

PONDICHERY UNIVERSITY
DIRECTORATE OF DISTANCE EDUCATION



PROJECT PROPOSAL REPORT
MBA (MARKETING)

Submitted for Approval of UGC
With effect from 2020-21 Onwards

MBA- Marketing

(a) Mission and objectives of this Programme:

MBA Programme in Marketing Management aims at provide professionals with the theories and principles integral to the marketing profession in a global economy. This programme focuses on the critical functions of business operations and sales and marketing issues. This program offers solutions to sales, marketing, and customer relationship problems by using cross functional inputs.

Objectives of this programme is to create trained manpower in the field of marketing managers so as to satisfy the customers need by enhancing society's quality of life, creating competitive advantage through operational excellence and overall cost leadership, communicating values and benefits to change societal behavior in positive way, distributing the right product at the right place at the right time.

(b) Relevance of the programme:

MBA in marketing is most opted program due to its fine relevance with the organizational survival, profit, and growth. In the Indian industrial scenario there is a lot of scope for Marketing Management due to increasing competition, globalization of businesses, proliferation of product variety and shortening of product life cycles. In this sector there is very high employability potential for the graduates.

(c) Targeted Group of Learners:

- Anyone who are interested to make career in the field of Sales and Marketing.
- Candidates who are responsible for product development, pricing and promotion.
- Sales and Marketing Managers, Product Managers, entrepreneurs .
- Those who are involved in Product Development and service delivery

(d) Appropriateness of programme to be conducted through Open and Distance Learning mode :

Most of our student groups are working, it will be difficult for them to attend regular mode of teaching. Therefore, it will be most suitable to provide them education under Distance Learning mode.

(e) Instructional Design: Initially curriculum and detail syllabi were designed by our internal Faculty members and are critically reviewed by external experts. After thorough review it was placed in Board of Studies, subsequently it is approved by Academic Council after thorough discussion. Duration of the course which is 2 years is also approved by the Board Studies and

Academic Council. Instructional design, online delivery of material, student support system were also discussed and approved by Board of Studies and subsequently by the Academic Council.

(f) Procedure of Admission: Admission offered twice in a year, i.e. January (calendar year) and June (academic year).

Eligibility Criteria for Admission

The Student should possess any degree from a recognized University with a pass in any of the following streams:

- 10 + 2 + 3 (or)
- 11 + 1 + 3 (or)
- 11 + 2 + 2 system.

Duration of the Course

The course shall be of two years duration spread over four semesters. The Maximum duration to complete the course shall be 4 years.

Medium

The medium of instruction shall be English.

Personal conduct Programme (PCP)

PCP classes will be conducted at select centers based on the number of students enrolled for the program. The attendance is optional to PCP Classes.

Course Structure and detailed Syllabus

COURSE STRUCTURE

FIRST YEAR (Common to all MBA Programme)			
Semester – I		Semester - II	
Paper code	Paper Title	Paper code	Paper Title
MBAC1001	Management Concepts & Organisational Behaviour	MBAC2001	Financial Management
MBAC1002	Managerial Economics	MBAC2002	Marketing Management
MBAC1003	Accounting for Managers	MBAC2003	Human Resource Management
MBAC1004	Business Environment and Law	MBAC2004	Operations Research and Management
MBAC1005	Research Methodology	MBAC2005	Strategic Management

SECOND YEAR			
Semester – III			Semester - IV
Paper code	Paper Title	Paper code	Paper Title
MBMM 3001	Consumer Behaviour	MBMM 4001	Rural Marketing
MBMM 3002	Marketing Research	MBMM 4002	Services Marketing
MBMM 3003	Industrial Marketing	MBMM4003	Advertising & Sales Promotion
MBMM 3004	Logistics and Supply Chain Management	MBMM 4004	Customer Relationship Management
MBMM 3005	Retail Marketing	MBMM 4005	Global Marketing
		MBMM 4006	Project Work

Question Paper Pattern

Maximum Marks: 100 **Times:** 3 Hours

Part – A (5 X 6 = 30 Marks) – Answer any Five Questions out of Eight Questions

Part – B (5 X 10 = 50 Marks) – Answer any Five Questions out of Eight Questions

Part – C (1 X 20 = 20 Marks) - One Case study (**Compulsory**)

Passing & Classification

The maximum marks for the examination for each paper is 100. The **minimum marks** for a pass is **50%**. Candidates securing 60% marks and above shall be placed in the **First Class**, and those who obtain marks between 50% and above but less than 60% shall be placed in the **Second Class**. Students who obtain **75%** and above marks in aggregate shall be placed in the category of **‘First class with Distinction’**.

Project Work

The students must submit their projects at the end of fourth semester. The maximum marks allotted for the project Report will be **100 marks**.

Fee Structure:

Sl.No.	Fee Particulars	MBA (OSCM)
1	Registration & Processing Fee	200
2	Matriculation Fee	25
3	University Development Fund	1,000
4	Recognition Fee *	200
5	Study Material & Handling Charges	3,500
6	Tuition Fee	20,000
	Total	24,925

(g) Requirement of the Laboratory Support and Library Resources: In existing courses there are no practical components. However, there is an excellent Library with latest collections for the students who can refer for their studies during University working hours.

(h) Cost estimation of the programme and the provisions:

(i) Study material Cost Rs. 500,000/ (approx. per 100 students enrolment)

(ii) PCP classes Cost Rs. 100,000/ (approx. per 100 students enrolment)

DDE is having sufficient fund for running the programme.

(i) Quality assurance mechanism and expected programme outcomes: Time-to-time curriculum is reviewed by the experts as and when there is any requirement to bring changes in the existing course material. However, every five year we review the syllabus and brings out the major changes, correspondingly in the study materials

Detailed Syllabus Outline:

MBA (Marketing) programme curriculum is designed with semester pattern which is covered into four semesters and of two years duration. The first year (1st and 2nd semesters) having 10 papers which covers core management papers such as Management Concepts & Organization Behaviour, Managerial Economics, Accounting for Managers, Strategic Management, Operations Management, Research Methodology etc. The Second year (3rd and 4th semester) having 10 papers which covers specialization papers includes Consumer Behaviour, Industrial Marketing, Logistics & Supply Chain Management, Customer Relationship Management, Services Marketing, Advertising & Sales Promotion, Global Marketing etc. In the fourth semester students have to complete a project report from their specialization papers and to be submitted to the Controller of Examination for its evaluation.

Sources of Study Materials

As per the curriculum approved by the Board of Studies, study materials are prepared. For preparing of study materials, subject experts are identified from the various reputed institutions in the country. The experts are requested to prepare study materials as per the guidelines of UGC for preparing SLM for distance learners. Once the study materials are prepared by the subject experts, our internal senior faculty members review them thoroughly for its quality and appropriateness and then sent to the editors for proof reading the manuscript and finally get the approval of the University authorities. All the approved study materials are sent for printing, maintaining with high quality.

Selected References:

- Koontz, Weirich & Aryasri**, PRINCIPLES OF MANAGEMENT, *Tata McGraw-Hill, New Delhi, 2004*
Laurie Mullins, MANAGEMENT AND ORGANISATIONAL BEHAVIOUR, *Pearson, New Delhi, 2007*
Philip Kotler & Kevin Lane Keller, MARKETING MANAGEMENT (15th Edition), *Pearson India Education Services Pvt. Ltd. 2016*
Jelsy Josheph Kuppapally, ACCOUNTING FOR MANAGERS, *PHI, Delhi, 2010.*
Kothari CR , RESEARCH METHODOLOGY-METHODS AND TECHNIQUES, *New Wiley Eastern Ltd, Delhi, 2009*
Paul E. Green & Donald S. Tull, RESEARCH FOR MARKETING DECISIONS. *PHI Learning Private Limited, New Delhi, 2009*
Robert R. Reeder, Briety & Betty H. reeder, INDUSTRIAL MARKETING, *Prentice Hall of India Pvt. Ltd, New delhi, 2008*
Zcithaml, Parasuraman & Berry, DELIVERING QUALITY SERVICE, *The Free Press, Macmillan. 2008*
Sunil chopra, Meindl & Kalra, SUPPLY CHAIN MANAGEMENT, *Pearson Education, India, 2009*
Keifer Lee & Steve Carter, GLOBAL MARKETING MANAGEMENT, *Oxford University Press, 2009*

MBA – I Semester

PAPER – I MANAGEMENT CONCEPTS & ORGANISATIONAL BEHAVIOUR

Paper Code: MBAC 1001

Objectives

- To provide conceptual understanding of Management Concepts
- To familiarize the students with the contemporary issues in Management
- To understand and appreciate the human behaviour in organisations

UNIT - I

Nature of Management - Social Responsibilities of Business - Manager and Environment Levels in Management - Managerial Skills - Planning - Steps in Planning Process - Scope and Limitations - Short Range and Long Range Planning - Flexibility in Planning Characteristics of a sound Plan - Management by Objectives (MBO) - Policies and Strategies - Scope and Formulation - Decision Making - Techniques and Processes

UNIT – II

An Overview of Staffing, Directing and Controlling Functions - Organising - Organisation Structure and Design - Authority and Responsibility Relationships - Delegation of Authority and Decentralisation - Interdepartmental Coordination - Emerging Trends in Corporate Structure, Strategy and Culture - Impact of Technology on Organisational design - Mechanistic Vs Adoptive Structures - Formal and Informal Organisation

UNIT – III

Perception and Learning - Personality and Individual Differences - Motivation and Job Performance - Values, Attitudes and Beliefs - Stress Management - Communication Types-Process - Barriers - Making Communication Effective

UNIT – IV

Group Dynamics - Leadership - Styles - Approaches - Power and Politics - Organisational Structure - Organisational Climate and Culture - Organisational Change and Development.

UNIT – V

Comparative Management Styles and approaches - Japanese Management Practices Organisational Creativity and Innovation - Management of Innovation - Entrepreneurial Management - Benchmarking - Best Management Practices across the world - Select cases of Domestic & International Corporations - Management of Diversity.

REFERENCES

- Koontz, Weirich & Aryasri**, PRINCIPLES OF MANAGEMENT, *Tata McGraw-Hill, NewDelhi, 2004*
- Tripathi & Reddy**, PRINCIPLES OF MANAGEMENT, *Tata McGraw-Hill, New Delhi, 2008*
- Laurie Mullins**, MANAGEMENT AND ORGANISATIONAL BEHAVIOUR, *Pearson, NewDelhi, 2007*
- Meenakshi Gupta**, PRINCIPLES OF MANAGEMENT, *PHI Learning, NewDelhi, 2009*
- Fred Luthans**, ORGANISATIONAL BEHAVIOUR, *Tata McGraw-Hill, NewDelhi*
- Stephen Robbins**, ORGANISATIONAL BEHAVIOUR, *Pearson, New Delhi*
- Ricky Griffin**, MANAGEMENT: PRINCIPLES & APPLICATIONS, *Cengage, NewDelhi, 2008*

MBA – I Semester

**PAPER – II
MANAGERIAL ECONOMICS**

Paper Code: MBAC 1002

Objectives

- To introduce the economic concepts
- To familiarize with the students the importance of economic approaches in managerial decision making
- To understand the applications of economic theories in business decisions

UNIT – I

General Foundations of Managerial Economics - Economic Approach - Circular Flow of Activity - Nature of the Firm - Objectives of Firms - Demand Analysis and Estimation - Individual, Market and Firm demand - Determinants of demand - Elasticity measures and Business Decision Making - Demand Forecasting.

UNIT-II

Law of Variable Proportions - Theory of the Firm - Production Functions in the Short and Long Run - Cost Functions – Determinants of Costs – Cost Forecasting - Short Run and Long Run Costs –Type of Costs - Analysis of Risk and Uncertainty.

UNIT-III

Product Markets -Determination Under Different Markets - Market Structure – Perfect Competition – Monopoly – Monopolistic Competition – Duopoly - Oligopoly - Pricing and Employment of Inputs Under Different Market Structures – Price Discrimination - Degrees of Price Discrimination.

UNIT-IV

Introduction to National Income – National Income Concepts - Models of National Income Determination - Economic Indicators - Technology and Employment - Issues and Challenges – Business Cycles – Phases – Management of Cyclical Fluctuations - Fiscal and Monetary Policies.

UNIT – V

Macro Economic Environment - Economic Transition in India - A quick Review - Liberalization, Privatization and Globalization - Business and Government - Public-Private Participation (PPP) - Industrial Finance - Foreign Direct Investment(FDI).

REFERENCES

Yogesh Maheswari, MANAGERIAL ECONOMICS, *PHI Learning, NewDelhi, 2005*

Gupta G.S., MANAGERIAL ECONOMICS, *Tata McGraw-Hill, New Delhi*

Moyer &Harris, MANAGERIAL ECONOMICS, *Cengage Learning, NewDelhi, 2005*

Geetika, Ghosh & Choudhury, , MANAGERIAL ECONOMICS, *Tata McGrawHill, NewDelhi, 2011*

PAPER –III
ACCOUNTING FOR MANAGERS

Paper code: MBAC 1003

Objectives

- To acquaint the students with the fundamentals principles of Financial, Cost and Management Accounting
- To enable the students to prepare, Analyse and Interpret Financial Statements and
- To enable the students to take decisions using Management Accounting Tools.

UNIT-I

Book-keeping and Accounting – Financial Accounting – Concepts and Conventions – Double Entry System – Preparation of Journal, Ledger and Trial Balance – Preparation of Final Accounts –Trading, Profit and Loss Account and Balance Sheet with adjustment entries, simple problems only - Capital and Revenue Expenditure and Receipts.

UNIT-II

Depreciation – Causes – Methods of Calculating Depreciation – Straight Line Method, Diminishing Balance Method and Annuity Method - Ratio Analysis – Uses and Limitations – Classification of Ratios – Liquidity, Profitability, Financial and Turnover Ratios – Simple problems only.

UNIT-III

Funds Flow Analysis – Funds From Operation, Sources and Uses of Funds, Preparation of Schedule of Changes in Working Capital and Funds Flow Statements – Uses and Limitations - Cash Flow Analysis – Cash From Operation – Preparation of Cash Flow Statement – Uses and Limitations – Distinction between Funds flow and Cash Flow – only simple problems

UNIT-IV

Marginal Costing - Marginal cost and Marginal costing - Importance - Break-even Analysis - Cost Volume Profit Relationship – Application of Marginal Costing Techniques, Fixing Selling Price, Make or Buy, Accepting a foreign order, Deciding sales mix.

UNIT-V

Cost Accounting - Elements of Cost - Types of Costs - Preparation of Cost Sheet – Standard Costing – Variance Analysis – Material Variances – Labour Variances – simple problems related to Material and Labour Variances only

[Note: Distribution of Questions between Problems and Theory of this paper must be 60:40 i.e., Problem Questions: 60 % & Theory Questions: 40 %]

REFERENCES

Jelsy Josheph Kuppappally, ACCOUNTING FOR MANAGERS, *PHI, Delhi, 2010.*

Pareesh shah, BASIC ACCOUNTING FOR MANAGERS, *Oxford, Delhi, 2007*

Amrish Gupta, FINANCIAL ACCOUNTING FOR MANAGEMENT, *Pearson, Delhi, 2004*

Narayanasmwamy R, FINANCIAL ACCOUNTING , *PHI, Delhi, 2011*

MBA - I Semester

PAPER-IV BUSINESS ENVIRONMENT AND LAW

Paper Code: MBAC 1004

Objectives

- To acquaint students with the issues of domestic and global environment in which business has to operate
- To relate the Impact of Environment on Business in an integrated manner, and
- To give an exposure to important commercial and industrial laws

UNIT – I

Dynamics of Business and its Environment – Technological, Political, Social and Cultural Environment - Corporate Governance and Social Responsibility - Ethics in Business - Economic Systems and Management Structure - Family Management to Professionalism - Resource Base of the Economy - Land, Forest, Water, Fisheries, Minerals - Environmental Issues.

UNIT - II

Infrastructure - Economic- Social, Demographic Issues, Political context - Productivity Factors, Human Elements and Issues for Improvement - Global Trends in Business and Management - MNCs - Foreign Capital and Collaboration - Trends in Indian Industry - The Capital Market Scenario.

UNIT - III

Law of Contract - Agreement - Offer - Acceptance - Consideration - Capacity of Contract - Contingent Contract - Quasi Contract - Performance - Discharge - Remedies to breach of Contract - Partnership - Sale of Goods - Law of Insurance - Negotiable Instruments - Notes, Bills, Cheques - Crossing - Endorsement - Holder in due course - Holder in value - Contract of Agency.

UNIT - IV

Company - Formation - Memorandum - Articles - Prospectus - Shares - Debentures - Directors - Appointment - Powers and Duties - Meetings - Proceedings – Management - Accounts - Audit - Oppression and Mismanagement - Winding up.

UNIT - V

Factory Act – Licensing and Registration of Factories, Health, Safety and Welfare measures - Industrial Disputes Act – Objects and scope of the Act, Effects of Industrial Dispute, Administration under the Act- Minimum Wages Act - Workmen Compensation Act.

REFERENCES

Pathak, LEGAL ASPECTS OF BUSINESS, Tata McGraw- Hill Publishing Company Limited, New Delhi, 2010.

Keith-Davis & William Frederick, BUSINESS AND SOCIETY, *McGraw-Hill, Tokyo*.

M.M. Sulphey & Az-har Basheer, LAWS FOR BUSINESS, *PHI Learning Pvt. Ltd. New Delhi*, 2011

Maheswari & Maheswari, MERCANTILE LAW. *Himalaya Publishing House. Mumbai*

Rudder Dutt & Sundaram, INDIAN ECONOMY, *Vikas Publishing House, New Delhi*.

Veena Keshav Pailwar, ECONOMIC ENVIRONMENT OF BUSINESS, *PHI Learning Pvt. Ltd, New Delhi, 2010*

MBA-I Semester

PAPER-V RESEARCH METHODOLOGY

Paper code: MBAC 1005

Objectives

- To enable the students to know about the information needs of Management
- To introduce the concept of Scientific Research and the methods of conducting Scientific Enquiry and
- To introduce the Statistical Tools of Data Analysis.

UNIT-I

Research – Qualities of Researcher – Components of Research Problem – Various Steps in Scientific Research – Types of Research – Hypotheses Research Purposes - Research Design – Survey Research – Case Study Research.

UNIT-II

Data Collection – Sources of Data – Primary Data – Secondary Data - Procedure Questionnaire – Sampling methods – Merits and Demerits – Experiments – Observation method – Sampling Errors - Type-I Error & Type-II Error.

UNIT-III

Statistical Analysis – Introduction to Statistics – Probability Theories – Conditional Probability, Poisson Distribution, Binomial Distribution and Properties of Normal Distributions – Hypothesis Tests – One Sample Test – Two Sample Tests / Chi-Square Test, Association of Attributes - Standard deviation – Co-efficient of variations .

UNIT-IV

Statistical Applications – Correlation and Regression Analysis – Analysis of Variance – Partial and Multiple Correlation – Factor Analysis and Conjoint Analysis – Multifactor Evaluation – Two-Factor Evaluation Approaches.

UNIT-V

Research Reports – Structure and Components of Research Report – Types of Report, characteristics of Good Research Report, Pictures and Graphs, Introduction to SPSS.

[Note: Distribution of Questions between Problems and Theory of this paper must be 40:60 i.e., Problem Questions: 40 % & Theory Questions: 60 %]

REFERENCES

Panneerselvam, R., RESEARCH METHODOLOGY, *Prentice Hall of India, New Delhi, 2004.*
Kothari CR , RESEARCH METHODOLOGY-METHODS AND TECHNIQUES, *New Wiley Eastern Ltd., Delhi, 2009.*

**PAPER-VI
FINANCIAL MANAGEMENT**

Paper code: MBAC 2001

Objectives

- To know the various sources of finance
- To understand the various uses for finance and
- To familiarize oneself with the techniques used in financial management.

UNIT-I

Financial Management – Financial goals - Profit vs. Wealth Maximization; Finance Functions – Investment, Financing and Dividend Decisions – Cost of Capital – Significance of Cost of Capital – Calculation of Cost of Debt – Cost of Preference Capital – Cost of Equity Capital (CAPM Model and Gordon’s Model) and Cost of Retained Earnings – Combined Cost of Capital (weighted/Overall).

UNIT-II

Capital Budgeting – Nature of Investment Decisions – Investment Evaluation criteria – Net Present Value (NPV), Internal Rate of Return (IRR), Profitability Index (PI), Payback Period, Accounting Rate of Return (ARR) – NPV and IRR comparison.

UNIT-III

Operating and Financial Leverage – Measurement of Leverages – Effects of Operating and Financial Leverage on Profit – Analyzing Alternate Financial Plans - Combined Financial and Operating Leverage – Capital Structure Theories - Traditional approach - M.M. Hypotheses – without Taxes and with Taxes – Net Income Approach (NI) – Net Operating Income Approach (NOI) - Determining capital structure in practice.

UNIT- IV

Dividend Policies – Issues in Dividend Decisions – Relevance Theory – Walter's Model – Gordon's Model – Irrelevance Theory – M-M hypothesis - Dividend Policy in Practice – Forms of Dividends – Stability in Dividend Policy – Corporate Dividend Behaviour.

UNIT-V

Management of Working Capital – Significance and types of Working Capital – Calculating Operating Cycle Period and Estimation of Working Capital Requirements – Financing of Working Capital and norms of Bank Finance – Sources of Working capital – Factoring services– Various committee reports on Bank Finance – Dimensions of Working Capital Management.

[Note: Distribution of Questions between Problems and Theory of this paper must be 40:60 i.e., Problem Questions: 40 % & Theory Questions: 60 %]

REFERENCES

- Khan MY, Jain PK**, BASIC FINANCIAL MANAGEMENT, *Tata McGraw Hill, Delhi*, 2005.
Chandra, Prasanna. FINANCIAL MANAGEMENT, *Tata McGraw Hill, Delhi*.
Bhabatosh Banerjee, FUNDAMENTALS OF FINANCIAL MANAGEMENT, *PHI, Delhi*, 2010
Chandra Bose D, FUNDAMENTALS OF FINANCIAL MANAGEMENT, *PHI, Delhi*, 2010
Preeti Singh, FUNDAMENTALS OF FINANCIAL MANAGEMENT, *Ane*, 2011.

Objectives

- To familiarize with the basic concepts, and techniques of marketing management
- To understand the behaviour of consumers
- To create awareness of marketing mix elements, and
- To analyse and solve marketing problems in the complex and fast changing business environment.

UNIT-I

Introduction to Marketing and Marketing Management, Marketing Concepts - Marketing Process
Marketing mix - Marketing environment. - Consumer Markets and buying behaviour - Market
segmentation and targeting and positioning.

UNIT-II

Product Decisions - concept of a Product - Product mix decisions - Brand Decision - New
Product Development – Sources of New Product idea - Steps in Product Development - Product
Life Cycle strategies- Stages in Product Life Cycle,

UNIT-III

Price Decisions - Pricing objectives - Pricing policies and constraints - Different pricing method -
New product pricing, Product Mix pricing strategies and Price adjustment strategy.

UNIT-IV

Channel Decision - Nature of Marketing Channels –. Types of Channel flows - Channel
functions - Functions of Distribution Channel – Structure and Design of Marketing Channels -
Channel co-operation, conflict and competition – Retailers and wholesalers.

UNIT - V

Promotion Decision - Promotion mix - Advertising Decision, Advertising objectives -
Advertising and Sales Promotion – Developing Advertising Programme – Role of Media in
Advertising - Advertisement effectiveness - - Sales force Decision.

REFERENCE

K.S. Chandrasekar, MARKETING MANAGEMENT TEXT AND CASES, *Tata McGraw-Hill
Publication, New Delhi.2010*

Govindarajan, MARKETING MANAGEMENT CONCEPTS, CASES, CHALLENGES AND
TRENDS, *Prentice Hall of India, New Delhi. 2009*

Philip Kotler, MARKETING MANAGEMENT- ANALYSIS PLANNING AND CONTROL, *Prentice
Hall of India, New Delhi,*

Ramaswamy. V S & Namakumari. S, MARKETING MANAGEMENT-PLANNING
IMPLEMENTATION AND CONTROL, *Macmillan Business Books, New Delhi, 2002,*

MBA – II Semester

PAPER – VIII HUMAN RESOURCES MANAGEMENT

Paper Code: MBAC 2003

Objectives

- To understand and appreciate the importance of the human resources vis-a-vis other resources of the organisation
- To familiarize the students with methods and techniques of HRM
- To equip them with the application of the HRM tools in real world business situations.

UNIT-I

Human Resources Management - Context and Concept of People Management in a Systems Perspective - Organisation and Functions of the HR and Personnel Department - HR Structure and Strategy; Role of Government and Personnel Environment including MNCs.

UNIT – II

Recruitment and Selection - Human Resource Information System [HRIS] - Manpower Planning - Selection – Induction & Orientation - Performance and Potential Appraisal - Coaching and Mentoring - HRM issues and practices in the context of Outsourcing as a strategy

UNIT-III

Human Resources Development –Training and Development Methods - Design & Evaluation of T&D Programmes - Career Development - Promotions and Transfers - Personnel Empowerment including Delegation - Retirement and Other Separation Processes.

UNIT-IV

Financial Compensation- -Productivity and Morale - Principal Compensation Issues & Management - Job Evaluation - Productivity, Employee Morale and Motivation - Stress Management - Quality of Work Life.

UNIT – V

Building Relationships – Facilitating Legislative Framework - Trade Unions - Managing Conflicts - Disciplinary Process - Collective Bargaining - Workers Participation in Management - Concept, Mechanisms and Experiences.

REFERENCES

- Venkata Ratnam C. S. & Srivatsava B. K.**, PERSONNEL MANAGEMENT AND HUMAN RESOURCES, *Tata Mc-Graw Hill, NewDelhi,*
- Aswathappa**, HUMAN RESOURCE MANGEMENT, *Tata McGraw Hill, NewDelhi, 2010*
- Garry Dessler & Varkkey**, HUMAN RESOURCE MANAGEMENT, *Pearson, New Delhi, 2009*
- Alan Price**, HUMAN RESOURCE MANAGEMENT, *Cengage Learning, NewDelhi, 2007*
- Pravin Durai**, HUMAN RESOURCE MANGEMENT, *Pearson, New Delhi, 2010*
- Snell, Bohlander & Vohra**, HUMAN RESOURCES MANAGEMENT, *Cengage, NewDelhi, 2010*

Objectives

- To familiarize the Operations Management concepts
- To introduce various optimization techniques with managerial perspective
- To facilitate the use of Operations Research techniques in managerial decisions.

UNIT –I

Introduction to Operations Management - Process Planning - Plant Location - Plant Lay out - Introduction to Production Planning.

UNIT –II

Stages of Development of Operations Research- Applications of Operations Research- Limitations of Operations Research- Introduction to Linear Programming- Graphical Method- Simplex Method - Duality.

UNIT-III

Transportation Problem- Assignment Problem - Inventory Control - Introduction to Inventory Management - Basic Deterministic Models - Purchase Models - Manufacturing Models with and without Shortages.

UNIT-IV

Shortest Path Problem - Minimum Spanning Tree Problem - CPM/PERT - Crashing of a Project Network.

UNIT- V

Game Theory- Two Person Zero-sum Games -Graphical Solution of (2 x n) and (m x 2) Games - LP Approach to Game Theory - Goal programming - Formulations - Introduction to Queuing Theory - Basic Waiting Line Models: (M/M/1):(GD/a/a), (M/M/C):GD/a/a).

[Note: Distribution of Questions between Problems and Theory of this paper must be 60: 40 i.e, Problem Questions: 60 % & Theory Questions : 40 %]

REFERENCES

Kanishka Bedi, PRODUCTION & OPERATIONS MANAGEMENT, *Oxford, NewDelhi, 2007*

Panneerselvam, R, OPERATIONS RESEARCH, *Prentice-Hall of India, New Delhi, 2002.*

G.Srinivasan, OPERATIONS RESEARCH, *PHI Learning, NewDelhi,2010*

Tulsian & Pandey, QUANTITATIVE TECHNIQUES, *Pearson, NewDelhi, 2002*

Vohra, QUANTATIVE TECHNIQUES IN MANAGEMENT, *Tata McGrawHill, NewDelhi, 2010*

MBA- II Semester

PAPER-X STRATEGIC MANAGEMENT

Paper Code: MBAC 2005

Objectives

- Integrating the knowledge gained in functional areas of management
- Helping the students to learn about the process of strategic management, and
- Helping the students to learn about strategy formulation and implementation

UNIT-I

Concepts of Strategy - Levels at which strategy operates; Approaches to strategic decision making; Mission and purpose, objectives and goals; Strategic business unit (SBU); Functional level strategies

UNIT-II

Environmental Analysis and Diagnosis - Environment and its components; Environment scanning and appraisal; Organizational appraisal; Strategic advantage analysis and diagnosis; SWOT analysis

UNIT-III

Strategy Formulation and Choice - Modernization, Diversification Integration - Merger, take-over and joint strategies - Turnaround, Divestment and Liquidation strategies - Strategic choice - Industry, competitor and SWOT analysis - Factors affecting strategic choice; Generic competitive strategies - Cost leadership, Differentiation, Focus, Value chain analysis, Benchmarking, Service blue printing

UNIT-IV

Functional Strategies: Marketing, production/operations and R&D plans and policies- Personnel and financial plans and policies.

UNIT-V

Strategy Implementation - Inter - relationship between formulation and implementation - Issues in strategy implementation - Resource allocation - Strategy and Structure - Structural considerations - Organizational Design and change - Strategy Evaluation- Overview of strategic evaluation; strategic control; Techniques of strategic evaluation and control.

REFERENCES

Azhar Kazmi, STRATEGIC MANAGEMENT & BUSINESS POLICY, *Tata McGraw-Hill Publishing Company Limited, New Delhi 2008.*

Vipin Gupta, Kamala Gollakota & Srinivasan, BUSINESS POLICY & STRATEGIC MANAGEMENT, *Prentice Hall of India Private Limited, New Delhi, 2008.*

Amita Mittal, CASES IN STRATEGIC MANAGEMENT, *Tata McGraw-Hill Publishing Company Limited, New Delhi 2008.*

Fred R. David, STRATEGIC MANAGEMENT CONCEPT AND CASES, *PHI Learning Private Limited, New Delhi, 2008.*

MBA (Marketing) - III Semester

PAPER - XI CONSUMER BEHAVIOUR

Course Code: 36

Paper Code: MBMM 3001

Objectives

- To understand the conceptual foundations of consumer buying behavior
- To create awareness of the theories of motivation and perception as applied in consumer behavior, and
- To acquaint with the communication and consumer decision making

UNIT - I

Consumer Behaviour and Marketing Action - An overview - Consumer involvement - Decision-making processes - Purchase Behaviour and Marketing Implications - Consumer Behaviour Models

UNIT - II

Environmental influences on Consumer Behaviour - Cultural influences - Social class - Reference groups and family influences - Opinion leadership and the diffusion of innovations - Marketing implications of the above influences.

UNIT - III

Consumer buying behaviour - Marketing implications - Consumer perceptions – Learning and attitudes - Motivation and personality – Psychographics - Values and Lifestyles, Click-o-graphic.

UNIT - IV

Strategic marketing applications - Market segmentation strategies - Positioning strategies for existing and new products, Re-positioning, Perceptual Mapping - Marketing communication - Store choice and shopping behaviour - In-Store stimuli, store image and loyalty - Consumerism - Consumer rights and Marketers' responsibilities.

UNIT - V

The Global Consumer Behaviour and Online buying behaviour - Consumer buying habits and perceptions of emerging non-store choices - Research and applications of consumer responses to direct marketing approaches - Issues of privacy and ethics.

REFERENCES

Bennet and Kassarjian, CONSUMER BEHAVIOUR, *Prentice Hall of India, New Delhi*

Michael R. Solomon, Consumer Behaviour, PHI Learning Private Limited, New Delhi, 2011

Ramanuj Majumdar, CONSUMER BEHAVIOUR, *Prentice Hall of India, New Delhi, 2011*

Loudon and Della Bitta, CONSUMER BEHAVIOUR: CONCEPTS AND APPLICATIONS, *Tata McGraw Hill, New Delhi, 2007*

Berkman & Gilson, CONSUMER BEHAVIOUR: CONCEPTS AND STRATEGIES, *Kent Publishing Company.*

Efraim Turban, Jae Lee, David King, & I-I. Michael Chung: *Electronic Commerce: Managerial Perspective, Pearson Education Inc., 2000.*

MBA (Marketing) - III Semester

PAPER-XII MARKETING RESEARCH

Course Code: 36

Paper Code: MBMM 3002

Objectives

- To introduce the basic concepts of research and methodology of conducting researches in marketing domain, and
- To provide a foundation to pursue a professional career in Marketing Research domain.

UNIT – I

The Marketing Research System - Definition of MR - Basic and Applied Research – The Marketing Research Process - Types of Research - Steps in Marketing Research Process - Research Design - Data Sources - Marketing Information System – International Market Research.

UNIT-II

Sampling Process in Marketing Research– Sampling Design and Procedure – Sampling Methods – Non probabilistic sampling Techniques – Probabilistic sampling Techniques - Sample Size determination - Sampling Errors.

UNIT-III

Measurement & Scaling in Marketing Research: Measurement concept – Sources of variation in Measurement, Validity & reliability of Measurement - Attitude measurement – Scaling Procedure

UNIT-IV

Data Instruments - Data Collection- Online data collection - Collection of Secondary Data – Collection of Primary Data Methods - Field Operations - Errors and Difficulties in Data Processing, Coding and Editing.
Data Analysis - -Hypothesis Testing - Report Writing - Presentation of Data.

UNIT- V

Application of Marketing Research: Product Research – Motivation research – Advertising Research – Sales Control Research – Rural Marketing research - Export Marketing research.

REFERENCES

Naresh K. Malhotra, *MARKETING RESEARCH: AN APPLIED ORIENTATION*,
Pearson Education, Asia.

Paul E. Green & Donald S. Tull, *RESEARCH FOR MARKETING DECISIONS. PHI Learning Private Limited, New Delhi, 2009*

Donald R. Cooper & Schindler, *MARKETING RESEARCH CONCEPT & CASES, Tata McGraw-Hill Publishing Company Limited, new Delhi, 2006*

S.C. Gupta, *MARKETING RESEARCH, Excel Books India, 2007*

MBA (Marketing) - III Semester

**PAPER-XIII
INDUSTRIAL MARKETING**

Course Code: 36

Paper Code: MBMM 3003

Objectives:

- To help the learner distinguish between consumer marketing and industrial marketing
- To understand the nuances of industrial marketing, and
- To learn to formulate industrial marketing strategies and also design industrial marketing mix elements

UNIT-I

Introduction to Industrial Markets - Industrial Marketing System, Concepts and Characteristics
- Types of Industrial Markets - Industrial Buyer Behaviour.

UNIT-II

Strategic Industrial Marketing (S.T.P.) - Marketing Information Systems and Marketing Research – B2B Commerce.

UNIT-III

Classification of Industrial Products and Services - New Product Development and Introduction - Industrial Product Management - Pricing Decisions in Industrial Markets.

UNIT-IV

Formulating Channel Strategies and Physical Distribution decisions – Channel Management - Promotional Strategies for Industrial Goods/ Services.

UNIT - V

Developing Marketing Strategies and Programs for Industrial Goods / Services. –
Formulating channel strategy – Pricing strategy- Promotional strategy – Sales force automation.

REFERENCES

Hawaldar, K. Krishna, INDUSTRIAL MARKETING, *TATA McGraw-Hill Publishing Company Limited, New Delhi. 2008*

Milind T. Phadtare, INDUSTRIAL MARKETING, Prentice Hall of India Pvt. Ltd, New delhi,2008

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Peter M. Chisnall, STRATEGIC INDUSTRIAL MARKETING; *Prentice-Hall International*

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MBA (Marketing) - IV Semester

PAPER-XIV

LOGISTICS AND SUPPLY CHAIN MANAGEMENT

Course Code: 36

Paper Code: MBMM3004

Objectives

- To introduce process and functions of physical distribution system
- To introduce the major building blocks, functions, business process, performance metrics and decision making in supply chain network, and
- To provide an insight into the role of Internet Technologies and electronics commerce in supply chain management

UNIT - I

Physical distribution : Participation in the physical distribution functions – The environment of physical distribution – Channel design strategies and structures – electing channel members – Setting distribution objectives and tasks – Target markets and channel design strategies.

UNIT - II

Managing the marketing channel - Product, Pricing and Promotion issues in channel Management and Physical Distribution - Motivating channel members - Evaluating channel member performance - Vertical marketing systems - Retail co-operatives, Franchise systems and corporate marketing systems.

UNIT - III

Supply Chain: Building Blocks of a Supply Chain Network – Performance Measures in Decisions in the Supply chain World – Models for Supply chain Decision Making.

UNIT - IV

Supply Chain Inventory Management: Economic Order quantity Models – Recorder Point Models – Multichannel Inventory systems – Supply chain Facilities Layout – Capacity Planning – Inventory optimization – Dynamic Routing and Scheduling.

UNIT-V

Relation to ERP: E-procurement – E-Logistics – Internet Auctions – E-markets – Electronic Business Process – Optimization Business Object in SCM.

REFERENCES

N. Chandrasekaran, SUPPLY CHAIN MANAGEMENT, *Oxford University Press*, 2010

D.K. Agarwal, LOGISTICS & SUPPLY CHAIN MANAGEMENT, *Macmillan India Pvt. Ltd. New Delhi*, 2008

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Bowersox & Closs, LOGISTICAL MANAGEMENT, *Tata McGraw Hill. New Delhi*, 2008

Satish K. Kapoor & Purva Kansal, BASICS OF DISTRIBUTION MANAGEMENT - A

LOGISTICAL APPROACH, *Prentice-Hall India*, 2003.

Richard R. Still, Edward W. Cundiff & Norman A.P. Govani, SALES MANAGEMENT, *Prentice-Hall India*.

MBA (Marketing) - III Semester

PAPER-XV RETAIL MARKETING

Course Code: 36

Paper Code: MBMM 3005

Objectives

- To understand the concept, process and management of retail business
- To develop an understanding of the retail strategy and planning process, and
- To have an understanding of merchandise process

UNIT – I

An overview of Retailing - Types of stores - Product Retailing vs. Service Retailing - Non store Retailing - Retail strategy - Achieving competitive advantage and positioning Retailing environment - Legal, Social, Economic, Technological, issues - Trends in the Indian Retailing Industry.

UNIT-II

Retail store location and layout - Country/Region analysis - Trade area analysis - Site evaluation and selection - Store design and layout - Comprehensive store planning - Exterior design and layout - Interior store design and layout - Interior design elements.

UNIT-III

Planning merchandise needs and merchandise budgets - Methods for determining inventory evaluation - Assortment planning, buying and vendor relations - Merchandise pricing - Price strategies - Psychological pricing - Mark-up and markdown strategies.

UNIT-IV

Communicating with the retail customer - Retail promotion mix-Advertising - Sales promotion - Publicity - Retail selling process - Retail database- In-store customer service.

UNIT - V

Globalization and changing retail formats – Online retailing - International Retailing – Opportunities and Challenges - Market entry formulas - New customized formats (customized stores, portable stores, merchandise depots, retail theater, service malls, customer-made stores, interactive kiosk 'shopping arcades')

REFERENCES

Chetan Bajaj, Tuli & Srivastava, RETAIL MANAGEMENT, *Oxford University Press, New Delhi.2010*

Giridhar Joshi, INFORMATION TECHNOLOGY FOR RETAIL, *Oxford University Press, New Delhi.2009*

Swapna Pradhan, RETAIL MANAGEMENT, TEXT & CASES, *Tata McGraw-Hill Publishing company, New Delhi, 2008*

Ron Hasty and James Reardon, RETAIL MANAGEMENT. *McGraw-Hill Publication, International Edition.*

Fernie, PRINCIPLES OF RETAILING, *Elsevier Publishing, 2010*

MBA (Marketing) - IV Semester

**PAPER-XVI
RURAL MARKETING**

Course Code: 36

Paper Code: MBMM4001

Objectives

- To create awareness about the applicability of the concepts, techniques and processes of marketing in rural context
- To familiarize with the special problems related to sales in rural markets, and
- To help understand the working of rural marketing institutions.

UNIT- I

Rural Economy - Rural - Urban disparities-policy interventions required - Rural face to Reforms - The Development exercises in the last few decades.

UNIT-II

Rural Marketing - Concept and Scope - Nature of rural markets - attractiveness of rural markets - Rural Vs Urban Marketing - Characteristics of Rural consumers - Buying decision process - Rural Marketing Information System - Potential and size of the Rural Markets.

UNIT-III

Selection of Markets - Product Strategy - Product mix Decisions - Competitive product strategies for rural markets.

UNIT-IV

Pricing strategy - pricing policies - innovative pricing methods for rural markets - promotion strategy - appropriate media - Designing right promotion mix - promotional campaigns.

UNIT - V

Distribution - Logistics Management - Problems encountered - selection of appropriate channels - New approaches to reach out rural markets – Electronic choupal applications.

REFERENCES

Balaram Dogra & Karminder Ghuman, RURAL MARKETING: CONCEPT & CASES, *Tata McGraw-Hill Publishing Company, New Delhi, 2008*

A.K. Singh & S. Pandey,RURAL MARKETING: INDIAN PERSPECTIVE, *New Age International Publuishers, 2007*

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Philip Kotler, MARKETING MANAGEMENT, *Prentice - Hall India Ltd. New Delhi*

Agarwal A.N, INDIAN ECONOMY, *Vikas Publication , New Delhi.*

Ruddar Dutt Sundaram, INDIAN ECONOMY, *Tata McGraw Hill. Publishers , New Delhi*

MBA (Marketing) - IV Semester

PAPER-XVII SERVICES MARKETING

Course Code: 36

Paper Code: MBMM 4002

Objectives

- To familiarize with the special characteristics of services relevant for marketing
- To analyze the customer satisfaction and complaint management in services
- To evaluate the financial implications of improvement in services, and
- To acquaint with CRM application in service marketing.

UNIT-I

Marketing of Services - Introduction - Growth of the Service Sector - The Concept of Service - Characteristics of Services - Classification of Services - Designing the Service Blueprinting, Using Technology - Developing Human Resources - Building Service Aspirations.

UNIT-II

Marketing mix in services marketing - The seven Ps - Product Decisions - Pricing Strategies and Tactics - Promotion of Services and Placing or Distribution Methods for Services - Additional Dimensions in Services Marketing - People, Physical Evidence and Process – Internet as a service channel.

UNIT-III

Strategic Marketing Management for Services - Matching Demand and Supply through Capacity Planning and Segmentation - Internal Marketing of a Service - External versus Internal Orientation of Service Strategy.

UNIT-IV

Delivering Quality Services - Causes of Service-Quality Gaps - The Customer Expectations versus Perceived Service Gap - Factors and Techniques to Resolve this Gaps in Service - Quality Standards, Factors and Solutions - The Service Performance Gap Key Factors and Strategies for Closing the Gap - Developing Appropriate and Effective Communication about Service Quality.

UNIT – V

Marketing of Services with special reference to Financial Services - Health Services - Hospitality Services including Travel, Hotels and Tourism - Professional Services - Public Utility Services - Communication Services - Educational Services.

REFERENCES

Ravi Shanker, SERVICES MARKETING: THE INDIAN PERSPECTIVE, *Excel Books, New Delhi, 2008*

Rajendra Nargundkar, SERVICES MARKETING: TEXT & CASES, *Tata McGraw-Hill Publishing Company, New Delhi, 2008*

Christopher H. Lovelock, SERVICES MARKETING: PEOPLE, TECHNOLOGY, STRATEGY, *Pearson Education Asia.*

R. Srinivasan, SERVICES MARKETING, *Prentice Hall of India Private Limited, New Delhi.*

Zcithaml, Parasuraman & Berry, DELIVERING QUALITY SERVICE, *The Free Press, Macmillan. 2008*

MBA (Marketing) - IV Semester

PAPER-XVIII ADVERTISING & SALES PROMOTION

Course Code: 36

Paper Code: MBMM 4003

Objectives

- To understand the process of marketing communications.
- To understand and integrate marketing communications theory and concepts with all elements of the promotional mix, and
- To acquaint students with approaches and methods to develop, execute and evaluate advertising campaigns.

UNIT - I

Advertising - an introduction- Origin and Development - Definition and Classification - Planning Framework - Organising Framework - the Advertiser and the Advertising Agency interface - Strategic Advertising Decisions - Setting Advertising Objectives - The Budget Decision - Preparing the Product and Media Brief

UNIT-II

Copy Decisions - Visualization of Ad Layout - Elements of Ad Copy and Creation Principles of verbal versus visual thinkers - Styles and Stages in advertising copy creation- Copy (Pre-) Testing methods and measurements.

UNIT-III

Media Decisions - Media Planning and Selection - Concepts of Reach, Frequency, Continuity, and Selectivity - Measures of Media Cost Efficiency – Media (Readership / Viewership) Research - The Internet as an Advertising Medium - Tracking Website visits, page views, hits, and click-stream analysis - permission marketing and privacy - ethical concerns.

UNIT-IV

Measuring Advertising Effectiveness - Control of Advertising by practitioners, media and the market - Advertising in the International Market-place - Advertising and Principles of Integrated Marketing Communication and Image Building.

UNIT - V

Sales Promotion - Rationale, Types - Consumer and Trade Promotions - Sales Promotion Strategies and Practices, Cross Promotions, Surrogate Selling, Bait and Switch advertising issues.

Brand Equity - Concepts and Criteria, Building, Measuring and Managing Brand Equity, Linking Advertising and sales promotion to achieve 'brand-standing' - Leveraging Brand Values for business and non-business contexts.

REFERENCES

Kazmi & Batra, ADVERTISING & SALES PROMOTION,*Excel Books, 2008*

Aaker, Batra & Myers, ADVERTISING MANAGEMENT; *Prentice Hall, India. 2008*

Kruti Shah & Alan D'souza, ADVERTISING & PROMOTION, *Tata McGraw-Hill New delhi, 2009*

Kelley & Jugenheimer,ADVERTISING MEDIA PLANNING A BRAND MANAGEMENT APPROACH, *Prentice Hall, India. 2008.*

MBA (Marketing) – IV Semester

PAPER-XIX

CUSTOMER RELATIONSHIP MANAGEMENT

Course Code: 36

Paper Code: MBMM4004

Objectives

- To understand the concepts and principles of CRM
- To appreciate the role and changing face of CRM as an IT enabled function, and
- To enable managing Customer Relationship.

UNIT - I

CRM concepts - Acquiring customers, - Customer loyalty and optimizing customer relationships - CRM defined - success factors, the three levels of Service/ Sales Profiling - Service Level Agreements (SLAs), creating and managing effective SLAs.

UNIT - II

CRM in Marketing - One-to-one Relationship Marketing - Cross Selling & Up Selling - Customer Retention, Behaviour Prediction - Customer Profitability & Value Modeling, - Channel Optimization - Event-based marketing. - CRM and Customer Service - The Call Centre, Call Scripting - Customer Satisfaction Measurement.

UNIT - III

Sales Force Automation - Sales Process, Activity, Contact- Lead and Knowledge Management - Field Force Automation. - CRM links in e-Business - E-Commerce and Customer Relationships on the Internet - Enterprise Resource Planning (ERP), - Supply Chain Management (SCM), - Supplier Relationship Management (SRM), - Partner relationship Management (PRM).

UNIT-IV

Analytical CRM - Managing and sharing customer data - Customer information databases - Ethics and legalities of data use - Data Warehousing and Data Mining concepts - Data analysis - Market Basket Analysis (MBA), Click stream Analysis, Personalization and Collaborative Filtering.

UNIT- V

CRM Implementation - Defining success factors - Preparing a business plan requirements, justification and processes. - Choosing CRM tools - Defining functionalities - Homegrown versus out-sourced approaches - Managing customer relationships - conflict, complacency, Resetting the CRM strategy. Selling CRM internally - CRM development Team - Scoping and prioritizing - Development and delivery - Measurement.

REFERENCES

Alok Kumar Rai, CUSTOMER RELATIONSHIP MANAGEMENT CONCEPT & CASES, *Prentice Hall of India Private Limited, New Delhi, 2011*

S. Shanmugasundaram, CUSTOMER RELATIONSHIP MANAGEMENT, *Prentice Hall of India Private Limited, New Delhi, 2008*

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V. Kumar & Werner J., CUSTOMER RELATIONSHIP MANAGEMENT, *Wiley India, 2008*

MBA (Marketing) - IV Semester

PAPER-XX GLOBAL MARKETING

Course Code: 36

Paper Code: MBMM 4005

Objectives

- This course is designed to provide knowledge of marketing management in the international scenario, and
- To enable the student to appreciate the nuances of international marketing environment and develop marketing strategies for the dynamic international markets.

UNIT-I

The international marketing environment - Political and legal systems - Multilateral and Geographical Groupings - Culture and Business Customs - Economic and Financial dimensions.

UNIT –II

Understanding the global consumer market - Scope and challenges of international marketing - Assessing international market opportunities - Marketing Research.

UNIT-III

International marketing management - Planning and organization - Market entry strategies - Export, joint ventures and direct investments.

UNIT –IV

Global product management - standardization vs. differentiation - Product planning and development - Marketing industrial products and services globally - Pricing for international markets.

UNIT – V

Global logistics management - International distribution systems - Global advertising and promotional strategies - Sales management - Developing marketing strategies and programs for international markets.

REFERENCES

Keifer Lee & Steve Carter, GLOBAL MARKETING MANAGEMENT, *Oxford University Press*, 2009

Micheal R.Czinkota and Ilkka A.Ronkainen, GLOBAL MARKETING, *CENGAGE Learning*, 2007

R. Srinivasan, INTERNATIONAL MARKETING, *Prentice-Hall India Pvt. Ltd*, New Delhi, 2008

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