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

Semester: I - IV

Syllabus for the Batch
Examinations: 2026-28

Directorate of Online Studies
Guru Nanak Dev University
(ESTABLISHED UNDER STATE LEGISLATURE ACT NO. 21 OF 1969)
Accredited by National Assessment and Accreditation Council (NAAC) At 'A++' Grade (Highest Level) As Per Modified Criteria Notified On 27/07/2017 And Conferred 'University with Potential for Excellence' Status and 'Category-I University' As Per University Grants Commission (F. No. 1-8-2017/(CPP-II) Dated 12/02/2018)
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(i) Copy rights are reserved. Nobody is allowed to print it in any form.Defaulters will be prosecuted.
(ii) The syllabi are subject to change therefore, visit the website from time to time to keep yourself updated.

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

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

SEMESTER I:

Paper Code	Subject Name	Marks			Credits
		Internal Assessment	End term	Total	
OLMBA 150T	Managerial Economics	30	70	100	4
OLMBA 151T	Business Environment	30	70	100	4
OLMBA 152T	Quantitative Methods for Management	30	70	100	4
OLMBA 153T	Accounting for Management	30	70	100	4
OLMBA 154T	Marketing Management	30	70	100	4
OLMBA 155T	Management Principles and Organizational Behaviour	30	70	100	4
Total Marks and Credits		**180**	**420**	**600**	**24**

SEMESTER II:

Paper Code	Subject Name	Marks			Credits
		Internal Assessment	End Term	Total	
OLMBA250T	Business Research Methodology	30	70	100	4
OLMBA251T	Financial Management	30	70	100	4
OLMBA252T	Human Resource Management	30	70	100	4
OLMBA253T	Entrepreneurial Development and MSMEs	30	70	100	4
OLMBA254T	Business Communication and Personality Development	30	70	100	4
OLMBA255S	Seminar-I	-	100	100	4
Total Marks and Credits		**150**	**450**	**600**	**24**

Note: Syllabus of 1st and 2nd Semester for all MBA, MBA(FM), MBA(MM) & MBA(HRM) running in online mode are same.

SEMESTER III:

Paper Code	Subject Name	Marks			Credits
		Internal Assessment	End term	Total	
OLMBA 391T	Marketing Research	30	70	100	4
OLMBA 392T	Consumer Behavior	30	70	100	4
OLMBA 393T	Advertising and Sales Management	30	70	100	4
OLMBA 394T	Services Marketing	30	70	100	4
OLMBA 395T	Business Analytics	30	70	100	4
OLMBA 396S	Seminar-II	-	100	100	4
OLMBA 397T	International Marketing	30	70	100	4
Total Marks and Credits		**180**	**520**	**700**	**28**

SEMESTER IV:

Paper Code	Subject Name	Marks			Credits
		Internal Assessment	End term	Total	
OLMBA 491T	Strategic Management	30	70	100	4
OLMBA 492T	Brand Management	30	70	100	4
OLMBA 493T	Digital and Social Media Marketing	30	70	100	4
OLMBA 494P	Research Project	-	300	300	12
Total Marks and Credits		**90**	**510**	**600**	**24**

Semester I

OLMBA150T: MANAGERIAL ECONOMICS

Credits 4-0-0
Total Marks: 100
Mid Semester Marks: 30
End Semester Marks: 70
Mid Semester Examination: 30% weightage
End Semester Examination: 70% weightage

Instructions for the Paper Setters

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section. The duration for exam will be 3 hours.

Section A

- Managerial Economics: Meaning, Nature, Scope and Concepts
- Marginal Analysis: Law of Diminishing Marginal Utility, Law of Equimarginal Utility
- Law of Demand: Meaning, Determinants, Exceptions, Kinds of Demand, Change in Demand and Importance.
- Elasticity of Demand: Meaning, Types and Degrees of Elasticity of Demand, Methods of Measuring Price Elasticity of Demand, Factors Determining Elasticity of Demand, Importance.

Section B

- Indifference Curve Analysis: Meaning, Assumptions, Properties, Consumer Equilibrium, Importance.
- Production Function: Meaning, Types: Short Run and Long Run Production Function, Economies and Diseconomies of Scale.
- Theory of Costs: Types of Costs, Traditional Theory: Long Run & Short Run, Modern Theory: Long Run & Short Run.

Section C

- Managerial Theories: Profit maximization and Sales Maximization.
- Market Structure: Meaning, Assumptions and Equilibrium of Perfect Competition, Monopoly, Monopolistic Competition.
- Oligopoly: Sweezy Model.

Section D

- National Income: Conceptual Framework, different concepts of National Income, Methods of Measuring National Income, Limitations of measuring National Income.
- Consumption Function: Meaning, and Nature, Determinants and Measures to Raise Propensity to Consume. Keynes Psychological Law of Consumption - Meaning, Properties and Implications.
- Inflation: Meaning, Types, Theories, Causes, Effects and Control. Phillips curve.

Course Outcomes: This course is designed to equip the students with better understanding of the economic relationship with business factors and its application in real life complex business situations. Students may develop the analytical ability to apply the economic theories and laws in the decision making process. It bridges the gap between economics in theory and in practice.

Suggested Readings:

1. Koutsoyiannis, A, Modern Micro Economics, Palgrave Macmillan Publishers, New Delhi.
2. Thomas Christopher R., and Maurice S. Charles, Managerial Economics – Concepts and Applications, 8th Edition, Tata McGraw Hills, 2006.
3. Mehta, P. L, Managerial Economics – Analysis, Problems and Cases, Sultan Chand & Sons, Delhi.
4. Peterson and Lewis, Managerial Economics, 4th Edition, Prentice Hall of India Pvt. Ltd., New Delhi.
5. Shapiro, Macro Economics, Galgotia Publications.
6. H. L Ahuja Advanced Economic Analysis, S. Chand & Co. Ltd, New Delhi.
7. G.S Gupta, Managerial Economics, Tata McGraw Hill.
8. Goel Dean, Managerial Economics, Prentice Hall of India, Pvt. Ltd., New Delhi.
9. http://swayam.gov.in/
10. http://edx.org formerly http://mooc.org/
11. http://epgp.inflibnet.ac.in/

OLMBA151T: BUSINESS ENVIRONMENT

Credits 4-0-0
Total Marks: 100
Mid Semester Marks: 30
End Semester Marks: 70
Mid Semester Exam: 30% weightage
End Semester Exam: 70% weightage

Instructions for the Paper Setters

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four).Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section. The duration for exam will be 3 hours.

SECTION A

Business Environment: Meaning, Types: Internal Environment; External Environment; Micro and Macro Environment.

Salient features of Economic Systems: Capitalist System/Market Economy; Socialist System and Mixed Economy; Basic Features of Indian Economy.

SECTION B

Aspects of Economic Reforms: Liberalisation; Privatisation/Disinvestment of PUFLic Enterprises; Globalisation and its Implications for India.

Meaning and Rationale of Economic Planning in India; Objectives & features of NITI Aayog

Deficit financing and its implications for Indian Economy; Analysis of current year Annual Budget.

SECTION C

Consumer Rights and Consumerism: Role of Consumer Groups with Special Reference to India; Consumer Protection Act, 1986 with Latest Amendments

Social Responsibility of Business: Concept, Rationale, Dimensions, Models of Social Responsibility and Barriers to SR;The Environment Protection Act, 1986 with Latest Amendments.

SECTION D

Regulatory Policies of Government: Industrial Policy Changes during the Post Reforms; Fiscal and Monetary Policy Changes in India.

Salient Features of FEMA and GST (Goods and Services Tax)

Concepts of Balance-of-Payments; Balance-of-Trade; Currency Convertibility and Changes in Foreign Trade Policy of Indian Government.

Course Outcomes:

This course will provide knowledge of the environment in which businesses operate and helps the students to understand the different environment like, political, technological and economic environment of the business that impact the decision of any organization.

Suggested Readings

1. V.K. Puri & S.K. Misra, Economic Environment of Business, Latest Edition, Himalaya Publishing House, New Delhi.
2. A.C. Fernando, Business Environment, Latest Edition, Pearson Publication, New Delhi.
3. V. Neelamegam, Business Environment, Latest Edition, Vrinida Publications, Delhi.
4. Francis Cherunilam, Business Environment, Latest Edition, Himalaya Publishing House, New Delhi.
5. K. Aswathappa, Essentials of Business Environment, Latest Edition, Himalaya Publishing House, New Delhi.
6. Paul Justin, Business Environment, Latest Edition, McGraw Hill Education, New Delhi.
7. Ruddar Dutt and KPM Sundaram, Indian Economy, Latest Edition, S. Chand & Company Ltd., New Delhi.
8. http://swayam.gov.in/
9. http://edx.org formerly http://mooc.org/
10. http://epgp.inflibnet.ac.in/

Note: **It is Mandatory for the students to consult Economic Times, Business Standard, Financial Express, Annual Budget and Economic Survey of Government of India to understand this paper.**

Semester I

OLMBA152T: QUANTITATIVE METHODS FOR MANAGEMENT

Credits 4-0-0
Total Marks: 100
Mid Semester Marks: 30
End Semester Marks: 70
Mid Semester Examination: 30% weightage
End Semester Examination: 70% weightage

Instructions for the Paper Setters

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section. The duration for exam will be 3 hours.

Section A

- **Correlation and Regression Analysis:** Simple correlation (Karl's Pearson – Actual Mean, Assumed Mean and Actual Value method), Partial and Multiple correlation coefficients. Regression-Definition, types, simple and multiple regressions (three variables only).
- **Basic Concepts of Probability:** Elementary probability theory: Definitions, Concepts, Combination in Theory of Probability, Additive and Multiplicative laws of probability and their business applications.
- Practical through SPSS/MS Excel.

Section B

- **Probability Distributions:** Binomial, Poisson and Normal distributions; with their properties, applications and fitting of curve.
- **Basic Concepts of Hypothesis:** Null and Alternative Hypotheses, Type I and Type II errors, Steps of hypothesis testing

Section C

- **Hypothesis testing** : **Parametric tests**: Z- Test(Population mean, two population mean and standard deviation and proportion) T- Test (Population mean, two means of independent and dependent samples(paired t-test)), F- Test (Variance-Ratio test), ANOVA (1-way and 2-way);
- **Non-Parametric tests**: Chi Square test.
- Practical through SPSS/MS Excel

Section D

- **Linear programming**: definition, characteristics, formulation of LPP; solution by graphic and Simplex method; Business Applications of LP.
- **Transportation problems**: For initial basic feasible solution- North West Corner, Least Cost, and Vogel Approximation Method and For Optimality – Stepping Stone and Modified Distribution Method.
- Practicals through SPSS/MS Excel

Semester I

Course Outcomes: This course emphasizes on achieving an understanding of quantitative methods with associated statistical techniques and their usefulness in managerial decision making. Students develop relevant computational skills through hands on experience with statistical package namely SPSS resulting in nurturing of problem solving and analytical aptitude.

Suggested Readings:

1. Levin, Richard and David S Rubin: Statistics for Management, Prentice Hall, Delhi.
2. Levin and Brevson, Business Statistics, Pearson Education, New Delhi.
3. Anderson, Sweeney and Williams: Statistics for Business and Economics, Thompson, New Delhi.
4. Sharma, J.K., Business Statistics.
5. Hooda, R.P: Statistics for Business and Economics. Macmillan, New Delhi.
6. Lee S.M., L.J. Moore and B.W. Taylor, Management Science, Boston: Allyn Bacon, 1994.
7. Vohra, N. D., Quantitative Techniques in Management.
8. http://swayam.gov.in/
9. http://edx.org formerly http://mooc.org/
10. http://epgp.inflibnet.ac.in/

Semester I

OLMBA 153T: ACCOUNTING FOR MANAGEMENT

Credits 4-0-0
Total Marks: 100
Mid Semester Marks: 30
End Semester Marks: 70
Mid Semester Exam: 30% weightage
End Semester Exam: 70% weightage

Instructions for the Paper Setters

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section. The duration for exam will be 3 hours.

SECTION A

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

SECTION B

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

SECTION C

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

SECTION D

- **Variance Analysis**: Meaning and Importance, Kinds of Variances and their Practical Usage – Material & Labour Variances.
- **Marginal Costing and Break-Even Analysis**: Concept of Marginal Cost; Marginal Costing and Absorption Costing; Marginal Costing and Direct Costing; Cost - Volume-

Profit Analysis; Break-Even Analysis - Assumptions and Applications of Break-Even-Analysis; Decisions Regarding Sales-Mix, Make or Buy Decisions and Discontinuation of a Product Line etc.

Course Outcomes: This course helps create awareness and understanding of the accounting process and fundamental accounting principles and to generate the ability of reading, interpreting and analyzing financial statements. The course provides decision making skills to students in financial analysis and application of quantitative knowledge to help analyze and solve business problems. Students will learn how to make financial decisions, including decisions around budgeting, financial statements, and cost and profit analysis.

Suggested Readings:

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

OLMBA 154T: MARKETING MANAGEMENT

Credits 4-0-0
Total Marks: 100
Mid Semester Marks: 30
End Semester Marks: 70
Mid Semester Exam: 30% weightage
End Semester Exam: 70% weightage

Instructions for the Paper Setters

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section. The duration for exam will be 3 hours.

Section A

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

Section B

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

Section C

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

Section D

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

Semester I

Course Outcomes: Keeping in view the current environment, this course will help students to understand the current market and what are the market mix strategies to be adopted to capture the market. It also helps them to understand various pricing and communication techniques.

Suggested Readings:

1. Kotler, Philip; Keller, Kevin Lane , Marketing Management: 15th Edition. Pearson Education, New Delhi, 2016.
2. Ramaswamy, V.S. and Namakumari, S., Marketing Management: Global Perspective, Indian Context, 5th edition, Mc Graw Hill Education (India), 2015.
3. Kurtz, David L. and Boone, Louis E., Principles of Marketing, Thomson South-Western, 12th edition.
4. Enis, B. M., Marketing Classics: A Selection of Influential Articles, New York, McGraw-Hill, 1991.
5. Saxena, Rajan, Marketing Management, Tata McGraw-Hill, New Delhi, 2006
6. http://swayam.gov.in/
7. http://edx.org formerly http://mooc.org/
8. http://epgp.inflibnet.ac.in/

Semester I
OLMBA 155T: MANAGEMENT PRINCIPLES AND ORGANIZATIONAL BEHAVIOUR

Credits 4-0-0
Total Marks: 100
Mid Semester Marks: 30
End Semester Marks: 70
Mid Semester Exam: 30% weightage
End Semester Exam: 70% weightage

Instructions for the Paper Setters

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A- D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section. The duration for exam will be 3 hours.

SECTION A

Management: Concept, Functions, Roles and Skills, Manager's job and Management principles. **Schools/Historical background of Management**: Early Classical Approach: (Fayol's approach, Scientific Management); Neo Classical/Behavioral Approach (Human Relations Approach, Early Advocates of Organizational Behavior and the Hawthorne Studies), Modern Management Approach- Quantitative, Systems and Contingency approaches.

SECTION B

Organizational Behavior (OB) : Meaning, Challenges and Opportunities for OB.
Perception and Attribution: Concept, Factors Influencing Perception, Perceptual Process; Attribution Theory; Common Shortcuts in Judging Others.
Personality: Meaning, Determinants, Big Five Model, Other personality traits relevant to OB.

SECTION C

Motivation: Concept, Theories of Motivation: Maslow's Need Hierarchy Theory, Herzberg's Two-Factor Theory, Alderfer's ERG Theory, McClelland's Theory of Needs, Expectancy Theory, Equity Theory, and Goal Setting Theory.
Leadership: Concept, Trait Theories, Behavioral Theories, and Contingency Theories: Fiedler Model, Situational Leadership Theory, Path-Goal Theory, and Leader-Participation Model; Contemporary Theories: Leader-Member Exchange Theory, Charismatic Leadership, Transactional and Transformational Leadership, and Servant Leadership.
Decision Making: Rational Model, Bounded Rationality and Intuition; Common Biases and Errors in Decision Making.

Semester-I

SECTION D

Groups and Teams: Definition, Difference between Groups and teams; Stages of Group/Team Development, Types of teams.
Analysis of Interpersonal Relationship: Transactional Analysis.
Power and Politics: Meaning, Bases of Power, Role of Dependence in Power Relationships, Power Tactics, Causes and Consequences of Political Behavior.

SUGGESTED READINGS:

1. Tripathi, P.C and Reddy, P.N, Principles of Management, Tata McGraw-Hill, New Delhi.
2. Harold Koontz, and Heinz Weihrich, Essentials of Management: An International Perspective, Tata McGraw-Hill, New Delhi.
3. Robbins Stephen P: Organisational Behaviour, Pearson.
4. Greenberg Jerald and Baron Robert A.: Behaviour in Organisations: Understanding and Managing The Human Side of Work, Prentice Hall of India.
5. Kavita Singh: OrganisationalBehaviour, Vikas PUHLication.
6. Luthans Fred: OrganisationalBehaviour, Tata McGraw Hill.
7. Mc Shane L. Steven, Glinow Mary Ann Von & Sharma Radha R. - OrganisationalBehaviour; Tata McGraw Hill.
8. Newstrom John W.: OrganisationalBehaviour, Tata McGraw Hill.
9. http://swayam.gov.in/
10. http://edx.org formerly http://mooc.org/
11. http://epgp.inflibnet.ac.in/

Course Outcomes: This course will help students to understand how individual differences such as personalities, perceptions, attitudes, and ethics- affect employee performance in the organization and describe how managers can capitalize on employee diversity. Students will be able to apply different motivational theories and methods to increase the productivity and job satisfaction of employees in the organization.

Semester II

OLMBA 250T:BUSINESS RESEARCH METHODOLOGY

Credits 4-0-0
Total Marks: 100
Mid Semester Marks: 30
End Semester Marks: 70
Mid Semester Exam: 30% weightage
End Semester Exam: 70% weightage

Instructions for the Paper Setters

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section. The duration for exam will be 3 hours.

Section A

Business Research Methodology: Introduction, Definition, Scope, Basic and Applied Research, Managerial Value of Business Research, Research Process.
Research Designs: Exploratory, Descriptive and Experimental Research Designs.
Exploratory Research Designs: Qualitative Techniques, Secondary Data Analysis, Experience Survey, Focus Groups, Depth Interview, Projective Techniques.
Descriptive Research Designs: Survey and Observation Methods.

Section B

Experimental Research Designs: Internal and External Validity in Experimentation, Basic Designs-After only, Before-After, After only with Control Group, Before-After with Control Group, Time Series Designs. **Classification of data**: Primary and Secondary, Research applications, Sources
Measurement: Concepts, Levels- Nominal, Ordinal, Interval and Rating Scale, Measurement Errors.

Section C

Sampling Design: Steps in Sampling Design, Probability Sampling Methods- Simple Random Sampling, Multistage Sampling, Systematic Sampling, Stratified Sampling, Cluster Sampling.
Non-Probability Sampling Methods- Convenience Sampling, Judgement Sampling, Snowball Sampling Quota
Sampling. Sampling and Non-Sampling Errors Tabulation and Cross Tabulation of Data

Section D

Questionnaire and Questionnaire Design: Criteria for questionnaire designing: Types of questionnaires, steps involved in designing a questionnaire
Referencing: Need, styles and formatting
Report Writing: Importance of report writing, Types of research reports, and Report Structure.

Suggested Readings:

1. Cooper, D. R. and Schindler, P.S., "Business Research Methods", Tata McGraw Hill, New Delhi.
2. Levine, D.M., Krehbiel T.C. and Berenson M.L., "Business Statistics", Pearson Education, New Delhi.
3. Bryman, Alan and Bell, Emma, "Business Research Methods" Oxford University Press, New Delhi.
4. Bajpai, Naval, "Business Research Methods", Pearson Publications, New Delhi.
5. Chawla, Deepak and Sondhi, Neena, "Research Methodology: Concepts and Cases", Vikas Publication House, Noida
6. http://swayam.gov.in/
7. http://edx.org formerly http://mooc.org/
8. http://epgp.inflibnet.ac.in/

Course Outcomes: This course is designed to develop critical core competencies and skills required to carry out scientific research enquiry. The course provides a strong grounding in understanding the research process thereby enabling students to engage themselves as either the independent sole researcher or as part of an organizational research team.

OLMBA 255S: SEMINAR I

Credits: 0-0-4

Total Marks: 100

Course Outcomes: The course trains students to develop presentation skills that will be essential during their entire professional careers. Ultimately, a firm foundation for students to further evolve as insightful authors and confident orators is established**.**

OLMBA 251T: FINANCIAL MANAGEMENT

Credits 4-0-0
Total Marks: 100
Mid Semester Marks: 30
End Semester Marks: 70
Mid Semester Exam: 30% weightage
End Semester Exam: 70% weightage

Instructions for the Paper Setters

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section. The duration for exam will be 3 hours.

SECTION A

- **Financial Management**: Meaning and Nature; Financial Goal-Profit vs. Wealth Maximization; Finance Functions-Investment, Financing, Liquidity and Dividend Decisions. Financial Planning- Capitalization, Theories of Capitalization.
- **Time Value of Money** -Rationale; Techniques; Present value, future value and annuity; Concepts of compounding and discounting. (Practical Through Excel)
- **Instruments of finance**: Long Term and Short Term.

SECTION B

- **Cost of Capital**: Meaning and Significance of Cost of Capital; Calculation of Cost of Debt, Preference Capital, Equity Capital and Retained Earnings; Combined Cost of Capital (Weighted). (Practical Through Excel)
- **Capital Structure Theories**: Conceptual Framework. Determinants. Net Income Approach, Net Operating Income Approach, Intermediary Approach and M.M. Hypotheses with Special Reference to the Process of Arbitrage. (Practical Through Excel)

SECTION C

- **Operating and Financial Leverage**: Measurement of Leverages; Financial and Operating Leverage, Combined Leverage. (Practical Through Excel)
- **Capital Budgeting**: Nature of Investment Decisions; Investment Evaluation Criteria- Non- Discounted Cash Flow Criteria, Discounted Cash Flow Criteria; Risk Analysis in Capital Budgeting (Practical Through Excel).
- **Dividend Policies**: Issues in Dividend Decisions. Forms of Dividends; Theories of Relevance and Irrelevance of Dividends. (Practical Through Excel)

SECTION D

- **Management of Working Capital**: Meaning, Significance and Types of Working Capital; Approaches of Working Capital; Calculating Operating Cycle Period and Estimation of Working Capital Requirements.

Semester II

- **Management of Cash**: Motives for Holding Cash, Objectives of Cash Management; Factors Determining Cash Needs; Basic Strategies of Cash Management; Cash Management Techniques
- **Management of Receivables**: Credit Policy, Credit Terms and Collection Efforts.

**All concepts to be practically done through use of excel.*

Suggested Readings:

1. Berk, Jonathan and DeMarzo, Peter: Financial Management, Pearson Education, Dorling Kindersley (India) Pvt Ltd.
2. Bhattacharya, Hrishlkas: Working Capital Management: Strategies and Techniques, Prentice Hall, New Delhi.
3. Brealey, Richard A and Sleward C. Myers: Corporate Finance, McGraw Hill. Int. Ed, New York.
4. Chandrara, Prasanna: Financial Management, Tata McGraw Hill, Delhi
5. Hampton, John: Financial Decision Making, Prentice Hall, Delhi
6. Pandey, I,M: Financial Management, Vikas Publishing House, Delhi.
7. Van Horne. J.G. and J.M. Wachowicz Jr.: Fundamentals of Financial Management. Prentice-Hall, Delhi.
8. Van Horne, James G: Financial Management and Policy, Prentice Hall, Delhi,
9. Pinches, George E: Essentials of Financial Management; Harper and Row, New York,
10. Khan MY, Jain PK: Financial Management; Tata McGraw Hill, New Delhi.
11. Archer, Stephen, H., Choate G Marc, Racette, George; Financial Management; John Wiley, New York
12. Block, Stanley B, Geoffrey A Hilt: Foundations of Financial Management; Richard D. Jrwin, Homewood lllinois
13. http://swayam.gov.in/
14. http://edx.org formerly http://mooc.org/
15. http://epgp.inflibnet.ac.in/

Course Outcomes: This course is designed to equip students with the knowledge and skills to perform various financial functions of financing, investing, and profit planning in the most effective and efficient manner. It would facilitate both personal and institutional financial planning in the most prudent manner considering returns as well as inherent risks.

Semester II

OLMBA252T:HUMAN RESOURCE MANAGEMENT

Credits 4-0-0
Total Marks: 100
Mid Semester Marks: 30
End Semester Marks: 70
Mid Semester Exam: 30% weightage
End Semester Exam: 70% weightage

Instructions for the Paper Setters

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section. The duration for exam will be 3 hours.

Section A

Human Resource Management (HRM): Nature, Scope, Objectives and Functions of HRM, Evolution of HRM, Changing Trends in HRM.

Human Resource Planning (HRP): Concept, Need and Importance of HRP, Factors Affecting HRP, Human Resource Planning Process.

Job Analysis: Meaning and Objective, Process, Methods of Collecting job data, Uses of Job Analysis, Problems of Job Analysis.

Section B

Recruitment and Selection: Meaning and Factors Governing Recruitment, Recruitment Sources and Techniques. Meaning and Process of Selection, Problems associated with Recruitment and Selection.

HR Training and Development: Concept and Need, Process of Training and Development Programme: Identification of Training and Development Needs, Objectives, Strategy & Designing of Training and Development, Implementation and Methods of Training Programme and Levels of Training Evaluation, Impediments to Effective Training.

Section C

Employee Separation and Retention: Concept, Types of Employee separations, Factors Responsible for High Employee Turnover, Managing Early Retirements, Lay-offs and Voluntary Turnover, Outplacement. **Performance Appraisal**: Meaning, Purpose, Essentials of Effective Performance Appraisal System, Various Components of Performance Appraisal, Methods and Techniques of Performance Appraisal.

Job Evaluation: Meaning, Process and Methods of Job Evaluation.

Section D

Managing Compensation and Employee Remuneration: Concept, Objectives, Components of Employee Remuneration, Factors Influencing Employee Remuneration, Challenges of Remuneration.

Incentives: Concept, Importance and Process of Incentives.

Fringe Benefits: Meaning, Forms and Administration of Benefits.

Managing Diversity: Concept, Approaches to Managing Diversity, Challenges in managing employee diversity, Diversity Training.

Semester II

Suggested Readings:

1) Dessler, Gary, "Human Resource Management", New Delhi, Pearson Education Asia.
2) Durai, Pravin, "Human Resource Management," New Delhi, Pearson.
3) Noe, Raymond A., Hollenbeck, John R, Gerhart, Barry, Wright, Patrick M., "Human Resource Management: Gaining a Competitive Advantage," New Delhi, McGraw-Hill.
4) Mathis, Robert L. and Jackson, John H., "Human Resource Management," New Delhi,Thomson.
5) Gomez, Meja, Balkin, Cardy, "Managing Human Resources," New Delhi, Pearson Education.
6) Aswathappa, K., "Human Resource Management", Text and Cases. New Delhi, Tata McGraw – Hill.
7) Snell, Scott, and Bohlander, George, "Human Resource Management," New Delhi, Cengage Learning.
8) Mamoria and Rao, "Personnel Management", New Delhi, Himalaya Publishing House.

9. http://swayam.gov.in/
10. http://edx.org formerly http://mooc.org/
11.http://epgp.inflibnet.ac.in/

Latest Editions to be followed

Course Outcomes: The course will provide a comprehensive understanding about human resource management in the organizations. Particularly, students will gain knowledge about the core functions of HR department including procurement, payroll, training and retention of employees.

Semester II

OLMBA 253T: ENTREPRENEURIAL DEVELOPMENT AND MSMEs

Credits 4-0-0
Total Marks: 100
Mid Semester Marks: 30
End Semester Marks: 70
Mid Semester Exam: 30% weightage
End Semester Exam: 70% weightage

Instructions for the Paper Setters

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section. The duration for exam will be 3 hours.

Section A

- Entrepreneurship: Concepts, Types, Characteristics, Classification, Nature and Functions. Developing Corporate Entrepreneurship.
- Understanding Entrepreneurship Perspective: Entrepreneurship Motivation.
- Developing Creativity and Understanding Innovation.

Section B

- Ethics and Social Responsibility of an Entrepreneur.
- Role of Entrepreneurship in Economic Development.
- Entrepreneurial Decision Process.
- Micro, Small and Medium Enterprises

Section C

- Process of setting up of a small scale industrial enterprise, legal requirements in setting up, governmental policies for SMEs. Entrepreneurial support system: SIDBI, TCO,NIESBUD, DICs, NIDC, NSIC, EDI Ahmedabad, NABARD, SFC's, NIMSME.
- Entrepreneurship Development Program: Meaning and Objectives of EDPs, factors of successful EDP, Role of EDPs in entrepreneurial development.

Section D

- Environmental Assessment: Macro and Micro View. Project Management Concept. Generation and Screening of Project Ideas: Sources and Methods. Feasibility Study. Time and Cost Overrun. Market and Demand Analysis. Technical Analysis. Financial Analysis, Local Cost Benefit Analysis, Developing an Effective Business Plan

Semester-II

Suggested Readings:

1. Hisrich, Robert D and Peters, Michael P, Entrepreneurship, Delhi, Tata McGraw Hill, 2002.
2. Holt, David H, Entrepreneurship: New Venture Creation, Delhi, Prentice Hall of India,2001.
3. Cliffton, Davis S. and Syflie, David E, "Project Feasibility Analysis" , 1977 John Wiley, New York.
4. Chandra, Prasanna, Projects : Preparation, Appraisal, Budgeting and Implementation., New Delhi, Tata McGraw Hill
5. MohantyKeshari: Fundamentals of entrepreneurship, PHI Learning Pvt. Limited.
6. Kuratko.D.F.,Rao T.V.: Entrepreneurship-A South-Asian Perspective, Cencage Learning India Pvt. Ltd.
7. http://swayam.gov.in/
8. http://edx.org formerly http://mooc.org/
9. http://epgp.inflibnet.ac.in/

Course Outcomes: This course is a combination of theoretical and empirical perspectives for the application of knowledge to real-life organisational issues. The students will learn developing idea generation, how to start an enterprise and design business plans and know the parameters to assess opportunities and constraints for new business ideas.

Semester II

OLMBA254T: BUSINESS COMMUNICATION AND PERSONALITY DEVELOPMENT

Credits 4-0-0
Total Marks: 100
Mid Semester Marks: 30
End Semester Marks: 70
Mid Semester Exam: 30% weightage
End Semester Exam: 70% weightage

Instructions for the Paper Setters

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section. The duration for exam will be 3 hours.

Section A

Introduction to Business Communication:- Effective Communication, Goals of Communication, One-way and Two-way Communication, Directions of Communication, Channels of Communication, Methods of Communication, Lines of Communication, Communication Networks, New Communication Media, Verbal and Non-Verbal Communication, The Grapevine, Miscommunication and Communication Failures, Barriers to Communication, Communication Breakdown: Seven Cardinal Mistakes Managers Make Communication Barriers and Technology, Facilitating Effective Communications, Communication Strategy.
Communicating in a Diverse Work Environment:- Introduction, Culture- Hierarchy and Status, Team Versus Individualism, Punctuality, Technology, Cultural Contexts, Concepts of Culture.

Section B

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

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

Section C

Analysing Transactions*: The Units of Communication*:- Introduction, The Role of Intonation, Strokes, The Three Ego States, Analysing Transactions- Complementary Transactions, Crossed

Transaction, Duplex or Ulterior Transactions; Transactional Analysis and Business, How to Manage Conversations, Structural Analysis, Understanding Ego States- Child State, Parent State, Adult State, Certain Habits of Ineffective Conversationalists.

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

Section D

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

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

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

Course Outcome: This course has been designed to provide a comprehensive view of scope and importance of communication in business and equip students to display competence in oral, writing and visual communication, apply communication theories, effective internal communication and skills required for presentation and interaction within an organisation. Students are also prepared to face job interviews.

Suggested Readings:-

1. Mehra, Payal, "Business Communication for Managers", Pearson Education, New Delhi.
2. Penrose, Rasberry and Myers, "Business Communication for Managers- An Advanced Approach", Cengage Learning, New Delhi.
3. Murphy, Hildebrandt and Thomas, "Effective Business Communication", Tata McGraw- Hill, New Delhi.
4. Chaturvedi and Chaturvedi, "Business Communication: Concepts, Cases and Applications",Pearson Education, New Delhi.
5. Raman, Meenakshi and Singh Parkash "Business Communication", Oxford University Press, New Delhi.
6. http://swayam.gov.in/
7. http://edx.org formerly http://mooc.org/
8.http://epgp.inflibnet.ac.in/

SEMESTER III

OLMBA391T: MARKETING RESEARCH

Time: 03 Hours **Max. Marks: 100 Marks**

Internal Assessment: 30 Marks

End Term: 70 Marks

Instructions for the Paper-Setter/examiner:

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

Section – A

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

Marketing Research Process: Steps in conducting marketing research.

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

Section – B

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

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

Descriptive Design: Survey and Observation methods.

Section – C

Causal Design: Causality, Extraneous variables and their controlling.

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

Section - D

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

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

Recommended book:

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

Suggested Readings:

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

SEMESTER III

OLMBA392T: CONSUMER BEHAVIOUR

Time: 03 Hours **Max. Marks: 100 Marks**

Internal Assessment: 30 Marks

End Term: 70 Marks

Instructions for the Paper-Setter/examiner:

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

Section – A

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

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

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

Section – B

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

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

Section – C

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

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

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

Section – D

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

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

Recommended Readings:

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

Suggested Readings:

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

SEMESTER III

OLMBA393T: ADVERTISING AND SALES MANAGEMENT

Credits 4-0-0
Total Marks: 100
Mid Semester Marks:30
End Semester Marks:70
Mid Semester Examination: 30%weightage
End Semester Examination: 70%weightage

Instructions for the Paper Setters:-
Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

Section – A

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

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

Section – B

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

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

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

Section – C

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

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

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

Section – D

Nature and scope of Sales Management, personal selling objectives, selling process; Sales force organization- Nature and types; Managing Sales Training Programs – Need, Objectives and Methods; Motivating Sales Personnel – Significance, Financial and Non-Financial Reward System;Sales Meetings and Sales Contests

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

Recommended book:

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

Suggested readings:

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

SEMESTER III

OLMBA394T: SERVICES MARKETING

Credits 4-0-0
Total Marks: 100
Mid Semester Marks:30
End Semester Marks:70
Mid Semester Examination: 30%weightage
End Semester Examination: 70%weightage

Instructions for the Paper Setters:-
Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

Section A
Marketing in Services Economy: Importance of services, principal industries of the service sector, powerful forces transforming service markets, four broad categories of services:- a process perspective. Different features of services and their implications. The 7 Ps, the marketing & its integration with other management functions, The service profit chain. **Consumer Behavior in a Service Context:** Three stage model of service consumption, repurchase stage, service encounter stage, post encounter stage.
Section B
Positioning Services in Competitive Markets: Segmenting service markets, principles of positioning services: positioning maps for competitive strategy, developing an effective positioning strategy. **Service products:** Components of service product; the flower of services, facilitating supplementary services, enhancing supplementary services. **Service Process:** Flowcharting customer services processes, blueprinting services to create valued experiences and productive operations, service process redesign, customer participation in service processes, The customer as co-producer; self-service technologies. **Service Environment:** Purpose of service environments, The theory of consumer response to service environments, The service scape model, dimensions of the service environment.
Section C
Managing People for Service Advantage: Importance of service employees, frontline work: Difficult and stressful, cycles of failure, mediocrity, and success; human resource management; Service leadership and culture. **Managing Relationships and Building Loyalty:** Importance of customer loyalty, understanding the customer-firm relationship, wheel of loyalty, building a foundation for loyalty, strategies for developing loyalty bonds with customers, strategies for reducing customer defections, customer relationship management (CRM).

Section D
Complaint Handling and Service Recovery: Customer complaining behavior, customer response to effective service recovery, principles of effective service recovery systems, service guarantees, discouraging abuse and opportunistic customer behavior. **Improving Service Quality and Productivity:** Integrating service quality and productivity strategies, defining service quality, identifying and correcting service quality problems, GAPS model, measuring service quality, learning from customer feedback, hard measures of service quality, tools to analyze and address service quality problems, defining and measuring productivity, improving service productivity. **World class service organizations: L**osers to leaders: four levels of service performance

Suggested Readings:

1. Lovelock, Christopher., Wirtz, Jochen. and Chatterjee, Jayanta. "*Services Marketing: People, Technology,Strategy*", 8th edition, Pearson Education, New Delhi.(2018)
2. Zeithaml, V.A., Bitner, Mary Jo, Pandit, "*Services Marketing*", Tata McGraw Hill, NewDelhi.
3. Payne, Adrian, "*The Essence of Services Marketing*", Prentice Hall of India, NewDelhi.
4. Nargundhar, Rajendra, "*Services Marketing*", Tata McGraw Hill, NewDelhi.
5. Goncalves, Karen P., "*Services Marketing–A Strategic Approach*",PrenticeHall International, New Jersey.
6. Jauhari, Vinnie, Dutta, "*Services–Marketing, Operations Management*", Oxford University Press, NewDelhi.
7. Srinivasan, R., "*Services Marketing–The Indian Context*", Prentice Hall of India, New Delhi.

Course outcomes- This course will help the students to learn the fundamentals of service marketing. In addition, this subject enable students to fairly understand about needs of customers, who are to be kept delighted for business to prosper and the challenges involved in service delivery.

SEMESTER III
OLMBA395T: BUSINESS ANALYTICS

Credits 4-0-0
Total Marks: 100
Mid Semester Marks:30
End Semester Marks: 70
Mid Semester Examination: 30% weightage
End Semester Examination: 70% weightage

Instructions for the Paper Setters:- Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

Section A
• Concept and evolution of Business Analytics, Types/ Scope of Business Analytics, Application of Business Analytics in different fields-Finance, Marketing, Production and Human resources, Software Support. • Relationship of Data, Metrics and Key performance Indicators (KPIs), Understanding Data types, Data Sets, Big Data.
Section B
• Introduction to Excel and Excel Add-ins: Understanding the components of Excel screen, Getting started, Formatting and summarizing data. • Identifying the difference between a function and formula, Getting familiar with important Text, Statistical and Mathematical functions-(SUM, MIN, MAX, PERCENTILE, QUARTILE, IF…THEN, STDEV, AND AVERAGE, etc.), Lookup functions (VLOOKUP, HLOOKUP) for database queries. • Data visualization: Creating Charts, editing & formatting of charts, Different types of Charts. Business Practical problems through EXCEL
Section C
• Data validation, Sorting &Filtering of Data, advanced filtering. • Using pivot tables: Creating and formatting pivot tables, Rearranging and adding fields, transforming, calculations in pivot tables, Slicing and Dicing data with pivot tables. • Protecting worksheet & cells. Business Practical problems through EXCEL
Section D
• Introduction to R Programming Language: Introduction to R, R Studio, Importing files, Descriptive statistics. • Statistical Inferences- Hypothesis Testing, Errors in Hypothesis Testing. • Selecting the Test Statistic-T Test (one sample, independent sample and paired), ANOVA, Correlation and Linear regression. Business Practical problems through open source software R

Suggested Readings:

1. Albright and Winston, Business Analytics, Cengage Publication.
2. James Evans-Business Analytics, Pearson Publication.
3. RN Prasad and Seema Acharya-Fundamentals of Business Analytics, Wiley India Publication.
4. Kumar Dinesh, Business Analytics: The Science of Data-Driven Decision Making. Wiley India Publication.
5. Motwani Bharti, R for data science, Wiley India Publication.

Latest Editions to be followed

Course Outcome:
Through this course students will learn how to use data for value driven business decision making. The syllabus covers the basic and advanced usage of Excel and R language as the tools of Business analytics.

OLMBA396S: Seminar **Total Marks: 100**

Semester III
OLMBA397T: INTERNATIONAL MARKETING

Time: 03 Hours **Max. Marks: 100 Marks**

Internal Assessment: 30 Marks

End Term: 70 Marks

Instructions for the Paper-Setter/examiner:

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

Section – A

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

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

Section-B

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

Decision-making Process for International Markets: Concept of Decision Making in International Markets, Identification of International Markets, Methods of Segmentation ofInternationalMarkets,TechniquesforSelectionofInternationalMarkets,Tools for International Market Analysis

Section-C

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

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

Section-D

Procedure for Export-Import: Process, Compliance with Legal Framework, Export Deal, Export Finance, Procuring or Manufacturing of Goods for Export, Appointment of ClearingandForwarding(C&F)Agents,PortProceduresandCustomsClearance,DispatchofDocuments to the Exporter, Sending Shipping Advice, Presentation of Documents at the Negotiating Bank, Claiming ExportIncentives.

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

Suggested Readings:

1. Joshi, Rakesh Mohan, *International Marketing*, New Delhi, Oxford University Press.
2. Terpstra,Vernand Sarathy. R, *International Marketing.* Orlando, Dryden Press.
3. Keegan,Warren,*GlobalMarketingManagement.*EnglewoodCliffs,NewJersey, Prentice HallInc.
4. Onkvisit,SakandShaw, JJ, *International Marketing: Analysisand Strategy.* New Delhi, Prentice Hall of India.
5. Cherunilam, Francis, *International Marketing: Text and Cases,* Mumbai, Himalaya Publishing House.
6. http://swayam.gov.in/
7. http://edx.org formerly http://mooc.org/
8. http://epgp.inflibnet.ac.in/

SEMESTER IV

OLMBA491T: STRATEGIC MANAGEMENT

Time: 03 Hours **Max. Marks: 100 Marks**

Internal Assessment: 30 Marks

End Term: 70 Marks

Instructions for the Paper-Setter/examiner:

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

Section – A

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

Section – B

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

Section – C

- Strategy analysis and choice: Nature, comprehensive strategy formulation framework, Input stage, matching stage, decision stage.

- Strategy Implementation- Management and operation issues, marketing and financial issues

Section – D

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

Recommended book :

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

Suggested books :

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

OLMBA492T: BRAND MANAGEMENT

Credits 4-0-0
Total Marks: 100
Mid Semester Marks: 30
End Semester Marks:70
Mid Semester Examination: 30%weightage
End Semester Examination: 70%weightage

Instructions for the Paper-Setter/examiner:

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

Section – A

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

Section – B

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

Section-C

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

Section-D

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

Suggested Readings

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

OLMBA493T: DIGITAL AND SOCIAL MEDIA MARKETING

Credits 4-0-0
Total Marks: 100
Mid Semester Marks: 30
End Semester Marks:70
Mid Semester Examination: 30%weightage
End Semester Examination: 70%weightage

Instructions for the Paper-Setter/examiner:

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

Section – A

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

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

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

Section – B

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

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

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

Section – C

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

Section – D

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

Suggested Readings:

1. Gay Richard, Charlesworth Alan & Esen Rita-Online Marketing, Online Resource Center, Oxford University Press.
2. Bhatia, Puneet Singh-Fundamentals of Digital Marketing, Pearson Publisher,Edition2017
3. Gupta, Seema-Digital Marketing; McGrawHillEducation.
4. Dan Zarella, Social media marketing, Oreilly. RSolomonand Tracy, Social Media Marketing: Pearson New International Edition
5. http://swayam.gov.in/
6. http://edx.org formerly http://mooc.org/
7. http://epgp.inflibnet.ac.in/

OLMBA494P: RESEARCH PROJECT

Credits 0-0-12
Total Marks: 300

Course Outcome: The students would be able to demonstrate the ability to apply analytic thought to a body of knowledge, make inferences based on the analysis and interpretation of data and/or predict cause and effect relationship