SECTION I: ENTREPRENEURSHIP DEVELOPMENT – (35 Marks)

1. Foundations of Entrepreneurship Development: Concept and Need of Entrepreneurship Development Definition of Entrepreneur, Entrepreneurship, Innovation, Invention, Creativity, Business Idea, Opportunities through change. Concepts of Entrepreneur, Manager, Entrepreneur / Corporate Entrepreneur – comparative study - Roles, Responsibilities, Career opportunities. Entrepreneurship as a career, Entrepreneurship as a style of management, The changing role of the entrepreneur: mid career dilemmas – Closing the window:
Sustaining Competitiveness - Maintaining competitive advantage. (8)

2. Theories of Entrepreneurship:
   a) Innovation Theory by Schumpeter & Imitating
   b) Theory of High Achievement by McClelland
   c) X-Efficiency Theory by Leibenstein
   d) Theory of Profit by Knight
   e) Theory of Social change by Everett Hagen (9)

3. Influences on Entrepreneurship Development:
   a) Entrepreneurial Traits
   c) Entrepreneurial Success and Failure: Reasons and Remedies. (9)


5. Creating Entrepreneurial Venture - Entrepreneurship Development Cycle (2)


SECTION II: PROJECT MANAGEMENT – (35 Marks)

7. Project Management
Technical, Financial, Marketing Personnel and Management feasibility Reports Financial schemes offered by various financial institutions like Commercial Banks, IDBI, ICICI, SIDBI, SFCs, Venture Capital Funding, Angle Capitalist (10)

8. Entrepreneurship Development and Government Role of Central Government and State Government in promoting Entrepreneurship with various incentives, subsidies, grants etc. with special reference to ‘Export oriented unites’ Role of the following agencies in the Entrepreneurship Development.
   1. DIC – District Industrial Centre
   2. SISI – Small Industries Services Institute
   3. EDII – Entrepreneurship Development Institute of India
   4. NIESBUD – National Institute of Entrepreneurship and Small Business Development
   5. NEDB – National Entrepreneurship Development Board (12)


6. International Marketing – Entry strategies – Market selection – Barriers (2)

7. Global sourcing and its impact on Indian Industry – Globalization and internal reform process – India’s competitive advantage in industries like IT, Textiles, Gems & Jewellery etc. – Potential and threats (3)

8. Case Studies: (3)
   - Country Risk Analysis
   - Cases on theories of International Trade
   - Cases on WTO related to topic 5
   - Cases on International Marketing

2. **Six Sigma** – Concept, steps involved in launching Six Sigma, Benefits derived. (10)

3. **Mergers and Acquisitions** – Concept, Types, Relevance in 21st century businesses - Regulatory control. (10)

4. **IT Enabled Services** – Business / Knowledge Process Outsourcing. (8)

5. **World Class Manufacturing**: Concept and Importance, Lean Manufacturing Practices, Just in Time, Theory of Constraints. (10)

6. **Corporate Governance**: Concept, Significance in Indian Context, Corporate Social Responsibility – Role of Board of Directors – Recommendations of Birla Committee and Narayan Murthy Committee – Sarbanes-Oxley Act of 2002. (10)
1. Introduction to Services: Nature of Services; Characteristics of Services – Intangibility, Inconsistency, Inseparability and Inventory; Search, experience and credence attributes, Classification of Services; Consumer versus Industrial Services. (6)

2. Global and Indian Scenario in services sector: Importance of Services Marketing; Every business a service business; Service as key differentiator for manufacturing industries. (4)

3. Services Marketing Mix: Introduction to the 7 Ps of Services Marketing Mix; Product-Service Continuum; Standalone service products; Service products bundled with tangible products; Service Life Cycle. (4)

4. Distribution: Place – Distribution Strategies for Services; Challenges in distribution of Services; Role of Internet in distribution of Services. (5)

5. Promotion: Promotion objective for Services; Personnel Selling, Advertising and Sales Promotion; Role of Relationship Marketing in promoting services. (5)

6. Pricing: Factors involved in pricing a service product; demand variation and capacity constraints; Capacity Planning, Measures to respond to changes in demand; Reshaping demand using effective pricing. (6)

7. People: The key role of service employees in a service business; Services marketing triangle; Service profit chain, Concept of Service encounter – Moment of Truth; Training and development of employees; Motivation and empowerment. (6)

8. Physical evidence: Nature of physical evidence; Importance of physical evidence in services; Tangibilizing through physical evidence; Service scrapes. (4)


11. Technology & Service Strategy: Applying technology to service settings, e-services. (2)
SECTION I: MARKETING STRATEGY

1. **Overview of Marketing Strategy** - Relationship with Corporate Vision, Mission and Objectives. Market-led strategic management. (2)

2. **Strategic Marketing analysis** – Identification of attractive markets, Industry/ business analysis and sustaining competitive advantage. (2)

3. **Segmentation, Targeting and positioning principles** - The process of market definition - Determining alternative market or segment attractiveness – Making market and segment choices - Alternative targeting strategies - Principles of competitive positioning - Communicating the competitive position (4)

4. **Product & Industry Life Cycle** - Marketing strategy formulation across PLC stages, Marketing strategy formulation for – emerging markets, growth markets, mature, declining, fragmented markets for products (goods and services) (4)

5. **New product development and introduction strategies** - Speeding new product development - Organizing for new product development - Planned innovation - Planned or unplanned strategy withdrawals / obsolescence (4)


7. **Competing through superior service and customer relationships** - The three ‘S’s of customer service - Providing superior service - Measuring and monitoring customer satisfaction (4)

8. **Competing through e-Marketing** - The impact of e-Marketing on marketing Strategy (2)


SECTION B: RELATIONSHIP MARKETING

1. **Paradigm shift in marketing**: The evolution of marketing theory - 4Ps to 7Ps, Transactional marketing approach to relationship marketing philosophy – competitive advantage through Relationship Marketing – RM in industrial markets and consumer markets, services. (5)


5. **IT enabled RM**: Emergence of CRM – database marketing – data warehousing and data mining- pitfalls of IT focus in RM – ethical issues – customer privacy. (5)

6. **Sustaining Customer Relationships**: The role of service in building relationships, segmentation of service, measurement of service - Monitoring of customer satisfaction - Analyzing customer defections (5)
1. **Product Management**: Product Development, Product focused organization; Market focused organization, Factors influencing design of the product, Changes affecting product management. (6)

2. **Developing Product Strategy**: Setting objectives & alternatives, Product strategy over the life-cycle, Customer analysis, Competitor analysis, Design of manufacture, New product development. (8)

3. **Market Potential & Sales Forecasting**: Forecasting target market potential and sales, Methods of estimating market and sales potential, Sales forecasting, planning for involvement in international market. (6)


5. **Brand Leveraging & Brand Performance**: Establishing brand equity management system, measuring sources of brand equity and consumer mindset, Co-branding, celebrity endorsement. (6)

6. **Brand Positioning & Brand Building**: Brand knowledge, Brand portfolios and market segmentation, Steps of brand building, Identifying and establishing brand positioning, Defining and establishing brand values. (6)

7. **Designing & Sustaining Branding Strategies**: Brand hierarchy, Branding strategy, Brand extension and brand transfer, Managing brand over time. (6)

8. **Measuring Brand Equity**: Brand Value chain, Brand Audits, Brand Tracking, Brand Valuation. (6)

9. **Managing Brand Equity**: Brand Reinforcement, Brand Revitalization, Brand Crisis. (6)
1. **International Marketing**: Concept, scope & Objectives. Challenges and opportunities in International Marketing, Underlying forces of International Marketing. (2)

2. **Export Marketing**: Recent Import Export Policy and Procedures, as on 31st March. General Various Export Promotion schemes, as on 31st March of the last financial Year. (6)

3. **Facilities and incentives relating to export business**: Rules for successful exporting. Preliminaries for starting Export Business, Registration of Exporters, Sending / Exporting samples, Appointing Overseas Agents Obtaining a License (Export License). (4)

4. **International Pricing Decisions**: Factors influencing international pricing decisions- Uniform pricing V/s Market by market pricing (2)


7. **Labeling, Packaging, Packing And Marketing Goods For Orientation to GATT and functions of W.T.O.** (2)

2. **The Virtual Value Chain:** Marketplace vs. Market space - Visibility, Mirroring Capability and New Customer Relationships - The Network Economy - "Moore's Law" and "Gilder's Law" - E-Marketplaces and Economic Impacts (2)

3. **Consumer Behavior on the Internet:** Demographic, geographic, psychographic and behavioral factors important to e-Marketing. Motivations for shopping on the net - attributes of online shopping. (4)

4. **Information for Competitive Marketing Advantage:** Marketing Research on the Net - Using Data Tools to Enhance Performance & for marketing intelligence. (3)

5. **The Internet Marketing Mix:** Continuum of purely virtual to purely physical products - Product in the Internet Marketing Mix - presenting product online, building a brand - Price in the Internet Marketing Mix - Importance of price competitiveness to e-Business - Place in the Internet Marketing Mix : the importance of fulfilment, logistical considerations - Promotion in the Internet Marketing Mix - reaching the e-consumer (6)

6. **Customer Experiences on the Web:** The web’s ‘unique capabilities’ – Interactive communications with customers for - organizational learning, service capability, convenience. (4)

7. **e-Customer Relationship Management:** The Economics of e-Loyalty – The importance of trust - The importance of focusing on the "right" customers - Price rational vs. price obsessive consumers, loyalists vs. butterflies - Upselling and crossselling. Relationship Capital - eCRM - Internet strategies facilitating CRM - including personalization, collaborative filtering, data mining, data warehousing and real-time profiling. Introduction to Operational, Collaborative, Analytical CRM. (4)

8. **Virtual Communities:** Building Partnerships through Community - User-Generated Content, Blogs (1)

9. **Legal and Ethical Issues:** Privacy and Security Concerns - Electronic Payment System - Different types of payment modes, e-cash, e-check, e-money - E-Security – Firewalls (1)

10. **The Future of e Marketing.** (1)
BOOKS RECOMMENDED FOR MBA 4th SEMESTER SYLLABUS

(401) ENTREPRENEURSHIP DEVELOPMENT & PROJECT MANAGEMENT:
3. Entrepreneurship Development New Venture Creation – Satish Taneja, S.L.Gupta
5. Entrepreneurship: Strategies and Resources – Marc J. Dollinger
6. The Culture of Entrepreneurship – Brigitte Berger.
7. Innovation and Entrepreneurship – Peter F. Drucker
8. Entrepreneurship – Robert D. Hisrich, Michael P. Peters, Dean A. Shepherd
10. New Vistas of Entrepreneurship: Challenges & Opportunities – A. Sahay, M.S.Chhikara
11. Entrepreneurship and Small Business Management – Siropolis
12. The Entrepreneurial Connection - Gurmeet Naroola
13. Thought Leaders – Steven Brandt.
14. Corporate Entrepreneurship – Vijay Sathe
15. Corporate Entrepreneurship: Entrepreneurial Development inside Organizations –Michael H.Morris, Donald F.Kuratko
16. Entrepreneurship: Gifford Pinchot III
17. Lead like an Entrepreneur – Neal Thornberry
18. You Too Can Become an Entrepreneur – Nalinaksha Mutsuddi
19. Make The Move: Demystifying Entrepreneurship – Ishan Gupta, Rajat Khare

(402) INTERNATIONAL BUSINESS MANAGEMENT:
1. International Business Environment – Sundaram and Black
2. International Business Environment – Bhalla and Raju
4. International Business – Francis Cherulinam
5. International Business – Rao and Rangachari
6. Export Management – Rathod
9. International Business – Charles Hill
10. International Business Environment & Operations – John D.Daniels

(403) CURRENT TRENDS IN MANAGEMENT:
1. Knowledge Management - Awad Elias M, Ghaziri Hassan M (Pearson Education)
2. Six Sigma for Every One - Eckes (John Wiley & Sons, New Jersey)
3. Mergers Restructuring and Corporate Control – Weston, Chung, Hong (Prentice Hall)
4. Corporate Governance – Dr. S. Singa (Excel Books)
5. World Class Manufacturing – Vol.-1 and 2 (ICFAI University Press)
7. World Class Manufacturing – B. S. Sahay

(404) SERVICE MARKETING:
2. Services Marketing - Christopher Lovelock
3. Services Marketing - Rampal & Gupta
4. Essence of Services Marketing - Ardian Payne
5. Services Marketing - Helen Woodruff
# MARKETING STRATEGY & RELATIONSHIP MARKETING:
1. Marketing Strategy - Boyd Walker, Mullins Larrech, TMGH
2. Strategic Marketing Management - David Aaker
3. Principles of Marketing - Philip Kotler, Gary Armstrong
4. Handbook of Relationship Marketing - Jagdish Sheth, Atul Parvatiyar
5. Leading Through Relationship Marketing - Richard Batterley
7. Customer relationship Management - Sheth, Parvatiyar, Shainesh
8. For contemporary case studies students should refer to the periodicals and journals.

# PRODUCT AND BRAND MANAGEMENT:
1. Product management - Donal R. Lehmann, Russel S. Winer
2. Strategic Brand Management - Kevin Lane Keller
4. Marketing Management - Philip Kotler
5. Successful Branding - Pran K Choudhary
7. Strategic Brand Management - Caperer
8. Behind Powerful Brands - Jones
9. Managing Indian Brands - S. Ramesh Kumar

# INTERNATIONAL MARKETING:
1. Nabhi’s How To Export – Nabhi Publication
2. International Marketing Export Marketing – S. Shiva Ramu
6. Winning The World Marketing – Bhattacharya
7. Export Marketing – Francis Cherunilam.

# VIRTUAL MARKETING:
1. e-Marketing: Strass, El-Ansary, Frost
2. Digital Marketing for Dummies: Carter-Brooks-Catalano-Smith
3. e-Service-New Directions in Theory & Practice: Roland T. Rust and P.K. Kannan
4. eCRM-Concepts & Cases: Madhavi Garkaparthi
5. e-CRM: Business & System Frontiers: M.P. Jaiswal & Anjali Kaushik

Best of Luck.....

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