing as a tool. **Social media Channels:** Types and models, Social media benefits and applications. Social media marketing framework. **Consumer behavior on the Internet:** Basics, evolution of the digital consumer, managing consumer demand. IMC. **Social media marketing strategies:** Introduction, defining social media marketing mix, social media marketing planning, social media marketing, marketing channels

Section – D

Social media marketing campaign: Elements of marketing campaigns, implementing social media marketing campaigns, SEM, SEO, Content marketing, Social media execution, campaign analytics and ROI, **Managing social media marketing revenue:** social media marketing revenue sources, managing service delivery and payments, **Emerging trends in social media marketing:** Big data, IOT, Content Creation and Sharing: Blogging, micro blogging, Streaming Video, Podcasts, and Webinars.

Suggested Readings:

1. Gay Richard, Charlesworth Alan & Esen Rita-Online Marketing, Online Resource Center, Oxford University Press.
2. Bhatia, Puneet Singh-Fundamentals of Digital Marketing, Pearson Publisher, Edition 2017
3. Gupta, Seema-Digital Marketing; McGrawHill Education.
4. Dan Zarella, Social media marketing, O'Reilly. R Solomon and Tracy, Social Media Marketing: Pearson New International Edition
5. <http://swayam.gov.in/>
6. <http://edx.org> formerly <http://mooc.org/>
7. <http://epgp.inflibnet.ac.in/>

Master of Business Administration (Marketing Management) (OL) (Semester – IV)

OLMBA 466S: Seminar-IV

Max. Marks: 100 Marks

Internal Assessment: 0 Mark

End Term: 100 Marks