

**MBA**

**Advertising & Creative Management**

**Curriculum and Syllabus**

**(**Based on Choice Based Credit System)

Effective from the Academic year

**2015-2016**

**Department of M.B.A**

**School of Management Studies**

**MBA - ADVERTISING AND CREATIVE MANAGEMENT**

**CURRICULUM**

**SEMESTER I TOTAL NO OF CREDITS 90**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| Category | Code No | Course | Hour / Week | | | Credits |
| Lecture | Tutorial | Practical |
| Core | 15MAD001 | Managerial Communication | 3 | 0 | 0 | 3 |
| Core | 15MAD002 | Accounting for Managers | 4 | 1 | 0 | 4 |
| Core | 15MAD003 | Organizational Behaviour | 3 | 0 | 0 | 3 |
| Core | 15MAD004 | Managerial Economics | 3 | 0 | 0 | 3 |
| Core | 15MAD005 | Business Mathematics and Analytics | 4 | 1 | 0 | 3 |
| Core | 15MAD006 | Information Technology for Business | 3 | 1 | 0 | 3 |
| GE |  | Generic Elective 1 | 4 | 0 | 0 | 3 |
| GE |  | Generic Elective 2 | 3 | 0 | 0 | 3 |
|  |  | | 27 | 3 | 0 | 25 |

**SEMESTER II TOTAL NO OF CREDITS 90**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| Category | Code No | Course | Hour / Week | | | Credits |
| Lecture | Tutorial | Practical |
| Core | 15MAD007 | Research Methodology and Report Writing | 4 | 0 | 0 | 3 |
| Core | 15MAD008 | Financial Management | 4 | 1 | 0 | 3 |
| Core | 15MAD009 | Production and Operations Management | 4 | 0 | 0 | 3 |
| Core | 15MAD010 | Human Resource Management | 3 | 0 | 0 | 3 |
| Core | 15MAD011 | Marketing Management | 3 | 0 | 0 | 3 |
| Core | 15MAD012 | Fundamentals of Advertising Management | 4 | 0 | 0 | 3 |
| Core | 15MAD013 | Legal Aspects of Business | 3 | 0 | 0 | 3 |
| Core | 15MAD014 | Internship Report and Viva-Voce | 0 | 0 | 4 | 4 |
|  |  | | 25 | 1 | 4 | 25 |

**SEMESTER III TOTAL NO OF CREDITS 90**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| Category | Code No | Course | Hour / Week | | | Credits |
| Lecture | Tutorial | Practical |
| Core | 15MAD015 | Entrepreneurship and New Venture Creation | 4 | 1 | 0 | 4 |
| Core | 15MAD016 | Business Ethics and Corporate Governance | 3 | 0 | 0 | 4 |
| GE |  | Elective – I\* | 4 | 0 | 0 | 3 |
| GE |  | Elective – II\* | 4 | 0 | 0 | 3 |
| DSE |  | Elective – III\* | 4 | 0 | 0 | 3 |
| DSE |  | Elective – IV\* | 4 | 0 | 0 | 3 |
| DSE |  | Elective – V\* | 4 | 0 | 0 | 3 |
| GE |  | Generic Elective3 | 2 | 0 | 0 | 2 |
|  |  | | 29 | 1 | 0 | 25 |

**SEMESTER IV TOTAL NO OF CREDITS 90**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| Category | Code No | Course | Hour / Week | | | Credits |
| Lecture | Tutorial | Practical |
| DSE |  | Elective – I\* | 2 | 1 | 0 | 3 |
| DSE |  | Elective – II\* | 2 | 1 | 0 | 3 |
|  | 15MAD017 | Project Work | 0 | 0 | 9 | 9 |
|  |  |  | 4 | 2 | 9 | 15 |

**List of Generic Elective Courses**

|  |  |
| --- | --- |
| **Subject Code** | **Name of the Subject** |
| 15MAD151 | Business Perspectives |
| 15MAD152 | Training and Development |
| 15MAD153 | Business Etiquette |
| 15MAD154 | Project Management and Budgeting |
| 15MAD155 | Retail Management |
| 15MAD156 | Leadership and its Practice |
| 15MAD157 | International Business Environment |
| 15MAD158 | Persuasion, Motivation and Negotiation Skills |
| 15MAD159 | Data Management Techniques |
| 15MAD160 | Creative Communication Strategies |
| 15MAD161 | Introduction to e-Business |
| 15MAD162 | Strategic Management |
| 15MAD163 | Change and Knowledge Management |
| 15MAD164 | Laws and Ethics of e-Business |
| 15MAD165 | Public Relations and Corporate Communication |
| 15MAD166 | ERP and Business Process Re-Engineering |
| 15MAD167 | Services and Retail Marketing |
| 15MAD168 | International Business |
| 15MAD169 | Personality Development |

**List of Discipline Specific Elective Courses**

|  |  |
| --- | --- |
| **Subject Code** | **Name of the Subject** |
| 15MAD101 | Electronic Commerce |
| 15MAD102 | Introduction to Advertising |
| 15MAD103 | Ideation and Creative Expressions |
| 15MAD104 | Media Business Management Practices |
| 15MAD105 | Social Media Marketing |
| 15MAD106 | Engagement Planning and New Media |
| 15MAD107 | Brand Planning and Consumer Insights |
| 15MAD108 | Analytics for Marketing |
| 15MAD109 | Media Management |
| 15MAD110 | Mobile Marketing |
| 15MAD111 | Branded Content and the Future of Media |
| 15MAD112 | Event Management |
| 15MAD113 | Social and Modern Media |
| 15MAD114 | Digital Strategies and Planning |
| 15MAD115 | Media Planning and Buying |
| 15MAD116 | e-Marketing Financial Models |
| 15MAD117 | Ideas, Brands and Business |
| 15MAD118 | Modern Retail and Private Branding |

## SEMESTER I

## GENERIC ELECTIVE

## To be chosen from List of Generic Electives

|  |
| --- |
| Business Perspectives |
| Training and Development |
| Business Etiquette |
| Project Management and Budgeting |
| Retail Management |
| Leadership and its Practice |

## SEMESTER III

## GENERIC ELECTIVE

## Elective I

## To be chosen from the Generic Elective

|  |
| --- |
| International Business Environment |
| Persuasion, Motivation and Negotiation Skills |
| Data Management Techniques |
| Creative Communication Strategies |
| Introduction to eBusiness |
| Strategic Management |

## Elective II

## To be chosen from the Generic Elective

|  |
| --- |
| Change and Knowledge Management |
| Laws and Ethics of eBusiness |
| Public Relations and Corporate Communication |
| ERP and Business Process Re-Engineering |
| Services and Retail Marketing |
| International Business |

## DISCIPLINE SPECIFIC ELECTIVE

## Elective III

## To be chosen from the Discipline Specific Elective

|  |
| --- |
| Electronic Commerce |
| Introduction to Advertising |
| Ideation and Creative Expressions |
| Media Business Management Practices |

## Elective IV

## To be chosen from the Discipline Specific Elective

|  |
| --- |
| Social Media Marketing |
| Engagement Planning and New Media |
| Brand Planning and Consumer Insights |
| Analytics for Marketing |

## Elective V

## To be chosen from the Discipline Specific Elective

|  |
| --- |
| Media Management |
| Mobile Marketing |
| Branded Content and the Future of Media |
| Event Management |

**Semester IV**

## DISCIPLINE SPECIFIC ELECTIVE

## Elective I

## To be chosen from the Discipline Specific Elective

|  |
| --- |
| Social and Modern Media |
| Digital Strategies and Planning |
| Media Planning and Buying |

## Elective II

## To be chosen from the Discipline Specific Elective

|  |
| --- |
| E-Marketing Financial Models |
| Ideas, Brands and Business |
| Modern Retail and Private Branding |

## 15MAD001 Managerial COMMUNICATION 3 0 0 3

**Course Objective:**

To teach students about the importance of business communications –verbal and non-verbal. To help them understand and practice the different methods of communication with clarity, crispness & effectiveness.

**UNIT I - COMMUNICATION 12**

Communication: Meaning, Significance and Process - Information flow: directions of communication. Media and Types of communication.

**UNIT II -FORMAL AND INFORMAL COMMUNICATION 12**

Formal and informal communication-Reading skills for Business communication-barriers of communication.Role of Technology in Communication. Business Letter-layout, kinds of business letters-Enquiry, Reply, Sales and orders, Circular Letters, Complaints.

**UNITIII - PARALANGUAGE 12**

Paralanguage -nonverbal communication-visual signs -Audio signals &Audio visual noises-body language and Role play - Presentation Skills

**UNIT IV - ORAL AND AURAL COMMUNICATION 12**

Oral and Aural communication: Oral communication: Telephone conversation, Aural communication; Listening. Face – to – fact – Communication; Writing a summer project report.

**UNIT V - REPORTS 12**

Reports: structure, Formal and Informal Report, Checklist for compiling reports, Executive summary – Kinds of reports – Comprehension – Agenda, Minutes of Meeting.

## Total: 60hrs

**Text Books:**

1. Munter, Mary, “Guide to Managerial Communication”, Prentice Hall, 2013
2. Francis Soundararaj, “Speaking and wirting effective business communication”, MacMillan, 2009.

**References:**

1. Madhukar, “Business Communication” – Vikas Publishing House Pvt Ltd.,2013
2. Urmila Rai, “Business Communication”, Himalaya Publishing House,2012

## 15MAD002 ACCOUNTING FOR MANAGERS 4 1 0 4

**Course Objective:**

The purpose of the course is to make the student conversant with financial accounting, Cost Accounting and Management Accounting. Students would also be trained about the preparation of final accounts/reports.

**UNIT I - INTRODUCTION TO ACCOUNTING 12**

Introduction to Accounting – Classification of accounting – Accounting concepts and conventions – Balance sheet and profit and loss account concepts – Accounting cycle- Financial statement analysis – Comparative balance sheet and profit & loss A/c & , common size balance sheet and profit & loss A/c and Trend analysis. (No final accounts preparation)

**UNITII - RATIO ANALYSIS 12**

Ratio analysis –Fund flow statement – preparation, merits and demerits - Cash flow statements – preparation, merits and demerits.

**UNIT III - CAPITAL BUDGETING 12**

Capital budgeting – meaning –steps – different types of investment decisions - Different methods – Payback, Net Present Value, Internal rate of return, Profitability index, Average rate of return – Capital rationing

**UNIT IV - COST ACCOUNTING 12**

Cost accounting – Elements of costs, preparation of cost sheet – Standard costing and Variance analysis –material variance and labour variance

**UNIT V - BUDGETING 12**

Budgeting – Different types of budgeting – Cash budget – Flexible budget-.Marginal costing – Cost Volume Profit analysis – Break Even analysis – Applications of marginal costing

**CASE STUDY:**

* Financial statement analysis
* Break Even Analysis
* Fund Flow statement
* Ratio analysis
* Capital budgeting problems

## Total: 60hrs

**Text Books:**

1. R.S.N.Pillai&Bagavathi – Management Accounting, S.Chand& Co. Ltd., New Delhi, 2002.
2. T.S.Reddy&Y.Hari Prasad Reddy – Financial and Management Accounting, Margham publications, Chennai, 2007.

**References:**

1. M.A.Sahaf – Management Accounting(Principles & Practice): Vikas Publishing House Pvt Ltd., NewDelhi, 2004.
2. M.Y.Khan&P.K.Jain – Management Accounting, Tata McGraw Hill Publishing company Ltd., 2004.
3. R.Narayanaswamy – Financial accounting – A Managerial Perspective, Prentice Hall India Ltd., New Delhi.

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## 15MAD003 ORGANIZATION BEHAVIOUR 3 0 0 3

**Course Objective:**

To help students learn the dynamics of human behaviour within organisations. Help students effectively navigate and manage teams by knowing the intricacies of organizational behaviour. Understand the changes in the way of managing and adapting to organizational cycle.

**UNIT I -INTRODUCTION TO ORGANIZATIONAL BEHAVIOUR 12**

Fundamentals of Organisational Behaviour, Evolution of Organisational Behaviour Evolution of O.B - Hawthorne experiments, Definition, Importance of Developing Managers’ Interpersonal Skills, Effective vs. Successful Managerial Activities, Challenges and Opportunities for OB

**UNITII - GROUP DYNAMICS 12**

Individual Dimensions and Group Dynamics in Organizational Behaviour, Sources of individual differences, Perception, Definition & Stages in the perception process, Factors Influencing Perception, Methods of Shaping Behaviour, Personality, Determinants of Personality, Theories of Personality, Creativity, Creative Process Model, Characteristics of Creative People, Groups and Teams, Group / Team Behaviour, Group Cohesiveness, Group Think

**UNIT III - TEAM DEVELOPMENT 12**

Stages of Team Development, Group Decision Making, Characteristics of Effective Teams, Conflicts and Interpersonal Skills, Transactional Analysis, Ego States, A Healthy Personality, Life Position, Transactions Between People

**UNIT IV - THEORIES OF MOTIVATION 12**

Motivation, Theories of Motivation, Maslow’s Hierarchy of Needs, ERG Theory, Achievement Motivation Theory, Douglas McGregor Theory, Goal Setting Theory, Equity Theory, Two-Factor Theory, An Integrative Model of Motivation, Leadership, A Review of Leadership Theory

**UNIT V - TRENDS IN ORGANIZATIONAL BEHAVIOUR 12**

Power-Politics, Organizational culture, Organizational Climate-Organizational change-Organizational Development. Stress Management-Conflict Management-Transactional Analysis. **Total: 60hrs**

**Text Books:**

1. Robbins. Essentials of Organizational Behavior. Prentice Hall- Gale ,1992
2. Fred Luthans. Organizational Behavior. Mcgraw-hill 12th Edition, 2010
3. Keith Davis. Human Behavior at Work. McGraw-hill Inc., 1993

**References:**

1. Draft. Organizational Theory and Design. Cengage Learning Business Press, 2010
2. Peter Senge. The Fifth Discipline. Random House, 2006
3. Stephen Covey. The Seven Habits of Highly Effective People. Simon & Schuster, 1999
4. Howard Gardner. The Five Minds. Harvard Business Press, 2009

## 15MAD004 MANAGERIAL ECONOMICS 3 0 0 3

**Course Objective:**

To understand the relevance of economics in business management. This will enable the students to subsequently study& better appreciate the functional areas of management such as Marketing, Production and Costing from a broader perspective.

**UNITI - INTRODUCTION TO MANAGERIAL ECONOMICS 12**

Definition, Nature and Scope, Relationship with other areas in Economics, Production Management, Marketing, Finance and Personnel, Objectives of the firm: Managerial theories of firm, Behavioral theories of firm, Optimization techniques**.** National Income & its Measurement, Gross Domestic Product (GDP), Limitations of National Income Statistics, Business Cycle, The Ten Leading Economic Indicators that lead the economic activity.

**UNIT II - THE GUIDING PRINCIPLES 12**

Basic economic principles – the concept of opportunity cost, incremental concept, scarcity, marginalism, equi-marginalism, time perspective, discounting principle, risk and uncertainty. Theory of Demand: Demand Analysis, Elasticity of demand, Demand estimation, Need for forecasting, forecasting techniques, Supply Analysis – Supply function, the Law of Supply, Elasticity of Supply.

**UNIT III - PRODUCTION & COSTS CONCEPTS 12**

Production function, Marginal Rate of Technical Substitution, Isoquants and Isocosts, Cobb-Douglas Production Function, Returns to Scale and Returns to Factors, Economies of scale. Cost theory and estimation: Cost concepts, determinants of cost, cost-output relationship in the short run and long run, average cost curves, Overall Cost leadership.

**UNIT IV - MARKETS, PRICING & PROFITS 12**

Market Structure and Pricing practices: Features and Types of competitive situations, Monopoly, Monopolistic competition and Oligopoly, Pricing philosophy & methods in practice: Price discrimination, product line pricing. Pricing strategies, Pricing of multiple products.Profit Management: Nature, scope, Theories of profit.

**UNITV - MANAGERIAL ECONOMICS AND BUSINESS 12**

Recent research in consumer behaviour & its irrationality, implications of behavioral economics in B2C as well as B2B managerial decision-making, costing, pricing & margins in a global environment & its implications for different domains e.g. manufacturing vs services. A brief look at Mergers and Acquisitions including Characteristics of Merger, Acquisitions and Takeovers & their evaluation, Regulations for Mergers &Acquisitions.Cases.

**Total: 60hrs**

**Text Books**

1. Hirschey: Economics for Managers, Thomson, 2007.
2. Petersen, Lewis and Jain: Managerial Economics, Pearson/PHI, 2006
3. Gupta: Managerial Economic, TMH,First Edition, 2005.

**References:**

1. Dominic Salvatore, Managerial Economics, Thomson, 2006
2. Keat, Managerial Economics : Economic Tools for Today’s Decision Makers, Pearson Education, 2007
3. Mote Paul: Managerial Economics, TMH, First Edition 2004
4. Froeb: Managerial Economics—A Problem Solving Approach, Thomson, 2007.
5. Mehta, P.L., Managerial Economics ­ Analysis, Problems, Cases, Sultan Chand and Sons, New Delhi, 2001.
6. James L.Pappas and EngeneF.Brigham: Managerial Economics, Pearson Education, New Delhi, 2006.
7. Suma Damodaran: Managerial Economics, Oxford, 2007

**15MAD005 BUSINESS MATHEMATICS AND ANALYTICS 4 1 0 3**

**Course Objective:**

To have a general understanding of statistics as applicable to business and its use in management research. To teach the students the principles of quantitative analysis & interpretation for better management decision making & de-risking as well as well as their response times and their monitoring & feedback systems.

**UNITI - INTRODUCTION TO RESEARCH 12**

Introduction to Research-Types of Research-Business Research-Features of good research-Research Problem–Formulation of research problem-Stages of Research Problem

**UNIT II - COLLECTION OF DATA 12**

Data collection methods –Primary data collection –secondary data collection methods –Benefits and drawbacks-Attitude measurement-scaling techniques-normal,ordinal,ratio, interval scales

**UNIT III - SAMPLING TECHNIQUES 12**

Sampling considerations-Concepts-uses of sampling in real life-sampling and non-sampling errors-Sampling design-probability and non-probability sampling-determination of sampling size-pilot study- procedures of pilot study.

**UNIT IV - INTRODUCTION TO STATISTICS 12**

Introduction to Statistics - Collection of Data- Questionnaire design – Presentation of data – Tables, Diagrams and Graphs

**UNIT V - ANALYSIS OF DATA 12**

Measures of Central Tendency-Mean, Median, Mode.Measure of dispersion, Mean deviation, Quartile deviation, and standard deviation.Correlation and Regression.

## Total: 60hrs

**Text Books:**

1. Richard I Levin amp; David S.Rubin, Statistics for Management, 7/e. Pearson Education, 2005.
2. Donald R. Cooper, Pamela S. Schindler, Business Research Methods, 8/e, Tata McGraw-Hill Co. Ltd., 2006.

**References:**

1. U.K. Srivastava, G.V. Shenoy and S.C. Sharma – Quantitative Techniques for managerial decisions, New Age International, Mumbai, 2005.
2. William G. Zikmund, Business Research Methods, Thomson, 2006.
3. D.M.Pestonjee, (Ed.) Second Handbook of Psychological and Social Instruments, Concept Publishing, New Delhi, 2005.

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## 15MAD006 INFORMATION TECHNOLOGY FOR BUSINESS 3 0 0 3

**Course Objective:**

To teach the students about fundamental information system frameworks and how the leverage them for maximizing individual & organizational effectiveness..To get the students to appreciate the flow of information across the spectrum of data to interpretation to information to insights to inputs for managerial decision making.

**UNITI- INTRODUCTION 12**

The meaning and role of MIS, Decision support systems, the systems view of business, MIS organization within the company, Managers view of Information systems, MIS and organizational behaviour, Using Information systems for feedback.

**UNITII - EVOLUTION OF INFORMATION SYSTEMS 12**

Information systems & decision making, Evolution of information systems, MIS & better Communication---internal & external, Strategic and project planning for MIS.

**UNIT III - DESIGNING THE MIS 12**

Conceptual system design: Define the problems, set system objectives & constraints, determine information needs & sources, develop alternatives, detailed system design, project management of MIS, sketch the detailed operating subsystems and information flows, inputs, outputs, and processing.

**UNIT IV - MIS IMPLEMENTATION 12**

Evaluation and maintenance of the MIS, Pitfalls in MIS development, Security and ethical issues of information systems.

**UNITV - CURRENT & GLOBAL TRENDS IN MIS 12**

Strategic View of MIS, Information Technology vs. Information Systems and their Influence, The Changing Business Environment and Information Systems, Integrating Information systems into Enterprise business strategy. The Next Wave of Computing, Software in Information Systems, Enterprise Management Systems, Enterprise Resource Planning , Supply Chain Management, Customer Relationship Management , OLAP for Analytical Information, TQM of Information System, Strategic Nature of IT Decision, Real Time Systems and Good Design, Human Factors and User Interface. MIS and Knowledge Management; Data Analytics & primary and secondary data, MIS and Business Intelligence.

## Total: 60hrs

**Text Books**

1. Jim Collins, Good to Great CD: Why Some Companies Make the Leap...And Others Don't, Harper, 2001
2. Tim Wu and Marc Vietor, The Master Switch: The Rise and Fall of Information Empires, Vintage, 2010.

**References:**

1. Kevin D Metnick et al, The Art of Deception: Controlling the Human Element of Security, Wiley, 2003.
2. James A O'brien, Management Information Systems, Tata Mgraw Hill, 2006
3. Nina Godbole, Information Systems Security: Security Management, Metrics, Frameworks And Best Practices, Wiley India Pvt Ltd, 2008
4. Kenneth C. Laudon et al, Management Information Systems: Managing The Digital Firm, Pearson, 2010
5. WamanJawadekar, Management Information Systems: Texts and Cases, Mhe. 2009
6. Goyal, D P, Management Information Systems: Managerial Perspectives, Macmillan, 2006
7. Dharminder Kumar and Sangeeta Gupta, Management Information Systems: A Computer Oriented Approach For Business Operations, Excel Books, 2005
8. Naveena Bajaj and Amitabh Jain, Management Information System, Cybertech Publications, 2004

**15MAD-- PERSONALITY DEVELOPMENT- 2 0 0 2**

**COURSE OBJECTIVE:** The objective of the course is to bring about personality development with regard to the different behavioral dimensions that have far reaching significance in the direction of organizational effectiveness.

**UNIT I - INTRODUCTION TO PERSONALITY 6**

Introduction to Personality and working towards developing it – Definition and Basics of Personality – Analysing Strengths and Weakness – Increasing Vocabulary – Body Language – Preparation for Self Introduction – Communication Skills – Building Self Esteem and Self Confidence.

**UNIT II - ESTEEM, SUCCESS AND FAILURE 6**

Term self-esteem - Symptoms - Advantages - Do's and Don’ts to develop positive self- esteem – Low self-esteem - Symptoms - Personality having low self-esteem - Positive and negative self-esteem. The concept of success and failure. What is success? - Hurdles in achieving success - Overcoming hurdles - Factors responsible for success – What is failure - Causes of failure - Do's and Don’ts regarding success and failure.

**UNIT III- ATTITUDE AND MOTIVATION 6**

Attitude - Concept - Significance - Factors affecting attitudes - Positive attitude - Advantages -Negative attitude - Disadvantages - Ways to develop positive attitude - Difference between personalities having positive and negative attitude. Concept of motivation - Significance - Internal and external motives - Importance of self-motivation- Factors leading to demotivation.

**UNIT IV - LEADERSHIP AND TEAMBUILDING `6**

Introduction to Leadership, Leadership Power, Leadership Styles, Leadership in Administration. Group Dynamics Importance of groups in organization, and Team Interactions in group, Group Building Decision Taking, Team Building, Interaction with the Team, How to build a good team?

**UNIT V- COMMUNICATION 6**

Group Discussion - Resume Writing- Telephone, E-mail and Public Relations Office’s Etiquettes - Telephone conversation - Time Management Styles- Techniques for better Time Management.

**Total: 30Hrs**

**Text book:**

1. K.S.Antonysamy, Soft Skills and Personality Development – A hand book of Employability skills, nichole, 2012.

**References:**

1. Paul C. Nutt, Why decisions fail?BerrettKochler Publishers, Inc. San Francisco, 2002.
2. Kenneth G. Mcgee, Heads Up: How to Anticipate Business Surprises & Seize Opportunities First, Harvard Business School Press, Boston, Massachusetts, 2004.
3. James G. March ,Primer on Decision Making, Simon & Schuster Inc., New York, 1994.

## 15MAD151 BUSINESS PERSPECTIVES 4 0 0 3

**Course Objective:**

To impart knowledge and skill of analysis of operational processes of business in India considering the various aspects of the business environment. To make students understand the sustainability and improvement of a firm with respect to the environmental impacts and influences.

**UNIT I - INTRODUCTION TO BUSINESS ENVIRONMENT 12**

Environmental scanning – meaning nature and scope, economic and non-economic environment, interaction between internal and external environments, overview of political, socio- cultural, legal, technological and global environment.

**UNIT II - MACROECONOMIC POLICIES IN INDIA 12**

Industrial policies of the post 1991. Monetary policy: Objectives, credit control tools. Fiscal policy: Objectives, budget, direct and indirect taxes, revenue and expenditures of the union and the state, Recent Foreign Trade and Exim policies. Disinvestments in Indian public sector Units since 1991, Economics of Development: Determinants, major issues of development India as a developing economy, contribution of different sectors( primary, secondary and tertiary) to Indian economy, growth in tertiary sectors in recent years, business cycle- features, phases.

**UNIT III - NATIONAL INCOME ACCOUNTING AND MAJOR INDUSTRIES IN INDIA 12**

National income estimates in India- trends in national income– methods of measurement – income method , product method and expenditure method, – difficulties in measuring national income, Structure of industries: Major industries – Electronics, Automobile, Textiles, Development of Private Sector- MNC in India, WTO and India.- SWOT Analysis of Indian Economy.

**UNIT IV - MONEY MARKET AND BANKING STRUCTURE REFORMS 12**

Money – Monetary aggregates – Money Market and Capital Market- Role of FDI in Economic development – SEBI – Functions and achievements – Stock Exchange – BSE-NSE. Depository system in India- (Options, Futures and Derivatives), RBI – Role and functions- Banking Structure Reforms- Narasimhan Committee Recommendations- Financial sector reforms - E- Banking in India – Objectives, trends and practical uses- Recent Technological Developments in Indian banking (ATM, Debit and Credit Cards, EMT, EFT, Etc.)

**UNITV - INFRASTRUCTURE IN ECONOMIC DEVELOPMENT 12**

Infrastructure in Economic development of India- Meaning and Importance- Major issues in infrastructure with special reference to Railways, Road transport and Power – Development of IT Sector for in India – its contributions to Indian economy – Importance of Human resources development- Major thrust areas in human resource development**.**

**Total:60hrs**

**Text Books:**

1. Suresh Bedi “Business Environment” -Excel Books,2009
2. I. C. Dhingra, “Indian Economy: Resources, Planning, Development and Problems”, Sultan Chand & Sons, New Delhi,1994

**References:**

1. Business Environment-Shaikh&Saleem, Pearson, PHI, 2006
2. Indian Economy by K P M Sundharam and RuddarDatt. 2008
3. Business Environment Text and Cases by Justin Paul , 2nd edition, McGraw Hill Companies

## 15MAD152 TRAINING AND DEVELOPMENT 4 0 0 3

**Course Objective:**

Help students learn the importance of training and development aspects of human resources function. To impart knowledge and techniques of effective training delivery, evaluation and observation on performance enhancement across human resources.

**UNIT I - TRAINING 12**

Introduction, Importance of training, Advantages of training, Training challenges, Changing workplace and workforce, Training as a sub system of HRD, Learning environment, Instructional design, Learning outcomes, Feedback, Conditions of transfer, Converting training objectives to training plan.

**UNIT II - TRAINING NEEDS ASSESSMENT (TNA) 12**

Methods of TNA, Organizational support for TNA, Organizational analysis – Specifying goals, Identifying constraints, Resource analysis, Learning principles, Training enhancement, Trainee characteristics.

**UNIT III - TRAINING DELIVERY 12**

Traditional vs Modern methods, SDLP, Simulated work settings, DLP, CD ROM, Interactive Multimedia, Web-based instructions, Intelligent Training System (ITS), Virtual Reality Training (VRT).

**UNIT IV - TRAINING EVALUATION 12**

Criteria, Evaluation of criteria, Dimensions of criteria, Use of experimental designs, Quasi experimental designs, Utility conservations, Individual difference models, Content validity model, Statistical method.

**UNIT V - TRAINING INTERVENTIONS 12**

Learning Experience and Building Organization Capability, Employee capability, Apprenticeship, Vestibule, Embedded training, Team building, cross and Inter-positional training, Leadership training.

## Total: 60hrs

**Text Books**

1. Raymond A. Noe: ‘Employee Training and Development’, Tata McGraw Hill Publishing,2010.
2. Training For Organizational Transformation - Rolf P Lynton Udai Pareek. SAGE Publications, 2011

**References:**

1. Effective Training: System Strategies & Practices – P Nick Blanchard James W Thacker, Pearson Education, Limited, 2009
2. Bhatia.S.K. Training and Development, Deep-Deep Publications, 2008.

## 15MAD153 BUSINESS ETIQUETTE 4 0 0 3

**Course Objective:**

To inculcate students with business level etiquette and behavioural aspects in organizations. To make students understand corporate living and survival styles and indulge in gender based etiquettes and the art of living in corporate environment.

**UNIT I - INTRODUCTION TO BUSINESS ETIQUETTE 12**

Introduction to Business Etiquette, First Impression, Creating Professional Style and Presence, Building an Appropriate Work Wardrobe, Dress Codes, Personal Hygiene and Grooming, The Art of Meeting and Greeting

**UNIT II - BODY LANGUAGE 12**

Body Language **-** Eyes, Hands, Legs, Posture, Behavioural and Contact Sciences. Remembering Names, The Art of Making Conversations, Importance of Soft-skills, Sparking a Conversation, Handling Office Conversations.

**UNIT III - TELEPHONE ETIQUETTE 12**

Telephone Manners – Picking up the call, End to end conversation – style; tone; pleasance; closure of call. Speaking and Listening on the Phone. Etiquette in a Diverse Business environment.Handlinga telephone conversation with another Nationalite.

**UNIT IV - RESPECTING DIFFERENCES 12**

Respecting Physical Differences – Importance of maintaining distance; cross-gender communication aspects,Dealing with Specific Disabilities, Respecting Racial and Ethnic Differences, Respecting Gender Differences, Handling Conflicts Introduction.

**UNIT V - WORKPLACE DYNAMICS 12**

Workplace Dynamics, Handling Problem Personalities, Managing Conflicts, Business Communication and Other Etiquette, Etiquette at Major Events, Travel Etiquette, Women Travelers.

## Total: 60hrs

**Text Books**

1. Barbara PachterThe Essentials of Business Etiquette, Prentice Hall Press; McGraw-Hill 10th edition, 2013

**References:**

1. Sylvia Ann Hewlett, Executive Presence: The Missing Link Between Merit and Success, HarperBusiness, 2014
2. 2.The Etiquette Advantage in Business, Third Edition: Personal Skills for Professional Success, 2014

**15MAD154 PROJECT MANAGEMENT AND BUDGETING 4 0 0 3**

**Course Objective:**

To teach the students the basics of project planning, budgeting, execution & course-correction. To explain to the students the importance of flawless execution which requires intense & detailed planning & resourcing; also the principles of project management

**UNIT I - INTRODUCTION TO PROJECT MANAGEMENT 12**

Introduction and Fundamentals of Project Management, Introducing Project Management, Project – What is it and its Characteristics, Project Management - Definitions, Terms, The Project Management Process, Defining the Scope, Understanding the Project Manager’s Role, Project Management as a Critical Career Skill, History of Project Management and the Project Environment, A Brief History of Project Management.

**UNIT II - PROJECT ENVIRONMENT 12**

The Project Environment, Project Lifecycle, Project Managers are Leaders, Organization Structure - The Basic Model, Modifications to the Basic Model, The Organizational Culture and Change, Organization as a System, Surviving the Organizational Structure, Project Stakeholders, Stakeholders – Who are they? Roles of the Stakeholders, How the Project Manager should lead the stakeholders.

**UNIT III - PROJECT PLANNING 12**

Initiation and Planning, Initiation, Project Kick-off and Communication, The kick-off meeting, the Project Charter creation, Assigning roles to the team, developing responsibility matrix, Developing the Communication Plan, Project Scope and Priorities, Defining the Scope, Vision Document, Statement of Work, Establishing Project Priorities, The Documents that need to be created, Project Scope and its Management - Work Breakdown Structure and Verification of the Scope, Work Breakdown Structure: Definition, Understanding and Creation. Verifying the Project Scope and Protecting the Scope from Change, Planning, The Project Planning Process, The Planning Stage: Introduction to Planning, The Process and the Activities, Creating a Schedule and Time Management Plan, Creating a Resource Plan, Creating a Financial Plan, Creating a Quality Plan, Creating a Risk Plan, Creating a Acceptance Plan, Creating a Communication Plan, Creating a Procurement Plan, Phase Review.

**UNIT IV - PROJECT EXECUTION 12**

Executing the Project, Project Work – Execution, Introduction to the process of execution, directing the project work, Assuring Quality, Completing Procurements, Building a High Performance Project Team, Project Team is developed, not acquired – The Project Team Dynamics, Framework for Building a Team. Managing Project Team - How to manage it? Motivation and Leadership, Collaborative Problem Solving, Knowing the Stakes and Managing them, Stakeholder Management – Managing the Expectations, Information Distribution.

**UNITV - SCHEDULING THE PROJECT 12**

## Monitoring and Closing the Project Monitoring and Controlling the Project Work, The Process: Integrating Change Control and Administering Procurements, Monitoring and Controlling the Scope, Schedule and Cost, Monitoring and Controlling Scope, Schedule and Cost – Overview, Controlling Scope, Controlling Schedule and Controlling Cost, Closing the Project – An Overview, Verifying the Scope of the Project Deliverables, Project Closure – The Tasks, Closing the Procurements and Providing the Finishing Touch, Managing a project across geographical borders

## Total: 60hrs

**Text Books:**

1. Robert L Kimmons, James H Loweree, Project Management: A Reference For Professionals: Cost Engineering, crc Press. 2000.
2. Sanford I. Heisler, Heisler, The Wiley Project Engineer's Desk Reference: Project Engineering, Operations, And Management, Wiley-interscience,1994

**References:**

1. James P Lewis, Fundamentals of Project Management, Heritage Publishers, 2003
2. Harvard Business Press, Managing Projects Large and Small: The Fundamental Skills to Deliver on budget and on Time,2003
3. Kimberley Wiefling, Scrappy Project Management: The 12 Predictable and Avoidable Pitfalls Every Project Faces, Happy About, 2003
4. Quentin W. Fleming, Earned Value Project Management, Project Management Institute, 2009
5. Kevin R. Callahan, Gary S. Stetz, Lynne M. Brooks, Project Management Accounting: Budgeting, Tracking, And Reporting Costs And Profitability, John Wiley & Sons, 2007

## 15MAD155 RETAIL MANAGEMENT 4 0 0 3

**Course Objective:**

To gain knowledge on retail stores and the functions, relations among retail owner – supplier – manufacturer – distributor – warehouse and customers in the retail environment. To understand various planning, decision making and management methods in retail science.

**UNIT I- INTRODUCTION AND OVERVIEW 12**

Overview of Retailing Management: Introduction to retailing, concept, Nature, scope,, Functions of retailing; Building and sustaining relationships; Retail organization structure,, Retail management process Types of Retail Outlets, Market structure and control; Planning and, development.

**UNIT II - ANALYSIS FOR RETAIL 12**

Retail Management Situational Analysis: Retail institutions by ownership; Retail institutions, by store-based strategy mix; Web, non-store-based, and other forms of nontraditional retailing;, Targeting customers and gathering information; Communicating with customers; Market/, competitors, Promotional strategies Choosing a store location: Trading-area analysis; Site, selection; Store design and layout, Display.

**UNIT III - MANAGING RETAIL 12**

Managing Retail Business: Retail organization and HRM; Operations management: financial and operations dimensions; Managing retail services; Service characteristics; Branding: perceptions of service quality, sales force management.

**UNIT IV - PRODUCT DELIVERY 12**

Delivering the Product: Retail Information Systems; Merchandise management and pricing: Merchandise plan, Merchandise buying and handling, people in retailing.

**UNIT V - INTERNATIONAL RETAILING 12**

International Retailing: Internationalization and Globalization; Shopping at World stores; Going International; The Internationalization process; Culture, business and international management

## Total: 60hrs

**Text Books:**

1. Berman B and Evans J R, Retail Management, Pearson Education, 2002.
2. Michael Levy M and Weitz B W, Retailing Management, Tata McGraw-Hill, 2004.

**References:**

1. Newman A J and Cullen P, Retailing: Environment and Operations, Vikas Publication, 2002.
2. Varley R and Rafiq M, Principles of Retail Management, Palgrave, 2004.

## 15MAD156 LEADERSHIP AND ITS PRACTICE 4 0 0 3

**Course Objective:**

No management course can be complete without a detailed coverage of Leadership and its nuances. The subject of leadership in conceptual form as well as its practice is one of the most crucial and must be studied by the students. To also learn the trends in leadership and its styles.

**UNIT I - LEADERSHIP THEORIES 12**

Theoretical Concepts of Leadership, Trait Theory, Behavioural Theory, Theory X and Theory Y, Other Theories on Leadership, Leadership Styles, Autocratic, Persuasive, Consultative, Democratic, Delegative Leadership.

**UNIT II - LEADERSHIP AND MANAGEMENT 12**

Leadership in Business Organizations, Dynamics between Leadership and Management, Leadership Qualities, Leadership Examples in Business World, Leadership Styles in India, Creating a Sense of Mission, Engaging through transparency and accountability, Empowering through communication, Invest on Training, What is Emotional Intelligence? Evaluating Emotional Intelligence, The Five Components of Emotional Intelligence at Work, Learning Emotional Intelligence. Learning Leadership, Critical Aspects of Leadership, How People Become Real Leaders, Planning, Trust, Connection, Empowerment, Priorities, Growth and Legacy, Leadership Techniques, Vision, Inspiration, Momentum, Preparing for Leadership, Creating Vision, Creating Inspiration, Generating Momentum, Leading and Managing Teams.

**UNITIII - LESSONS IN LEADERSHIP 12**

Military Leadership, Leadership in Crisis – A Case Study, Lessons in Leadership, Put your people first, Be flexible in tactics, Choose your people carefully, Sustain optimism in the face of adversity, Lead by example, Exercise caution in pursuit of the goal, Decision Making, Preparation and Experience, Conviction and Courage, Leadership in Sports, Cycle of Winning, The Environment within a High Performing Team, The Breaking of the Winning Cycle, Internal Factors, Effect of External Changes, The Attitude of Successful Teams, Body Language, Goal-Setting for Teams.

**UNIT IV - LESSONS FROM LEADERS 12**

Business Leadership, Leadership Lessons, Embrace change, Get Employees to Perform at High Levels, Hire the Right People, Stay True to Your Vision, Never Give Up, Lessons from Indian Business Leaders, Future of Leadership, Changes in Organizational Structures, Leaders for New Organizations, Leadership at All Levels, A New Paradigm of Leadership, Leader Integrator – A Case Study, Attitudes of Leaders.

**UNIT V - LEADERSHIP PERSPECTIVE IN BUSINESS WORLD 12**

Historical and contemporary national and international events, trends and processes that affect leadership, Analyze leadership theories in the context of globalization and leadership abroad, Universal characteristics of good and bad leadership, Explore and interpret ethical, cultural, societal, religious, political differences on the world stage that create differing perspectives of leadership, Effective leadership strategies used in various communities, organizations and groups in selected areas of the world, Compare and contrast perspectives of leadership within differing Indian and global contexts. Case studies

## Total: 60hrs

**Text Books:**

1. Leadership Theory To Practice: A Game Plan For Success As A Leader : Robert H. Palestini, Rowman & LittlefieldEducation,2009
2. Authentic Leadership Theory And Practice: Origins, Effects And Leadership : Theory And Practice, Peter G Northouse, 5/e , Sage South Asia,2012

**References:**

1. Development - William L. Gardner, Bruce J. Avolio, Fred O. Walumbwa, Jai Press (NY), 2005.
2. Theory And Practice Of Leadership - Roger Gill, Sage Publications,2006
3. Effective Leadership: Theory Meets Practice - Jerzy Straatmeijer,Vdm Verlag, 2009

## 15MAD007 RESEARCH METHODOLOGY AND REPORT WRITING 4 0 0 3

**Course Objective:**

To help the students learn the importance of market research, and understand the various techniques of conducting research to help in decision making process. To also help students learn the basics of report writing to present the outcomes of the research.

**UNIT I - BUSINESS RESEARCH 12**

Introduction to Business research - Applications inbusiness decision – Research Process. Data collection methods –Primary data collection –secondary data collection methods. Classification and Tabulation of Data- Presentation of data

**UNIT II - STATISTICAL TOOLS I 12**

Measures of Central Tendency and Dispersion.Correlation and Regression.Normal Distribution. Hypothesis Testing –Test for Single Mean& Two Mean, Paired t-Test– Chi-Square test,F test – ANOVA(One way and Two way).

**UNIT III - STATISTICAL TOOLS II 12**

Introduction to Multivariate Analysis-Factor Analysis, Discriminant Analysis, Cluster Analysis, Conjoint Analysis.Time Series Analysis - Components –Measurement of Secular Trend.

**UNIT IV - SPSS 12**

Introduction to SPSS. Data handling-Entering and Validating data – Performing different tools applicable for the given data.

**UNIT V - REPORT WRITING 12**

Report writing – presentation of results-need for effective documentation-Types of research reports-Report structure-Guidelines for effective documentation.

## Total: 60hrs

**Text Books:**

1. Richard I Levin amp; David S.Rubin, Statistics for Management, 7/e. Pearson Education, 2005.
2. Donald R. Cooper, Pamela S. Schindler, Business Research Methods, 8/e, Tata McGraw-Hill Co. Ltd., 2006.

**References:**

1. U.K. Srivastava, G.V. Shenoy and S.C. Sharma – Quantitative Techniques for managerial decisions, New Age International, Mumbai, 2005.
2. William G. Zikmund, Business Research Methods, Thomson, 2006.
3. D.M.Pestonjee, (Ed.) Second Handbook of Psychological and Social Instruments, Concept Publishing, New Delhi, 2005.

## 15MAD008 FINANCIAL MANAGEMENT 41 0 3

**Course Objective:**

Teach the basics of financial management including the policy & strategy aspects. To teach the students about the basics of financial management and how important it is to building & running businesses; to explore the inter-links between sourcing, applying & re-cycling of finances.

**UNIT I - INTRODUCTION 12**

Financial Management - An overview, Scope of Financial Management, Objectives, Agency problem, Organization of Finance function, Emerging role of Finance Managers in India- Time Value of Money

**UNITII - CAPITAL BUDGETING 12**

Capital Budgeting: Principles and techniques, Nature of capital budgeting –– Procedure, Advantages and Limitations- Evaluation Techniques, Payback, Accounting rate of return, Net Present Value, Internal Rate of Return, Profitability Index– Capital rationing

**UNITIII - LONG TERM SOURCES OF FINANCE** **12**

Long term sources of finance -Cost of Capital – Meaning and Significance – Components – Cost of Equity, Cost of Debt, Cost of Preferred capital, Cost of retained earnings and weighted average cost of capital

**UNITIV - CAPITAL STRUCTURE THEORIES 12**

Capital Structure Theories-Net Income , Net Operating Income Approaches and MM hypothesis-Optimal Capital Structure-Factors Affecting Capital Structure-EBIT/EPS -Capital Structure Policies in Practice -Financial, Operating and Combined Leverages Dividend decision – Dividend policy - Dividend theories – Walter -Gordon and MM theory - forms of dividend – forms of dividend policy – Share split – Buyback of shares.

**UNITV - WORKING CAPITAL 12**

Working capital – Concepts – Types – Determinants – Estimation of working capital requirement - Managing the components of working capital – Receivables management and factoring – Inventory management – Cash management –Working capital finance

## Total: 60hrs

**Text Books:**

1. I.M.Pandey, Financial Management, Vikas publishing house Ltd., 9th edition, 2007.
2. M.Y.Khan and P.K.Jain, Financial Management, Tata McGraw Hill, 4th Edition, 2004.
3. James C.Vanhorne, Financial Management and Policy, Pearson Education Asia, 2009

**References:**

1. Brigham & Houston – Fundamentals of Financial Mgmt.,ThomsonCengage Learning, Edition 12

2009

1. Prasanna Chandra, Financial Management Theory and Practice, Tata McGraw Hill, 7th Edition, 2008.
2. S.N.Maheswari, Financial Management, Sultan Chand, NewDelhi.
3. Sharma & Gupta, Financial Management, Kalyani Publishers, Ludhiana, 2002.
4. Srivastava R.M., Financial Management & Policy, Himalaya Publishing House, Mumbai, 2003.
5. Bhalla, V K. Financial Management and Policy, Anmol Publication, New Delhi, 2002.
6. Brealey, Richard A. and Myers Stewart C. Principles of Corporate Finance., Tata McGraw Hill, New Delhi, 2002

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## 15MAD009 PRODUCTION AND OPERATIONS MANAGEMENT 4 0 0 3

**Course Objective:**

To introduce students to various facets of Operations Management – including forecasting, facility planning, employee productivity, capacity planning, and materials management. To teach the students to apply the concepts learnt to design service delivery systems.

**UNIT I - INTRODUCTION 12**

Definition of Operations Management, evolution of Production Management as Operations Management.-Role of Operations Management in total management System-Interface between the operation systems and systems of other functional areas. Production Planning and Control: Basic functions of Production Planning and Control, Production Cycle - product life cycle and process life cycle, Production systems.

**UNIT II - SCHEDULING AND CONTROL OF PRODUCTION OPERATIONS: 12**

Control procedures and devices. Product sequencing: Sequencing of products in multi-product multi-stage situations -Plant Capacity and Line Balancing. Plant layout -different types of layouts.Location and the factors influencing location. Maintenance Management: Objectives – Failure Concept, Reliability, Preventive and Breakdown maintenance, Replacement policies

**UNIT III - QUALITY CONTROL: 12**

Standards and specifications, Quality Assurance and Quality Circles – Statistical Quality Control –Work measurement - its uses and different methods, computation of allowance and allowed time.

**UNIT IV - MATERIALS MANAGEMENT: 12**

Need use and importance of Material management-Materials Requirement Planning-Materials Budgeting-Techniques for prioritization of materials-Sources of Supply of Materials -election, evaluation and Performance of suppliers-make or buy decisions and its implications under various circumstances Vendor rating - determinants of vendor rating

**UNIT V - STORES MANAGEMENT: 12**

Objectives of Stores Management – Requirements for efficient. Management of Stores -safety stock Inventory Control -Different Systems of Inventory Control, Types of Inventory. Costs -Systems of inventory control – ABC, VED and FSN analyses. Value Analysis – Importance in cost reduction – concepts and procedures.

## Total: 60hrs

**Text Books:**

1. Stevenson J. William, Operations Management, 9th Edition, TMH, 2007
2. Hanna, D.Mark& Rocky Newman, W, 2001, Integrated Operations Management-Adding value for Customers, PHI,
3. Aswathappa K. and Sridhara Bhat, Production and Operations Management, Himalaya Pub. House, 2003

**References:**

1. Lee J. krajewski and Larry P.Ritzman, Operations Management strategy and analysis, Pearson Eduction / Prenctice Hall of India. 9th Edition, 2007
2. Everett.Adam, Jr. and Ronald J. Elbert, Production and Operations Management Concepts, Models and Behaviour, PHI,5th Edition, 2003.
3. Edward M. Knod and Richard J. Schonberger, Operations Management Meeting Customers’Demands, Mc Graw hill international, 7th Edition, 2001
4. Kanishka Bedi, Production and Operations Management, Oxford University Press, 2005
5. Chary, S.N, Production and Operations Management, Tata McGrawhill,2nd Edition, 2003.
6. Heizer Jay & Render Barry, Operations Management, Pearson Education, 8th Edition, 2007
7. Russel S. Roberte, Taylor W. Bermara, “Operations Management”, Wiley, 5th Edition, 2005,
8. Gaitter Normal & Frazier, “Operations Management”, Thomson, 9th Edition, 1999.
9. Klassen D Robert and Menor J. Larry, “Cases in Operations Management”, Sage Publications, 2006.

## 15MAD010 HUMAN RESOURCE MANAGEMENT 3 0 0 3

**Course Objective:**

To teach the students about people as essential resources in any organization and how best to motivate them for optimum performance. To help the students understand the crucial role of people in any business; to explore different aspects of building this vital capability across the entire spectrum.

**UNIT I - HUMAN RESOURCE MANAGEMENT 12**

Human Resource Management – An Introduction, Perspectives, People – The Competitive Advantage, Role of HRM, HRM Functions, Organization of HR Department, HRM Policies and Principles, HR Skills, HRM Models, Evolution of HRM in India and e-HRM, HRM in India and Its Evolution, e-HRM, Globalization and Contemporary Challenges in HRM, HRM in Mergers and Acquisitions, Globalization and HRM, Contemporary Challenges in HRM, HRM in High Performing Organizations, New Organizational Forms, Changing Demographics of Workforce, Changed Employee Expectations, HR Professional as a Change Agent.

**UNIT II - RECRUITMENT PROCESS 12**

HR Planning, Importance of HRP, Factors Affecting HRP, HR Planning Process, HRP and the Government, Requisites for Successful HRP, Barriers to HRP, Job Analysis, Job Analysis and Competitive Advantage, Process of Job Analysis, Purposes of Job Analysis, Job Analysis and Total Quality Management (TQM), Job Analysis and Strategic HRM, Potential Problems with Job Analysis, Recruitment and Selection, Purpose and Importance of Recruitment, Factors Governing Recruitment, Recruitment Process, Philosophies of Recruiting, Alternatives to Recruitment, Selection as a Source of Competitive Advantage, Organization for Selection, Selection Process, Barriers to Effective Selection.

**UNIT III - TRAINING AND DEVELOPMENT 12**

Training and Development, Induction and Orientation, Purpose of Orientation, Orientation Programme, Requisites of an Effective Program, Placement – After Orientation, Evaluation of an Orientation Programme, Possible Errors in Orientation, Methods of Training, Nature of Training and Development, Inputs in Training and Development, Training Inputs across Employees, Training and Development as a Source of Competitive Advantage, The Training Process, Barriers to Effective Training, Management Development and Career Development, Management Development Programmes (MDPs), On-the-Job MDPs, Off-the-Job MDPs, Career Development, Career Development Initiatives, Career Development Roles, Performance Management, Performance Appraisal – An Overview, Objectives of Performance Appraisal, Performance Appraisal and Competitive Advantage, Appraisal Process, Problems of Traditional Appraisal and Rating, Potential Appraisals, Legal Factors and Job Evaluation, Potential Appraisals, Legal Issues Associated with Performance Appraisal, Job Evaluation, Pitfalls of Job Evaluation, Alternatives to Job Evaluation.

**UNIT IV - COMPENSATION PLANNING 12**

Compensation Planning, Wages, Salary, and Perquisites, Remuneration Components in an Organization, Theories of Remuneration, Reinforcement and Expectancy Theories, Equity Theory, Agency Theory, Why an Ideal Remuneration System is Important?, Factors Influencing Employee Remuneration, External Factors, Internal Factors, Remuneration Plans and Business Strategy, Devising a Remuneration Plan, Challenges of Remuneration, Concept of Wages, Remuneration Special Groups

**UNIT V - INCENTIVES AND BONUS 12**

Incentives and Bonus, Importance of Incentives, Disadvantages of Incentives, Prerequisites of an Effective Incentive System, Scope of Incentive Schemes, Types of Incentive Schemes, Incomes Varying in Proportion to Output, Earnings Varying Proportionately Less than Output, Earnings Varying Proportionately More than Output , Earnings Differing at Different Levels of Output , Group Incentive Schemes, Incentives Schemes for Indirect Workers, Incentive Schemes in Indian Industries, Installing an Incentive Scheme Fringe Benefits, Why Employee Benefits and Services?, Types of Employee Benefits and Services, Principles of Fringes, Significant Benefits and Services, Administration of Benefits and Services, The Future of Fringe Benefits, HR laws in the global

## Total: 60hrs

**Text Books:**

1. Human Resource Management – Seema Sanghi, Macmillan Publishers India Ltd., 2011.
2. Human Resource Management – Cynthia D. Fisher, AIPD, CENGAGE LEARNING, 3/e.
3. Human Resource Management – Biswajeet Pattanayak, PHI Learning, 3/e.

**References:**

1. Snell,Bohlander&Vohra,“HumanResourcesManagement:ASouthAsianPerspective”,Cengage

Learning, 16thRep., 2012.

1. Lawrence S. Klieman,“Human Resource Management” Biztantra, New Delhi,2012.
2. Dwivedi R.S “A Text Book of Human Resource Management”–Vikas Publishing House, 2008

**15MAD011 MARKETING MANAGEMENT 3 0 0 3**

**Course Objective:**

To teach the basics of marketing at the strategic & execution levels. Also to introduce the basic framework of branding. To teach the students about the all-pervasive nature of markets and their transformation across decades; to expose the rational, sensory & emotional triggers in consumer buying & selling.

**UNIT I - AN OVERVIEW OF MARKETING MANAGEMENT 12**

Marketing Management – An Overview, Introduction, What is Marketing?, Understanding the Marketplace and Consumer Needs, Designing a Customer Driven Marketing Strategy, Construct an Integrated Marketing Program, Building Customer Relationships, Capturing Value from Customers, The Changing Landscape of Marketing, Consumer Behaviour and Business Buyer Behaviour, Consumer Behaviour: Definition, Factors Affecting Consumer Behaviour, Harley-Davidson Consumers: A Case Study, The Buyer Decision Process, Business Buying Process, Factors affecting Business Buying Decisions, Business Buyer Behaviour.

**UNIT II - MARKET SEGMENTATION AND MARKET RESEARCH 12**

Marketing Strategy, Market Segmentation and Product Positioning, Market Segmentation, Market Targeting, Target Market Strategies, Product Positioning and Differentiation, Choosing a Differentiation and Positioning Strategy, Changing the Product Positioning, Consumer Needs, Wants, and Consumer Insights, Benefits Sought By Consumers, The Impact of Emotional Benefits, Examples of Consumer Insights, Consumer Insight, Possible Sources of Insights, Using Insights – An Example, Finding and Developing an Insight – A Case Study, The Role of an Insight in Product Development and Marketing, Market Research, Definition, Market Research and Marketing Research, Types of Market Research, Market Research: Examples, The Marketing Research Process, International Marketing Research, Market Research for Small Businesses

**UNIT III - PRODUCTS, SERVICES AND PRICING DECISIONS 12**

Product and Price, Products and Services, Products, Services, and Experiences, Levels of Product and Services, Product and Service Classifications, Consumer Products, Industrial Products, Product and Service Decisions, Product and Service Attributes, Branding, Packaging, Labelling, Product Support Services; Product Line Decisions, Product Mix Decisions; Services Marketing--The Nature and Characteristics of a Service, Branding Strategy, Building Strong Brands, Brand Equity, Building Strong Brands, Brand Positioning, Brand Name Selection, Brand Sponsorship, New Product Development and Product Life Cycle (PLC), New-Product Development Strategy , Product Life-Cycle Strategies, Introduction Stage, Growth Stage, Maturity Stage, Decline Stage, Pricing, Factors to Consider When Setting Prices, Customer Perceptions of Value, Company and Product Costs, Other Internal and External Considerations Affecting Price Decisions, Public Policy and Pricing, Anti-Competitive Agreements, Abuse of Dominance, Unfair Trade Practices

**UNIT IV - MARKETING COMMUNICATIONS 12**

Promotion and Place Mix, Marketing Communications, Verbal Identity of a Brand, Visual Identity of a Brand, Integrated Marketing Communications (IMC), Designing an Effective Message, Setting the Total Promotion Budget, Promotion Mix Strategies – Push and Pull Strategy, The Nature of Each Promotion Tool, Evaluation of Advertising Effectiveness, Public Relations, Advertising and Public Relations, Personal Selling and Sales Promotion, Personal Selling, Managing the Sales Force, Sales Forecasting, Steps in Personal Selling, Add-On Sales Ideas, Advantages and Disadvantages of Personal Selling, Cultural Barriers in Marketing Communication

**UNIT V - MARKETING CHANNELS 12**

The Distribution Channel, Type of Marketing Channel, Channel Motivation, Importance of Channel of Distribution, Multiple Channels Distribution, Retail, Levels of Service, Corporate Retailing, The New Retail Environment, Direct Marketing, Benefits of Direct Marketing, Direct Marketing Channels, Public and Ethical Issues in Direct Marketing, The Moving Goal Post, The Moving Goalpost, Consumer Purchase Decision Making Process, Factors Affecting the Consumer Behaviour, Emerging Consumer Trends in the global business front and Corresponding Competition Strategies.

## Total: 60hrs

**Text Books:**

1. MarketingManagement: ASouth AsianPerspective -Kotler,Keller,Koshy&Jha, 13/e,PearsonEducation,2012.
2. Marketing: AnIntroduction –RosalindMasterson&David Pickton,2/e,Sage Publications,2010.

**References:**

1. MarketingManagement-TapanPanda,2/e,ExcelPublication, 2007.
2. MarketingManagement-RamaswamyV. S.&NamakumariS, 4/e,Macmillan Publishers,2011.
3. FundamentalsofMarketingManagement-Etzel M.J, BJWalker&WilliamJ.Stanton,14/e,TMH,2010.
4. MarketingManagement – ArunKumar&MeenakshiN, 2/e,Vikas,2011

**15MAD012 FUNDAMENTALS OF ADVERTISING MANAGEMENT 4 0 0 3**

**Course Objective:**

To understand the basic concept of advertising, and to create different types of advertisements that fit best to the nature of the product and/or service, and its consumers. To learn the various influencers through advertisement campaigns through which customer attraction could be brought about.

**UNIT I - PROMOTION MIX 12**

Elements of marketing promotion mix, Advertising, Publicity, Personal selling, Public relations and Sales promotion, Determinants of promotion mix.

**UNIT II - ADVERTISING 12**

Introduction, Objectives, Types of advertisement, advertisability and advertising aids, Advertising planning and decision making.

**UNIT III - ADVERTISING CAMPAIGN PLANNING 12**

Setting advertising goals and objectives, The DAGMAR Approach. Message strategies and tactics, Creative approaches, Copywriting and testing, Advertising copy design and communication strategy, Copy-visualization lay out, Advertising appeals and themes, Classification of advertisement copies, Essentials of a good copy. Exercises in drafting advertisement copy.

**UNIT IV - ADVERTISING MEDIA 12**

Types of media, media planning and scheduling, Advertisement budgets, approaches to advertising, budgeting.Measuring advertising effectiveness.Advertising strategies for rural markets.

**UNIT V - ADVERTISING AGENCIES 12**

Profile of major advertising agencies in India and abroad, Rural advertising, social advertising, ethics in advertising, advertising standards council of India (ASCI).

## Total: 60hrs

**Text Books:**

1. Michael Belch, George Belch, “Advertisement and Promotion: An Integrated Marketing Communications Perspective”McGraw-Hill Education, 9Th Revised Edition, 2011
2. Aaker and Bathra,“Advertising Management”, Pearson Education, Fifth Impression, 2009

**References:**

1. Rajeev Batra, John G.Meyer, David Aker, “Advertising Management” McGraw Hill Publications, 5th Edition, 2009
2. Sangeeta Sharma &Raghuvir Singh, “Advertising Planning & Implementation”, PHI Learning Pvt. Ltd., 2006
3. Advertising Principles and Practice – Wells, Moriarty, Burnett, Pearson/Prentice Hall, 7th Revised, 2006

**15MAD013 LEGAL ASPECTS OF BUSINESS 3 0 0 3**

**CourseObjective:**

To learn the legal framework and regulations that surround business operations both in India and globally. To gain knowledge on the various laws that connects a business to the legal environment and the restrictions pertaining to the framework.

**UNIT I - LAW OF CONTRACT 12**

Law of Contract: Scope of the contract law, Indian Contract Act, Elements of contract, Offer and acceptance, Lawful consideration, Capacity to contract, Free Consent, Lawful object, Discharge of contract: Free and genuine consent, Contract of Indemnity and Guarantee: Contract of Agency, Performance of the contract, Remedies for breach of contract, Case Studies.

**UNIT II - LAW RELATING TO NEGOTIABLE INSTRUMENTS 12**

Negotiable Instrument act, 1881, The consumer protection Act, 1986, Consumer problems and Legal Remedies, Banking services, Medical services, Law on patents, Law on trademarks, Law of Designs, Case Studies.

**UNIT III - LAW OF SALES** **12**

Sale of Goods Act: Sale and Agreement to sell, Conditions and Warrantees, Transfer of property, Finder of goods, Performance of contract of sale, Rights of an unpaid seller, Indian and global examples, Case Studies.

**UNIT IV - ECONOMIC LAWS 12**

Competition Act 2002, Industries (Development and Regulation) Act, 1957, Foreign Exchange Management Act, 1999, Importance and relevance of economic laws, Case studies

**UNIT V - COMPANY LAW 12**

Salient Features of Companies, Classification and Formation of Companies, Memorandum and Articles of Association, Doctrine of Indoor Management, Appointment of Directors, Meetings of Directors & Shareholders of Companies, Overview of different modes of winding up of companies, Case studies

## Total: 60hrs

**Text Books:**

1. Kapoor, Elements Of Mercantile Law, Sultan Publications, 2006
2. A K Majumdar& G K Kapoor, Company Law, Taxmann Publications Pvt. Ltd. 2010

**References:**

1. A.K. Majumdar, Company Law And Practice, Taxmann, 2007
2. Amit Bajaj, Law Of Negotiable Instruments, Macmillan Publishers India, 2006
3. N. K. Jain, Consumer Protection: Law And Practice, Regal Publications, 2008

## 15MAD14 INTERNSHIP REPORT AND VIVA VOCE 0 0 4 4

**Course Objective:**

The project would give the students a deeper understanding of the real business world and allow them to apply the theoretical principles learnt in an actual business environment. To give students projects to work on by using the experience, skills and knowledge that they have built up over the past semesters, and to get relevant, evidence-based outcomes that can have a genuine impact on their learning experience.

**Project:**

The students would choose topics that are relevant to their subjects, and after getting the topics approved by their project guides, students would gather data on the topics using primary and secondary research, as well as direct observation. The students have to prepare a data-based analysis and prepare a report detailing their topic, methodology, observations, and findings. The project in work is meant to provide a practical exposure to the students and help them map the conceptual lessons with real-life experiences.

## 15MAD015 ENTREPRENEURSHIP AND NEW VENTURE CREATION 4 1 0 4

**Course Objective:**

To learn the fundamentals of entrepreneurship – the laws, business principles and ideas.To know the various governmental efforts on promoting entrepreneurship through Entrepreneurship Programmes (EDP), and its effects on building urban and rural developments.

**UNIT I - THEORIES OF ENTREPRENEURSHIP 12**

Who is an Entrepreneur?, Theories of Entrepreneurship, Economic Entrepreneurship Theories, Psychological Entrepreneurship Theories, Personality Traits theory, Locus of Control, Need for Achievement theory, Traits of Successful Entrepreneurs, Types of Entrepreneurs, Clarence Danhof Classification, Arthur H. Cole Classification, Classification on the Basis of Ownership, Classification Based on the Scale of the Enterprise

**UNIT II - ENTREPRENEURIAL MOTIVATION 12**

Entrepreneurial Motivation, Entrepreneurial Motivation – The Needs Framework, Entrepreneurship Development Programmes (EDPs), The Kakinada Experiment, Objectives of Entrepreneurship Development Programmes (EDPs), The Entrepreneurship Development Programme Model in India, Criteria for the Evaluation of EDPs

**UNIT III - FORMING A BUSINESS PLAN 12**

Forming a Business, Business Structure, Creating a Business Plan, Market Size Analysis, Funding a Business Plan, Regulations and Laws, Sustaining a Business, Customer Satisfaction, Commerce Bank, Customer Service scenario in India, Managing cash flows, Employee Buy-in, HCL, Government Incentives and Resources

**UNIT IV - GROWING THE BUSINESS 12**

Growing the Business, Managing Creativity, Innovation and the Sense of Ownership in a Growing Organization, Creativity & Innovation, Strategies for Growth, Organic and Inorganic Growth, Growing the business across geographical borders

**UNIT V - THE GLOBAL ENTREPRENEUR 12**

Laws and regulations that govern entrepreneurship in India and abroad, Ideas to arrange for finances, Support system for entrepreneurs, Identifying opportunities in the market, Case studies

## Total: 60hrs

**Text Books:**

1. Timothy S. Hatten, Small Business Management: Entrepreneurship and Beyond, South Western Educational Publishing, 2011
2. Rashmi Bansal. Connect the Dots. Westland. 2012

**References:**

1. Rashmi Bansal. Stay Hungry, Stay Foolish. Westland. 2012
2. Robert Hisrich, Michael Peters, Dean Shepherd, Entrepreneurship, Tata McGraw-Hill Education, 2006
3. Jason Bohoney, The Entrepreneurship Toolkit: Successful Approaches to Fostering Entrepreneurship, Weidemann Associates, Inc., 2011
4. Peter F. Drucker, Innovation and Entrepreneurship, HarperBusiness, 2006
5. SubrotoBagchi, The High-Performance Entrepreneur: Golden Rules For Success In Today’s World, Penguin, 2008

## 15MAD016 BUSINESS ETHICS AND CORPORATE GOVERNANCE 3 0 0 3

**Course Objective:**

To learn the virtual framework of ethics that surround business operations. To understand the importance of ethics in business to achieve long-term business goals. To know the various areas of business in which the effect of ethics could be improvised. To gain more ideas on corporate social responsibility.

**UNIT I - BUSINESS ETHICS AND VALUES 12**

Nature of Business Ethics and Values, Significance and types of values, Ethics and Religion, Culture and Ethics, Social culture and Individual Ethics, Factors Influencing Business Ethics, Ethics as strategy, Ethics of Great Philosophers – Albert.Z.Carr, Aristotle, Niccolo Machiavelli, Karl Marx, Suntzu :The art of war of Sun Tzu, Might-equals-right approach of Karl Marx

**UNIT II - ETHICAL DECISION MAKING 12**

Ethical Decision Making, Difficulties in Ethical Decision Making, Power and Politics in organizations: Bases and sources of power, Coalitions, Managing Ethics: Ethics codes –Comparison of codes of Ethics, Codes of Conduct, codes of Practice, Ethics Programs, Kohlberg’s Study and Business Ethics

**UNIT III - LAWS AND ETHICS 12**

Laws of Enforcing Ethical Conduct: Laws and Ethics, Justice –Theory of Natural Law, Law as a guide to Moral Choice, Role of the Government of India in Enforcing Ethical Behaviour.

**UNIT IV - ETHICS IN MARKETING AND FINANCE 12**

Ethics in HRM, Human Resources Laws, privacy Issues Ethics in Marketing Ethics in Finance Accounting and Investment Decision : Disclosure Norms, Insider Trading Norms, Disclosure in Financial Statements, Ethics in Production and Operations Management, Case studies

**UNIT V - CORPORATE SOCIAL RESPONSIBILITY 12**

Corporate Social responsibility, types and nature of social responsibilities, CSR principles and strategies, models of CSR, Best practices of CSR, Need of CSR, Arguments for and against CSR, CSR Indian perspective, Indian and global examples

## Total: 60hrs

**Text Books:**

1. Larry Johnson & Bob Phillips, Absolute Honesty: Building a Corporate Culture That Values Straight Talk and Rewards Integrity, AMACOM, 2003

**References:**

1. Paul J. Zak and Michael C. Jensen, Moral Markets: The Critical Role of Values in the Economy, Princeton University Press, 2008
2. Daniel Freidman, Morals and Markets: An Evolutionary Account of the Modern World, Palgrave Macmillan, 2008

**15MAD157 INTERNATIONAL BUSINESS ENVIRONMENT 4 0 0 3**

**Course Objective:**

To provide students with knowledge and enlightenment on cross territory and global trading and management. To know the legality, and various norms, standards, incentives, allowances, subsidies and procedures in International business management.

**UNIT I - INTRODUCTION 12**

An Overview of International Business Environment, political and regulatory environment, demographic environment, social, cultural and technological environment

**UNIT II - INTERNATIONAL ECONOMIC ENVIRONMENT 12**

International Economic Environment - Regional integration and trade blocks, Types of integration, theory of customs union, European union, regional groupings, integration of developing countries, SAARC, SAPTA, international commodity agreements, quota agreements, Cartels, Bilateral &Multi lateral contracts, Economic institutions, International Monetary Funds (IMF), World Bank, Asian Development Bank, UNCTAD, UNIDO, International Trade Centre, WTO, GATT, GATS, TRIM, TRIPS.

**UNIT III - INTERNATIONAL TRADE AND INVESTMENT 12**

International Trade and Investment Theory - Historical developments of Modern Trade theory, Investment theories, Theory of capital movements, Market imperfections, Internationalisation, Appropriability, Location specific advantage, eclectic. International Trade and Payments: Government Influence on Trade: Trade in merchandise, Trade in services, Global sourcing, degree of dependence, balance of payments, trade and BOP of India. Cultural contacts of global management, Understanding the role of culture, communicating across cultures, cross cultural negotiations and decision making. International Investment : Types and significance of foreign investments, factors affecting international investment, growth and dispersion of FDI, cross border mergers and acquisitions, foreign investment in India, The New Policy, EURO/ADR issues, M & A, Indian companies going global.

**UNIT IV - MULTI-NATIONAL CORPORATIONS 12**

Multi National Corporation: Definition and Meaning, Importance and dominance of MNCs, Code of conduct, MNCs in India, Transfer of Technology, global competitiveness, indicators of competitiveness - competitive advantage of nations, Technology and Global competitiveness. International Operations, Global supply chain management, global manufacturing strategies, factors affecting international HRM and staffing policy, International negotiations, international asset protection, Protection of IPRs.

**UNIT V - ETHICS AND SOCIAL RESPONSIBILITY 12**

Social Responsibilities and Ethics, MNE Social Responsibilities, Efficiencies, Perspectives, Ethics, Technological Perspective, Foreign Corrupt Practices Act, Cases

## Total: 60hrs

**Text Books:**

1. Anant K. Sundaram, J. Stewart Black. International Business Environment: Text and Cases, Prentice Hall College Div, 1994.
2. John D Daniel, Lee H Radebaugh, Daniel P Sullivan. International Business Environments and Operations, 10th Edition, Pearson Education, 2004.

**References:**

1. Helen Deresky. International Management: Managing Across Borders and Cultures 6th Edition, Prentice Hall, 2007.
2. Robert T. Moran, William G. Stripp. Dynamics of Successful International Business Negotiations, Jaico Publishing House, 2004.

**15MAD158 PERSUASION, MOTIVATION AND NEGOTIATION SKILLS 4 0 0 3**

**Course Objective:**

To introduce students to the principles of the business negotiation, persuasion and motivation.To make students aware of the existing socio-cultural differences in the business environment and their influence on the strategy and tactics in the business negotiation. Upon the completion of this course, students will be able to cope with the rules and approaches to the business negotiation and existing strategies and tactics.

**UNIT I - CULTURE AND ITS DEFINITION 12**

Culture: its definition and characteristics. Cultural factors and specifics, their possible consequences and influence on different aspects of business, Personality of a successful negotiator. Process of negotiation - main attributes and stages, Preparation for and planning of the business negotiation, Rules of effective persuasion. Breaking through "culture shock".Problem of concessions, ways to break deadlocks, position of strength, International negotiations - main aspects, comparison of different negotiating styles.

**UNIT II - DEFINITION AND PROCESS OF NEGOTIATION 12**

Topics What is Negotiation? The Negotiation Process, Environmental Context of International Negotiations, Managing Negotiation and Conflict Ethics in International Negotiations, What is Decision-Making? The Decision-Making Process, Internal and External Factors Implications for Managers.

**UNIT III - TACTICS OF NEGOTIATION AND PERSUASION 12**

Ideas to Persuade, Essentials of Negotiation, Negotiation Planning, Distributive Strategy/Tactics, Integrative Strategy/Tactics, Developing a negotiation style, Establishing Trust-Building Relationships, Power, Persuasion, Ethics, Creativity, Problem solving, Decision Traps, Multiple Parties, Coalitions and Teams.

**UNIT IV - NEGOTIATION AND DECISION MAKING 12**

Process of negotiation and decision-making and their significance for multinational and global corporations, Environmental context of international business negotiations and the concept of multinational negotiating strength, Various patterns of negotiation and conflict resolution in different national and cultural contexts, Influence of national and cultural variations in decision-making.

**UNIT V - PROBLEM OF CULTURE 12**

The problem of culture in negotiation and conflict resolution, Managing in multi-cultural environments, Cultural variables and negotiation – general, Developing intercultural effectiveness, Inter-group conflict resolution – theory and practice. Case studies

## Total: 60hrs

**Text Books:**

1. Cohen, "Resolving Conflict Across Languages," pp. 17-34, Negotiation Journal, Jan. 2001
2. Black and Avruch, “Culture and International Negotiations,” pp. 34-56, in Jacquin-Berdal et al, eds.
3. Culture in World Politics; NY, NY: St. Martin’s Press, 1998

**References:**

1. Cohen, “Conflict Resolution across Cultures: Bridging the Gap,” pp. 120-125, in ibid.
2. Sebenius, "The Hidden Challenge of Cross-Border Negotiations," p. 80, Harvard Bus. Rev., Mar.‘02
3. Thiederman, pp. 126-143,Bridging Cultural Barriers for Corporate Success: How to Manage the
4. Multicultural Work Force; NY, NY: Lexington Books, 1991
5. Harris & Moran, pp. 83-87, 59-60, 79-80, Managing Cultural Differences, Third edition, Houston, TX:Gulf Publishing Company, 1988
6. Salacuse, "Implications for Practitioners," pp. 204-208, Faure & Rubin, eds., Culture and Negotiation: TheResolution of Water Disputes, Newbury Park, CA: Sage Publications, 1993
7. Chataway, "Track II Diplomacy: From a Track I Perspective", pp. 269-285, Negotiation Journal, July 1998

**15MAD159 DATA MANAGEMENT TECHNIQUES 4 0 0 3**

**Course Objective:**

To create awareness of data handling, storage, procurement, warehousing and management for future usage.To provide more enlightening on data management and its influence and significance on information systems.

**UNIT I - INTRODUCTION TO DATABASE 12**

Database Concepts, Schemas, Models, Architectures, Products, Features, Object Oriented Analysis and Design, Object Oriented Programming Structures, OnLineAnalyticalProcessing, OnLineTransactionProcessing.

**UNIT II - DATA MANAGEMENT CONCEPTS 12**

Extraction, Transformation and Loading (ETL), TCP/IP Protocols and sectioning of files in data management, ETL Concepts and Tools in market, Data warehousing, Data Mining, DataMart, Data Storage Methods.

**UNIT III - DATA AND BUSINESS 12**

Business Intelligence - Introduction, Scope, Objectives, Corporate Communication and Best Practice Sharing, Tools and Methods of Business Intelligence.

**UNIT IV - BUSINESS AND INFORMATION SYSTEM 12**

Structure, Design, Development and Managing Corporate Information Systems (CIS).Need for Information Security.Intellectual Property Rights.

**UNIT V - SECURITY 12**

Cyber security – Ethics, Morale, Norms and Regulations.RTI and Restriction of practices.Data Security Management and Control – Methods, Measures, Data security and privacy, Protection of Data.

## Total: 60hrs

**Text Books:**

1. The Data Warehouse ETL Toolkit: Practical Techniques for Extracting, Cleaning by Ralph Kimball and Joe Caserta, Willey Publications, 2004
2. ETL Strategy for the Enterprise by Sandesh Gawande

**References:**

1. Business Intelligence: A Capability Maturity Model By Dorothy Miller
2. Introduction to Business Intelligence By JorgHartenauer
3. Database Management: An Organizational Perspective by Richard T. Watson

**15MAD160 CREATIVE COMMUNICATION STRATEGIES 4 0 0 3**

**Course Objective:**

To develop the critical and creative thinking abilities among students and make them attain the ability of lateral thinking. To make the students understand the importance of effective business communication.

**UNIT I - BASIC PRINCIPLES OF WRITING 12**

Parts of Speech: Introduction, The English Language: A Brief History, Nouns, Verbs, Adjectives, Adverbs, Prepositions, Conjunctions, Interjunctions. Sentences: Introduction, Subject and Predicate, Simple Sentences, Phrases and Clauses, Sentence Variety. Music of Writing: Introduction, Voice, Lyricism, Melody, Rhythm

**UNIT II - EFFECTIVE WRITING 12**

Principles of Effective Communication: Introduction, Getting Started, Principles of Effective Writing, Coping with Political Correctness, Sensitive Not Hypersensitive, He, She, and Everybody. Fundamentals of Effectively Persuading: Introduction, Fundamentals of Effective Persuasion, Tone of Voice, Tone Scale, Getting the Tone Right, Maintaining an Effective Tone. The Effective Mailbox: Introduction, How to Write Effective Mails?, The Email Etiquette, How to Write a Letter?, Handling Some Common Kinds of Letters. Short Letters – The ‘IN’ Thing Today

**UNIT III - WRITING THAT EXALTS AND TRANSFORMS 12**

Writing the Natural Way: Introduction, Letting the Writer Out, Two Ways of Knowing: Conscious and Unconscious, Clustering: the Doorway to your Unconscious Mind, Self Reflective Mind: Words and the Brain, The Two Hemispheres: Complementary Division of Labour. Poetry: Introduction, Poetry. Song Writing: Introduction, Writing the Commercial Song, Basics of a Song, Words and Music Matrimony, Where to Find Ideas? Formal Musical Training: An Essential or Not?Nature Writing: Introduction, Nature Writing

**UNIT IV - WRITING THAT ENTERTAINS AND SELLS 12**

The Big Idea: Introduction, What is a Big Idea?, Hero-worship the Product, Creativity: A Cult, Commercial Creativity. How to Write Advertising Copy?: Introduction, Types of Ads – Copywriter’s Perspective, Getting Down to Business, Creating Copy, Grammar and Syntax: A Necessity in Ads or Not, Pun and Humour: A Copywriter’s Redemption, Hard Sell v/s Soft Sell, The Headline, The Ad, A Mentor’s Checklist - Before, During and After Writing an Ad. Writing Humour: Introduction, Steps to Writing Humour, Humour in Romance Writing, Humour in Fiction, What Can Give Your Work The Funny Edge?, Jokes and How to Joke Around, Black Humour, Unintentional Humour and Situation Comedy, Blue Humour. Writing for Commercials and TV: Introduction, Writing Commercials, Basic Principles That You Need to Know to Write a Great Commercial, What is the Relationship between an Idea and a Story?, Scriptwriting for TV, TV Writing: A Class Apart But How?, Where Do Ideas Come From?, Basic Story Shape

**UNIT V - WRITING FOR THE NEW MEDIA 12**

Interactive Writing: An Introduction: Introduction, Interactivity and Interactive Writing, Intrinsic Interactivity – Media That Are Already Interactive, Media That Can Benefit from Interactivity, Linear Writing versus Interactive Writing. Thinking and Writing Interactively: Introduction, How to Think Interactively? To Tame the Wanderer, How to Plan to Write an Interactive Work? Planning for Interactivity, Questions to be Answered before Writing for New Media. The Grammar of Interactivity: Introduction, Cinematic Grammar, Interactive Nouns and Verbs, Elements of Interactive Grammar, The Writer’s Grammar: Discoverability, Interactive Sentences. Interactive Storytelling: Introduction, World of Computers versus World of Television, Web TV, Story Branching, Involving the Reader/User – Using the Second Person, Being Creative: Enrich the Title, Pitfalls

## Total: 60hrs

**Text Books:**

1. Kenneth Roman and Joel Raphaelson. Writing that Works - How to Communicate Effectively in Business. Rupa & Co. 2000
2. Neil James. Writing at Work – How to write, clearly, effectively and professionally. Viva Books First South Asian Edition. 2008

**References:**

1. William Carpenter. Principles of Effective Communication. Dept. of Agricultural Information, North Carolina State University at Raleigh, 1969
2. Ed Shewan. Applications of Grammar: Principles of Effective Communication. Christian Liberty Press. 2007

**15MAD161 INTRODUCTION TO E-BUSINESS 4 0 0 3**

**Course Objective:**

To make students know the science of ecommerce and e-business management, and the various security issues. To provide knowledge on the platform of internet technology and the inter-linking across several business networks and operations in it.

**UNITI - OVERVIEW 12**

Definition of Electronic Commerce/Electronic Business, Categories of E-business (b2b, b2c, b2b2c, b2a, c2c, etc.), Introduction to Whiteley’s Model (Electronic Markets, EDI, Internet Commerce)

**UNITII - HISTORICAL PERSPECTIVE 12**

Development of e-business in parallel to that of the WWW, Brief history of the Internet.Netscape to Google.Growth of Search Engines.Usage of emails and file shares.eMails to Chat-lines to Forums to Social Networking.

**UNIT III - IMPACT OF E-BUSINESS ON SOCIETY 12**

Issues related to the job market, job sites – employer login and employee login, profile search through keywords, work patterns, skills required and continuous learning, How local becomes global. IS/IT a positive thing?, Privacy and security issues.

**UNITIV - ELECTRONIC MARKETS 12**

Definition and use of Electronic Markets, Advantages and Disadvantages associated with Electronic Markets, Electronic Data Interchange (EDI), Business implications of EDI.

**UNITV - INTERNET COMMERCE 12**

Basic elements of Internet based business, Internet shopping and e-shopping, eTail and its advantages over retail. Advantages and disadvantages of Internet based ‘consumer’ business.

## Total: 60hrs

**Text Books:**

1. Whiteley, D. E-Commerce, Strategy, Technologies and Applications, London, McGraw Hill.2000
2. NikhileshDholakia, Wolfgang Fritz, Ruby Roy Dholakia, “Global E-commerce and Online Marketing: Watching the Evolution” – Quorum Books, London, 2002

**References:**

1. AmitManzoor, “ E-Commerce An Introduction” - Lambert Academic Publishing, 2010
2. Janice Reynolds, “The Complete E-Commerce Book: Design, Build & Maintain a Successful Web-based Business”, Taylor & Francis, 2004, 2, illustrated, revised edition.

**15MAD162 STRATEGIC MANAGEMENT 4 0 0 3**

**Course Objective:**

To expose the students to elements of business strategy---the science & art behind this and learning from the masters of sound & creative strategic thinking. To expose the students to the fundamentals of long term & strategic thinking; to explore the various scenarios that could emerge & evaluate their respective advantages & drawbacks; scanning & identifying opportunities; strategy formulations as well as implementation.

**UNIT I - INTRODUCTION TO STRATEGIC MANAGEMENT 12**

Introduction to Strategic Management, Challenges to Strategic Management – The Indian Scenario, Introduction to Business Policy, Strategic Management Process, Levels of Strategy, The Concept of Strategy, Strategic Intent, Vision, Mission, Goals and Objectives, Business Definition

**UNIT II - STRATEGY FRAMEWORK 12**

Environmental Appraisal, Characteristics of Environment, Internal versus External Environment, Environmental Scanning, Environmental Appraisal, Factors Affecting Environment Appraisal, Structuring Environment Appraisal, Identifying the Environmental Factors, Tools and Techniques for Strategic Analysis, SWOT Analysis, Porter's Five Force Model, TOWS Matrix, The General Electric Model, BCG Analysis

**UNIT III - STRATEGY FORMULATION 12**

Strategy Formulation, Corporate-Level Strategies, Strategic Alternatives and Reasons for Adopting Them, Concentration Strategies, Integration Strategies, Diversification Strategies, Business-Level Strategies, Factors that Determine Choice of Competitive Strategy, Generic Business Strategies, Cost Leadership, Differentiation, Focus, Functional Strategies, Concept of Core Competencies, Production Strategy, Research and Development Strategy, Human Resource Strategy

**UNIT IV - STRATEGY EXECUTION 12**

Strategies in the Global Environment, International Strategies, Types of International Strategies, Strategic Decisions in Internationalization, Advantages and Disadvantages of Internationalization, Cooperative Strategies, Joint Venture Strategies, Strategic Alliances

**UNIT V - STRATEGY IMPLEMENTATION 12**

Strategy Implementation, Evaluation and Control, Structure and Strategy, Interaction between Structure and Strategy – A Case Study, Types of Organisational Structures, Stages of Development of Organisation, Structures for Strategies, Strategy and Leadership, Organisational Values and Strategy, Resource Allocation – A Vital Part of Strategy, Strategic Evaluation and Control, Strategic Evaluation, Strategic Control, Operational Control, Process of Operational Evaluation, Evaluation Techniques for Operational Control, Strategic Control Versus Operational Control.

## Total: 60hrs

**Text Books:**

1. Micheal Porter, Competitive Strategy, Free Press, 1998
2. Ravikant Mukherjee, Business Policy And Strategic Management, Adhyayan Publishers, 2010

**References:**

1. Aurnob Roy, Business Policy & Strategic Management (Text &Cases), Vrinda Publications, 2008
2. Roy Varughese, Strategic Enterprise Management, Intl Thomson Computer Press, 1997
3. Thomas L. Wheelen and J. David Hunger, Concepts In Strategic Management And Business Policy, Pearson Publication, 2010
4. Simon Ramo and Ronald Sugar, Strategic Business Forecasting: A Structured Approach To Shaping The Future of Your Business, McGraw Hill, 2009
5. Thomas L. Wheelen, Outlines & Highlights for Strategic Management & Business Policy: Achieving Sustainability, Academic Internet Publishers, 2009

## 15MAD163CHANGE AND KNOWLEDGE MANAGEMENT 4 0 0 3

**Course Objective:**

To familiarize students with the necessary aspects of organizational change, and help them plan and execute change in organizations successfully. To gain more knowledge on talent acquisition, bringing about change at the right time and the measuring of change and its impact on business.

**UNIT I - INTRODUCTION TO ORGANIZATIONAL CHANGE 12**

Nature of change, forces of change, reinventing Kurt Levin, organizational routines and mental models, change need analysis, content of change, types and styles of change, building capability for change, providing leadership to change, action research and dialogue, types of change, organizational vision, cultural change

**UNIT II - PLANNING FOR CHANGE 12**

Strategic planning, creating support systems and managing transition, process oriented strategies and competitor oriented strategies and customer oriented strategies.

**UNIT III - APPRECIATING CHANGE 12**

External environment as drivers of change, business cycles, industry cycles, technology and strategic change, industry evolution and concentration, developing a change agenda. Cognition and organizational change, mental models, organizational learning, Senge’s five disciplines, business models and value propositions, refining the change agenda

**UNIT IV - EXECUTING CHANGE 12**

Four approaches to change, parallel organization, ownership and involvement in change, dealing with political aspects of change, the psychology of persuasion, communicating to influence, targeting influence efforts, framing change, making difficult choices, negotiating change. Executing change: challenges of execution, execution framework, developing cross functional linkages, aligning policies, and removing structural impediments, developing new routines for innovation and improvement, considering human element.

**UNIT V - KNOWLEDGE MANAGEMENT 12**

Introduction to Knowledge Management, Knowledge Management to achieve organizational objectives, Applying Knowledge Management for competitive advantage, Knowledge as an asset, Difference between KM and organizational learning.

## Total: 60hrs

**Text Books:**

1. Cummings T.G. and Worley C. G. Organizational Development and Change. Cengage Learning, 2005
2. Harigopal K. Managing organizational change, Response Books, 2006.

**References:**

1. Nilakant V. and Ramnarayan S. Change management. Response books 2006.
2. Palmer, Dunford and Akin. Managing organizational change. 2011.
3. Kavitha Singh. Organizational Change and Development. Excel Books, 2010

**15MAD164LAWS AND ETHICS OF E-BUSINESS 4 0 0 3**

**Course Objective:**

To inculcate knowledge on the legal environment and the various external stakeholders of business and business management in the internet platform.To enlighten students with the knowledge on security issues and ethics.

**UNITI - PRINCIPLES 12**

Ethical principles and the application of these principles to current business and technological issues on the net.Business ethics and stakeholder relations.The transformative nature of ebusiness.Future of ebusiness.

**UNITII - LEGAL ISSUES 12**

Network technology and intellectual property rights law issues. Ethical constructs, which underlie Internet issues. Anonymity of the internet: A major problem for eCommerce. Ethical challenges of ebusiness transactions.

**UNITIII - REGULATIONS 12**

Regulations and professional practices governing the Internet. Topics include: patent, copyright, trade secret, contractual arrangements, technology licensing, internet taxation issues, technology failure liability, computer crime, and privacy.

**UNITIV - INTERNET AND MEDIA LAW 12**

Internet and Media Law: The law and emerging principles that govern the dissemination of Internet information and the regulation of information providers. Copyrights – Copyright and its issues in ebusiness.

**UNITV - NORMS, LIABILITIES AND ISSUES 12**

Defamation; liability of service providers; privacy issues; publication bans; regulation of telecommunications and related industries; media content regulation; copyright issues; and media ownership.

## Total: 60hrs

**Text Books**

1. J.Bick 101 Things you need to know about Internet Law. Three Rivers Press
2. Palmer, Daniel E, “Ethical Issues in E-Business: Models and Frameworks: Models and Frameworks” - Business Science Reference, New york, 2010

**References:**

1. S. P. Butter et al E-business Legal kit for Dummies Hungry Minds inc
2. Management Association,” Information ResourcesBusiness Law and Ethics: Concepts, Methodologies, Tools, and Applications: Concepts, Methodologies, Tools, and Applications”IGI Global, 2015

**15MAD165 PUBLIC RELATIONS AND CORPORATE COMMUNICATION 4 0 0 3**

**Course Objective:**

To know the fundamentals of public relations and its relations with marketing, advertising, and various ad vehicles.To understand the concepts and scope of corporate communications and related applications across streams.

**UNIT I - FUNDAMENTALS OF PUBLIC RELATIONS 12**

Public Relations - Concept and Definition, Evolution and growth of public relations, Functions of public relations; PR in relation to marketing, advertising, publicity, propaganda and rumours.

**UNIT II - IMPLEMENTATION OF PUBLIC RELATIONS 12**

PR tools & methods – Employee Relations, Media Relations, Business Events, Special Events, Media Tours, Advertorial and Brochures, Social Media, Speaking Engagement.Public relations writing, PR campaigns.

**UNIT III - PUBLIC RELATIONS PRINCIPLES 12**

Principles of PR: Laws and ethics in PR, PRSI code, PR organizations- PRSI, IPRA etc., PR Setup in central and state governments, PR in public and private sector, Functions and responsibilities of PRO.

**UNIT IV - INTRODUCTION TO CORPORATE COMMUNICATIONS 12**

Corporate communication Concept and Scope: Corporate identity for image building, PR and corporate advertising, PR in crisis management. Case studies: corporate communication. Event management.

**UNIT V - ADVANCEMENTS OF PUBLIC RELATIONS 12**

Special Applications of PR: Welfare agencies, Business and professional association, Armed forces, International public relations.

## Total: 60hrs

**Text Books:**

1. Moore Frazier and Carfield : Public Relations Principles, Cases and problem, Richard Irwin, 1977 (Seventh Edition)
2. Paul Burton :Corporate Public Relations, Reinhold, NY, 1966.

**References:**

1. SahaiBaldeo : Public Relations : A scientific Approach, Scope, New Delhi 1980.
2. SenguptaSailesh : Management of Public Relations and Communication, Vikas, New Delhi. 1997.
3. Wilcox, Auld and Agee : Public Relations strategies and Tactics Horper and Raw 1986.
4. Black Sam, Practical Public Relations IsacPitam, 1970

**15MAD166 ERP AND BUSINESS PROCESS RE-ENGINEERING 4 0 0 3**

**Course Objective:**

To know the advanced implications of enterprise resource planning and its tools.To have basic understanding of SAP (Systems Applications Programming).To connect ERP and its purpose on building a business through business process reengineering (BPR).

**UNIT I - INTRODUCTION 12**

Fundamentals of supply chain management, applications systems in the individual business functions.

**UNIT II - INTRODUCTION TO ERP 12**

An overview of the enterprise, ERP and related technologies, ERP – a manufacturing perspective, Vendors, consultants and users, introduction to SAP, an overview of SD, MM, PP, FI/CO Units of SAP.

**UNIT III - SAP’S SCM SYSTEM 12**

Recent developments in order and SCM based on SAP systems, case studies on SCM, Internet resources for SCM.

**UNIT IV - RE-ENGINEERING 12**

Aan imperative for survival, implementing BPR – methodology and steps, Is re-engineering necessary?

**UNIT V - TRENDS IN INFORMATION TECHNOLOGY 12**

People view, empowering people through information, managing change – the Indian paradigm.

## Total: 60hrs

**Text Books:**

1. ERP – Alexis Leon, Leon Publishers
2. Supply Chain Management based on SAP systems, G.Knolmayer, P.Mertens and A.Zeir, Springer International Edition
3. The one Source For Comprehensive Solutions – Using Sap R/3 III Edition – Authored by Asap World Consutancy-PHI.

**References:**

1. Introduction to SAP, an overview of SD, MM, PP, FI/CO Units of SAP
2. An Insider’s Unblased Appraisal of SAP R/3 Management – Wiley, Coriolis – dreamtech
3. ERP, Vinod Kumar Garg and N.K.Venkitakrishnan, PHI

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**15MAD167 SERVICES & RETAIL MARKETING 4 0 0 3**

**Course Objective:**

To make students become more aware of services industry and retail marketing aspects. To enlighten students with detailed ideas on the strategies for marketing in the retail industry. To impart ideas on merchandise management through logistics, store handling and visual merchandising.

**UNIT I - SERVICE 12**

Concepts, Scope of Services.Goods-Services continuum.4Is of Services Goods and Services Categorization.Industrial Services. Segmentation target Marketing and positioning, Customer expectations and perceptions of services.

**UNIT II - SERVICE MARKETING MIX 12**

Product, Pricing, Place, Promotion, People, Physical evidence and process.Dimensions of Service Quality, Measuring service Quality.

**UNIT III - STRATEGIES FOR MARKETING 12**

Overview, strategies for dealing with intangibility, inventory, inconsistency and inseparability.Building customer Relationship through Segmentation and retention strategies.Service Marketing Triangle- External Marketing, Internal Marketing, Relationship Marketing and Interactive Marketing.

**UNIT IV - INTRODUCTION TO RETAILING 12**

Types, Franchising in retail, Technology in retail, Factors affecting retail, Retailing process. Retailing in India and emerging trends and Policy imperatives.

**UNIT V - MERCHANDISE MANAGEMENT 12**

Sources of merchandise, Logistic Management, Category Management, Store Layout, Design and Visual Merchandising, Retailing Strategy and Customer Service.

## Total: 60hrs

**Text Books:**

1. Hoffman, 2007, “Services Marketing”, Thomson.
2. Lovelock, Chatterjee, 2006, Services Marketing People, Technology Strategy, 5th edition, Pearson Education.

**References:**

1. David Gilbert, 2003, Retail Marketing Management, 2nd edition, Pearson Education.
2. ZeithamlValorie A. and BitnerMary , 2000, Services Marketing TMH.
3. Rampal M.K. and Gupta S.L, 2000, Service Marketing, Concepts, application and cases,

**15MAD168 INTERNATIONAL BUSINESS 4 0 0 3**

**CourseObjective:**

The objective is to impart knowledge and skill of analysis of operational processes of business between two or more nations, and to manage a business across culture and territories with all legal, political and ethical values and perceptions on hand.

**UNIT I - INTERNATIONAL BUSINESS ENVIRONMENT – AN OVERVIEW 12**

An Overview of International Business Environment – political and regulatory environment – demographic environment – social, cultural and technological environment

**UNIT II - INTERNATIONAL ECONOMIC ENVIRONMENT 12**

International Economic Environment - Regional integration and trade blocks – Types of integration – theory of customs union, European union – regional groupings – integration of developing countries – SAARC, SAPTA, international commodity agreements – quota agreements – Cartels – Bilateral & Multi lateral contracts – Economic institutions – International Monetary Funds (IMF) – World Bank, Asian Development Bank, UNCTAD, UNIDO, International Trade Centre, WTO, GATT, GATS, TRIM, TRIPS.

**UNIT III - INTERNATIONAL TRADE AND INVESTMENT 12**

International Trade and Investment Theory - Historical developments of Modern Trade theory – Investment theories – Theory of capital movements – Market imperfections – Internationalisation – Location specific advantage. International Trade and Payments: Government Influence on Trade: Trade in merchandise – Trade in services – Global sourcing – degree of dependence – balance of payments – trade and BOP of India.

**UNIT IV - GLOBAL BUSINESS AND CULTURE 12**

Cultural contacts of global management – Understanding the role of culture – communicating across cultures – cross cultural negotiations and decision making. International Investment : Types and significance of foreign investments – factors affecting international investment – growth and dispersion of FDI – cross border mergers and acquisitions – foreign investment in India – The New Policy – EURO/ADR issues – M & A – Indian companies going global.

**UNIT V - MULTINATIONAL CORPORATIONS AND ETHICS 12**

Multi National Corporation : Definition and Meaning – Importance and dominance of MNCs – Code of conduct – MNCs in India – Transfer of Technology – global competitiveness – indicators of competitiveness - competitive advantage of nations – Technology and Global competitiveness. International Operations – Global supply chain management – global manufacturing strategies – factors affecting international HRM and staffing policy – International negotiations – international asset protection – Protection of IPRs, Social Responsibilities and Ethics, MNE Social Responsibilities, Efficiencies, Perspectives, Ethics, Technological Perspective, Foreign Corrupt Practices Act, Case Studies

## Total: 60hrs

**Text Books:**

1. The International Business Environment by Anant K. Sundaram / J. Stewart Black-Prentice Hall
2. International Business environments and Operations John D Daniel, Lee H Radebaugh, Daniel P Sulivan- Pearson Education, 10th ed, 2004

**References:**

1. International Management Managing Across Borders and Cultures Fourth Edition by Helen Deresky – PHI
2. Dynamics of successful International Business Negotiations by Robert T. Moran, William G. Stripp – JAICO
3. The International Environment of Business by Gerald M. Meier – Oxford press, 2006

## 15MAD101 ELECTRONIC COMMERCE 2 1 0 3

**Course Objective:**

To provide a clear understanding of commerce and the impact of electronic sciences in it. To know the various changes occurring in the present era of buyer and seller models. To also impart knowledge on the various security issues and challenges pertaining to it.

**UNITI - INTRODUCTION TO E-COMMERCE 12**

Scope, Objectives, Advantages and Limitations to E-Commerce, Viability and feasibility of eCommerce in business strategies and improvement plans.Value chains and managerial implications of E-Commerce.

**UNITII - INTERNET 12**

The internet and the worldwide web, the internet Protocol Suite, internet architecture, Internet service providers (enabling technologies of the worldwide web), Inter organizational Commerce and EDI, EDI implementation, mobile Commerce.

**UNIT III - COMPUTER NETWORKS & SECURITY 12**

Different types of networks – PAN, Home Network, LAN, WAN, MAN, WLAN, WVAN, WiMAX, VPN,Protocols and media.

**UNIT IV - SECURITY AND CHALLENGES 12**

Electronic payment systems and the issues involved, security issues and encryption, E-CRM, E-SCM. E-Strategy.

**UNIT V - CONSUMER ORIENTED ELECTRONIC COMMERCE 12**

Advertising and Marketing on the internet, Consumer Search and Resource Discovery, Web based b2b E-Commerce. Intranets and extranets.Legal and ethical issues, legal infrastructure for E-Commerce in India (The Information Technology Act, 2000), International cyber laws.

## Total: 60hrs

**Text Books**

1. Ravi B.Kalakota and Andrew B.Whinston – “Frontiers of Electronic Commerce”. Addison Wesley, Pearson Education, Asia.
2. “Practical Cryptography”, Bruce Schneir and Neils Ferguson, Wiley-dreamtech India Private Ltd.

**References:**

1. “E-Commerce-Amangarial perspective”, P.T.Joseph. Prentive Hall, India
2. “Electronic Commerce”, Framework, Technologies and applications, Tata McGraw Hill.

**15MAD102 INTRODUCTION TO ADVERTISING 2 1 0 3**

**Course Objective:**

Provide knowledge and interest on advertising and various areas of operations and functions in various types of media such as tele-media, newsprints, radio, internet, social and modern rich media.

**UNIT I - INTRODUCTION TO ADVERTISING 12**

Meaning ‐ Evolution ‐ Features ‐ Active participants ‐ Functions ‐ Advertising as a Communication process Overview and scope of advertising industry in India ‐ Trends in advertising and advertising industry in India – Challenges faced by advertisers in India in the era of globalization

**UNIT II - CLASSIFICATION OF ADVERTISING 12**

Classification on the basis of – Audience, Media, Advertiser and Area, including advertising in rural India Special purpose advertising such as Green advertising, Political advertising, Advocacy advertising, Retail advertising, Financial advertising, Corporate Image advertising, Comparative advertising, Primary / Generic advertising and Pro Bono/Social advertising including Social Advertising by Indian Government through Directorate of Advertising and Visual Publicity (DAVP)

**UNIT III - ADVERTISING AGENCY 12**

Meaning ‐ Features ‐ Structure and services offered – Types ‐ Emergence of Global agencies ‐ Agency selection criterion ‐ Maintaining Agency–Client relationship – Creative pitch ‐ Agency compensation ‐ Agency accreditation. Career with ad agency, media and supplying / supporting firms ‐ Freelancing options for career in advertising

**UNIT IV - PLANNING IN AD-MAKING 12**

The creative brief ‐ Setting Communication and/or Sales Objectives for the ad/ad campaign – Factors affecting determination of Advertising budget – Methods of setting ad budget ‐ Media planning ‐ Media buying ‐ Media objectives ‐ Factors to be considered while selecting media / media vehicles ‐ Developing a media strategy with media‐mix and media scheduling strategies

**UNIT V - CREATIVITY IN ADVERTISING 12**

Role of creativity in advertising ‐ Determining the message theme / major selling idea – Introduction to Unique Selling Proposition (USP) ‐ Positioning strategies ‐ Persuasion and types of advertising appeals – Role of source in ads and celebrities as source in Indian ads ‐ Executional styles of presenting ads 5 Role of different elements of ads such as logo, company signature, slogan, tagline, jingle, illustration etc. – Copywriting for print, out‐of‐home, television, radio and web Objectives and methods of pre‐testing and post‐testing ads

## Total: 60hrs

**Text Books**

1. Batra Rajeev, Myers John G., and Aaker David A., Advertising Management, 5th ed., Prentice Hall India, New Delhi, 2004
2. JaishreeJethwaney and Shruti Jain, Advertising Management, 2nd Ed. Oxford University Press, 2012

**References:**

1. Belch G. and Belch M., Advertising and Promotion, An Integrated Marketing Communications Perspective 6th ed., Tata McGraw‐Hill Publishing Company Limited, New Delhi, India, 2003
2. Kazmi S. H. H. and Batra Satish K., Advertising and Sales Promotions, 2nd ed., Excel Books, New Delhi, India, 2004
3. Bergh B. G. V. and Katz H., Advertising Principles, NTC Business Books,Lincolnwood, Illinois, USA, 1999
4. Wells William, Moriarty Sandra & Burnett John, Advertising, Principles and Practice, 7th ed. Pearson Education Inc., 2006

**15MAD103 IDEATION AND CREATIVE EXPRESSIONS 2 1 0 3**

**Course Objective:**

To enable the students to learn to generate and develop ideas to solve business problems. To help students see varied perspectives in everyday lives and business situations to reach innovative solutions for business issues.

**UNIT I - BASICS OF IDEATION 12**

Ideas - Principles and Definitions, Areas of Human Endeavour, The Idea in Art, The Idea in Science, The Idea in Problem Solving, Ideas and Nature, Nature as a Problem Solver, Best Ideas of the 20th Century, Articulating the problem

**UNIT II - IDEATION TECHNIQUES 12**

Ideation Techniques, Mind Mapping, Brainstorming, Random Association, Problem Reversal, Forced Analogy, Assumption Smashing, Attribute Listing, Lateral Thinking, 100 Boxes, Hive Mind, Ideation Techniques – De Bono, Lateral Thinking, Creativity and New Ideas, Random Entry Idea Generating Tool, Provocation Idea Generating Tool, Challenge Idea Generating Tool, Concept Fan Idea Generating Tool, Six Thinking Hats, Separating Idea from Execution, The Ideation Stage, The Three Parameters, Roger Oech’s Four Creative Personalities

**UNIT III - DESIGN BASICS AND ITS APPLICATION 12**

What is Design, Form and Function, Affecting Product Designs, Ideas to Make Designs More Welcoming, Ideas to Make Designs More Aesthetic, Ways to Enhance the Usability of a Design, Other Ideas to make Better Design Decisions, The Future of Design

**UNIT IV - IDEAS IN BUSINESS WORLD 12**

Ideas and Advertising, The Purposes of Advertising, Types of Ads, Advertising Brief, Executing an Idea – Mandatory Issues and Constraints, What after the Brief? Selling an Idea – Conflict Resolution and the Art of Compromise, Idea of a Brand, What is Not a Brand? Difference between a Product and a Brand, The Connection between a Brand and its Advertising, Brand Ideas as Owned or Seen by Consumers, The Future or Lack Thereof of Brands

**UNIT V - IDEAS IN COMMUNICATION 12**

Ideas, Communication and Media, The Symbol, Art of Propaganda, Politicization and Commercialization of News, Media Explosion – Indian and Global Content, Ideas in Digital Media, Innovative Media campaigns, Case studies

**Total: 60hrs**

**Text Books:**

1. William Lidwell, Kritina Holden, Jill Butler, Universal Principles of Design, Rockport Publishers, 2010
2. Victor Papanek, Design For The Real World: Human Ecology And Social Change, Thames & Hudson, 2000
3. Donald A. Norman, Emotional Design: Why We Love (or Hate) Everyday Things, Basic Books, 2004

**References:**

1. Donald A. Norman, The Design of Everyday Things, Basic Books, 2002
2. Roger Von Oech. A Whack on the Side of the Head: How You Can Be More Creative. Business Plus, Revised Edition. 1998
3. Edward de Bono. Six Thinking Hats. Back Bay Books Second Edition. 1999
4. Edward de Bono. Lateral thinking: Creativity Step by Step. Harper Colophon. 1973
5. Edward de Bono. Serious Creativity: Using the Power Of Lateral Thinking To Create New Ideas. Harper Business. 1992
6. Roger Von Oech. A Kick In The Seat Of The Pants: Using Your Explorer, Artist, Judge, & Warrior To Be More Creative. Perennial Library. 1986

**15MAD104 MEDIA BUSINESS MANAGEMENT PRACTICES 2 1 0 3**

**Course Objective:**

To impart students with ideas and knowledge on media business and the various areas in media sciences such as film and television, animation industry, events management and publishing, gaming and entertainment industries.

**UNIT I - MUSIC BUSINESS 12**

Music and Concert Copyrights and Publishing, Record Label development, Future of Music Business due to new streaming and place-shifting technologies, Indian Music Label companies, Music Royalty.

**UNIT II - FILM AND TV BUSINESS 12**

Laws and Copyrights involves with the Film and TV Business in India, Distribution of Content for Film and TV, Business structures relating to development, production, programming of content, Theatres and Distributors, Technology and Legal Aspects surrounding Film and TV Business.

**UNIT III - ANIMATION AND VIDEO GAMES BUSINESS 12**

Growth of the Animation and Gaming Industry, Business structures relating to development, production, programming of content, Distribution Rights of video games and content.

**UNIT IV - EVENTS AND LIVE MEDIA MANAGEMENT 12**

Researching of Product and Company brand, Identifying target audience, Developing Management plan and hiring people, procuring venues and entertainment licenses to stage events.

**UNIT V - ENTERTAINMENT MEDIA PUBLISHING 12**

Publishing rights, Effective Publishing rights for Different products, Integrating mobile technology as part of marketing strategy, incorporating new technology as part of business plan and distribution. Current and future trends in the industry, Case studies of individuals, products and companies.

## Total: 60hrs

**Text Books:**

1. Sandler, Kevin (1998). Reading the Rabbit: Explorations in Warner Bros. Animation. New Brunswick, New Jersey: Rutgers University Press.

**References:**

1. Case Studies on Media and Entertainment Industry :Vol-I by Saradhi Kumar Gonela.
2. Wright Mills, the Mass Society, Chapter in the Power Elite.

## 15MAD105 SOCIAL MEDIA MARKETING 2 1 0 3

**Course Objective:**

To elevate interest for the students on marketing across social media. To make understand the concepts and styles of marketing across social media and its free and paid marketing methods such as blogging, facebook, youtube, flickr, linkedin, etc.

**UNIT I - SOCIAL MEDIA MARKETING 12**

What Is Social Media Marketing? Big Brands and Social Media, Small Business and Social Media, Social Media and Blogging, History, Platforms, Content Strategies, Building an Audience, Takeaway Tips

**UNIT II - SOCIAL MEDIA SITES 12**

Twitter and Microblogging, Introduction, History, Protocol, Forums, Blogs, Referential Links, Back Links on Media sites, promoting idea through Internet

**UNIT III -SOCIAL NETWORKING 12**

Social Networking, Introduction, History, Facebook, LinkedIn Media Sharing, YouTube, Flickr, SlideShare

**UNIT IV - SOCIAL NEWS AND BOOKMARKING 12**

Social News and Bookmarking, Introduction, Digg, Reddit, StumbleUpon Ratings and Reviews, Introduction, Yelp, Other Sites Forums, Research, Engaging

**UNIT V - STRATEGY 12**

Strategy, Tactics, and Practice, Monitoring, Research. Campaigns versus Ongoing Strategy, Integration, Call to Action Measurement, Metrics, Goal Setting, Software Tools and Techniques

## Total: 60hrs

**Text Books:**

1. Dan Zarrella, The Social Media Marketing Book, O'Reilly Media; 1 edition, 2009
2. Tim Kitchen, TashmeemMirza, Profitable Social Media Marketing: Growing your business using Facebook, Twitter, Google+, LinkedIn and more, Exposure Publishing; 1 edition, 2013

**References:**

1. Liana Li Evans, Social Media Marketing : Strategies for Engaging in Facebook, Twitter & Other Social Media, Que Press; First edition, 2010
2. Barker, Social Media Marketing: A Strategic Approach, Cengage; 01 edition, 2013

**15MAD106 ENGAGEMENT PLANNING AND NEW MEDIA 2 1 0 3**

**Course Objective:**

To gain a clear understanding of the scope and power of new media in the business world. To learn to plan the digital marketing strategy for businesses to effectively leverage the power of new media to influence decisions.

**UNIT I - BASICS OF MARKETING COMMUNICATIONS 12**

Communications with the consumer, Design the Communication, Select the Communication Channels, Marketing Communications Mix, Measuring Communication Results, Managing the Integrated Marketing Communications

**UNIT II - DIGITAL MEDIA 12**

Interactive Marketing, Placing Ads and Promotions Online, Web Sites, Microsites, Search Ads, Display Ads, Interstitials, Internet-Specific Ads and Videos, Sponsorships, Online Communities, E-Mail, Mobile Marketing, Word Of Mouth, Buzz And Viral Marketing, Opinion Leaders

**UNIT III - PLANNING THE DIGITAL MARKETING STRATEGY 12**

Ways in which Technology is Influencing Consumer Behaviour, Understanding the digital consumer, Key Traits of the Online Consumer, Business and Digital Marketing, Websites, Search engines, Optimising a web site

**UNIT IV - EMAIL MARKETING AND SOCIAL MEDIA MARKETING 12**

Email Marketing Campaign, Social Media Marketing, The Advantages of Using Social Media, Social Bookmarking Sites, Social Media Submission Sites, Forums and Discussion Sites, Media Sharing Sites, Reviews and Ratings Sites, Social Network Sites, Blogs, Podcasts, Micro-Blogging, Wikis

**UNIT V - NEW MEDIA FOR GLOBAL BUSINESSES 12**

Rules of Engaging with Consumers on Social Media, Marketing to the global consumer, Use of new media by International businesses, New Media for B2C and B2B communications, Case studies

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## Total: 60hrs

**Text Books:**

1. Philip Kotler, Kevin Lane Keller, Abraham Koshy, Mithileshwar Jha. Marketing Management. A South Asian Perspective. Dorling Kindersley (India) Pvt. Ltd. 2009
2. Damian Ryan, Calvin Jones. Understanding Digital Marketing. Marketing strategies for engaging the digital generation. Kogan Page Limited. 2009

**References:**

1. Maria N. Cummings. Consumer Engagement Perspectives: A Tool for Ensuring Advertising's Impact? Rochester Institute of Technology. 2007
2. Dave Evans, Jake McKee. Social Media Marketing: The Next Generation of Business Engagement. Wiley Publishing Inc, 2010
3. Rama Bijapurkar. We are like that only. Understanding the logic of Consumer India. Penguin Group. 2007
4. Paul Baines, Chris Fill, Kelly Page. Marketing. Oxford University Press. 2008
5. O.C. Ferrell, Michael. D. Hartline. Marketing Strategy. Cengage Learning. 2008
6. Gary Armstrong, Michael Harker, Philip Kotler, Ross Brennan. Marketing. An Introduction. Financial Times Prentice Hall. 2009
7. Philip Kotler, Gary Armstrong, Prafulla Y. Agnihotri, EhsanulHaque. Principles of Marketing: A South Asian Perspective (13th Edition). Pearson Prentice Hall. 2010

## 15MAD107 BRAND PLANNING AND CONSUMER INSIGHTS 2 1 0 3

**Course Objective:**

To teach the students how to constantly design and execute intelligent and innovative research studies to scan the environment, identify consumer insights, and use those insights to manage the brand. To know how a brand is dependent on consumer scaling and to adapt to behavioral patterns.

**UNIT I - ACCOUNT PLANNING 12**

The Birth of Account Planning, The Need for Account Planning, What Roles does Planning Fulfill, Typical Characteristics of an Account Planner, Account planning and its stakeholders.

**UNIT II - CREATIVE BRIEF 12**

The Creative Brief, Elements in a Creative Brief, Developing a Creative Brief through Research, Research for UNUM insurance – A Case Study, Location for Conducting the Research, Developing the Creative Idea – A Case Study, Developing the Creative Brief in Digital Medium, What is a Media Brief? Media Planning and Strategy.

**UNITIII - CONSUMERS IN INDIA 12**

The Indian Consumer, Current Scenario – Many Consumers, Many Choices, Consumption in Rural Areas, The Way Forward for Marketers, Changes in the Habits of the Indian Shopper, Virtual Shopping, Deals and Discounts, Impulsive Buying, Individualised Shopping, Many Shopping Seasons, Consumer Insights, The In-Store Behaviour of Asian Consumers, The Indian Shopper.

**UNIT IV - MEDIA MAPPING 12**

Media Mapping Across Target Groups & Different Products & Services, Translating An Idea Across Different Media & Languages, What Is Media Neutral Or Media Plural, Customizing Tasks Across Media Campaign Management & Reporting.

**UNIT V - BRAND PLANNING AND IDEATION 12**

Multi-Media Campaigns Imperatives, Similarities between Traditional Account Planning, Creative Direction Or Trigger, Influence Of Creative Planners In Ideation. Media — The New Creative Frontier, Synergies Across Ideation & Media Planning & Scheduling, Genuinely Fresh Media Ideas & Their Creative Expression, Brand Building Through Creative Planning Across Categories & Domains, Implications For Differing Campaign Tasks And For Differing Target Audiences. Cases.

## Total: 60hrs

**Text Books:**

1. Jennifer Mason, Angela Dale, Understanding Social Research: Thinking Creatively About Method, Sage Publications, 2010
2. Ananta Kumar Giri, Creative Social Research, Vistaar, 2004
3. George Day, Strategic Market Planning: The Pursuit of Competitive Advantage, West Publishing, 1997

**References:**

1. Ruth Mcneil, Business To Business Market Research (Understanding and Measuring Business Markets), Kogan Page Limited, 2006
2. Karen Adams, Ian Brace, An Introduction To Market & Social Research (Planning & Using Research Tools & Techniques), Kogan Page Limited, 2008.
3. Gerald Zaltman, How Customers Think: Essential Insights Into The Mind Of The Market, Harvard Business School Press, 2003.
4. W. Chan Kim, Renee Mauborgne, Blue Ocean Strategy: How To Create Uncontested Market Space And Make The Competition Irrelevant, Harvard Business Review,2005
5. Gerald Zaltman, Lindsay H. Zaltman, Marketing Metaphoria: What Deep Metaphors Reveal About the Minds of Consumers, Harvard Business School Press, 2008
6. Longinotti,V. Selling Dreams: How To Make Any Product Irresistible, Simon & Schuster (June 1999)
7. Barletta. Marketing to Women: How to Increase Your Share of the World's Largest Market, Dearborn Trade, 2006
8. Senge, Peter. Presence: Human Purpose and the Field of the Future, Broadway Business, 2008

**15MAD108 ANALYTICS FOR MARKETING 2 1 0 3**

**Course Objective:**

To make the students go through the concept of analytics, budgeting, investments, ROI, returns on continuous marketing and remarketing in the area of marketing science. To also know the importance of statictics and IT in the area of marketing.

**UNIT I - INTRODUCTION TO BUSINESS ANALYTICS 12**

Business View of Information Technology Applications, Business Enterprise Organization, Its Functions, and Core Business Processes, Baldrige Business Excellence Framework (Optional Reading) , Key Purpose of Using IT in Business, The Connected World: Characteristics of Internet-ready IT Applications, Enterprise Applications (ERP/CRM, etc.) and Bespoke IT Applications, Information Users and Their Requirements.

**UNIT II - MAIN STATISTICAL METHODS 12**

Introduction: Methods and Model Building, Factor Analysis, Simple and Multiple Regression, Canonical Correlation, Conjoint Analysis, ANOVA and MANOVA, Grouping Data with Cluster Analysis, MDS and Correspondence Analysis.

**UNIT III - SOCIAL MEDIA ANALYTICS 12**

Social media.Usability, user experience, customer experience, customer sentiments, conversion rates, ROI, brand reputation, competitive advantages.Social media analytics (what and why).Social media KPIs (reach and engagement).Performing social media analytics (business goal, KPIs, data gathering, analysis, measure and feedback).

**UNIT IV - CUSTOMER ANALYTICS 12**

Customer Analytics Overview; Quantifying Customer Value.UsingStata for Basic Customer Analysis.Predicting Response with RFM Analysis, Statistics Review, Predicting Response with Logistic Regression, Predicting Response with Neural Networks.Predicting Response with Decision Trees.

**UNIT V - GOOGLE ANALYTICS 12**

Four basic components of Google Analytics: Collection, Processing, Configuration, Reporting. Key Metrics and Dashboard Jargon: data Types: Dimensions vs. Metrics, Visitors, Visits, Page views, Events, Time-Based Metrics, Bounce Rate, Event Tracking. Tagging Your Site with Google Analytics Code: Setting up your Google Analytics Profile, Verifying Setup, Tagging Options.Google Analytics Reports, Google Analytics Account Creation.

## Total: 60hrs

**Text Books:**

1. Prasad, R. N., and Acharya, Seema. (2011). Fundamentals of Business Analytics, 1st Edition. New Delhi: Wiley India.
2. Shmueli, Galit, Patel, Nitin R. and Bruce, Peter C. (2011). Data Mining for Business Intelligence. New Delhi: Wiley-India.

**References:**

1. Social Media Metrics for Dummies by Leslie Poston
2. Social Media ROI: Managing and Measuring Social Media Efforts in Your Organization by Olivier Blanchard

## 15MAD109MEDIA MANAGEMENT 2 1 0 3

**Course Objective:**

To know the evolution of media as a science, its traditional aspects and the influence of technology in building modern, social and rich media.To understand the various legal norms and regulations pertaining to media industry.

**UNITI -COMMUNICATION AND MEDIA 12**

Media History, Communication in Prehistory, Communication in the Middle ages, The Print Revolution, Electricity & Communication. ICT, Internet, Mobile Internet, Convergence Technology (Television, Internet, DTH), Digital Light Projection/Digital Cinema (DI), Reverse Telecine

**UNIT II - EVOLUTION OF MEDIA 12**

History of the Image, History of Sound, Radio History, Television History, Media Convergence. Film & Media History , The Pre-history of film, Silent Film, The Advent of Sound, The 1930 s and 1940 s : Genre, Film Noir, Neo-Realism, The New Wave, 1950 s, 1960 s, 1970 s, 1980 s, 1990 s, The Present

**UNIT III - MEDIA ARTS AND ELECTRONIC MEDIA 12**

Oral, print, performance, photographic, broadcast, cinematic and digital cultural forms & practices, network culture and media convergence, peer to peer authoring etc, media as TV sound, Live events, film, animation, journalism and reporting. Blogs, Wikis, RSS Feeds, Pod casts and Web technologies.

**UNIT IV -INDIAN ENTERTAINMENT LAW; BUDGETING 12**

Copyrights and IP in India, Drafting contracts, Filing of patents, Formalities and necessary procedures, Law in Cyberspace, Internet related legal issues, security concerns, trade secrets and privacy, IP, Digital signature, telecommunication regulations. Understanding of the strategic Role financial management plays in the Entertainment Business, Global markets vs. Local markets, Venture financing of corporation, Capital management and laws related to fund raising.

**UNIT V - TRENDS OF ADVERTISING & MEDIA PUBLISHING 12**

Print media, film, sound and social websites, advertising in different media fields and revenue patterns as in sound, film, animation, games, LIVE events and internet, Publishing Rights and Role of Publishing companies, Forms of distribution.

## Total: 60hrs

**Text Books:**

1. British Cinema in the Fifties - Christine Geraghty
2. Movies of the Forties, Movies of the Fifties, Movies of the Sixties, Movies of the Seventies, Movies of the Eighties - Jurgen Muller

**References:**

1. Digital Film Making (second Edition) - Thomas A. Ohanian / Micheal Phillips
2. The SAGE Handbook of Media Studies (Hardcover) by Professor John D H Downing (Editor), Dr. Denis McQuail (Editor), Professor Philip Schlesinger (Editor), Ellen A. Wartella (Editor)
3. Ways to Finance Your Feature Film, Updated Edition: A Comprehensive Analysis of Film Finance (Paperback) by John W. Cones
4. Entertainment Law: In a Nutshell (Nutshell Series) (Paperback) by Sherri L. Burr

**15MAD110MOBILE MARKETING 2 1 0 3**

**Course Objective:**

Provide detailed ideas and knowledge on mobile and multi-level marketing in the telecommunications technology. To let know the value propositions across users and audiences in mobile communications. To also understand the various interlinked technology to mobile.

**UNIT I - UNDERSTANDING THE MOBILE CONSUMER 12**

Technology for the sake of technology, User journey and context Mobile and multi-channel marketing, User journey examples, Local intent Content marketing, the stages of the user journey, Value proposition and user journey.

**UNIT II - TECHNOLOGY CHANGE AND ADOPTION 12**

Forty years of radical change, integrated devices, Smartphone adoption, Global variations, benchmarking marketing activity.Usage and applications of Mobile Devices across various platforms.The wide range of applicability of mobile technology.

**UNIT III - DISRUPTION AND INTEGRATION 12**

The death of in-store retail Convenience, choice and transparency, Business culture, Single customer view, Next step: marketing automation, Mobile as a change enabler.Migration of desktop website to mobile websites. Need for businesses to have a responsive website.

**UNIT IV - DEVICES, PLATFORMS AND TECHNOLOGY 12**

Mobile-compatible is not mobile-optimized, Technology challenges, Audience segmentation, Frictionless technology.The war amongst iOS – Android – Windows users and community.

**UNIT V - MOBILE STATISTICS 12**

Summary, Breakdown of regions, Smartphone adoption levels, Mobile broadband subscriptions, Breakdown of mobile operating systems worldwide, QR codes, NFC and other technologies, Mobile social media usage by region.

## Total: 60hrs

**Text Books:**

1. Rowles, Daniel (2013-11-03). Mobile Marketing: How Mobile Technology is Revolutionizing Marketing, Communications and Advertising (Kindle Locations 178-185). Kogan Page. Kindle Edition.
2. Hopkins, Jeanne; Turner, Jamie (2012-01-05). Go Mobile: Location-Based Marketing, Apps, Mobile Optimized Ad Campaigns, 2D Codes and Other Mobile Strategies to Grow Your Business. Wiley. Kindle Edition.

**References:**

1. Mobile Marketing for Dummies, 5 July 2013 - by Michael Becker and John Arnold
2. The New Rules of Marketing & PR: How to Use Social Media, Online Video, Mobile Applications, Blogs, News Releases 13August 2013 | Import -by David Meerman Scott
3. Strategic Digital Marketing - 1 November 2013 -by Greenberg

## 15MAD111 BRANDED CONTENT AND THE FUTURE OF MEDIA 2 1 0 3

**Course Objective:**

Media are evolving and branded communication must keep pace. This will cover the innovations in this area. Given the power of media to influence consumer beliefs, knowledge and attitudes to brands and businesses, this is a vital link; it will also explore the latest trends of media & content; user generated content and its impact on media modernization and the entire media business model.

**UNIT I - BRANDED CONTENT – THE NEW FORM OF ENTERTAINMENT 12**

The Brand Integration Continuum, Publicity beyond Placement, Future of Branded Entertainment, Eight Tips to Enhance Content Marketing, Remembering the Essentials Learning from the Masters.

**UNIT II - BRAND STORY 12**

Discovering the Brand Story, From Brand Story to Brand Promise and Personality, Designing and Executing the Brand Story, Service Experiences, Product and Packaging, Corporate Social Responsibility and Sustainability.

**UNIT III - CONSUMER GENERATED CONTENT 12**

Definition and Insights on Consumer Generated Content, Do-It-Yourself (DIY) Advertising, Product Development, Opportunities for Co-creation, Four Building Blocks of Co-creation.

**UNIT IV - GAMIFICATION 12**

Gamification and the Fun Theory, Gamification and Major Brands, Five Elements of Gamification in a Branding Strategy, Advergaming, Gamevertising, Principles of Gamification.

**UNIT V - THE FUTURE OF MEDIA 12**

Scenario Planning, Interpreting Scenario, Dynamic Content Creation, Strategic Framework of the Future of Media, The Consumer/Creator Archetype, Revenue and Ad Aggregation, Distribution: Channels, Devices, and Mobility, Globalization and Localization, Intellectual Property and Media; Shifting Advertising Channels - Growth in Digital Advertising, Social Networks, Blogging Platforms, Drivers of Value, The Forces Shaping Media--Increasing Media Consumption, Fragmentation, Participation, Personalization, New Revenue Models, Generational Change, Increasing Bandwidth; Future of Media Lifecycle Cases.

## Total: 60hrs

**Text Books:**

1. ANewBrand of Expertise:How Independent Consultants,FreeAgents, andInterimManagersareTransforming theWorld ofWork - Marion McGovern,Dennis Russell& Dennis Russell,ButterworthHeinemannSpecialPricedTitles,2001.
2. MarketingManual:FocusOnBrandedContent,WithotherMarketingAspects-BrenMonteiro,6DegreesBooks

**References:**

1. Killer Web Content: Make The Sale, Deliver The Service, Build The Brand – Gerry McGovern,1/e, A & C Black, 2006
2. Get Content Get Customers: Turn Prospects into Buyers with Content Marketing – Joe Pulizzi, McGraw-Hill, 2006
3. Guerrilla Advertising: Unconventional Brand Communication - Gavin Lucas and Michael Dorrian, Laurence King Publishers,2006

**15MAD112 EVENT MANAGEMENT 2 1 0 3**

**Course Objective:**

To impart ideas and knowledge on event handling, operations and management through various micro-level tasks and work groups.To provide more enlightenment on planning and organizing of events, in connection to safety.To give ideas on international tourism and events management.

**UNIT I - INTRODUCTION TO EVENT MANAGEMENT 12**

Definition, Scope of Event Management.Introduction to conventions, Exhibitions, meetings – definition &components.Nature and demand of conference market.Growth and development of event industry, economic and social significance.

**UNIT II - EVENT TYPES 12**

Typology of planned events, Varieties & importance of events, Key steps to successful events characteristics and complexities of events checklist for different events, planning schedule & actions agenda.

**UNIT III - PLANNING AND ORGANIZING OF EVENTS 12**

Conference program designing, timing, supervision, presentation, catering and hospitality, Transportation, teleconferencing, recording & publishing sponsorship, sponsors, organizers, customers & guests. Event planning, Key characteristics, Pre-event responsibilities, legal issues, negotiations.

**UNIT IV - EVENTS AND ITS IMPACT 12**

Events and Tourism, Business tourist, Tourism & Culture, Incentive tours Risk Management, Safety and Global issues in Event Management.

**UNIT V - TOURISM ENVIRONMENT 12**

MICE Tourism: Tourism events – National & International Scenario. International Trade Fairs & Mars – Germany, China, Singapore, Hongkong, U.K, etc.Events and Tourism Marketing.

## Total: 60hrs

**Text Books:**

# [Glenn A.J. Bowdin](http://www.amazon.co.uk/s/ref=dp_byline_sr_book_1?ie=UTF8&text=Glenn+A.J.+Bowdin&search-alias=books-uk&field-author=Glenn+A.J.+Bowdin&sort=relevancerank), [Johnny Allen](http://www.amazon.co.uk/s/ref=dp_byline_sr_book_2?ie=UTF8&text=Johnny+Allen&search-alias=books-uk&field-author=Johnny+Allen&sort=relevancerank) , [William O'Toole](http://www.amazon.co.uk/s/ref=dp_byline_sr_book_3?ie=UTF8&text=William+O%27Toole&search-alias=books-uk&field-author=William+O%27Toole&sort=relevancerank) , [Rob Harris](http://www.amazon.co.uk/s/ref=dp_byline_sr_book_4?ie=UTF8&text=Rob+Harris&search-alias=books-uk&field-author=Rob+Harris&sort=relevancerank) ,[Ian McDonnell](http://www.amazon.co.uk/s/ref=dp_byline_sr_book_5?ie=UTF8&text=Ian+McDonnell&search-alias=books-uk&field-author=Ian+McDonnell&sort=relevancerank) ,“Events Management”, Kindle edition,3 ed,2011

1. [Razaq Raj](https://www.google.co.in/search?tbo=p&tbm=bks&q=inauthor:%22Razaq+Raj%22), [Paul Walters](https://www.google.co.in/search?tbo=p&tbm=bks&q=inauthor:%22Paul+Walters%22), [Tahir Rashid](https://www.google.co.in/search?tbo=p&tbm=bks&q=inauthor:%22Tahir+Rashid%22),” Events Management”,SAGE Publications,20013

**References:**

# [Razaq Raj](https://www.google.co.in/search?tbo=p&tbm=bks&q=inauthor:%22Razaq+Raj%22&source=gbs_metadata_r&cad=7), [James Musgrave](https://www.google.co.in/search?tbo=p&tbm=bks&q=inauthor:%22James+Musgrave%22&source=gbs_metadata_r&cad=7), “Event Management and Sustainability CABI, 2009

1. [Charles Bladen](https://www.google.co.in/search?tbo=p&tbm=bks&q=inauthor:%22Charles+Bladen%22), [James Kennell](https://www.google.co.in/search?tbo=p&tbm=bks&q=inauthor:%22James+Kennell%22),, ““Event Management An introduction”, Routledge, 2012

**15MAD113 SOCIAL AND MODERN MEDIA 2 1 0 3**

**Course Objective:**

To give more ideas and knowledge on internet and information technology based media platform such as wiki, web 2.0, RSS feeds, blogs, flickr, tumblr, forums, article sites, social media such as linkedin, facebook and twitter.

**UNIT I - SOCIAL MEDIA , ONLINE & 2.0 12**

Overview of social media and Web 2.0, Differences between traditional media and social media , Introduction to wikis, including PBwiki and MediaWiki.

**UNIT II - BLOGGING, ETHICS, TERMS, TOOLS AND TECHNIQUES 12**

Blogging culture: authenticity, transparency, authority, influence, ethics, and credibility, Newspapers text Vs. online text: similarities and contrasts , Corporate blogging , Hosting your own blog Vs. using hosted blog platforms , Creation of a web site using Wordpress content management system , Basics of HTML and CSS to get you out of a jam , Trackbacks, links, tags, sidebars, blogrolls, widgets, feeds. Principal search engines for blogs.

**UNIT III - RSS FEEDS AND FEED-READERS 12**

Publishing and distributing your media online; syndicating your media and content to your communities through RSS , Monitoring your reputation, your brands and your keywords , Setting up feeds and alerts for the information that matters to you , Feedburner, Yahoo! Pipes feed mixing , Facebook feeds, Tumblr, Jaiku, FriendFeed and SocialThing , Blog and social network widgets. LinkedIn, MySpace, Hi5, Orkut. Closed gardens and network data portability. What is Flickr? Web analytics and SEO expert , How online robots and spiders index and crawl through your content, Metrics, measurement and analytics , Search engine optimization (SEO), search marketing, and social media optimization (SMO)

**UNIT IV – VIDEO&AUDIO DISTRIBUTION, PRODUCTIVITY 12**

Video and audio distribution and sharing: Mediasnacks. Filming, editing, and publishing a short video online, Recording an audio interview, editing, and uploading it, Use of images, graphs, and maps to illustrate texts, Creating Sound slides with photos and audio, Using Bit torrent for uploading and downloading large files, Conversational video: Seesmic is to YouTube what Twitter is to Blogger. Your identity online and offline: Behavior affects credibility, authority, influence. Privacy, Security, Ethics.

**UNIT V - BUSINESS CASE STUDY OF RETAIL MODELS 12**

Conceptualizing a website design, Product on social media and various applications and models for marketing using the tools – success & failure model analysis.

## Total: 60hrs

**Text Books:**

1. Social media marketing - Dave Evans and Susan Bratton
2. Liana Evans, “Social Media Marketing: Strategies for Engaging in Facebook, Twitter & Other Social Media”, Que Publishing, 2010

**References:**

1. A Step by step guide to Social Media Marketing and Web2.0 optimisation

# Jan Zimmerman, Deborah Ng , “Social Media Marketing All-in-One For Dummies, 2nd Edition

**15MAD114 DIGITAL STRATEGIES AND PLANNING 2 1 0 3**

**Course Objective:**

To know the various strategies, ideas, decision making methods and styles, and methods of planning in organizations managing digital technology and the various interdependent and interlinked technologies.

**UNIT I - FOUNDATION: 12**

Trends and directions in e-business. E-visioning–What is evisioning? Significance, Scope and its types.eBusiness and eBusiness models.An introduction to the key e-business models.Case analysis of e-business ventures.

**UNIT II -E-BUSINESS PLANNING 12**

E-business Planning: e-Market analysis methodologies. Organizing e-business.Justifying e-investment appraisal.Structuring the e-business plan.Business and Operational Aspects of e-business.

**UNIT III - E-BUSINESS 12**

E-business – Risk analysis. Investors perspective of e-business proposals. Technology enablers of e-business collaboration.Future of eBusiness and importance of technology influence on eBusiness.

**UNITI -DESIGN AND PRINCIPLES 12**

Designing processes for e-business collaboration and e-business process analysis. CRM - Principles of Customer Relationship Management & CRM’s need for ebusiness. Supplier - Producer/Manufacturer – Dealer – Customer process chain.

**UNIT V- EMERGING TRENDS AND ASPECTS 12**

Emerging Aspects of e-business: Global supply chain, Importance of dematerialization.The e-business regulatory framework.The evolution of e-business and e-strategy consulting.eBusiness expansion plans and conglomerates.

## Total: 60hrs

**Text Books:**

1. Michael E-Porter Strategy and the Internet digital E-Book Harvard Business School
2. AmitManzoor, “ E-Commerce An Introduction” - Lambert Academic Publishing, 2010

**References:**

1. W.Robson Strategic Management for Information Systems Pitman
2. Janice Reynolds, “The Complete E-Commerce Book: Design, Build & Maintain a Successful Web-based Business”, Taylor & Francis, 2004, 2, illustrated, revised edition.

**15MAD115 MEDIA PLANNING AND BUYING 2 1 0 3**

**Course Objective:**

To impart knowledge on students about right media vehicle selection with regards to the brand, service or product portfolio and the consumer ehavior issues and affinity cycles. To also let students understand the budgeting issues and evaluation-post-budget allocation and establishment.

**UNIT I - INTRODUCTION TO MEDIA PLANNING 12**

Media Planning – The Changing face of media planning – Role of media planner –Classes of Media – Procedures in media planning –Principles for selecting Media Vehicles–Problems in Media Planning.

**UNIT II - MEDIA PLAN PRESENTATION 12**

Background to Hypothetical Plan – Media Objectives – Competitive Analysis – Target Audience Analysis – Media Habits – Media Selection Rationale – Media Strategy – Flowchart and Budget – Post-Buy Evaluation

**UNIT III - MEDIA OPTIONS AND MEDIA VEHICLES 12**

Selecting suitable media options – TV, Advantages of Radio, Magazine, Newspapers, Buying media space for other medium like.

Criterion for selecting media vehicles – Reach, Frequency, GPRS, Cost efficiency, Cost per thousand, Cost per rating, Waste, Circulation, Pass-along rate (print)

**UNIT IV - MARKETING STRATEGY AND MEDIA PLANNING 12**

Strategies – Situation Analysis, Marketing Strategy Plan, Competitive Media Expenditure Analysis, Analyzing the Data, International Competitive Analysis, Managing Media Planning and Buying, Sources of Marketing Data

**UNIT V - MEDIA BUDGETING & EVALUATION 12**

Media Costs and Buying Problems - Considerations in Planning and Buying Media, Media Costs, MediaBuying Problems, Setting and Allocating the Advertising Budget – Testing, Experimenting, and Media Planning . Tests and Experiments – Test Marketing, Media Testing, Media Translations.

## Total: 60hrs

**Text Books:**

1. Advertising Media Planning – Jack Z. Sissors and Roger B. Baron (7th Edition) – Tata Mc Graw Hill
2. Media Planning – James R Adams – Business Books 1977

**References:**

1. Advanced MP – John R Rossister, Kluer Academic publications 1998

## 15MAD116 E-MARKETING FINANCIAL MODELS2 1 0 3

**Course Objective:**

To understand the objectives and unique properties in electronic commerce based marketing and its financial models. To also let students know the supplier – marketer relationships and the various liabilities in partnership models.

**UNIT I - INTERNET’S IMPACT 12**

The impact of Internet on the financial sector. On-line finance: strategies for new services and financial products supply. Importance of Third Party and Fourth Party Tie ups for supply of financial products through online.

**UNIT II -STRATEGIES 12**

On-line finance strategies to be a successful financial services supplier. Banks and the Internet: status quo and possible developments.Importance of Gateways and Vendors such as PayPal, Pay4Sure, PayUMoney, PayTM.

**Unit III - Application 12**

Motivation for electronic payment – Advantages of using plastics over paper money. Areas of application.Safety and security checks and authentication gateways.Characteristicsof traditional payment systems.

**UNIT IV -SYSTEMS 12**

Cryptography techniques for payment systems. Systems based on credit cards. Importance of OTPs.Electronicchecks.Transaction checks and confirmation of payment through multiple media and technologies.

**UNIT V - EVALUATION 12**

Electronic cash payment systems, Cash Cards, Influence of COD in eMarketing.Micropayments.Evaluation of electronic payment systems.

## Total: 60hrs

**Text Book:**

1. Ezra Zask The E-Finance report Mc Graw-Hill ISBN 007 1364277

**References:**

1. Erik Banks E-Finance J. Wiley and Sons ISBN 047156026X

**15MAD117 IDEAS, BRANDS AND BUSINESS 2 1 0 3**

**Course Objective:**

To help students gain deep understanding of branding and associated factors.To also make the students aware of the latest trends in branding in domestic and global front. To provide in-depth knowledge on markets and the brand’s positioning across territories.

**UNIT I - BASICS OF BRANDS AND BUSINESS 12**

Branding and brands. Consumer benefits---Rational vs. Sensory vs. Emotional. Maslow’s hierarchy. Consumer Needs vs. Wants and the social and family implications. Emergence of new consumer classes and the potential conflicts between generations. Brand Equity & Brand Ideas & Brand Positioning. Branding beyond commerce—politics & religion & charity.

**UNIT II - BRAND IDENTITY 12**

Brand Identity & Logos & Colors & Images. The brand base line.The role of visual and audio properties.Brand promise & Brand Personality. Brand Image, Differentiation, and Competitive advantage through Branding

**UNIT III - MARKET OPPORTUNITIES AND BRAND POSITIONING 12**

How to identify opportunities? What is latent need? How to anticipate emerging and changing needs? The foundations of Brand—Consumer relationship.The evolving shift of power and influence. Brand Positioning Statement

**UNIT IV - ROLE OF BRANDS IN GLOBAL BUSINESSES 12**

The power of brands, Emotional leverage of brands, Branding to meet the needs of consumers across borders, No Logo and Pro Logo, Sustainability of brands, Repositioning of Brands, Branding mistakes due to cultural negligence

**UNIT V - TRENDS IN BRANDS AND BUSINESS 12**

Latest Trends in Branding, Consumer Trends that have affected Branding strategies, Application of Technology in Branding, Branding strategies for changing consumer attitudes, Case studies

## Total: 60hrs

**Text Books:**

1. Walker, Rob, Buying In: What We Buy And Who We Are, Random House, 2007
2. Davenport, Thomas, The Attention Economy, Understanding The New Currency Of Business, Harvard Business School Press, 2002
3. Kumar &Steenkamp, Private Label Strategy, Harvard Business School Publishing (India) Pvt. Ltd, 2007

**References:**

1. Andy Kantor. Marketing and Brand Management, New Age, 2006.
2. Arnold David, A Hand Book of Brand Management, Addison Wesley, 1992.
3. Kapferer, et al. The New Strategic Brand Management: Creating and Sustaining Brand Equity, Kogan Page, 2004.
4. Richard Elliot & Larry Percy. Strategic Brand Management, OUP, 2002.
5. Mazzalovo. Luxury Brand Management, John Wiley & Sons, 2008
6. Riezobos et al. Brand Management: A Theoretical and Practical Approach, Prentice Hall, 2008
7. Philip Kotler, Pfoertsch et al. B2B Brand Management, Springer Berlin, 2006

**15MAD118 MODERN RETAIL AND PRIVATE BRANDING 2 1 0 3**

**Course Objective:**

To introduce the students to the idea of Modern Retail and Private Labels.To discuss its various aspects and their implications in the world of retail and brands.To also know the various recent developments in retail industry and in private brands.

**UNIT I - INTRODUCTION TO MODERN RETAIL 12**

Introduction, Building Superior Retail Brands, Principles of successful brand management: art – science – craft, Creativity and consistency, Strengths and weaknesses Segmentation, Relevance in retail, Consumer needs

**UNIT II - CONCEPTS ON RETAILING AND BRANDING 12**

The brand diamond, The brand purchase funnel, The brand promise, Brand delivery, Store brand portfolio management, Impact estimation, Fact-based media mix optimization, Media landscape transformation, Reach–Cost–Quality, Vehicle optimization, Marketing Mix Modelling, Impact comparison, Do’s and don'ts

**UNIT III - DEVELOPMENTS IN RETAIL MARKETING 12**

The digital evolution of retail marketing Digital natives Constant connectivity Social interaction Two-way marketing Consumer control Evolution not revolution POS marketing, Tangible and intangible elements The human factor, How to achieve local media excellence, The true point of sale, Product selection, Geo-marketing, Creativity and content fit, Testing and learning, Message delivery, Push v/s pull vehicles, Real-time marketing, Boosting customer value, Deep understanding, Predictive modelling, Keeping track, Data availability, Efficiency optimization, Ten Perspectives on Retail Marketing

**UNIT IV - PRIVATE LABEL 12**

Introduction, Private Label in a Nutshell, Private Label Today – Economic Recession to Fuel Growth in Years Ahead, Private Label: a Push Market, Push Factors for Private-label Penetration by 2015, Private Label over Time – Lessons for Developing Countries, Private Brands from: The Shopper Perspective, The Brand Perspective, The Retailer Perspective, The Overall Perspective

**UNIT V - DEVELOPMENTS IN RETAIL AND PRIVATE BRANDING 12**

Price - The Marriage between Private Label and Strong (A) brands, A-brand as the Category Price/Quality Anchor for Retailers, Function & Emotion – Drivers of Brand Success, Private Label Tomorrow, Not all Private-label Products Serve Similar Needs, Long-term Growth Drivers of Private Label

## Total: 60hrs

**Text Books:**

1. Nirmalya Kumar, Jan-Benedict E. M. Steenkamp. Private label strategy: how to meet the store brand challenge. Harvard Business School Press. 2007
2. K.V.S.Madaan. Fundamentals of Retailing. 2009
3. Joseph Barry Mason, Morris Lehman Mayer. Modern Retailing: Theory and Practice. 1990

**References:**

1. Keith Lincoln, Lars Thomassen. Private Label: Turning the Retail Brand Threat into Your Biggest Strength. 2009
2. MarketingManagement:ASouth AsianPerspective -Kotler,Keller,Koshy&Jha, 13/e,PearsonEducation,2012.
3. Marketing: AnIntroduction –RosalindMasterson&David Pickton,2/e,Sage Publications,2010

**15MAD17 DISSERTATION AND VIVA-VOCE 0 0 9 9**

**Course Objective:**

The end of the course project is meant to give the students a comprehensive exposure to the real business world in terms of the professional challenges as well as the personal aspects of etiquette, language, team work and overall effectiveness as operating managers. It will also give the students an opportunity to compare the theoretical principles learnt during the 1st 3 semesters vis-a-vis the real world of business. As far as possible the project will be arranged at companies whose businesses and challenges and priorities match those of the student though this cannot be guaranteed.

**Project Evaluation:**

1. The Project work of the students will be evaluated in two phase’s viz., mid-term and final.
2. Each phase of the assessment will carry 50% of the prescribed marks.
3. The midterm and final evaluation will be done by a Board of examiners and the students have to present the work done by them.
4. The Board of Examiners will consist of the guiding faculty plus the immediate superior to whom the student reported during the project along with an independent member who could be another visiting faculty.
5. Students are also required to present at an open seminar on the dissertation. The Internal Assessment for 50% of the total marks should be done on a periodic basis by two or more internal examiners.
6. For the External Valuation, one Internal Examiner should award 25% of the prescribed marks and 75% marks should be assessed by the appointed External Examiner.