



International Institute of Professional Studies

Devi Ahilya University, Indore

MBA (APR) SEM. III

(JULY – DEC. 2013)

APR - 301

Human Resource Management

Course Objective

The course objective is to help the students help understanding of the dimensions of the management of Human Resource with particular reference to human resource management policies and practices in India. Efforts will also be directed towards developing communication and decision-making skills through case discussions, group discussion, role-playing, presentation and live and theoretical projects and assignments.

Course Contents

Unit-I: Human Resource Management:

Relevance and spectrum, concept and evolution, Organization of HR Department, Role, Status and competencies of HR Manager, HR Policies. Emerging dimensions in HRM

Unit –II: Acquisition of Human Resource:

Human Resource Planning- Quantitative and Qualitative dimensions; job analysis – job description and job specification; Concept and sources; recruitment – selection – Concept and process; test and interview; placement induction, Turnover, Retirement, layoff, retrenchment and discharge, VRS.

Unit –III: Training and Development:

Concept and importance; identifying training and development needs; designing training programmes; role specific and competency based training; evaluating training effectiveness; training process outsourcing; management development systems.

Unit –IV: Performance Appraisal System:

Nature and objectives; techniques of performance appraisal; potential appraisal and employee counseling; job changes - transfers and promotions.

Unit –V: Compensation:

Concept, policies and administration; job evaluation; methods of wage payments and incentive plans; fringe benefits; performance linked compensation. Maintenance: employee health and safety; employee welfare; social security; grievance handling and redressal.

Unit –VI: Career planning and succession planning.

Concept, need and process of Career planning. Difference between Career planning and succession planning. Concept, process and benefits of both types of planning.

Unit –VII: Emotional Intelligence for Managers

Emotions and the Tripartite Brain, Emotional Competencies, Executive EQ, Emotions and Enneagram, Rational Emotive Therapy, Fundamentals of Emotional Intelligence, The Emotional Competence Framework, Benefits of Emotional Intelligence, Kolb's Learning Styles, How to create a learning organization.



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Suggested Readings:

- 1-Human Resource Management Principles and Practice, [P.G. Aquinas](#), ISBN : 8125918097, Publication Year : 2011, Edition: First Reprint
- 2-Personnel Management, [Arun Monappa](#) , [Mirza Saiyadain](#), ISBN : 0074622643, Publication Year : 2011, Edition: Second
- 3-Human Resource Management , [V S P Rao](#), ISBN : 8174464484, Publication Year : 2005, Edition: Second
- 4-Human Resource Management, [Gary Dessler](#), ISBN : 8131754269, Publication Year : 2012, Edition: Twelfth
- 5- Emotional Intelligence: Why It Can Matter More Than IQ by Daniel Goleman
- 6- Get Better or Get Beaten: 31 Leadership Secrets from GE's Jack Welch by Robert Slater, Jack Welch , McGraw-Hill School Education Group
- 7- Jack Welch on Leadership : Executive Lessons from the Master CEO by John A. Byrne, Jack Welch Crown Publishing Group

Websites

- http://www.unh.edu/emotional_intelligence/ei%20Reprints/EIpubs%201990-1999.htm
- <http://www.dirjournal.com/guides/emotional-intelligence/>
- <http://eqi.org/>
- <http://www.emotionalintelligencecourse.com/eq-blog/>
- <http://www.byronstock.com/emotional-intelligence-blog/>
- <http://completeintelligence.com/blog/just-what-is-emotional-intelligence/>

Journals

- Human Resource Development Quarterly
- Human Resource Management Review
- Journal of Applied Social Psychology
- Journal of Managerial Psychology
- Journal of Organizational Behavior
- American Psychologist
- Applied Psychology
- Current Directions in Psychological Science
- Research on Emotion in Organization



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COMMERCIAL DESIGNING

Course Objective

To make students aware of the various aspects of designing, and create an understanding about the entire aspect of advertising, printing, packaging and designing so that they turn out to be complete professionals.

Course Contents

1. Art appreciation & aesthetics: Elements of Arts, Principle of Design, Computer Graphics Basic, Practical Application of Basic Design in Advertising.
2. Color Modes in digital media
3. Digital Typography its uses in communication design
4. Brand/Corporate Identity: Corporate Identity - Macro & Micro. Complete Information Design, Case Studies
5. Press Advertising: Intro to working on briefs. Creating bullet tips, concept finalization, The Big IDEA. Various forms of Press / Magazine print advertising. Difference between social/commercial advertising
6. Packaging Design: Study of Structures & forms, Surface Graphics, Packaging Material Study, Case Studies. Field Practicum Packaging Unit visit
7. Mechanical Production: Techniques, Printing/Folding/Cutting/Lamination/Binding/ prepress Field, Practicum
8. Designing for digital/social media, digital graphics.

Field visit to understand printing process.

Suggested Readings

1. Serious Creativity - Lateral Thinking - Edward De. Bono
2. Creative Visualization - Shakti Gwain
3. Ogilvy on Advertising - David Ogilvy
4. The language of Graphics - Edward Booth- Clibborn & Daniele Baroni
5. Type & color - Alan Cook



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APR - 303
Audio Visual Production

Course Objective

1. To familiarize students with the Video-production- planning and production techniques.
2. To enable students to understand the skills of video production.

Course Contents

1. Production planning, pre production and post production planning, duties and responsibilities of producer/director
2. Production techniques-video format; documentary, serial, talk show, interview, demonstration, discussion, profiles, commercials.
3. Set designing and make up -visualization and composition - aesthetics-directing the actors directing the crew planning in career.
4. Planning and Production of indoor and outdoor shootings, planning and management of live shows.
5. Workflow of Ad Film Production House.

Readings

1. Lyver, D. and Shainson, G.: Basics of Video production, Focal Press, 1999.
2. Hart: Television Programme Making, Focal Press, 1999.



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APR-304

FINANCIAL & COST ACCOUNTING

Course Objective

The objective of this course is to acquaint students with the accounting concepts, tools and techniques and preparation of accounts for certain businesses.

The course is designed to make students:

- Learn fundamental accounting concepts, elements of financial statements, and basic accounting vocabulary.
- To give an in-depth knowledge of all business transactions and how they should be recorded, classified & interpreted to get a meaningful judgment of viability & profitability of the industry.
- Learn the concepts of journal, ledger, final accounts, cash flow, fund flow and accounting ratio.
- To Develop an appreciation about the utility of cost information as a vital input for management information and decision making process

Course Contents

UNIT I: Fundamentals of Financial Accounting: Meaning and definition of accounting, Need and functions of accounting, users of accounting information, importance and limitations of accounting, Branches of Accounting.

UNIT II: Relationship of accounting with other disciplines, Accounting Principles - Concepts and Conventions, An introduction to Accounting Standards and US GAAPs, Basic terminology of accounting.

UNIT III: Double Entry System-I: Concept of DES, Accounting cycle, Types of Accounts, Types Journal, Golden rules of journalizing, Process of journalizing, Preparation of selected subsidiary books, Ledger posting and preparation of trial balance.

UNIT IV: Double Entry System-II: Concept of financial statements, preparation of Final A/c without adjustments, Adjustment entries and its needs, preparation of final a/c's with basic adjustments.

UNIT V: Fundamentals Of Cost Accounting: Concept of Cost, Classification of Cost, Elements of Cost, Need for Cost accounting, Advantages and Limitations of Cost Accounting, Installation of Cost Accounting system, Cost Reduction, Cost Control and Cost Management, Components of Total Cost, methods of costing, Preparation of Cost Sheet.

UNIT VI: Marginal Costing & Strategic Decision Making : Concept of Marginal Cost; Cost-Volume-Profit Analysis; Break-Even Analysis; Assumptions and Practical Applications of break-even Analysis; Margin of Safety.

Reference Books:

1. Introduction to accountancy, T.S. Grewal, S. Chand & co. Ltd.,
2. Accounting For Managers, Jain & Somani, Dreamtech Press.
3. Cost Accounting- J. Made Gowda (Himalaya Publishing House)
4. Cost Accounting by Maheshwari & Mittal



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APR - 305

Marketing Strategies

Course Objective

This course aims at developing strategic thinking in students to inculcate strategic management skills.

Course Contents

1. Introduction to corporate plan, concept of SBU and profit center
2. Scope of strategic marketing Strategy Formulation & Implementation
3. Marketing Analysis, SWOT,
4. Strategic marketing planning process
5. Framework to improve marketing planning – BCG matrix, market-product grid, GE model
6. Requirements of an effective marketing program
7. Strategies for leaders, followers, nichers and challengers
8. Product and new product strategies, pricing, place, promotion, market, branding strategies
9. Problems in marketing planning and strategy
10. Internet as Strategic Marketing tool

Text Readings

1. Marketing Management: Philip Kotler
2. Strategic Marketing Management: Wilson
3. Strategic Marketing Management: Stauble



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APR-306

COMPUTER GRAPHICS I

Course objective

The objective of the course is to make understand the Computer graphics for Advertising Industry. In today's Advertising world, **Computer Digital Graphics** is an integral part of all computer user interfaces and is indispensable for visualizing two-dimensional (2D), three-dimensional (3D) and higher dimensional objects. With the help of this, today's artist or designer can do so much of their endless creativity and work as professional artist, Freelancer, Art Director, Animator, and Website Designer.

Course contents

1. **Introduction:** Advantages & Applications of Computer Graphics. Types of Packages used in Computer Graphics, Streams of multimedia. Colour Modes, Resolution, Aspect ratio & File Formats.

2. Corel Draw (8 weeks)

- Study of vector graphics
- Working with shapes and curves and colour
- Creating artistic text and graphic
- Creating logos and branding
- Layout of magazine, brochures
- Printing techniques

3. Adobe Photoshop (8 weeks)

- Scanning procedure
- Study of Pixel graphics
- Layer system, different layouts (Development of boards)
- Study of tools to enhance the graphics
- Photo editing, Drawing tools
- Study of different colour modes, colour adjustment etc.
- Filters and different file formats



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- Printing techniques



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APR-308

Service Marketing

Course Objectives

This paper emphasizes the importance of the service industry which is going through a period of revolutionary change. Service sector has become the most important space for business houses. The course equips the students to acquire core competencies & skill sets to make a successful career in the service sector. It inculcates a service culture among students interested in a career in service sector.

Course Contents

1. Understanding Service Markets, Products and Customers

1) *Services Perspective*: service concept, service marketing triangle, and evolution of service marketing, reasons for growth of service sector, difference B/w Goods & services, and 5 I's of services, classifications of services.

2

2) *Segmentation. Targeting & positioning in services.*

2. Building the Service Model

1) *Service products*: meaning of service product, service product levels, PLC, new service, service product range, process of new service development, and reasons for success or failure of new services – products, service product elimination.

2

2) *Distributing Services*: elements of distribution, methods of distributing services.

3) *Pricing Services*: price terminologies, costs of service incurred by customers, pricing tripod, pricing objectives, formulating pricing strategy, price tactics.

4) *Services marketing communication*: Promotional objectives, developing the promotion mix, key aspects of communication for the service marketers.

2. Managing the Customer Interface

1) *Designing and managing service processes*: service blue –print, steps in service process, self reinforcing service cycle.

2

2) *Crafting the Service Environment*: elements of physical evidence, kinds of physical evidence, roles of service cape, approaches for understanding services cape effects, guidelines for physical elements strategy.

4

5

3) *Managing People for Service Environment*: service personnel, service personnel quality, maintaining improving services personnel quality & performance, personnel audit, models of customer's as users of services.



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3. Implementing Profitable Service Strategies

1 1) *Service quality*: impact of service quality, approaches to service quality, dimensions of service quality, models of service quality, SERVQUAL instrument, service productivity.

2 2) Designing a service strategy: internal marketing, external marketing, interactive marketing.

3

Skill Development

The course will use combinations of approaches such as:

1 1. Group presentation on various service management initiative from diverse business sectors

2 2. Case studies

3 3. Presentation on Service Management news update

References

1 1. Lovelock, C., Wirtz, J., Chatterjee, J. (2011). *Services marketing*. Pearson Prentice Hall.

2 2. Zeithaml, V.A. & Bitner, Mary, Jo. (2011). *Services marketing*. Tata- McGraw- Hill Edition.

3 3. Shankar, R. (2011). *Services marketing*. Excel Books.

4 4. Apte, G. (2011). *Services marketing*. Oxford University Press.

5 5. Services Marketing – Ravi Shanker



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APR-309 A

Brand Management

Course Objectives

This course aims to develop conceptual knowledge of branding as part of advertising and marketing decision making. It aims at building ability to design, implement and evaluate Branding strategies. The course further aims at creating an understanding how “strong” brands are created and what should be done to maintain strong brands over time.

Course Contents

1. **Brand Definition and Concepts:** Definition, Strategic Significance of Branding, Branding Challenges and opportunities
2. **Brand Equity:** Customer-Based Brand Equity, Making a Brand Strong, Sources of Brand Equity, Cost based methods, Price based methods
3. **Brand Identity:** Brand Identity, The Identity structure, Brand Objectives, Choosing brand Elements, Criteria for Choosing Brand Elements
4. **Brand extension & Brand Portfolio strategy:** Types of brand extension, Need for brand extension Pros & Cons of brand extension, Category related extensions & unrelated extensions, Brand portfolio strategy.
5. **Brand Personality & Brand Repositioning:** Importance of Brand Personality, Brand Personality Scale, Positioning and repositioning
6. **Global Branding**

Skill Development

1. Group presentations on various Branding initiatives from diverse business sector
2. Case studies
3. Presentations on Branding news updates

Prescribed Text

1. Lane Kevin Keller., (2006). *Strategic Brand Management*. Pearson education

References

1. Al Ries and Jack Trout . Brand Positioning.
2. Simon David A. Aaker & Shcuster, *Building Strong Brands*
3. Kapferer Jean Noel., (2007). *The New Strategic Brand management*. Kogan page

Internet Sites

www.brandingasia.com www.brandchannel.com **Blogs** Thebrandingblog.com



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APR – 202

Marketing Research

Course Objective

The overall purpose of the course is to introduce basic concept and methods for conducting research. This course will provide students an opportunity to understand concepts and applications of Marketing Research. Objective of the course is to inculcate conceptualization and development of understanding on application of MR in marketing environment.

Course Contents

1. **Introduction:** Meaning and purpose of research, Objective of research, Types of the research, Approaches to research, Process of the research, Research methods v/s methodology, Limitation of research.
2. **Research Design:** Selection and definition of problem, Survey of literature, Feature of good research design and different research designs, Identifying variables.
3. **Sampling Design:** Understanding census and sample, basics of population and sampling, Sampling terminology, Parameter and Statistic, Types of sampling, Sampling and non-sampling error.
4. **Questionnaire Design:** Qualitative and Quantitative, Types of Questions – pros and cons, understanding variables and treatment.
5. **Data Collection:** Attitude measurement and scale; Methods of collection data and their advantages and disadvantages; Establishing the validity and reliability of a research instrument.
6. **Testing of Hypothesis:** Hypothesis testing and statistical influence (Introduction to methodology and Types of errors) introduction to sample tests for univariate and bivariate analysis using normal distribution, f-test, t-test, z-test and chi square test.
7. **Data Management and Analysis:** Data cleaning, coding, data structuring, entry, Frequency, Percentages, One Way, Cross Tabs, Central Tendencies, Dispersion, Tests of Significance
8. **Advances Data Analysis:** ANOVA, Correlation, Regression, Factor Analysis, Cluster Analysis, Application of SPSS in Research.
9. **Report Writing and Interpretations:** Significance of Report Writing; Steps in Report Writing; Layout of Report and Precautions in Writing Research Reports; Writing Bibliography.

Text Readings

1. Marketing Research – Boyd, Westfall
2. Marketing Research - G. C. Beri
3. Marketing Research – Luck, Rubin

Suggested Readings

1. Marketing Research in Marketing Environment – Dillon, Firtle
2. Research Methodology – D. H. McBurney
3. Marketing Research – Green, Tull, Albaum



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4. Statistics for Management – Levin, Rubin



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APR-203

Creative Writing

Course Objectives

Creative writing is essentially aimed at preparing the students to think and present their ideas effectively - be it any media.

Course Contents

1. What is creativity, Divergent Thinking & Convergent Thinking, Various ways of presenting a thought.
2. Factors that promote creativity. Barriers of Creativity, Media Culture
3. Effective writing - official purpose e.g. Press Release etc. Central idea, contents a research and development, develop the central idea, editing, revising, creating continuity, explaining, observing standard practices of effective writing, communicating facts, film critic.
4. What is copy writing, How is it different from Journalism, Feature writing.
5. Understanding consumer psychology, Think in English: Talk in English.
6. Approach to Press Ads, Headlines, sub-head; body copy, slogan.
7. Writing for outdoor media: Hoarding
8. Writing Radio & TV commercials. - Idea brainstorming, research for scripting formats, developing the idea, content treatment shot breakdown
Script format - wide margin format, variety show format, double column format and checklist for script revision
9. Commercials and announcements - ethical considerations, length of commercials and announcements, techniques of writing commercials
Placements of commercials, commercial formats
10. Writing News: Press, Radio, TV, Presentation for news.
11. Trademark, Copyright

Text Readings

1. Principles of Advertising - Chunawala
2. Advertising Procedure – Otto Kleppner.
3. Scripts writing for Radio & TV – Arthur ASA Berger
4. Encyclopedia of Creativity.

Suggested Readings

1. Professional Journalism – M. V. Kamath.
2. The Journalist's Handbook – M. V. Kamath



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APR-204

Management of Ad Agency

Course Objectives

The main objective of the course is to give in-depth knowledge of advertising industry at national and international level. This course will create an understanding of operations and management of advertising agencies, which will help/assist students while working in advertising agency.

Course Contents

1. Introduction to advertising industry and ad agency, Basic departments of advertising agency - client servicing, account planning, media planning, creative, Organizational structure
2. Functions of advertising agency – advertising, market research, public relations, corporate communication, production, sales promotion, merchandising, event management etc.
3. Types of ad agencies: Full service, In-house, Media buying house and AOR, Creative Boutique, La – Carte agency, Specialized/ limited service agency, Big and small advertising agencies, Process & criteria's of selection of advertising agency
4. Recruitment and selection of agency personnel
5. Compensation of an ad agency: 15 % commission, Fee based system of compensation, Performance led commission, Sliding scale of commission, INS accreditation
7. Client – agency relationship
8. Global groups, Advertising associations, Advertising clubs, Advertising awards
9. Code of conduct – ASCI (Advertising Standard Council of India), Competition Act, controlling organizations
10. Emerging trends in advertising – Integrated marketing brand communication (IBMC), Mergers and acquisitions (M & A)

Text Readings

1. Advertising Management - Chunawalla
2. Advertising Procedures – Kleppner

Suggested Readings

1. Advertising Management - Aaker, Mayers & Batra
2. Advertising Excellence – Bovee, Thill, Dovel, Wood
3. Advertising Principles & Practice – Wells, Burnett, Moriarty
4. The uncommon sense of Advertising – Sanjay Tiwari



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APR-205

CONSUMER BEHAVIOUR

COURSE OBJECTIVES:

The objectives of this course are to help students gain an understanding of Consumer Behaviour and its applications.

COURSE CONTENTS:

1. Introduction to the study of consumer behaviour: Nature, Scope and application.
2. Environmental influences on consumer behaviour: Cultural, Social, Personal, Family, and situational influences, opinion leadership and life style marketing, characteristics of culture, cross-cultural understanding, nature of social class, social class and consumer behaviour, nature and significance of personal influence, marketing implications of personal influence, significance of family in consumer behaviour and family life cycle, Opinion leadership forms.
3. Consumer as an Individual: Involvement and Motivation, Knowledge, attitude, values, personality, learning and life style, Dimensions of involvement and its marketing implications, nature and role of motive, classifying motive, characteristics, functions and sources of attitudes, Attitude theory and model, Characteristics and classification of learning, Personality theory and application, Psychographics.
4. Consumer Decision Process: Pre-purchase Process, Information Processing, Purchase Processes, Consumer Decision Rules, Post – Purchase Processes: Framework, Dissonance, Satisfaction / Dissatisfaction.
5. Consumer Behaviour Models: Nicosia Model, Howard Sheth Model, Engel-Blackwell and Miniard Model, Family Decision Making Model

TEXT READINGS:

1. Leon G. Schiffman and Lustic Lazar Kanuk: Consumer Behaviour, Pearson Education
2. William L. Wilkie, Consumer Behaviour, John Wiley and Sons.
3. Dish Sheth, Banwari mittal and Bruce, Newman, Consumer Behaviour and Beyond, 1999.

SUGGESTED READINGS:

1. James F. Engel, Roger D. Blackwell, and Paul W. Miniard, Consumer Behaviour, Dryden Press.



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APR – 206A

Business Communication & Personality Development

Course Objectives

The main objective of this course is to nurture students into well balanced, positive thinking human beings. The values thereof instilled will aim at developing students into professionals who are capable of facing new challenges and coming out the winners.

Course Contents

1. Communication: meaning, nature, definitions, features, processes, models, functions
Objectives of Effective Communication: information, order, advice, suggestions, motivation, persuasion, warning, education, raising morale, conflicts and negotiation, group decision making
2. Dimensions of Communication: Upward, Downward, Lateral/Horizontal, Diagonal, grapevine, consensus
3. Channels of Communication: Formal, Informal
4. Patterns of Communication
5. Media of Communication: Verbal, Nonverbal
6. Barriers to Effective Communication
7. Listening
8. Interpersonal Communication: Transactional Analysis, Johari Window
9. Business Correspondence: Layout, planning, inquiries and replies, complaints, follow up, circulars, notices, goodwill letters, applications for employment
10. Report Writing, Public Speaking: Speeches and presentations, Interviews, Professional use of the telephone
11. Self Improvement, Developing positive attitudes, Self Motivation, Time Management, Stress management, Modern Manners

Text Books

- Business Communication: K.K. Sinha
Business Communication: M. V. Rodrigues
The Art of Effective Communication: Margerison

Suggested Readings

- Effective Communication: Asha Kaul
Managing Time: David Fontana
Managing Stress: David Fontana



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APR- PUBLIC RELATIONS

Course Objective

Public Relations course aims at building understanding about its role in building relationship with the publics. It explains that how marketers are using the concepts of Public Relations to fight in the competitive environment. Basic objective to build ability in students to utilize Public Relations concepts as “communication professionals”.

It is recommended that students read as widely as possible and monitor the relevant media available to them, and the commercial environment, for examples of public relation in action.

Course Contents

1. The Nature of PR- Understanding PR, Identify and explain the differences between PR, Marketing, Advertising and Propaganda, Role and Duties of PR Manager.
2. The Organization of Public Relations- PR Departments and Consultants, Advantages and Disadvantages, fees and charges.
3. PR Research- RACE, Role of research in PR, Various kinds of Information Sources, Various area of researches, Public Opinion.
4. Public Relations Campaign- Preparations, Implementations and Evaluation.
5. The Publics of Public Relations- Defining Publics in PR, Internal and External Publics, their types and characteristics.
6. Community Relations- Definition of Community, Identifying Community, Advantages/Disadvantages of good/bad community relations program, Identifying local media for community relations, community relations tools.
7. Working with the Media- Media Relations, Ways to maintain good media relations, organizing press conference and writing press release.
8. Traditional and New Public Relations Tactics and Tools- Advertising, Films, Periodicals, Social Events, Media, Oral and Written Communication in PR, Press Conference, New Technologies in Public Relations- Understanding the impact of net, Blogging and Social Networking on PR.
9. Crisis Communication and Management- Role of PR in Crisis Management, Media Handling in Critical Times.
10. Apex Bodies in PR (PRSI-Public Relations society of India etc.), Laws and ethics in PR.

Text Readings

1. Public Relations Concepts, Strategies and Tools- Jethwaney, Sarkar and Verma
2. Public Relations for your business- Frank Jefkins
3. Effective Public Relations- Cutlip, Center and Broom



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**APR-
ENTREPRENEURSHIP**

COURSE CONTENTS:

1. Entrepreneurship: An Introduction

- The concept of Entrepreneurship
- The introduction and concept of Entrepreneur
- Characteristics of an Entrepreneur
- Functions of an Entrepreneur

2. Entrepreneurship and its environment

- External Market, Economy, Political & Legal, Technology, Social & Cultural.
- Internal Materials, Machines & Equipments, Processes, Capital Labors.

3. Problems and Challenges of Organizations / Enterprises

- Economic (Capital, material and Labor)
- Non-economic (Social, Political and Personal).

4. Project Planning

- Steps in business planning.
- Formulation of Business Plan.

5. Financial Management Issues

- Financial requirement and its planning.
- Balance Sheet and Income Statement.
- Determination of cost.
- Cost-Volume-Profit Analysis.

6. Marketing Management Issues

- Functions of Marketing.
- Concept of Product Life Cycle.
- Issues related to Product & its design, Distribution, Promotion, Price.



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7. Operations Management Issues

- Location / Layout / Capacity Planning.
- Inventory management.
- Quality Management.

8. Human Resource Management Issues

- HR Planning, Recruitment & Selection, Training & Development, performance Appraisal, Motivation, Compensation & Rewards.
- Relevant Labor Laws.

9. Legal Issues

- Patents
- Copyrights
- Trademarks.



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APR-
Accounting and Finance for Managers -II

Course Contents

- 1. Cost Concepts & Classification**
- 2. Costing for service Industry-Operational Costing.**
- 3. CVP Analysis:** - Concept of BEP, Assumptions & Limitations Graphical Presentation & Numerical
- 4. Budgetary Control:** - Concept & types of Budget, Role & Significance of budgetary control in service industry, preparation of cash & Flexible budgets. Concept of Zero Base Budgeting
- 5 An Industry to Finance Functions:** - Basic goal Financial decisions, need, scope, types & interrelationships, relationship of finance with other disciplines
- 6 W. Capital Management:** - Concept, need, importance, types determinates, calculation of Working Capital.
- 7 Sources of Long Term Funds:** - Nations sources, merits & demerits, importance & suitability & concept of cost of capital.
- 8 Investment Decisions:** - Concept of time value of money, capital budgeting concept importance & techniques, basic numerical.



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MBA (APR) SEM. I

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APR101B_

Principles of Advertising Management

Course Objective

The aim of the paper is to foster the natural energies and enthusiasm of the introductory advertising student. The course will provide in-depth understanding of advertising management process and strategies, which will develop skills in problem solving and decision-making in this field. The objective at the end will be an ability to develop comprehensive advertising plan for the product.

Course Contents

1. Evolution of advertising, Importance of advertising, an overview of the ad scene in India, Introduction to advertising management, Advertising as a Marketing communication element, Role of advertising in marketing mix.
2. Functions/ roles of advertising, benefits of advertising, Classification /types of advertising: By target audience, by geographic area, by medium, by purpose.
3. Advertising objectives, DAGMAR approach, Nature of demand – use of advertising for stimulating primary & selective demand
4. Promotion and communication process – Triangle of communication, AIDA model, Hierarchy of effects model, Innovation adoption model, 5W's principle, Lavidge & Steiner model
5. The Advertising Spiral, Advertising Campaign Planning – defining campaign planning, various stages in campaign planning
6. The advertising industry: advertiser, advertising agencies and media
7. Creative execution: Building advertisement – copy, illustration, layout
Creative approaches and styles
8. Media planning and buying, Media terminology.
9. Measuring advertising effectiveness.
10. Advertising environment –SEC, Social issues, Ethical issues, Economic issues, Legal issues, Competition act 2002, Ruling of CCI, IRS.
11. Social media as an advertising tool.
12. Brief overview of global advertising practices.

Text Books

Advertising Procedures – Kleppner, 18th International Edition, Prentice Hall, New Jersey, U.SA.
Advertising Management - Batra, Aaker and Myers, 5th Ed. Pearson Education, New Delhi, India

Suggested Readings

Advertising Planning and Implementation (2006) Sharma, Sangeeta, Singh Raghuvir, Prentice Hall of India, New Delhi, India

Websites

www.agencyfaqs.com ,and various advertising blogs



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APR 102

Principles of Marketing Management

Course objective

The objective of this course is to provide the students exposure to marketing concepts, tools and techniques and help them develop abilities and skills required for the performance of marketing functions.

Course Contents

1. **Marketing concepts:** Customer value and satisfaction, customer delight, orientation of marketing concepts: Production concept, product concept, selling concept, marketing concept and societal marketing concept, value chain.
2. **Understanding the marketing environment:** Scanning the environment, Micro-environment, Macro-environment.
3. **Marketing Segmentation, Targeting and Positioning:** Market segmentation, bases of market segmentation, requirements of effective segmentation, evaluating the market segments, market targeting: Undifferentiated marketing, single segment and multi-segment structures, concept of Positioning.
4. **Marketing research:** Meaning, Process.
5. **Product Decision:** Objectives, core, tangible and augmented products, Product classification, product mix, product life cycle and strategies, new product development process, Introduction and factors contributing to the growth of packaging, Introduction of labeling.
6. **Pricing Decisions:** Factors affecting price, pricing methods, Price adaptation strategies.
7. **Distribution Decisions:** Importance and functions of Distribution channels, Considerations in distribution channel decision, distribution channel members, intensity of distribution, channel conflict and channel management.
8. **Promotion Decisions:** A view of Communication process, developing effective communication, Promotion mix elements.
9. **Emerging trends in marketing:** An introduction to internet marketing, multilevel marketing, CRM, green marketing, social media marketing, rural marketing, experiential marketing and event marketing.

Text Readings:

- Philip Kotler, Principles of Marketing Management, New Delhi, Prentice Hall of India.

Suggested readings:

- Ramaswamy and Namakumari, "Marketing Management", Macmillan India.
- Rajan Saxena, "Marketing Management", Tata McGraw Hill.



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APR-112

Integrated Marketing Communication

Course objective

This paper gives an insight into marketing communications and prepares students for careers in areas of advertising, marketing communication, etc. This course enables students to build a sound theoretical and practical understanding of the formulation of promotional strategy and the management of the marketing communication process.

Course contents

1. **Introduction to Integrated Marketing Communication:** The Promotional –Mix, Role of Marketing Communications in Marketing, Evolution and Importance of Integrated Marketing Communication, An overview of IMC components, Understanding the Communication process - Consumer Response Hierarchy, FCB planning Model
2. **Advertising as an IMC Tool:** Advertising concept, Advertising campaign, and coordination of Advertising with other IMC tools
3. **Public Relations and Publicity:** The concept, Relation between corporate Advertising and Public Relations, Public Relations and damage control
4. **Sales Promotion as an Integration tool:** Importance and growth of Sales promotions, Objectives and Sales Promotions Types, Risks of Sales Promotions
5. **Direct Marketing:** importance and applications
6. **Personal Selling:** Role of Personal Selling, Personal Selling Process, Personal Selling as an individual communication tool as compared to other communication mediums
7. **Events sponsorships:** Meaning, Reasons of growth of sponsorships, Types of sponsorships
8. **Unconventional Promotional Media:** Word-of-Mouth Advertising, In-film promotion, Social Media Marketing,
9. **International Marketing Communication:** Role of international marketing communication in international marketing, Cultural and other differences, Global Vs. localized marketing communications
10. Budgeting and IMC campaign coordination



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Text Books:

1. Advertising and Promotion: An IMC perspective- Belch, Belch, Tata McGrawHill
2. Advertising and Promotions: An IMC Perspective- Kruti Shah and Alan D'Souza, Tata McGrawHil

Reference Books:

1. Wells, W. D., Moriarty, S., & Burnett, J (2007). Advertising: Principles and Practice. New Delhi: Pearson Education India.
2. Clow, K. E., & Baack, D (2007). Integrated advertising, promotion and marketing communication. New Delhi: Pearson Education India.
3. Aaker, A. D., Batra, R. & Myers, J. G. (2009). Advertising Management, 5th Edition. Pearson Education India.



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APR - 106

Business Statistics and Quantitative Techniques

Course Objective

Objective of the course is to impart understanding of business decision-making through data utilization & analysis. This course should impart skills in data identification, data collection, data presentation, selection of analysis tools in given situations & use of tools, interpretation of data & decision making on the basis of this interpretation. Course also develops skills in modeling of situations on the basis data available.

Business Statistics

1. Introduction to Statistics: Definition of Statistics, Functions, Scope , Applications, Role of Statistics in Management Decisions, Limitations of Statistics
2. Introduction to Measurement of Central Tendency: Types of central tendency and its application. Introduction to Measures of dispersions (SD and MD) and its types.
3. Probability Theory and Probability Distributions: Concepts of probability and its types, Baye's Theorem, Binomial, Poisson and Normal distributions- their characteristics and applications
4. Correlation & Regression: Correlation (Karl Pearson's and Spearman's Coefficient), Methods of computing simple correlation, regression and regression equations.
5. Time Series:: Measurement of trend (moving average, exponential smoothing and least squares method) and its application in Business forecasting.

Quantitative Techniques

1. Quantitative Techniques and Operations Research: Meaning, Scope of QT and OR, Methodology and models of QT/OR, Applications, Advantages and Limitations of QT/OR.
2. Linear Programming Problem (LPP): Meaning, formulation of LPP, Graphical method, Simplex Method of solving LPP.
3. Transportation and Assignment Problem: (Minimization and Maximization, balanced and unbalanced), Solution of Transportation problem by NWC, LC,VAM. Optimality test of solution by MODI Method. Solution of assignment problems using Hungarian Method.
4. Replacement Models: Introduction, Scope in Management, Individual and Group Replacement model.
5. Game Theory: Introduction to Games, Maximin and Minimax Principles, Pure and Mixed Strategies, Solutions of Games using – Algebraic and Graphical Methods.

Text Reading

1. Richard I. Levin and D.S. Rubin, “**Statistics for Management**”, New Delhi: Prentice Hall of India, 2000
2. S. P. Gupta, “**Statistical Methods**”, New Delhi, Sultan Chand and Sons, 2001



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3. S. D. Sharma, “**Operations Research**”, Meerut: Kedar Nath Ram Nath and Co., 8th edn., 2002.
4. N. D. Vohra. “**Quantitative Techniques**”, New Delhi: Tata McGraw Hill Publications, 15th Ed., 2000.
5. Hamdy A. Taha, “**Operations Research: An Introduction**”, New Delhi: Prentice Hall of India Pvt. Ltd., 1996.
6. Haruly M. Wagner, “**Principles of Operations Research with application to managerial decisions**”, New Delhi: Prentice Hall of India Pvt. Ltd, 2nd Ed., 1996.
7. V. K. Kapoor, “**Problems and Solutions in Operations Research**”, New Delhi: Sultan Chand and Sons, 2001.

Suggested Readings

1. D. C. Sancheti and V. K. Kapoor, “**Statistics: Theory, Methods and Applications**”, New Delhi: Sultan Chand and Sons., 2001
2. D.N. Elhance, Veena Elhance and B. M. Aggrawal, “**Fundamentals of Statistics**”, Allahabad: Kitab Mahal, 1996
3. P. K. Gupta and D. S. Hira, “**Operations Research**”, New Delhi: Sultan Chand Publications, 2000.
4. U. K. Shrivastava, G. V. Shenoy, S. C. Sharma, “**Quantitative Techniques for Managerial Decisions**”, New Delhi: Wiley Eastern Ltd., 1994.
5. Bobby Srinivasan and C. L. Sandblom, “**Quantitative Analysis for Business Decisions,**” Singapore : McGraw-Hill Publications, 2001.
6. C. R. Kothari, “**Operations Research Quantitative Techniques**”, Delhi: Vikas Publications, 3rd Ed., 2001.



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APR-113

Fundamentals of Management

Course Objective:

The course objective is to help the students in understanding of the dimensions of the management and Human Resource with particular reference to management aspects in India. Efforts will also be directed towards developing communication and decision-making skills through case discussions, group discussion, role-playing, presentation and live and theoretical projects and assignments.

Course Contents:

1. **Introduction to Management:** Definition, nature, importance, evolution of management thought, contribution made by Taylor and Fayol, Is managing a science or art? Functions of manager, ethics in managing and social responsibility of managers.
2. **Functions of Management:** Basic functions of management, POSDCORB. McKinsey's 7's Approach MBO.
3. **Strategies and Policies:** Basic Strategies and policies in Management, TOWS, Portfolio matrix, Porter's strategies.
4. **HR Aspect in Management:** Definitions, concept, Nature and Scope, roles and functions of HR, challenges and latest trends in HR.
5. **Human Resource Planning:** Meaning of Human Resource Planning, Features, Methods and steps in Human Resource Planning, Job Analysis, Job Description, Job Specification, Job Compensation, Recruitment and Selection, Induction and Placement.
6. **Performance Appraisal:** Concept of Performance appraisal, Trends and methods of performance appraisal, potential and performance appraisal.
7. **Training and Development:** Concept, methods, implications of training and development Latest trends in HR, E- HRM

Suggested Readings:

- 1-Koontz – Principles of Management (Tata McGraw Hill, 1st Edition 2008)
2. Robbins & Caulter – Management (Prentice Hall of India, 8th Edition)
3. L.M. Prasad – Principles & Practices of Management (Sultan Chand & Sons, New Delhi)
4. Parag Diwan – Management Principles and Practices (Excel Books, New Delhi)
5. Stoner, Freeman, Gilbert. Jr. – Management (Prentice Hall of India, 6th Edition)
6. Koontz, Weihrich – Essentials of Management (TMH, 5th Edition)
- 7-[Human Resource Management Principles and Practice](#), [P.G. Aquinas](#), ISBN : 8125918097. Publication Year : 2011, Edition: First Reprint
- 8-[Personnel Management](#), [Arun Monappa](#), [Mirza Saiyadain](#), ISBN : 0074622643, Publication Year : 2011, Edition: Second
- 9-[Human Resource Management](#), [V S P Rao](#), ISBN : 8174464484, Publication Year : 2005, Edition: Second.



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APR – 109

Computer Applications

Course Objectives

The objectives of this course are to introduce the students to the basic concepts of computer. Special emphasis will be laid on helping students acquire a high degree of proficiency in Windows based applications in various functional areas of management.

Course Contents

1. Introduction: Course overview and administration. Scope and contents of syllabus. Discussion of assignments, tests and marks criteria.
2. Fundamentals of Computer: Block diagram of the computer Input devices, Output devices, System software and hardware, Memory management, computer generations and languages.
3. WINDOWS: windows operation, File management, Resource location, Managing icons and location, Control manager
4. MS – Word (Word Processing): Introduction, Working with Word, Typing and Editing, Formatting Text, Page design and layout, Adding Tables, Using styles, templates and themes, Merging Data and documents, Using Graphs, Advanced features of Word.
5. MS – Excel (Worksheet): Introduction, Working with Excel, Entering Data, Advanced worksheet formatting, Customizing Workplace, Calculation in Worksheets, Adding Charts, Working with lists databases and pivot table, Advanced features of Excel.
6. MS – PowerPoint (Presentation): Introduction, Working with PowerPoint, Adding Text, Expert presentation – building technique, Including Multimedia, graphics and special effects, Customize PowerPoint.
7. Information Technology, Internet, Intranet, Cyber crime, Cyber Act, Regulations, Computer virus, Worms, Types of Virus
8. Online services overview like Searching, Youtube, Picasa, Flickr, Maps, Google Places, File Transfer etc.

Text Books

- 01 Computer and commonsense, Roger Hunt and John Shelly
- 02 Using MS- office 2000, Woody Leonhard
- 03 The Computer Guide to MS – Office, Ron Monsfield
- 04 The Complete ref, office 2000, Stephen L. Nelson



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APR-110

Organizational Behavior

Course objectives

The course objective is to help the students help understanding of the dimensions of the management of Human Resource with particular reference to human resource management policies and practices in India. Class room teaching will also be directed towards developing communication and decision-making skills through case discussions, group discussion, role-playing, presentation and live and theoretical projects and assignments.

Course Contents

Unit 1 Fundamentals of OB

Definition, scope and importance of OB, Evolution of OB, Theoretical framework (cognitive, behavioristic and social cognitive), Limitations of OB.

Unit 2 Individual Process and Behavior:

2.1 Attitude: Importance of attitude in an organization, Right Attitude, Components of attitude, Relationship between behavior and attitude, Job attitude, Barriers to changing attitudes

2.2 Personality and values: Definition and importance of Personality for performance, The Myers-Briggs Type Indicator and The Big Five personality model, Significant personality traits suitable to the workplace (personality & job – fit theory), Personality Tests and their practical applications.

2.3 Perception: Meaning and concept of perception, Factors influencing perception, Selective perception, Attribution theory, Perceptual process, Social perception, Barriers of Perception.

2.4 Motivation: Definition & Concept of Motive & Motivation, The Content Theories of Motivation (Maslow's Need Hierarchy & Herzberg's Two Factor model Theory), The Process Theories (Vroom's expectancy Theory & Porter Lawler model), Contemporary Theories- Equity Theory of Work Motivation .

Unit 3 Interpersonal Processes and Behavior, Team and Leadership Development

3.1 Foundations of Group Behavior: The Meaning of Group & Group behavior & Group Dynamics, Types of Groups, The Five -Stage Model of Group Development, Managing Teams: Why Work Teams, Work Teams in Organization, Developing Work Teams, Team Effectiveness & Team Building



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3.2 Leadership: Concept of Leadership, Styles of Leadership, Trait Approach, Contingency leadership Approach, Contemporary leadership, Concept of transformational leadership, Contemporary theories of leadership, Johari Window, Transactional Analysis, Success stories of today's Global and Indian leaders.

Unit 4 Organization System:

Organizational Culture: Meaning & Definition of Organizational Culture, Creating & Sustaining Organizational Culture, Types of Culture (Strong vs. Weak Culture, Soft vs. Hard Culture & formal vs. Informal Culture) , Creating Positive Organizational Culture, Concept of Workplace Spirituality.

Unit 5 Managing Change :

5.1 Organizational Change: Meaning, definition & Nature of Organizational Change, Types of organizational change, Forces that acts as stimulants to change.

5.2 Implementing Organizational Change: How to overcome the Resistance to Change, Kurt Lewin's- Three step model, Seven Stage model of Change & Kotter's Eight-Step plan for Implementing Change, Dealing with Individual & Group Resistance.

Text Books

- Organizational Behaviour by Robins
- Organizational Behaviour by Nelson & Quick
- Organizational Behaviour by Fred Luthans
- Organizational Behaviour by Stephen Robins, Timothy Judge, Neharika Vohra
- Organizational Behaviour by K Ashwathappa

Reference Books

- Understanding OB by Uday Pareek
- Change & Knowledge Management by Janakiram, Ravindra and Shubha Murlidhar
- Organization Behaviour-Niraj Kumar

Websites

- <http://papers.ssrn.com>
- <http://www.nwlink.com/~donclark/leader/leadob.html>

Journals

- Organizational Behavior and Human Decision processes
- Journal of Organizational Behavior
- Journal of Human Values
- International Studies of Management & Organization



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APR-

Accounting and Finance for Managers-I

Course Objective

The basic objective of the subject is to acquaint students with concepts of financial accounting and help them acquire the ability to develop and use the accounting data as an aid to decision making in APR Industry.

Course Contents

1. FUNDAMENTALS OF FINANCIAL ACCOUNTING: Meaning and definition of accounting, Need and functions of accounting, users of accounting information, importance and limitations of accounting, Relationship of accounting with other disciplines, Accounting Principles- Concepts and Conventions.
2. DOUBLE ENTRY SYSTEM OF ACCOUNTING I: Concept and definition, Process of Accounting, various stages of DES accounting: Journal, Concept, Rules of Journalizing, Process of Journalizing, Ledger Posting, Trial Balance, Numerical Problems.
3. DOUBLE ENTRY SYSTEM OF ACCOUNTING II: Concept of final Accounts, Preparation of Final Accounts without adjustments, Adjustments in Final A/cs., Concept and necessity, Preparation of Final a/cs. With adjustments, Numerical Problems
4. INTRODUCTION TO MANAGEMENT ACCOUNTING AND FINANCIAL STATEMENT ANALYSIS: Introduction to Management Accounting, Balance sheet & related concepts, Profit/Loss account & related concepts, Need, Importance and Limitations of Management Accounting, Difference between Management & Financial Accounting, An overview of Financial Statement Analysis, Objectives, Methods and Importance, Tools and Techniques of Financial Statement Analysis.
5. RATIO ANALYSIS: Concept, Importance, Assumptions and Limitations, Managerial Uses of Ratios, Numerical Problems.
6. FUND FLOW ANALYSIS: Fund Flow Statement; Concept and Importance, Managerial Uses of FFS, Sources and Application of Fund, Preparation of Fund Flow Statement, Numerical Problems.
7. CASH FLOW ANALYSIS: Cash Flow Statement; Concept and Importance, Difference between CFS and FFS, Managerial Uses of CFS, Preparation of Cash Flow Statement as per AS 3, Numerical Problems.

TEXT BOOK: Accounting for Management by Dr. Jawaharlal (Himalaya Publication House)

REFERENCES:

Financial A/c. for Management by Ambrish Gupta (Pearson Education),
Accounting for Managers by M.E. Tukaram Rao (New Age),
Accounting for Management by Vijayakumar (Tata McGraw Hill Publication)



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APR- 401

Corporate Communication

Course Objective

The course in Corporate Communication aims at providing the students with knowledge & information about this up coming profession, whose task is to communicate on behalf of a body corporate in order to create its specific desired social image. It also aims at Moving from a foundation of communication theory; corporate communication examines and analyzes components of the communication process -- message, content, audiences, and media. It also aims at making student learn the strengths and weaknesses of a variety of communication media.

Course Contents

- 1 Concept and scope - Relation with public relations, advertising, etc. CC and image management
- 2 Process of image management - corporate communication
- 3 Tools of corporate communication
- 4 Writing for impact and effect - design of stationary, feature writing, design and production of house journal/ newsletter, design of brochure, business writing circular, memo report
- 5 Presentation - public speaking, how to participate in radio talk and panel discussion on TV, how to give interview
- 6 Preparing corporate film
- 7 Managing meetings
- 8 Non-verbal communication
- 9 Projecting a personality - media kit, press release, press conference, visit by media persons, publicity through social visibility programs, understanding media
- 11 Issue advocacy



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(Jan – May 2014)

APR- 402

Internet Marketing

Course Objective

Internet marketing is a major component of electronic commerce, the fastest growing area of business. As such, workers and students with expertise in the field are in great demand. This course provides an introduction to the field, and explains its various roles in an organization's total marketing program. Students will be trained how to specifically use the internet and related technology to strategize and implement the research, advertising, selling, merchandising, customer service and other marketing mix-related functions.

This is a practical, hands-on course. It explores Internet technologies as products in and of themselves, as a mass and personal communications tools, and as distribution/transaction channels. It will also address user characteristics and behavior, direct marketing and online strategies for relationship marketing. Lastly, the basics of web site design will be introduced.

Course contents

1. The WWW, The Internet, Internet marketing methodology, Business on the internet, history of the internet and www
2. Marketing Vs. E Marketing
3. Web Business models, structural models, and functional models
4. Segmentation, targeting and positioning
5. Online consumer behavior, customer support, personalization and consumer benefits
6. Creating an online presence
7. Website promotions
8. Internet advertising
9. Traffic and brand building
10. Online pricing
11. Online market research
12. Internet marketing plan
13. Internet marketing: structure and strategy, real time marketing and information marketing, legal problems

Text Readings

1. Principles of Internet Marketing by Ward Hanson, South – western College Publishing



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Suggested Readings

1. E-commerce Cookbook by Gordon Mc Com
2. Marketing on the Internet by Jill H Ellsworth and Mathew V. Ellsworth Wiley Computer Publication
3. World Wide Web Marketing by Jim Sterne
4. E commerce by Korper Wiley Publication

Reference Sites:

<http://www.calstatela.edu/faculty/wwhite/mkt460/index.html>
<http://www.wilsonweb.com/>
<http://cyberatlas.internet.com/>
<http://www.internetmarketinginfo.com/>
<http://www.knowthis.com>



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APR-403

Direct Marketing and Event Management

Course objectives

- To demonstrate how direct marketing and event management have evolved with technology to become central to modern marketing practices.
- To help students to develop abilities and skills required for the strategy formulation and implementation of direct marketing and event management under the ever-changing market scenario.

Course Contents

Direct marketing:

- 1 Basic concepts and characteristics of direct marketing, Research in direct marketing.
- 2 Direct marketing plan and strategic planning.
- 3 Direct marketing offer (4Ps).
- 4 Direct mailing.
- 5 Direct response print ads.
- 6 Catalog marketing.
- 7 B2B direct marketing.
- 8 Direct marketing for retailers.
- 9 Broadcast direct marketing.
- 10 Telemarketing.

Event Management:

- 1 Event management.
- 2 Event as a marketing tool.
- 3 Key elements of events.
- 4 Concept of product, price, and promotion in events.
- 5 Activities in event management (Pre, during, and post-events).
- 6 Strategic market planning.
- 7 Evaluation – Event performance.
- 8 Event organization assignment

Text Readings

2. Creative strategy in direct marketing :Susan K.Jones
2. Direct marketing – concepts and cases :Mukesh Chaturvedi
3. Event marketing and management :Sanjay Gaur and Sanjay Saggere

Suggested Readings

- 1 Direct marketing :Bob Stone
- 2 HBRs and other related journals.



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APR – 404

CLIENT SERVICING AND ACCOUNT PLANNING

Course objectives

Getting acquainted with the functions of a client servicing and account planning department and their importance in making the advertising business functional.

Course Contents

1. Introduction to Client Servicing Department and its importance in the advertising agency
3. Functions, roles and responsibilities of a client servicing department
4. Types of clients and their classification based on business performance
5. Importance of Brief. Types of Briefs
6. Importance of pitching and Pitching Process
7. Presentations and negotiations
8. Introduction to Account Planning Department and its importance in the advertising agency
9. Evolution of Account Planning
10. Roles of Account Planner
11. Ideal Account Planner Recruitment Spec
12. Planning New Business- Market Oriented strategic Planning

Text Readings

1. Advertising Management - Aaker, Mayers & Batra
2. Advertising Management – Manendra Mohan



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APR-407

Computer Graphics – II

Course Objective

To make students enable to understand the basics of 2D & 3D Animation using software's.

Course Contents

- 1 Animation
Concepts, Animation tools, controlling time, frame rate, image processing, 2D & 3D Animation, Compositing
- 2 Vector Animation Software (Macromedia Flash)
Working in Flash, Working with symbols (Graphics, buttons & movie clip), Creating Animation (Frame by Frame, Motion & Shape Tween), Working with Text (Static, Dynamic, Input), Publishing & Import Settings, Creating Interface, Animation & Web presentations.
3. 3D Animation (3DS Max)
 - 3D Visualization exercise
 - 3D Modeling = Creating Shapes, adjusting vertices, Booleans, lofting, Mesh, Patch, Polygon Modeling,
 - Lights = Various types of light, setting light colors, adjusting cone, beam of light, excluding or including object,
 - Camera = Placing camera in a scene, modifying camera parameter, adjusting camera field of view, animating camera.Material and Textures = Applying material, mapping material. Creating particle systems, creating atmospheres and environment, setting background, environment, atmosphere, Rendering

Suggested Readings

1. Ninder, C. And Dowlatabadi, = Producing Animation, Focal Press 2001
2. Taylor, Richard : The Encyclopedia of Animation Techniques, Focal Press



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APR-408 A
RURAL AND RETAIL MARKETING

Rural Marketing

- Unit 1) A. Analyzing the difference between Rural and Urban market.
B. Demand of products and services in Rural areas.
- Unit 2) A. Distinctive marketing environment in Rural India.
B. Rural marketing segmentation considerations.
C. Rural consumer behavior.
- Unit 3) A. Product planning with reference to Rural market.
B. Promotional – mix in Rural market.
C. Distribution system planning for Rural market.
- Unit 4) A. Problems and constraints in Rural market.
B. Strategy in developing Rural market.

Retail Marketing

- Unit 1) A. Functions of Retailing, Successful Retailing, Retail business planning.
B. Change in Retail Environment – Socioeconomic, Siciodemographic, Technology, changes and its impact on Retail industry.
- Unit 2) A. Retail marketing – planning and development, strategic planning process,
Integrated marketing system.
- Unit 3) A. Fundamentals of merchandising- strategies & planning.
- Unit 4) A. Retail market- operations.



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Integrated Marketing Communication

Course objective

This paper gives an insight into marketing communications and prepares students for careers in areas of advertising, marketing communication, etc. This course enables students to build a sound theoretical and practical understanding of the formulation of promotional strategy and the management of the marketing communication process.

Course contents

1. **Introduction to Integrated Marketing Communication:** The Promotional –Mix, Role of Marketing Communications in Marketing, Evolution and Importance of Integrated Marketing Communication, An overview of IMC components, Understanding the Communication process - Consumer Response Hierarchy, FCB planning Model
2. **Advertising as an IMC Tool:** Advertising concept, Advertising campaign, and coordination of Advertising with other IMC tools
3. **Public Relations and Publicity:** The concept, Relation between corporate Advertising and Public Relations, Public Relations and damage control
4. **Sales Promotion as an Integration tool:** Importance and growth of Sales promotions, Objectives and Sales Promotions Types, Risks of Sales Promotions
5. **Direct Marketing:** importance and applications
6. **Personal Selling:** Role of Personal Selling, Personal Selling Process, Personal Selling as an individual communication tool as compared to other communication mediums
7. **Events sponsorships:** Meaning, Reasons of growth of sponsorships, Types of sponsorships
8. **Unconventional Promotional Media:** Word-of-Mouth Advertising, In-film promotion, Social Media Marketing,
9. **International Marketing Communication:** Role of international marketing communication in international marketing, Cultural and other differences, Global Vs. localized marketing communications
10. Budgeting and IMC campaign coordination



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Text Books:

1. Advertising and Promotion: An IMC perspective- Belch, Belch, Tata McGrawHill
2. Advertising and Promotions: An IMC Perspective- Kruti Shah and Alan D'Souza, Tata McGrawHil

Reference Books:

1. Wells, W. D., Moriarty, S., & Burnett, J (2007). Advertising: Principles and Practice. New Delhi: Pearson Education India.
2. Clow, K. E., & Baack, D (2007). Integrated advertising, promotion and marketing communication. New Delhi: Pearson Education India.
3. Aaker, A. D., Batra, R. & Myers, J. G. (2009). Advertising Management, 5th Edition. Pearson Education India.

APR- FINANCIAL MANAGEMENT

Course Objectives:

This course is designed to enhance the understanding of the fundamental concepts of finance with basic focus on basic techniques like time value of Money, Capital Budgeting and the Cost of Capital, Working Capital Management, etc.

Course Contents:

1. **Financial Management: An Introduction** – Concept and Nature of financial management, Goals of Financial management, and Finance function, Scope of Finance. Organization of Finance Function, Relationship of Finance Function with other disciplines, Role and Functions of finance manager. Concept of Working Capital, Working Capital Financing and Money Market.
2. **RECEIVABLES MANAGEMENT:** Objectives, costs, benefits, Credit policies. Collection policies. Numerical Problems
3. **INVENTORY MANAGEMENT:** Objectives, cost & benefits of holding Inventory. Techniques: ABC system, EOQ model, Numerical problems
4. **CASH MANAGEMENT:** Introduction, motives & objectives for holding cash, factors determining cash Cash Budgeting as management tool, its elements & methods. Strategies & Techniques of cash management, Numerical problems
5. **WORKING CAPITAL MANAGEMENT:** Introduction, nature & concepts. Planning for Working Capital management, Determination of financing mix, Determinants of working capital, Estimation and Calculation of Working Capital, Numerical problems Working Capital Finance, Composition of ST Financing, Various modes/ methods of ST Financing, MPBF
6. **LEVERAGE ANALYSIS:** Concept of Leverage, Operating Leverage, Financial Leverage, and Combine Leverage. Importance of Leverages, Relationship of Leverages with Capital Structure, EBIT-EPS analysis Numerical problems



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7. SOURCES OF LONG TERM FUNDS: Concept, Debt and Equity, Equity and Preference Shares, Debentures, Term Loans, etc. Lease, Hire purchase & Project financing. Venture Capital finance.
8. TIME VALUE OF MONEY: concept and Utility, , Future Value of a Single Cash Flow, Multiple Flows and Annuity. Present value of a Single Cash Flow, Multiple Flows and Annuity. Compounding and Discounting Techniques, Numerical Problems.
9. CONCEPT & MEASUREMENT OF COST OF CAPITAL: Introduction, Concept, Definition & Importance, Assumptions, Cost Of Debt, Cost Of Preference, Cost Of Equity, And Weighted Average Cost Of Capital. Numerical Problems.
10. CAPITAL STRUCTURE COST OF CAPITAL & VALUATION: Introduction, Concept & Definitions, Capital Structure Theories- assumptions, Valuation of Firms- NI Approach & NOI Approach, Optimum Capital Structure, MM Approach- Basic Propositions, Assumptions & Limitations, Designing Capital Structure- EBIT- EPS Analysis.
11. CAPITAL BUDGETING: Introduction, Importance, Difficulties and kinds of CB Decisions, Basic Data Requirements- Identifying relevant cash flows, Basic Principles in estimating cost and benefits of investments. Appraisal Criteria's; DCF and Non DCF Methods for Evaluating Projects, Evaluating Mutually Exclusive and Independent Proposals. Evaluating projects with unequal life.
12. DIVIDEND POLICY DECISIONS: Dividend & valuation- an introduction, Irrelevance of Dividends- MM Hypothesis, Relevance of Dividends- Walter's Model & Gordon's Model, factors determining Dividend Policy, Cash Dividend Vs. Stock Dividend, Legal, Procedural & Tax Aspects

Books Recommended:

1. Financial Management, I M Pandey , Financial Management, Khan & Jain

Reference Books:

1. Fundamental of Financial; James C Van Horne & John M Wachowicz, Jr
2. Financial Management Text & Problems by M Y Khan & P K Jain
3. Financial Management: Prasanna Chandra
4. www.economicstimes.com, www.sebi.org.in, www.rbi.org.in



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