

## (301) BUSINESS POLICY & STRATEGIC MANAGEMENT

- 1. Strategy and the Quest for Competitive Advantage:** Military origins of strategy – Evolution – Concept and Characteristics of strategic management – Defining strategy – Mintzberg's 5Ps of strategy – Corporate, Business and Functional Levels of strategy – Strategic Management Process. (4)
- 2. Strategic Intent & Strategy Formulation:** Vision, mission and purpose – Business definition, objectives and goals – Stakeholders in business and their roles in strategic management – Corporate Social Responsibility, Ethical and Social Considerations in Strategy Development. (4)
- 3. Strategic analysis:** Analyzing Company's Resources and Competitive Position – Organizational Capability Profile – Strategic Advantage Profile – Core Competence – Distinctive competitiveness. (4)
- 4. Analyzing Company's External Environment:** Environmental appraisal – Scenario planning – Preparing an Environmental Threat and Opportunity Profile (ETOP) – Industry Analysis – Porter's Five Forces Model of competition. (4)
- 5. Corporate Portfolio Analysis:** Business Portfolio Analysis – Synergy and Dysynergy – BCG Matrix – GE 9 Cell Model – Concept of Stretch, Leverage and fit (3)
- 6. Generic Competitive Strategies:** Low cost, Differentiation, Focus. (3)
- 7. Grand Strategies:** Stability, Growth (Diversification Strategies, Vertical Integration Strategies, Mergers, Acquisition & Takeover Strategies, Strategic Alliances & Collaborative Partnerships), Retrenchment, Outsourcing Strategies. (8)
- 8. Tailoring strategy to fit specific industry** – Life Cycle Analysis – Emerging, Growing, and Mature & Declining Industries. (4)
- 9. New Business Models and strategies for Internet Economy:** Shaping characteristics of E-Commerce environment – E-Commerce Business Model and Strategies – Internet Strategies for Traditional Business – Key success factors in E-Commerce – Virtual Value Chain. (6)
- 10. Strategy implementation** – Project implementation – Procedural implementation – Resource Allocation – Organization Structure – Matching structure and strategy. (3)
- 11. Behavioural issues in implementation** – Corporate culture – Mc Kinsey's 7s Framework – Concepts of Learning Organization (3)
- 12. Functional issues** – Functional plans and policies – Financial, Marketing, Operations, Personnel, IT. (2)
- 13. Strategy Evaluation** – Operations Control and Strategic Control – Symptoms of malfunctioning of strategy – Balanced Scorecard. (2)
- 14. Cases in strategic management:** A minimum of 5 cases encompassing the above topics to be analyzed and discussed in the class. (10)

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### Books Recommended:-

- 1.** A A Thompson Jr., A J Strickland III, J E Gamble, *Crafting & Executing Strategy– The Quest for Competitive Advantage*, Tata McGraw Hill, 4th ed., 2005.
- 2.** Ranjan Das, *Crafting the Strategy: Concepts and Cases in Strategic Management*, Tata McGraw Hill, 2004.
- 3.** Henry, Mintzberg, Bruce, Ahlstrand and Joseph, Lampel (1998). *Strategy Safari*. Free Press, New York.
- 4.** Gary, Hamel and Prahalad, C. K. (1999). *Competing for the Future*. HBS Press.
- 5.** Ed. C.A. Montgomery, M.E. Porter, *Strategy – Seeking and Securing Competitive Advantage*, Harvard Business Review Publications, 1991.
- 6.** Peter F. Drucker, *Managing in a Time of Great Change*, Truman Talley Books /Plume Penguin Group, 1998.

## (302) MANAGEMENT CONTROL SYSTEMS

- 1. Characteristics of Management Control System** – Evolution of control systems in an organization -- Strategic Planning, Management Control and Operational Control - Cybernetic Paradigm of Grissinger (3)
- 2. Understanding strategies** – Concept of strategy – Business Unit level and corporate strategy - Gaining competitive advantage (3)
- 3. Goals** - Hierarchy of Goals – Goal congruence – factors that affect goal congruence – formal and informal systems – Types of organization structure in the perspective of Global scenario. - Functions of the Controller. (3)
- 4. Responsibility Centers** – Types of Responsibility Centers – Expense Centers, Profit Centers and Investment Centers – measures used to evaluate their performances – such as ROI, ROA, MVA, EVA – DuPont analysis (13)
- 5. Budgetary Control as a control tool** – Revision of budgets – ZBB – Budgetary control approach with respect to Engineered and Discretionary costs – Committed costs (6)
- 6. Capital Budgeting as a tool for management performance measurement** (6)
- 7. Transfer Pricing** – Objectives and need of Transfer pricing –Methods of Transfer pricing - Cost Based, Market price based, Two steps, Dual price, Profit sharing- Administration and Related numerical problems (8)
- 8. Performance Evaluation through Balanced Scorecard** – Four perspectives. (6)
- 9. Management Control Systems in Service Sector** vis-à-vis in Manufacturing Sector – Banking, Insurance, BPO. (6)
- 10. Introduction to Audit Function** as a control tool covering Financial Audit, Internal Audit, Cost Audit - Management Audit – Principles and Objectives (6)

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### Books Recommended:-

1. Management Control Systems, 10th Ed. – Anthony and Govindrajana
2. Practical Auditing – B.N.Tandon
3. Cost Accounting – B.K.Bhar
4. Management Accounting – Khan & Jain
5. Financial Management – Prasanna Chandra
6. Guidance note on Transfer Pricing – ICAI Publication

## (303A)- MARKETING RESEARCH

- 1. Marketing Research** – Definition, Scope, Significance, Limitations, Obstacles in acceptance. Ethics in marketing research. Marketing Intelligence system (2)
- 2. Research process** – Management dilemma (problem) – decision problem – research problem – hypothesis statement – characteristics of a good hypothesis – drafting the research proposal. (4)
- 3. Various sources of market Information** – Methods of collecting Market Information - Secondary data – sources – problems of fit and accuracy. Syndicated services. (2)
- 4. Marketing research techniques:** Market development research: Cool hunting – socio cultural trends, Demand Estimation research, Test marketing, Segmentation Research - Cluster analysis, Discriminant analysis. Sales forecasting – objective and subjective methods (8)
- 5. Marketing Mix Research:** Concept testing, Brand Equity Research, Brand name testing, Commercial eye tracking – package designs, Conjoint analysis, Multidimensional scaling - positioning research, Pricing Research, Shop and retail audits, Advertising Research – Copy Testing, Readership surveys and viewer ship surveys, Ad tracking, viral marketing research. (14)  
*Marketing effectiveness and analytics research:* Customer Satisfaction Measurement, mystery shopping, Market and Sales Analysis (2)
- 6. Exploratory designs** – Descriptive designs - Longitudinal and cross-sectional analysis (2)
- 7. Qualitative research techniques** – a) Based on questioning: Focus groups, Depth interviews, Projective techniques. b) Based on observations: ethnography, grounded theory, participant observation (4)
- 8. Causal research** – Basic experimental designs – internal and external validity of experiments. (2)
- 9. Primary data** – Questionnaire design - Administration and analysis considerations in design - Attitude measurement – scaling techniques. Observation method of primary data collection. Web based primary data collection – issues of reach, analysis, accuracy , time and efficiency. (4)
- 10. Sampling** – sampling methods – sampling and non sampling errors – sample size calculation (Numericals expected) – population and sample size - large and small samples - practical considerations in determining sample size. (4)
- 11. Data analysis** – Univariate analysis – Bivariate analysis – Multivariate analysis. Simple and cross tabulation, simple and multiple regression, Factor analysis. (6)
- 12. Hypothesis testing** – Types of tests and test selection, One sample test, Two-Independent Sample tests, Two-related sample tests. Chi-square test, tests for large and small samples. (Numericals expected) (4)
- 13. Report writing** – forms of report – fundamentals of a good report. (2)

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### Books Recommended:-

1. Marketing Research, Concept & Cases – Cooper Schindler.
2. Research for Marketing Decisions – Paul Green, Donald Tull, Gerald Albaum
3. Marketing Research – Nargundkar.
4. Marketing Research – Beri
5. Marketing Research – Measurement & Methods – Donald S.Tull, Del I.Hawkins
6. Marketing Research –Aakar, Kumar, Day

## **(304A)- INTEGRATED MARKETING COMMUNICATIONS**

**1. Concept and Process of Integrated Marketing Communications (IMC):** Elements of IMC & Developing respective communication campaign (42)

(a) Advertising – Classification of advertising, types, advertising appropriation, advertising campaigns

(b) Sales Promotion – Different types of Sales Promotion, relationship between Sales promotion and advertising

(c) Publicity – Types of Publicity, relationship between advertising and publicity

(d) Personal Selling

(e) Direct marketing and direct response methods

(f) Event Management

(g) E-Commerce

(h) Corporate Communication

(I) Public Relations – Types of PR

(j) Media relations

(k) Community relations

(l) Industrial relations and

(m) Government relations

(n) Employee relations (House Journals / Newsletter)

(o) Crisis Management

(p) Trade Fairs and Exhibitions

**2. IMC Message Design:** AIDA model Considerations for creative idea Visualization (4)

**3. Media Management -** Media Process - Media Jargons - Media Buying -Strategies and execution (4)

**4. Suppliers in IMC:** Hoarding Contractors/Printers etc., Ad. Agency – Departments of Ad. Agency, Client Servicing-client Agency relationship, account Planning (7)

**5. Ethics and social responsibility in IMC campaigns. (1)**

**6. Evaluating Marketing Communication Programs (2)**

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### **Books Recommended:-**

1. Integrated Marketing Communications - Kenneth Clown& Donald Bach

2. Advertising and Promotions - Belch & Belch, Tata McGraw Hill

3. Advertising Management - Rajeev Batra, John G.Myers & David A Aaker-PHI

4. Otto Kleepner's advertising Procedure - PH

5. International Edition - Contemporary Advertising Irwin/McGraw –Hill

6. Integrated Marketing Communications - Duncon- TMH

7. Foundations of Advertising Theory & Practice- S.A.Chunawalla & K.C.Sethia- Himalaya Publishing

## **(305A)- DISTRIBUTION AND RETAIL MANAGEMENT**

- 1. Marketing Channels:** Definition & Importance, Functions of Marketing Channels – Intensive, Selective & Exclusive distribution strategies, Decisions in Channel Management (8)
- 2. Wholesaling:** Concept, Importance, Functions –Wholesaler Marketing Decisions – Trends in Wholesaling (4)
- 3. Retailing:** Concept, Importance, Functions - Indian Vs. Global Scenario (4)
- 4. Retail formats:** Store & Non Store Retailing –Franchising-Unconventional channels (6)
- 5. Retail Location:** Factors affecting location decision – Site Selection – Location based retail Strategies (4)
- 6. Store Design:** Interiors and Exteriors - Store layout – Types of layouts – Factors affecting store layout – Store image mix – Store Façade – The Internet Store. (4)
- 7. Store Administration:**Floor space management–Managing store inventories and display (4)
- 8. Merchandising:** Concept, Importance, Functions – Steps in merchandising planning – Category management: Definition and process – Introduction to Private label brands (6)
- 9. Retail Communication Mix:** Planning retail communication – Managing in-store promotions and events (4)
- 10. Integrated Marketing Channels:** Channels for Consumer goods, Industrial goods & Services – Horizontal, Vertical, Multichannel Marketing Systems (4)
- 11. Introduction to Supply Chain Management:** Concept – significance –components. (4)
- 12. Channel Management:** Channel selection - Channel Conflicts & its Resolution- Channel Performance Evaluation (4)
- 13. Technology in distribution:** Bar-coding – RFID – Electronic payment systems (4)

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### **Books Recommended:-**

- 1) Channel Management –Stern – El- Ansary
- 2) Retailing Management – Swapna Pradhan
- 3) Retail Management – Gibson Vedamani
- 4) Physical Distribution & Logistics Management – Dr. Subhash Bhave
- 5) Channel Management & Retail Management – Meenal Dhotre

## (306A) CONSUMER & ORGANIZATIONAL BUYING BEHAVIOUR

**1. Consumer Behavior:** Concept, diversity of consumer behavior, Characteristics of Indian Consumers. (2)

**2. Influences on the Consumer:** Consumer needs, motives - positive and negative motivation - rational versus emotional motives. Consumer relevant reference groups - opinion leaders - family decisions making and consumption related roles - family life cycle - social class and consumer behaviour - influence of culture on consumer behaviour- cross cultural context. Diffusion of innovations: the diffusion process - the adoption process - consumer innovativeness and personality traits. (8)

**3. Consumer decision making:** Models of consumer decision making - Engle Kollatt-Blackwell model, Howard-Sheth Model, Bettman's Model, HCB Model. Concept of involvement & extensive problem solving - limited problem solving - routinized responsive behavior. (5)

**4. Post purchase behavior:** Consumer satisfaction concept & Models - Expectancy Disconfirmation, Desires Congruency Model, Equity Theory, Attribution Theory, Cognitive dissonance, Consumer delight, consumer complaint behaviour. (5)

**5. Consumerism:** Evolution of consumer society. Definition of consumerism, buyers & seller's rights, effects of consumerism. (2)

**6. Organizational Buying:** Concept & comparison with Consumer buying, Economic Influence; Political Influence; Legal Influence; Supplier's Influence; Technology Influence; Customer Influence; Government Influence; Labour Influence, Analyzing Buyers' strengths & Negotiation Capabilities (4)

**7. Organizational Influences on Buying Behavior:** Buying Roles; Market Response: The Buy Grid Model; The Organizational Buying Decision Process; Buying Tasks; Interpersonal Influencing in Organizational Buying (4)

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### Books Recommended:-

1. Consumer Behavior - Leon Schiffman, Leslie Lazar Kanuk
2. Consumer Behavior - Hawkins, Best, Coney
3. Customer Behavior - A Managerial Perspective - Sheth, Mittal - Thomson,
4. Conceptual Issues In Consumer Behavior Indian Context - S Ramesh Kumar -Pearson,
5. Consumer Market demographics in India - Edited by S.L.Rao
6. Understanding Your Customer - R.Woodruff and S.F.Gardial
7. Consumer behaviour - Louden, Delebeta
8. Industrial Marketing - Hill, Alexander, Cross
9. Industrial Marketing - Analysis, Planning and Control - Reeder, Brierty, Reeder
10. Industrial Marketing - P K Ghosh

## **(307A) SALES MANAGEMENT & PERSONAL SELLING**

**1. Introduction to Sales Management:** Concept, Nature, Role of Sales Management in Marketing, Salesmanship, Specific Characteristics of a successful salesman, The Evolving Face of Personal Selling (4)

**2. Sales Forecasting:** Concept of Forecasting, Sales Forecasting methods, Quantitative and Qualitative methods. (4)

**3. Sales Organization:** Need for Sales Organizations, their structure, Sales Managers Functions and responsibilities, Planning for major customers and sales Budget. (4)

**4. Personal Selling Process and Approaches:** Personal Selling and Relationship Management - Selling to individuals & Institutions, Basics, Sales leads, Planning sales calls - Types of calls, - Building long term partnership by selling - Sales presentations, tools for personal selling, Sales Aids - Use of technology in sales effective selling techniques, Tele Marketing. (8)

### **5. Managing the Sales Force:**

**a) Recruiting, Selection and Training of Sales force:** Procedures and criteria extensively used as selection tools for recruiting and testing sales ability. Sales Force Job Analysis and Description

**b) Areas of sales Training:** Company Specific Knowledge, product knowledge Industry and Market Trend Knowledge, customers and technology - Relationship Selling Process and Customer education. Value added selling

**c) Motivating the Sales Team:** Motivation Programs - Sales Meetings, Sales Contests, Sales Compensating, (Monetary compensation, incentive programs as motivators, Non-Monetary compensation - fine tuning of compensation package. Supervising,

**d) Evaluating Sales Force Performance and Controlling Sales activities:** Sales Records and Reporting Systems, Improving Sales Productivity, Ethical and Legal Issues in Sales Management. (10)

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### **Books Recommended:-**

1. Sales Management - Richard Rstill, Edward W. Cundiff
2. Strategies for selling-Gerald A.Michaelson
3. Sales Management Handbook - Forsyth Patrick
4. Value added selling-Tom Reilly
5. Building a Winning Sales Team - Gini Graham & Scott
6. Professional Sales Management - Anderson, Hair and Bush
7. Motivation and Job Satisfaction - M. D. Pestonjee
8. Sales Management - Thomas
9. International Marketing - Robert Reed.....
10. Industrial Marketing - Hichard M. Hill