

Nutan Maharashtra Vidya Prasarak Mandal's (NMVPM's)

**NUTAN MAHARASHTRA INSTITUTE OF ENGINEERING AND  
TECHNOLOGY (NMIET)**

An

**Autonomous Institute**

**Affiliated to Savitribai Phule Pune University**



**Governing**

**Post Graduation (MBA) Program**

**Master of Business Administration**

**Marketing Management**

**(With effect from Academic Year 2025 – 27)**

## CURRICULUM FRAMEWORK

### List of Abbreviations

Sr. No.	Abbreviation	Type of Course
1.	GC	Generic Core
2.	GC	Generic Core with Non-Credit
3.	SC	Specialization Core
4.	SE	Specialization Elective
5.	OJT	On the Job Training
6.	RP	Research Project

### Course Wise Credit Distribution

Sr.No	Abbreviation	Type of Course	No. of Courses		Total Course	Credits	
			III Sem	IV Sem		Credit Points	% of Credits
1	GC	Generic Core	1	2	3	8	15%
i	GC	Generic Core with Non-Credit	1	-	1	0	0%
2	SC	Specialization Core	1	1	2	6	12%
i.	SC OJT	On Job Training	1	-	1	8	15%
ii.	SC RP	Research Project	-	1	1	6	12%
3	SE	Specialization Elective	4	4	8	24	46%
<b>Total</b>			<b>8</b>	<b>8</b>	<b>16</b>	<b>52</b>	<b>100%</b>

## ASSESSMENT PARAMETERS

Continuous Assessment (CA) Parameters					
Parameter	Attendance & Overall Conduct	Assignment	Group Presentation	Case Study Presentation	Field Project
Marks (25)	5	5	5	5	5

Summative Assessment (SA) Parameters					
Course Credits	Formative Assessment (FA)		Summative Assessment (SA) / Practical	Oral / Viva Voce	Total Marks
	Unit Test (UT)	Continuous Assessment (CA)			
<b>3 Credit Course</b>	25 Marks	25 Marks	50 Marks	--	<b>100 Marks</b>
<b>2 Credit Course</b>	10 Marks	10 Marks	30 Marks	--	<b>50 Marks</b>
<b>6 Credit Course</b>	--	100 Marks	--	50 Marks	<b>150 marks</b>
<b>OJT Credit (8 Credit)</b>	--	100 Marks	--	100 Marks	<b>200 Marks</b>
<b>Audit Course (0 Credit)</b>	--	--	--	--	<b>Pass/ Not Pass</b>

## CURRICULUM STRUCTURE

### Second Year MBA-SEM-III- (Marketing Management)

Type	Sem Code	Course Code	Course	Credits	Examination Schemes				Teaching Scheme [L, T, P]				TOTAL Marks	
					Theory									
					FA (50)		SA (50)			TOTAL				
					U T (25 )	CA (25)	TH	PR	L	T	P	TOT		
Mandatory	GC – 14	MB25GC-301	Strategic Management	3	25	25	50	-	2	1	1	4	100	
Mandatory	GC – 15	MB25GC-302	Cyber Security	<b>Audit Course (0 Credit)</b>									AC/NC	
Mandatory	SC – 01	MB25SCM KT-303	Service Marketing	3	25	25	50	-	2	1	1	4	100	
<b>CORE TOTAL</b>		<b>3</b>	<b>6</b>	<b>50</b>	<b>50</b>	<b>100</b>	<b>0</b>	<b>4</b>	<b>2</b>	<b>2</b>	<b>8</b>	<b>200</b>		
Mandatory	OJT (SC)	MB25OJTM KT-304	On the Job Training	8	0	100	0	100	0	2	14	16	200	
<b>SIP TOTAL</b>		<b>1</b>	<b>14</b>	<b>0</b>	<b>100</b>	<b>0</b>	<b>100</b>	<b>0</b>	<b>2</b>	<b>14</b>	<b>16</b>	<b>200</b>		
<b>Semester III Specialization Electives - Any 4 Courses to be Opted from the respective elective list</b>														
Elective	SE 01	MB25SEMK T-305	Consumer Behaviour and Business To Business Marketing	3	25	25	50	-	2	1	1	4	100	
Elective	SE 02	MB25SEMK T-306	Product and Brand Management	3	25	25	50	-	2	1	1	4	100	
Elective	SE 03	MB25SEMK T-307	Sales and Distribution Management	3	25	25	50	-	2	1	1	4	100	
Elective	SE 04	MB25SEMK T-308	Digital Marketing-I	3	25	25	50	-	2	1	1	4	100	
Elective	SE 05	MB25SEMK T-309	Marketing Analytics	3	25	25	50	-	2	1	1	4	100	
Elective	SE 06	MB25SEMK T-310	Marketing 5.0	3	25	25	50	-	2	1	1	4	100	
<b>GENERIC ELECTIVE TOTAL</b>		<b>4</b>	<b>12</b>	<b>100</b>	<b>100</b>	<b>200</b>	<b>08</b>	<b>4</b>	<b>4</b>	<b>16</b>	<b>400</b>			
<b>SEMESTER TOTAL</b>		<b>8</b>	<b>26</b>	<b>150</b>	<b>250</b>	<b>400</b>	<b>12</b>	<b>8</b>	<b>20</b>	<b>40</b>	<b>800</b>			

L-Lecture, T-Tutorial, P-Practical, UT-Unit Test, FA-Formative Assessment, SA-Summative Assessment, \*Exit Policy: Available as a separate document

**CURRICULUM STRUCTURE**  
**Second Year MBA-SEM-IV-(Marketing)**

Type	Sem Code	Course Code	Course	Credits	Examination Schemes				Teaching Scheme [L, T, P]				TOTAL Marks
					Theory				TOTAL				
					FA (50)		SA (50)						
					UT (25)	CA (25)	TH	PR	L	T	P	TOT	
Mandatory	GC – 16	MB25GC-401	Entrepreneurship, Innovation and Design Thinking	3	25	25	50	-	2	1	1	4	100
Mandatory	GC – 17	MB25GC-402	Project Management	2	10	10	30	-	2	-	-	2	50
Mandatory	SC – 02	MB25SCMK T-403	Marketing Strategy	3	25	25	50	-	2	1	1	4	100
<b>CORE TOTAL</b>		<b>3</b>	<b>8</b>	<b>60</b>	<b>60</b>	<b>130</b>	<b>0</b>	<b>6</b>	<b>2</b>	<b>2</b>	<b>10</b>	<b>250</b>	
Mandatory	RP	MB25RPMK T-404	Research Project	6	0	100	0	50	0	2	10	12	150
<b>RESEARCH PROJECT TOTAL</b>		<b>1</b>	<b>6</b>	<b>0</b>	<b>100</b>	<b>0</b>	<b>50</b>	<b>0</b>	<b>2</b>	<b>12</b>	<b>12</b>	<b>150</b>	
<b>Semester IV Specialization Electives - Any 4 Courses to be Opted from the respective elective list</b>													
Elective	SE 07	MB25SEMK T-405	Integrated Marketing Communication	3	25	25	50	-	2	1	1	4	100
Elective	SE 08	MB25SEMK T-406	Digital Marketing-II	3	25	25	50	-	2	1	1	4	100
Elective	SE 09	MB25SEMK T-407	Retail Marketing	3	25	25	50	-	2	1	1	4	100
Elective	SE 10	MB25SEMK T-408	Marketing of Financial Services	3	25	25	50	-	2	1	1	4	100
Elective	SE 11	MB25SEMK T-409	Recent trends in Marketing	3	25	25	50	-	2	1	1	4	100
Elective	SE 12	MB25SEMK T-410	Marketing 6.0	3	25	25	50	-	2	1	1	4	100
<b>GENERIC ELECTIVE TOTAL</b>		<b>4</b>	<b>12</b>	<b>100</b>	<b>100</b>	<b>200</b>	<b>8</b>	<b>4</b>	<b>4</b>	<b>16</b>	<b>400</b>		
<b>SEMESTER TOTAL</b>		<b>8</b>	<b>26</b>	<b>160</b>	<b>260</b>	<b>380</b>	<b>14</b>	<b>8</b>	<b>18</b>	<b>38</b>	<b>800</b>		

L-Lecture, T-Tutorial, P-Practical, UT-Unit Test, FA-Formative Assessment, SA-Summative Assessment, \*Exit Policy: Available as a separate document

# **Course Syllabus**

**Second Year MBA. Semester**

**III**

<b>Program</b>	<b>MBA (Marketing)</b>			<b>Semester: III</b>			
<b>Course</b>	<b>Strategic Management</b>			<b>Course Code</b>	<b>MB25GC-301</b>		
<b>Credits</b>	<b>Teaching Scheme (Hrs./Week)</b>			<b>Evaluation Scheme and Marks</b>			
	<b>Lecture</b>	<b>Tutorial</b>	<b>Practical</b>	<b>FA</b>		<b>SA</b>	<b>Total</b>
				<b>UT</b>	<b>CA</b>	<b>TH</b>	
<b>3</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>25</b>	<b>25</b>	<b>50</b>	<b>100</b>

**Course Outcomes:**

After learning the course, the students should be able to:

<b>CO#</b>	<b>COGNITIVE ABILITIES</b>	<b>COURSE OUTCOMES</b>
CO 301.1	REMEMBERING	DESCRIBE the basic terms and concepts in Strategic Management.
CO 301.2	UNDERSTANDING	EXPLAIN the various facets of Strategic Management in a real-world context.
CO 301.3	UNDERSTANDING	DESCRIBE the trade-offs within and across strategy formulation, implementation, appraisal.
CO 301.4	APPLYING	INTEGRATE the aspects of various functional areas of management to develop a strategic perspective.
CO 301.5	ANALYSING	EXPLAIN the nature of the problems and challenges confronted by the top management team and the approaches required to function effectively as strategists.
CO 301.6	CREATING	DEVELOP the capability to view the firm in its totality in the context of its environment.

**Course Contents**

<b>Unit</b>	<b>Description</b>	<b>Duration [Hrs.]</b>
<b>I</b>	<b>Understanding Strategy:</b> Concept of strategy, Levels of Strategy - Corporate, Business and Functional. Strategic Management - Meaning and Characteristics. Distinction between strategy and tactics, Strategic Management Process, Stakeholders in business, Roles of stakeholder in strategic management. Strategic Intent – Meaning, Hierarchy, Attributes, Concept of Vision & Mission - Process of envisioning, Difference between vision & mission. Characteristics of good mission statements. Business definition using Abell’s three dimensions. Objectives and goals, Linking objectives to mission & vision. Components of a strategic plan, Analyzing Company’s External Environment: Environmental appraisal, Scenario planning – Preparing an Environmental Threat and Opportunity Profile (ETOP). Analyzing Industry Environment: Industry Analysis - Porter’s Five Forces Model of competition, Entry & Exit Barriers.	<b>(7+2)</b>
<b>II</b>	<b>Analyzing Company’s Internal Environment-</b> Resource based view of a firm. Analyzing Company’s Resources and Competitive Position - meaning, types & sources of competitive advantage, competitive parity & competitive disadvantage. VRIO Framework, Core Competence, characteristics of core competencies, Distinctive competitiveness. Benchmarking as a method of comparative analysis. Value Chain Analysis Using Porter’s Model: primary & secondary activities. Organizational Capability Profile: Strategic Advantage Profile, Concepts of stretch, leverage & fit, ways of resource leveraging – concentrating, accumulating, complementing, conserving, recovering. Portfolio Analysis: Business Portfolio Analysis – BCG Matrix – GE 9 Cell Model.	<b>(7+2)</b>

<b>III</b>	<b>Generic Competitive Strategies</b> – Meaning of generic competitive strategies, Low cost, Differentiation, Focus – when to use which strategy. Grand Strategies: Stability, Growth (Diversification Strategies, Vertical Integration Strategies, Mergers, Acquisition & Takeover Strategies, Strategic Alliances & Collaborative Partnerships), Retrenchment – Turnaround, Divestment, Liquidation, Outsourcing Strategies.	<b>(7+2)</b>
<b>IV</b>	<b>Strategy Implementation</b> – Barriers to implementation of strategy, Mintzberg’s 5 Ps – Deliberate & Emergent Strategies. Mc Kinsey’s 7s Framework. Organization Structures for Strategy Implementation: entrepreneurial, functional, divisional, SBU, Matrix, Network structures, Cellular/ Modular organization, matching structure to strategy, organizational design for stable Vs. turbulent environment, Business Continuity Planning. Changing Structures & Processes: Reengineering & strategy implementation – Principles of Reengineering. Corporate Culture: Building Learning organizations, promoting participation through technique of Management by Objectives (MBO). Strategy Evaluation: Operations Control and Strategic Control - Symptoms of malfunctioning of strategy – Concept of Balanced scorecard for strategy evaluation.	<b>(7+2)</b>
<b>V</b>	<b>Blue Ocean Strategy</b> - Difference between blue & red ocean strategies, principles of blue ocean strategy, Strategy Canvass & Value Curves, Four Action framework. Business Models: Meaning & components of business models, new business models for Internet Economy– E Commerce Business Models and Strategies – Internet Strategies for Traditional Business Virtual Value Chain. Sustainability & Strategic Management: Startups - growth and reasons for decline. Threats to sustainability, Integrating Social & environmental sustainability issues in strategic management, meaning of triple bottom line, people-planet-profits.	<b>(7+2)</b>
<b>Total</b>		<b>45</b>

**Suggested Text Book:**

1. Strategic Management and Business Policy by Azhar Kazmi, Tata McGraw-Hill
2. Strategic Management by Ireland, Hoskisson & Hitt, Indian Edition, Cengage Learning
3. Crafting and Executing Strategy- The Quest for Competitive Advantage by Thompson, Strickland, Gamble & Jain, Tata McGraw-Hill
4. Concepts in Strategic Management & Business Policy by Thomas L. Wheelen & J. David Hunger, Pearson

**Suggested Book References:**

1. Strategic Management by Dr. Yogeshwari L. Giri
2. Competitive Strategy: Techniques for Analyzing Industries and Competitors by Michael E. Porter, First Free Press Edition
3. Competing for the Future by Gary Hamel & C.K. Prahalad,
4. Blue Ocean Strategy by Kim & Mauborgne

• **Suggested Online Link:**

- [https://onlinecourses.nptel.ac.in/noc24\\_mg112/preview](https://onlinecourses.nptel.ac.in/noc24_mg112/preview)
- [https://onlinecourses.nptel.ac.in/noc25\\_mg129/preview](https://onlinecourses.nptel.ac.in/noc25_mg129/preview)
- <https://www.coursera.org/learn/strategic-management>
- <https://www.upgrad.com/advanced-program-strategic-management-business-excellence-iim-lucknow/>
- <https://www.coursera.org/courses?query=strategic+management>

<b>Program</b>	<b>MBA (HRM)</b>			<b>Semester: III</b>			
<b>Course</b>	<b>Cyber Security</b>			<b>Course Code</b>	<b>MB25GC-302</b>		
<b>Credits</b>	<b>Teaching Scheme (Hrs./Week)</b>			<b>Evaluation Scheme and Marks</b>			
	<b>Lecture</b>	<b>Tutorial</b>	<b>Practical</b>	<b>FA</b>		<b>SA</b>	<b>Total</b>
				<b>UT</b>	<b>CA</b>	<b>TH</b>	
<b>3</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>25</b>	<b>25</b>	<b>50</b>	<b>100</b>

**Course Outcomes:**

After learning the course, the students should be able to:

<b>CO#</b>	<b>COGNITIVE ABILITIES</b>	<b>COURSE OUTCOMES</b>
CO 302.1	REMEMBERING	Recall and describe the phases of ethical hacking, CIA triad, cybersecurity principles, and basic security concepts.
CO 302.2	UNDERSTANDING	Explain basics of Linux, virtualization setup, cloud-based virtual machines, and cybersecurity tool configuration.
CO 302.3	UNDERSTANDING	Interpret networking fundamentals, scanning techniques, network vulnerabilities, and security components like IDS/IPS and firewalls.
CO 302.4	APPLYING	Apply ethical hacking tasks such as reconnaissance, exploitation, privilege escalation, post-exploitation, OSINT, and persistence techniques.
CO 302.5	ANALYSING	Analyze web application vulnerabilities using OWASP Top 10, evaluate security flaws, and assess governance, risk, and incident response strategies

**Course Contents**

<b>Unit</b>	<b>Description</b>	<b>Duration [Hrs.]</b>
<b>I</b>	<b>Introduction:</b> Phases of ethical hacking, Understanding the underlying principles cyber security, Understanding CIA Triads, Information Security Vs Cyber Security. <b>Basics of Linux:</b> Windows-based Setup, Installing VirtualBox or VMware for virtualization, Setting up Kali Linux as a virtual machine, Installing and configuring essential cybersecurity tools. Linux-based Setup, Using a Linux distribution as the host OS, Installing and configuring essential cybersecurity tools. Linux basic commands and filesystem architecture, Cloud-based Setup (AWS or Azure), Creating a virtual machine instance on a cloud platform. Installing Kali Linux or other distributions. Configuring cloud security policies and networking, Registration on - TryHackMe HackTheBox, PortSwigger Web Academy	<b>(7+2)</b>
<b>II</b>	<b>Network Hacking:</b> Networking Fundamentals, Understanding the fundamentals of networking. OSI and TCP/IP models. IP and MAC addresses, subnetting, and IPv4/IPv6. Introduction to routers, switches, and firewalls. Types of Viruses, worms, and trojan horses and how they spread through the network. Role of Firewalls and Intrusion Detection Systems (IDS) and Intrusion Prevention Systems (IPS). Secure Network architecture and design principles, <b>Network Sniffing:</b> Packet capturing and analysis with Wireshark and TCP Dump. <b>Scanning and Reconnaissance:</b> Network scanning with Nmap, Network Vulnerability Assessment with Nessus, Identifying open ports, services, and potential vulnerabilities. <b>Initial Foothold:</b> Phishing attacks and email-based threats, Exploiting software vulnerabilities, social engineering techniques. <b>Privilege Escalation:</b> Windows Privilege Escalation Linux Privilege Escalation Cheatsheets and Payloads.	<b>(7+2)</b>

	<b>Post Exploitation:</b> Post Exploitation Tools and frameworks Creating backdoors and maintaining control Deleting digital Footprints, File system manipulation and data exfiltration, Techniques for maintaining access and evading detection. Concept of Persistence.	
III	<b>OSINT (Open-Source Intelligence Techniques):</b> Information Gathering Tools and Techniques for OSINT of - Website, mail, FaceBook Instagram Twitter, Phone Number, Data Leak Lookups,	(7+2)
IV	<b>Web Application Security:</b> Web Application Fundamentals and Lab Setup: Web App Technologies Basics (HTML, CSS and JS) Client Server Model, Burp Suite Installation, Burp Suite Proxy Setup and Practical, <b>OWASP Top 10:</b> Broken Access Control SQL Injection, Cross Site Scripting XML External Entity, Security Misconfiguration - Access Control Vulnerabilities Vulnerable and Outdated Component Vulnerabilities, Authentication Vulnerabilities, Server Side Request Forgery, Business Logic Vulnerabilities Session Management Vulnerabilities <b>Automation Testing for Web Apps</b> Practical of Tools - ZAP, Nikto, Nuclei.	(7+2)
V	<b>Cybersecurity Governance, Risk, and Strategy for Business Leaders:</b> Cybersecurity as a Business Imperative Risk Management Frameworks Security Policies & Compliance, <b>Incident response and decision making:</b> Incident Response & Business Continuity Strategic Decision-Making	(7+2)
<b>Total</b>		<b>45</b>

**Suggested Text Book:**

- 1. Principles of Information Security (7th Edition), Authors: Michael E. Whitman & Herbert J. Mattord, Publisher: Cengage Learning, Edition: 7th Edition (2023)**
- 2. Cryptography and Network Security: Principles and Practice, Author: William Stallings, Publisher: Pearson, Edition: 8th Edition (latest widely adopted)**
- 3. Cybersecurity: With Cryptography Essentials, Authors: Shishir Kumar Shandilya, Agni Datta & Bong Jun Choi, Publisher: McGraw Hill / Higher Education Press, Edition: 1st Edition (2025)**

• **Suggested Reference books:**

- Security in Computing, Authors: Charles P. Pfleeger, Shari Lawrence Pfleeger & Jonathan Margulies, Publisher: Pearson Education, Edition: 6th Edition (2023)
- Information Security: Principles and Practice, Author: Mark Stamp, Publisher: Wiley India, Edition: 3rd Edition (2023)
- cryptography, Network Security, and Cyber Laws, Authors: Bernard L. Menezes & Ravinder Kumar, Publisher: Cengage Learning India Private Limited, Edition: 1st Edition (2018)

**Suggested Online Link:**

- <https://nptel.ac.in/courses/106105031>
- <https://nptel.ac.in/courses/106106248>
- <https://www.coursera.org/learn/crypto>
- 4. <https://www.coursera.org/learn/information-security-foundations>

<b>Program</b>	<b>MBA (Marketing)</b>			<b>Semester: III</b>			
<b>Course</b>	<b>Services Marketing</b>			<b>Course Code</b>	<b>MB25SCMKT-303</b>		
<b>Credits</b>	<b>Teaching Scheme (Hrs./Week)</b>			<b>Evaluation Scheme and Marks</b>			
	<b>Lecture</b>	<b>Tutorial</b>	<b>Practical</b>	<b>FA</b>		<b>SA</b>	<b>Total</b>
				<b>UT</b>	<b>CA</b>	<b>TH</b>	
<b>3</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>25</b>	<b>25</b>	<b>50</b>	<b>100</b>

**Course Outcomes:**

After learning the course, the students should be able to:

<b>CO#</b>	<b>COGNITIVE ABILITIES</b>	<b>COURSE OUTCOMES</b>
CO303.1	REMEMBERING	RECALL the key concepts in services marketing
CO303.2	UNDERSTANDING	DESCRIBE the role of Extended Marketing Mix in Services in managing consumer behavior and in improving service quality.
CO303.3	APPLYING	IDENTIFY concepts related to service offerings and experience in the context of real world offering.
CO303.4	ANALYSING	EXAMINE the elements of services marketing and service quality in Contemporary and emerging context.
CO303.5	EVALUATING	EVALUATE Segmentation, Targeting & Positioning of Services and assess its importance and challenges in the dynamic marketing

**Course Contents**

<b>Unit</b>	<b>Description</b>	<b>Duration [Hrs]</b>
<b>I</b>	<b>Introduction to Services Marketing:</b> Services Marketing: Frontiers of change, service concepts, characteristics and classification of services, services marketing mix – 7 Ps, service marketing triangle, factors responsible for growth of the services sector, challenges faced by the services sector, service and technology, impact of technology on service firms, evolution of services as value contributors.	<b>(7+2)</b>
<b>II</b>	<b>Role of Process, People &amp; Physical Evidence in Services Marketing:</b> Process – Service system, importance of process in services, service development, service blueprint, mapping the process horizontally and vertically, bottlenecks, delays and process failures, service process – standardization vs. customization, value addition in process. People – The key to service marketing, people dimension in services marketing, service encounters, role of frontline service employees, managing employee behavior and enhancing customer participation, high-contact & low-contact services, emotions in service situations, service profit chain. Physical evidence – Servicescape, designing effective services capes, impact on customer perception and branding, visual merchandising for managing the physical evidence in service marketing. services,	<b>(7+2)</b>
<b>III</b>	<b>Managing Consumer Behavior &amp; Service Quality :</b> Consumer and organizational behavior in services – understanding customers and collaborators in services, service standards – factors and types, – customer buying journey, service quality – levels and dimensions, service quality models – ServQual model, Servuction model, GAP model and critical incident model, relationship between service quality, productivity and profitability, managing demand and capacity – capacity constraints, understanding demand patterns, strategies for matching and adjusting capacity and demand, service recovery, service recovery process, impact of service failures, customer churn.	<b>(7+2)</b>

<b>IV</b>	<b>Segmentation, Targeting &amp; Positioning of Services and CRM:</b> Service segmentation – bases for segmentation, segmentation in the modern era – geo demographic segmentation, AI and big data-driven segmentation. Service targeting – selecting target market and approaches in modern era – precision targeting, omni-channel targeting, dynamic targeting, ethical targeting. Service positioning – techniques of positioning, emotional and value-based positioning, digital presence and brand voice, managing relationships in services marketing, importance and challenges for STP of services in the modern era, managing customer expectations and complaints for effective customer relationship management, customer retention and customer lifetime value.	<b>(7+2)</b>
<b>V</b>	<b>Services Marketing Strategies &amp; Emerging Trends:</b> Overview of service marketing strategies for organized retail, healthcare, hospitality, tourism, airlines, banking & financial services (BFSI), telecom, IT & ITES, logistics, education, entertainment, event management. Utilization of e-services in various sectors. Emerging trends in services marketing – innovations in service delivery and technology, automation, self-service, augmented reality and virtual reality in services, Internet of Things (IoT) in service ecosystems, servitization and product-service systems, future prospects and challenges in services marketing. Caselet: Domino's Pizza India revamped its app interface and delivery tracking system, combining GPS, self-service options and automation for efficient serviced delivery.	<b>(7+2)</b>
<b>Total</b>		<b>45</b>

**Suggested Text Books:**

1. John E.G. Bateson, K. Douglas Hoffman: Services Marketing, Cengage Learning, 4e, 2015
2. Vinnie Jauhari, Kirti Dutta: Services Marketing: Operations and Management, Oxford University Press, 2014
3. Gilmore, Audrey. Services Marketing Management, SAGE Publications, Ltd, 2003
4. Services Marketing: Global Edition by Christopher Lovelock, Jochen Wirtz, Pearson Education
5. Services Marketing – Valarie A. Zeithaml, Mary Jo Bitner, Dwayne D. Gremler, Ajay Pandit, McGraw Hill
6. Service Marketing: Concepts Applications & Cases by M.K. Rampal, S. Gupta, Galgotia Publishing Company
7. Services Marketing: People, Technology, Strategy by Jochen Wirtz, Christopher Lovelock, Jayanta Chatterjee, Pearson Education, 8th Edition

**Suggested Book References:**

1. Services Marketing: Concepts and Practices by Ramneek Kapoor, Justin Paul & Biplab Halder, McGraw Hill
2. Services Marketing by Rajendra Nargundkar, McGraw-Hill, 3rd Edition
3. Services Marketing, 2nd Edition by Rao, Pearson
4. Service Marketing by C. Bhattacharya, Excel Books

**Suggested Online Link:**

Covers services marketing mix, service quality, customer experience.

☞ Coursera – Service Marketing Courses

<https://www.coursera.org/search?query=service%20marketing>

☞ SWAYAM – Marketing Management / Services Marketing

<https://swayam.gov.in>

☞ NPTEL – Marketing Management (IITs)

<https://nptel.ac.in>

<b>Program</b>	<b>MBA (Marketing)</b>			<b>Semester: III</b>			
<b>Course</b>	<b>On the Job Training</b>			<b>Course Code</b>	<b>MB25OJTMKT-304</b>		
<b>Credits</b>	<b>Teaching Scheme (Hrs./Week)</b>			<b>Evaluation Scheme and Marks</b>			
	<b>Lecture</b>	<b>Tutorial</b>	<b>Practical</b>	<b>FA</b>		<b>SA</b>	<b>Total</b>
				<b>UT</b>	<b>CA</b>	<b>PR</b>	
<b>8</b>	<b>0</b>	<b>2</b>	<b>14</b>	<b>0</b>	<b>100</b>	<b>100</b>	<b>200</b>

**Course Outcomes:**

After learning the course, the students should be able to:

<b>CO#</b>	<b>COGNITIVE ABILITIES</b>	<b>COURSE OUTCOMES</b>
CO304.1	REMEMBERING	IDENTIFY and DESCRIBE the fundamental aspects of the organization and industry where the OJT is conducted, including the company's profile, core business activities, and organizational structure.
CO304.2	UNDERSTANDING	EXPLAIN the relevance and application of theoretical concepts learned in the classroom to real-world business practices observed during the OJT
CO304.3	APPLYING	UTILIZE relevant theoretical knowledge and technical skills in real-world tasks and projects during the OJT in a professional setting
CO304.4	ANALYSING	EXAMINE and break down the problems or tasks undertaken during the OJT, identifying the key issues, underlying causes, and possible solutions.
CO304.5	EVALUATING	ASSESS the effectiveness of the strategies and solutions implemented during the OJT, from the standpoint of utility to the host organization, the feedback from the industry mentor.

**Course Contents**

	<p><b>A] Preamble:</b> On Job Training (OJT) is an integral component of the MBA program that provides students with a unique opportunity to bridge the gap between theoretical knowledge gained in the classroom and practical application in a real-world environment. This training aims to equip students with both technical and non-technical skills that are essential for success in the industry.</p> <p><b>Each student shall undertake an On-the-Job Training (OJT) at the end of Second Semester and complete the same before the commencement of the Third Semester.</b></p>	
	<p><b>B] Guidelines for the On-Job</b> A] Trainin  g(OJT) B  1] Nature</p>	

	<p><b>of</b></p> <ol style="list-style-type: none"> <li>1. -Job Training (OJT) program shall be of 12 weeks (3 months).</li> </ol>	
	<p><b>B]</b></p> <p><b>C]</b></p> <p><b>The OJT:</b></p> <ol style="list-style-type: none"> <li>1. The On-the 8 weeks of training in the organization (industry / bank etc.) with 30 hours of work per week.</li> <li>2. 4 Weeks of pre and post training work including proposal making, analysis, report preparation and etc.</li> <li>3. OJT must be conducted outside the academic institution to expose students to real-world work environments.</li> <li>4. <b><u>OJT must be related to the intended specialization of the student.</u></b></li> <li>5. OJT must be done individually. Group projects are not permitted.</li> <li>6. OJT may involve actual tasks relevant to the area of specialization of the student and as per the demands of the industry / organization where the student is carrying out the OJT.</li> <li>7. OJT should involve fieldwork / desk work in the organisation; <b><u>online OJT is not permitted.</u></b></li> <li>8. Primary data collection is mandatory for Research based OJT.</li> <li>9. Research based OJT can be quantitative / qualitative in nature or even use mixed approaches.</li> <li>10. Research based OJT can involve surveys, interviews, case studies or observation studies.</li> <li>11. It is mandatory for the student to seek advance written approval from the faculty mentor and the Director of the Institute about the type of work and organization before commencing the OJT.</li> </ol>	
	<p><b>B-2] Permissible Partner Organizations:</b></p> <p>Students have the flexibility to conduct the OJT with any of the following organizations:</p> <ol style="list-style-type: none"> <li>1. Companies listed on either NSE or BSE in India /abroad</li> <li>2. Unlisted subsidiaries of Listed Companies.</li> <li>3. Government / Semi-Government Undertaking / PSU</li> <li>4. Government Offices</li> <li>5. Start Ups with an existence of 3 years or more and/or manpower more than 10.</li> <li>6. Family managed businesses with an existence of 10 years or more and manpower more than 100.</li> <li>7. Large Cooperative Societies / NGOs with an existence of 5 years or more operating in areas such as agriculture, food processing, health care, retail, banking, etc.</li> </ol>	

	<p><b>B-3] OJT mentors:</b></p> <ul style="list-style-type: none"> <li>a) Each student shall be assigned two mentors <ul style="list-style-type: none"> <li>i. a faculty mentor from the institution</li> <li>ii. an industry mentor from the host organization where the student undertakes the OJT.</li> </ul> </li> <li>b) <b>Industry Mentor Role:</b> The industry mentor plays a crucial role in guiding the student during the internship. They ensure that the internee fulfils the requirements of the organization and successfully meets the demands of the assigned project. Through their expertise and experience, industry mentors provide valuable insights into real-world practices and industry expectations.</li> <li>c) <b>Faculty Mentor Role:</b> The faculty mentor serves as the overall coordinator of the OJT program of the assigned / allotted students. They oversee the entire internship process and evaluate the quality of the OJT in a consistent manner across all the assigned students. The faculty mentor ensures that the OJT aligns with the MBA program's objectives and provides valuable learning opportunities. They also facilitate communication between the institution, industry mentor, and student to ensure a fruitful OJT experience.</li> </ul>	
	<p><b>B-4] Submission of documentation for OJT:</b></p> <ul style="list-style-type: none"> <li>a) <b>OJT Progress diary:</b> Each student shall maintain an OJT Progress Diary detailing the work carried out and the progress achieved on a daily basis. Daily entry can be of 3- 4 sentences giving a very brief account of the learning/activities/ tasks / interaction taken place. The faculty mentor will be monitoring the entries in the diary regularly. The student shall submit the duly signed and stamped OJT Progress Diary along with the OJT Report. Soft copy diaries (with time stamp) are also permitted.</li> <li>b) <b>Formal Evaluation from the industry mentor:</b> The students shall also seek a formal evaluation cum feedback of their OJT from the industry mentor. The formal evaluation cum feedback by the industry mentor shall comment on the nature and quantum of work undertaken by the student, the effectiveness and overall professionalism. The learning outcomes of the OJT and utility of the OJT to the host organization must be specifically highlighted in the formal evaluation cum feedback by the industry mentor. The OJT evaluation sheet duly signed and stamped by the industry mentor shall be included in the final OJT report.</li> <li>c) <b>OJT report:</b> A student is expected to make a report based on the OJT he or she has done in an organization. The student shall submit TWO hard copies &amp; soft copy of the OJT report to the institute. One hard copy of the OJT report is to be returned to the student by the Institute after the External Viva-Voce. In the interest of  environmental considerations, students are encouraged to print their OJT reports on both faces of the paper. Spiral bound copies may be accepted.</li> </ul>	

	<p><b>B-5] OJT report should contain the following:</b>  The OJT report should be well documented and supported by –</p> <ol style="list-style-type: none"> <li>1. Institute’s Certificate</li> <li>2. Certificate by the Company</li> <li>3. Formal feedback from the company guide</li> <li>4. Executive Summary</li> <li>5. Organization profile</li> <li>6. Outline of the problem/task undertaken</li> <li>7. Research methodology &amp; data analysis (<i>in case of research projects only</i>)</li> <li>8. Relevant activity charts, tables, graphs, diagrams, pictures, screenshots, AV material, etc.</li> <li>9. Learning of the student through the OJT</li> <li>10. Consideration to factors such as environment, safety, ethics, cost, professional (national &amp; international) standards</li> <li>11. Contribution to the host organization</li> <li>12. References in appropriate referencing styles. (APA, MLA, Harvard, Chicago Style etc.)</li> </ol> <p><b>B-6] Interaction between mentors:</b>  <b>It is suggested that a meet-up involving the intern, industry mentor, and the faculty mentor should be done as a mid- term review to ensure the smooth conduct of the OJT. The meeting can preferably be online to save time and resources. The meeting ensures the synergy between all stakeholders of the OJT. A typical meeting can be of around 15 minutes where at the initial stage the intern briefs about the work and interaction goes for about 10 minutes. This can be followed by the interaction of the mentors in the absence of the intern. This ensures that issues between the intern and the organization, if any, are resolved amicably.</b></p> <p><b>B-7] OJT workload for the faculty:</b> Every student is provided with a faculty member as a mentor. So, a faculty mentor will have a few students under him/her. A faculty mentor is the overall in-charge of the OJT of the allocated students. He/she constantly monitors the progress of the OJT by regularly overseeing the diary, interacting with the industry mentor, and guiding on the report writing etc.</p> <p><b>B-8] Evaluation Pattern:</b></p> <p style="text-align: center;"><b>Total Marks: 200</b></p> <p style="text-align: center;"><b>Formative Assessment:100 Marks</b></p> <p style="text-align: center;"><b>Summative Assessment:100 Marks</b></p>	
	<p><b>1] Formative Assessment Weightage (100 marks):</b></p> <ol style="list-style-type: none"> <li>1. Executive Summary - 05 marks</li> <li>2. Organization profile - 05 marks</li> <li>3. Outline of the problem/task undertaken - 10 marks</li> <li>4. Research methodology &amp; data analysis (in case of research projects only) - 10 marks</li> </ol>	

**OR**

Relevant activity charts, tables, graphs, diagrams, pictures, screenshots, AV material, etc. - 10 marks

5. Learning of the student through the OJT

- 10 marks

6. Consideration to factors such as environment, safety, ethics, cost, professional (national & international) standards

- 10 marks

7. Contribution to the host organization

- 10 marks

8. References in appropriate referencing styles. (APA, MLA, Harvard, Chicago Style etc.) - 10 marks

9. Formal feedback from the company guide

- 05 marks

10. Regularity of interaction with the faculty mentor

- 05 marks

11. Overall quality of the OJT report

- 05 marks

12. Internal Viva-Voce

- 15 marks

**2] Summative Assessment Weightage (100 marks):**

1. There shall be a panel of 2 examiners for the Final Viva-Voce
2. University shall nominate External Examiners
3. Director shall nominate Internal Examiners
4. Presentation by each student along with a spiral bound report is mandatory
5. Students will deliver a presentation of 15 minutes about their OJT project.
6. Weightages for summative assessment shall be as follows

- a) Presentation

- 20 marks

- b) Viva-Voce

- 30 marks

- c) Report

- 30 marks

- d) Ability to connect with the theoretical & conceptual frame work

- 20 marks

**The Internal & the External viva-voce shall evaluate the candidate based on:**

1. Adequacy of work undertaken by the student
2. Application of concepts learned in Sem I and II
3. Understanding of the organization and business environment
4. Analytical capabilities
5. Technical Writing & Documentation Skills

6. Outcome of the project – sense of purpose
7. Utility of the project to the organization
8. Variety and relevance of learning experience

**Presentation could be through any of the enlisted formats** (this is an indicative list and innovative formats if any beyond this list may be adopted) -

1. Traditional Slide Deck Presentation
2. Infographics
3. Video presentation
4. Paper presentation
5. Poster presentation
6. Webinar or online presentation
7. TED-style presentation
8. Storytelling Presentation etc.

<b>Program</b>	<b>MBA (Marketing)</b>			<b>Semester: III</b>			
<b>Course</b>	<b>Consumer Behaviour and Business To Business Marketing</b>			<b>Course Code</b>	<b>MB25SEMKT-305</b>		
<b>Credits</b>	<b>Teaching Scheme (Hrs./Week)</b>			<b>Evaluation Scheme and Marks</b>			
	<b>Lecture</b>	<b>Tutorial</b>	<b>Practical</b>	<b>FA</b>		<b>SA</b>	<b>Total</b>
				<b>UT</b>	<b>CA</b>	<b>TH</b>	
<b>3</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>25</b>	<b>25</b>	<b>50</b>	<b>100</b>

**Course Outcomes:**

After learning the course, the students should be able to:

<b>CO#</b>	<b>COGNITIVE ABILITIES</b>	<b>COURSE OUTCOMES</b>
CO305.1	REMEMBERING	EXPLAIN the fundamental concepts and scope of consumer & organizational behavior and its relevance to marketing strategy and decision-making
CO305.2	UNDERSTANDING	DEMONSTRATE a clear understanding of the psychological, personal, social, and cultural factors influencing consumer & industrial decision- making.
CO305.3	APPLYING	APPLY consumer decision-making models to real-world scenarios and assess how digital transformation has altered modern buying journeys.
CO305.4	ANALYSING	ANALYSE the influence of social, cultural, and environmental factors on the consumer / industrial decision- making process.
CO305.5	EVALUATING	EVALUATE the evolution of the consumer decision- making process in the context of digitalization, mobile usage, and social media.

**Course Contents**

<b>Unit</b>	<b>Description</b>	<b>Duration [Hrs]</b>
<b>I</b>	<b>Introduction to Consumer Behaviour:</b> Definition of consumer behaviour, difference between consumers and customers, buyers and users, organizations as buyers, prosumers, role of market segmentation in understanding consumer behaviour, changing patterns of consumer behaviour in the evolving Indian economy, rise of the middle class and aspirational spending, influence of the internet, e-commerce and information technology on the consumer marketplace, new trends in consumer behaviour including artificial intelligence (AI), augmented and virtual reality (AR/VR), hyper-personalization in consumer experience and its application in marketing. Business, caselets	<b>(7+2)</b>
<b>II</b>	<b>Individual Determinants of Consumer Behaviour:</b> Consumer personality, self-concept and major personality theories, brand personality and the role of emotions in consumer decision-making, consumer perception through exposure to stimuli, distortion factors, price perception, perceived quality and risk perceptions, consumer learning including classical conditioning, behavioural and cognitive theories, components of learning, types of consumer behaviour and cognitive response models, consumer attitudes and their functions, attitude models, the relationship between beliefs, feelings and behaviour, learning and changing attitudes, attitude change strategies, consumer motivation, needs and goals, motivational conflicts, defence mechanisms.caselets	<b>(7+2)</b>

<b>III</b>	<b>Environmental Influences on Consumer Behaviour:</b> Cultural influences on consumer behaviour, values and subcultures, impact of Indian cultural diversity on consumer choices, cross-cultural influences, rise of conscious consumerism, social class and money as status symbols, AIO classification, VALS typology, reference groups and their types, group norms, family lifecycle stages, family purchase roles, word-of-mouth communication, opinion leadership, mobile-first and app-based shopping behaviour, characteristics of Indian consumers including BoP, Gen Z and HNI consumers, diffusion of innovation including types, process and influencing factors, the adoption process, and gamification's role in shaping consumer decisions. Business.caselets	<b>(7+2)</b>
<b>IV</b>	<b>Consumer Decision-Making Process:</b> Transformation of decision-making due to the internet, smartphones and digital platforms, types of involvement and decision-making, types of problem recognition and their implications, information search types and sources, experience and credence qualities, situational variables, shopping motivations, in-store and non-store purchasing processes, post-purchase evaluation including satisfaction, delight, dissatisfaction and complaint behaviour, post-purchase dissonance, consumer decision models including Nicosia, Howard-Sheth, Engel-Blackwell Miniard model. Business	<b>(7+2)</b>
<b>V</b>	<b>Organizational Buying Behaviour:</b> Characteristics of organizational buyers, purchase and demand patterns, behavioural economics in B2B contexts, involvement in decision-making, organizational buying roles, decision-making process in organizational settings, factors influencing business buying, ethical concerns in procurement and supply chain management. Business	<b>(7+2)</b>
<b>Total</b>		<b>45</b>



**Suggested Text Book:**

1. Schiffman, L.G., Kanuk, L.L., & Kumar, S.R. (10th Edition). Consumer Behaviour, Pearson Education.
2. Hawkins, D., & Mothersbaugh, D. (13th Edition). Consumer Behaviour, McGraw Hill.
3. Suja R. Nair. Consumer Behaviour: In Indian Perspective, Himalaya Publishing House.
4. Martin Lindstrom. Buyology: Truth and Lies About Why We Buy, Doubleday.
5. Paco Underhill. Why We Buy: The Science of Shopping, Simon & Schuster.

**Suggested Book References :**

1. Rama Bijapurkar. We Are Like That Only, Penguin India.
2. Business World. The Marketing Whitebook.
3. Articles from Economic Times, Mint, Business Standard (Brand Equity, Brand Wagon).

**Suggested Online Link:**

Coursera – Consumer Behaviour  
<https://www.coursera.org/search?query=consumer%20behaviour>  
 Coursera – B2B Marketing  
<https://www.coursera.org/search?query=b2b%20marketing>  
 NPTEL – Consumer Behaviour (IITs)  
<https://nptel.ac.in>

<b>Program</b>	<b>MBA (Marketing)</b>			<b>Semester: III</b>			
<b>Course</b>	<b>Product and Brand Management</b>			<b>Course Code</b>	<b>MB25SEMKT-306</b>		
<b>Credits</b>	<b>Teaching Scheme (Hrs./Week)</b>			<b>Evaluation Scheme and Marks</b>			
	<b>Lecture</b>	<b>Tutorial</b>	<b>Practical</b>	<b>FA</b>		<b>SA</b>	<b>Total</b>
				<b>UT</b>	<b>CA</b>	<b>TH</b>	
<b>3</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>25</b>	<b>25</b>	<b>50</b>	<b>100</b>

**Course Outcomes:**

After learning the course, the students should be able to:

<b>CO#</b>	<b>COGNITIVE ABILITIES</b>	<b>COURSE OUTCOMES</b>
CO306.1	REMEMBERING	RECALL foundational concepts of product and brand management, and understand their strategic relevance.
CO306.2	UNDERSTANDING	EXPLAIN key frameworks in branding, customer based brand equity, and innovation management.
CO306.3	APPLYING	APPLY practical approaches to develop, test, and position products and brands in a competitive market
CO306.4	ANALYSING	ANALYZE market data, perceptual maps, brand audits, and product portfolios to guide strategic decisions.
CO306.5	EVALUATING	CRITICALLY evaluate brand performance, product success, and campaign effectiveness using modern tools.

**Course Contents**

<b>Unit</b>	<b>Description</b>	<b>Duration [Hrs]</b>
<b>I</b>	<b>Product and Branding Decisions:</b> Product policy and objectives, product mix and product line decisions, packaging strategies, the concept of branding and brand management, difference between products and brands, brand positioning and repositioning strategies, brand equity and loyalty, contemporary brand management practices in Indian FMCG, D2C and luxury markets. Caselet: Analyze Nykaa's approach to branding and packaging innovation across product lines.	<b>(7+2)</b>
<b>II</b>	<b>Product Market Evolution, Strategy and Planning:</b> Introduction to new product development and innovation, models of NPD, generic product development processes, strategies for product growth—intensive, interactive, and diversification, portfolio analysis using BCG matrix, GE model, Shell model, Ad Little matrix, and risk-return analysis. Caselet: Application of BCG Matrix in analyzing the product portfolio of Hindustan Unilever Limited (HUL).	<b>(7+2)</b>
<b>III</b>	<b>Product Development and Testing:</b> Idea generation and screening techniques, the role of R&D and cross-functional collaboration, product maps and joint space maps, perceptual mapping, preference segmentation and market structure, BRANDAID and Defender models, behavioural learning curves, innovation diffusion and adoption models, product pre-testing and test marketing, time to market (TTM). Caselet: Xiaomi India's approach to TTM and innovation in the smartphone segment.	<b>(7+2)</b>

IV	<b>Understanding Brands and Building Brand Equity:</b> Essentials and benefits of branding, attributes of successful brands, significance to consumers and firms, selecting brand names and creating awareness, types of brand associations and images, brand identity and personality, sources of brand equity, customer-based brand equity, brand audit and tracking systems, brand value chain, managing brand equity using Aaker, Keller, and Brand Asset Valuator models, licensing, franchising, and global branding strategies. Caselet: Brand equity analysis of Amul using Keller's CBBE model.	(7+2)
V	<b>Strategic Brand Management:</b> Brand building and positioning strategies, designing brand marketing programs, evaluating brand performance using KPIs, branding in retail and digital-first businesses, role of private labels and co-branded ventures, emerging trends in brand management such as sustainability, purpose-driven brands, AI in branding, brand extensions and rebranding, managing brand reputation in the digital age. Caselet: How Tata Tea transformed its brand image through the 'Jaago Re' campaign.	(7+2)
<b>Total</b>		<b>45</b>

**Suggested Text Book:**

1. A. K. Chitale, Ravi Gupta, "Product Policy and Brand Management, Text and Cases", Second edition, PHI Learning Private Limited, 2013
2. Kevin Lane Keller, M. G. Parameswaran, Isaac Jacob, "Strategic Brand Management", Third edition, 2011, Pearson
3. Marc. A. Annacchino, P.E. "New Product Development, From Initial idea to product management", 2003, Elsevier
4. U. C. Mathur, Product and Brand Management, First Edition, 2007, Excel Books

**Suggested Book References:**

1. Principles of Marketing, Philip Kotler, Gary Armstrong, Prafulla Agnihotri, EhasanHaque, Pearson
2. Marketing Management- Text and Cases, Tapan K Panda, Excel Books
3. S Ramesh Kumar: Marketing and branding. Pearson publishers "Indian Marketing: Cases and Concepts" by S. Neelamegham
4. Kevin Lane Killer, Strategic Brand Management, Pearson, New Delhi.

**Suggested Online Link:**

Coursera – Brand Management

<https://www.coursera.org/search?query=brand%20management>

☞ SWAYAM – Product & Brand Management

<https://swayam.gov.in>

☞ Great Learning – Product Management (Free)

<https://www.mygreatlearning.com/academy/learn-for-free/courses/product-management>

<b>Program</b>	<b>MBA (Marketing)</b>			<b>Semester: III</b>			
<b>Course</b>	<b>Sales and Distribution Management</b>			<b>Course Code</b>	<b>MB25SEMKT-307</b>		
<b>Credits</b>	<b>Teaching Scheme (Hrs./Week)</b>			<b>Evaluation Scheme and Marks</b>			
	<b>Lecture</b>	<b>Tutorial</b>	<b>Practical</b>	<b>FA</b>		<b>SA</b>	<b>Total</b>
				<b>UT</b>	<b>CA</b>	<b>TH</b>	
<b>3</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>25</b>	<b>25</b>	<b>50</b>	<b>100</b>

**Course Outcomes:**

After learning the course, the students should be able to:

<b>CO#</b>	<b>COGNITIVE ABILITIES</b>	<b>COURSE OUTCOMES</b>
CO307.1	REMEMBERING	RECALL key concepts, terminology, and theories of sales management, distribution systems, channel structures, and logistics
CO307.2	UNDERSTANDING	EXPLAIN the functions of sales and distribution management in the broader perspective of marketing and business environment, and describe the different types of distribution channels.
CO307.3	APPLYING	APPLY sales management approach & principles to emphasize towards sales forecasts, set sales targets, and design sales territories that align with organizational objectives.
CO307.4	ANALYSING	ANALYZE the performance of distribution channels level by evaluating factors like cost efficiency, reach, and customer satisfaction to determine the best channel strategies for a company.
CO307.5	EVALUATING	ASSESS the effectiveness of sales and distribution strategies and provide recommendations for improvement based on sales performance data, market trends, and customer feedback.

**Course Contents**

<b>Unit</b>	<b>Description</b>	<b>Duration [Hrs]</b>
<b>I</b>	<b>Introduction to Sales and Distribution Management:</b> Overview of Sales and Distribution Management; importance, and role in marketing, Evolution, Objectives and functions of sales and distribution management, Emerging trends in Sales Management, Sales Management Concepts, Impact of Technology on Sales: ERP, Social Platforms, Introduction of Sales Force Automation Systems (SFA) and Mobile technology in sales. Sales Process and Techniques: Sales planning, strategy development, Types of selling: B2B, B2C, B2G consultative, relationship selling. Sales forecasting and budgeting, Sales target setting and performance evaluation, Sales territories and quotas. Skills required for Sales Managers, Careers in Sales Management;	<b>(7+2)</b>
<b>II</b>	<b>Sales Force Management:</b> Organizing the Sales Force: Sales Organization - Objectives & Structures of Sales Organization, Recruitment, selection and training the sales force, motivation to sales force, Compensation and Evaluation of Sales Force. Personal Selling: Personal Selling Process; Relationship selling. Sales Planning and Control: Sales Planning Sales Forecasting & Budgeting, Sales Quotas and Targets. Sales Control: Reporting Formats for Primary and Secondary Sales, Monthly Sales Plan, Territory Sales and Coverage Plan, Daily Sales Call Report, Expired Goods and Breakage Return Report, Fortnightly Sales Review, Report, Order Booking Report, Monthly and Quarterly Sales Report. Sales Audit: Sales Force Productivity Indicators (Value and Volume); Territory Productivity, per Person per Month Productivity, Sales to Marketing Expenses Ratio.	<b>(7+2)</b>

<b>III</b>	<b>Distribution Channels and Logistics Management:</b> Distribution Channels: Types of distribution channels: direct and indirect, Role and functions of intermediaries in distribution channels. Designing and Managing Distribution Channels, Factors influencing channel design decisions, Channel structure and management strategies, Type of channels available for B2B, B2C and services markets, General Trade, Modern trade Institutional Trade, Concept of Vertical Marketing System (VMS) and Horizontal Marketing System (HMS) Conflict resolution and collaboration in channels. Logistics Management and Supply Chain: Basics of logistics and its role in distribution, Inventory management, warehousing, and transportation,	<b>(7+2)</b>
<b>IV</b>	<b>Channel Strategy and Performance:</b> Evaluating Distribution Channel Performance, Criteria for assessing channel effectiveness (coverage, cost, customer satisfaction), Channel performance analysis and corrective actions, Channel Strategy and Market Coverage, Intensive, selective, and exclusive distribution strategies, Integrated Distribution Systems. Omni-channel distribution strategies Hybrid & Multi-channel distribution, E-commerce and digital distribution channels, Franchising Retailing and Wholesaling in Distribution, Types & Role of retailers and wholesalers in the distribution chain, Retailing strategies and innovations in distribution.	<b>(7+2)</b>
<b>V</b>	<b>Recent trends in Sales and Distribution Management:</b> Sales and Distribution in a Digital Age, Impact of technology and digital tools on sales and distribution, Role of CRM (Customer Relationship Management) systems, Automation in sales processes; AI, Chatbots, Virtual Assistants & data analytics:, Smart Distribution Centers, Demand Forecasting via Smart Shelves & Personalized Marketing (Tailor this to a specific industry FMCG, Pharmacy & Logistics, etc.) Global & International Sales & distribution Management, Managing international sales teams and global distribution channels. Ethical and Legal Issues in Sales and Distribution: Ethical practices in sales and distribution management, Legal regulations governing sales and distribution activities. Trends and Innovations in Sales and Distribution: Emerging trends such as sustainable distribution practices, Integration of Advanced Technologies, data analytics is transforming sales processes. Chabot's etc.	<b>(7+2)</b>
<b>Total</b>		<b>45</b>

**Suggested Text Books:**

1. Sales and Distribution Management, Havaldar & Cavale, TMGH
2. Sales Management, Still, Cundiff & Govani, Sandeep Puri Pearson Education
3. Sales and Distribution Management, SL Gupta, Excel books
4. Fundamentals of Selling, 12th Ed, Charles Futrell, McGraw Hill Irwin
5. Retail Marketing, Swapna Pradhan TMGH
6. Retailing Management, Michael Levy & Barton Weitz, TMGH
7. Handbook of Logistics & Distribution Management, John L. Gattorna, Jaico Books:

**Suggested Reference Books**

1. Sales and Distribution Management, Tapan K Panda, Sunil Sahadev, Oxford Higher education.
2. Sales and Distribution Management, A Nag, McGraw Hill Publication
3. Management of Sales Force-Rosann Spiro, William Stanton, Gregory Rich; TMGH
4. Retail Management, Dr. Vishal Gaikwad, Dr. Prashant Kotasthane, AGPH Books
5. Retail Management, Bajaj, Tuli, Shrivastava, Oxford

**Suggested Online Link:**

Coursera – Sales Management

<https://www.coursera.org/search?query=sales%20management>

↻ SWAYAM – Sales & Distribution

<https://swayam.gov.in>

↻ NPTEL – Marketing Management (Sales modules)

<https://nptel.ac.in>

<b>Program</b>	<b>MBA (Marketing)</b>			<b>Semester: III</b>			
<b>Course</b>	<b>Digital Marketing-I</b>			<b>Course Code</b>	<b>MB25SEMKT-308</b>		
<b>Credits</b>	<b>Teaching Scheme (Hrs./Week)</b>			<b>Evaluation Scheme and Marks</b>			
	<b>Lecture</b>	<b>Tutorial</b>	<b>Practical</b>	<b>FA</b>		<b>SA</b>	<b>Total</b>
				<b>UT</b>	<b>CA</b>	<b>TH</b>	
<b>3</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>25</b>	<b>25</b>	<b>50</b>	<b>100</b>

**Course Outcomes:**

After learning the course, the students should be able to:

<b>CO#</b>	<b>COGNITIVE ABILITIES</b>	<b>COURSE OUTCOMES</b>
CO308.1	REMEMBERING	DEFINE various concepts related to Digital Marketing.
CO308.2	UNDERSTANDING	EXPLAIN the role of Facebook, Google Ads, YouTube, and Email in digital marketing.
CO308.3	APPLYING	MAKE USE OF Facebook, Google Ads, YouTube, and Email for carrying out digital marketing of real-life products
CO308.4	ANALYSING	ILLUSTRATE the use of Facebook, Google Ads, YouTube, and Email in various contexts of digital marketing.
CO308.5	EVALUATING	DESIGN digital media campaigns using appropriate mix of Facebook, Google Ads, YouTube, and Email.

**Course Contents**

<b>Unit</b>	<b>Description</b>	<b>Duration [Hrs]</b>
<b>I</b>	<b>Digital Marketing and its Role in Global Context:</b> Concept of Digital Marketing, Role and Importance of Digital Marketing, Digital Marketing vs Traditional Marketing, Digital Marketing Process, Phygital Marketing, Omni-channel Marketing, E-commerce and its Impact on Digital Marketing, Current Global Trends, Digital Marketing Environment, Microenvironment and its Elements, Macroenvironment in India, PESTEL Analysis, National and Global Factors, Role of Cyber Policy, Role of Digital Commerce Policy, Global Perspective of Digital Marketing. Practical Assignment: PREPARE a comparative analysis report of Traditional Marketing vs Digital Marketing with real brand examples and CONDUCT a PESTEL analysis of Digital Marketing in India and one other country.	<b>(7+2)</b>
<b>II</b>	<b>Segmentation, Targeting and Positioning in Digital Marketing:</b> Segmentation Concept, Need and Benefits, Criteria for Segmenting Digital Audience – Geographic, Demographic, Psychographic, Behavioral, Targeting Online Customers – Business, Government and Customer Markets, Product Positioning, Sectoral Perspective in Digital Marketing Applications, Case Studies, Overview of Marketing Mix in Digital Context, AI-Driven Segmentation and Targeting, Customer Journey Mapping, Touchpoint Optimization, Introduction to Neuromarketing, Use of AI to Decode Consumer Behavior. Practical Assignment: CREATE two digital customer personas (B2C & B2B), MAP their digital journey and touchpoints using free tools, and RECOMMEND targeting strategies using AI	<b>(7+2)</b>

<b>III</b>	<b>Digital Marketing:</b> Planning and Structure Inbound Marketing, Outbound Marketing, Content Marketing, Strategic Flow for Marketing Activities, Setting Customer Acquisition Goals, Revenue Goals, Cost Per Lead (CPL), Conversion Rate, Lead Goals, Digital Marketing Plan with Deadlines, Timeframe, Marketing Channels, Result Measurements, Action Plan, Project Status, Team Assignment, Marketing Goals, Key Performance Indicators (KPIs), Target Market, Competitor Analysis, Budget and Review, WWW, Domains, Domain Purchase, Website Language and Technology, Core Objective of Website, One-Page Website Design, Strategic Design of Homepage, Products & Services Page, Pricing Page, Portfolio, Gallery, Contact Us Page, Call to Action (CTA), SEO Overview, Google Analytics Tracking Code, Website Auditing, Designing WordPress/Wix Website. Practical Assignment: DESIGN and LAUNCH a one-page website using Wix/WordPress for a real or imaginary brand including homepage, services, CTA, and SEO basics	<b>(7+2)</b>
<b>IV</b>	<b>Search Engine Optimization (SEO):</b> Tools and Techniques Concept of SEO, Role in Digital Marketing, Features and Significance of SEO, SEO Models – Five Stage AACRO POEM Model, Inverted Pyramid, Content Drilldown, E3 Model, Web and Mobile Marketing Perspective, Key SEO Tools – Google Domain, Google My Business, Google Search Console, Google Trends, Google Tag Manager, SEMrush, Domain Authority Score, Inbound Marketing, Essentials of Inbound Strategy, Website Optimization for Search Engines, Creating Purposeful Content, Lead Generation, Lead Conversion, AI-driven Personalization, Zero-click Search, Voice Search Optimization, Visual Search Optimization. Practical Assignment: CONDUCT an SEO Audit of a website using tools like Google Search Console or SEMrush and SUGGEST at least five actionable improvements.	<b>(7+2)</b>
<b>V</b>	<b>Search Engine Marketing (SEM):</b> Tools SEM Concepts, Comparison of SEO and SEM, Social Media Marketing (SMM), Keywords, PPC, CPC, SERP, CTR, Impressions, Google Display Network (GDN), Web and Mobile Marketing Perspective, SEM Tools – Google Ads, Google Analytics, Google AdMob, Google AdSense, Google Marketing Platform, Google Shopping Campaign, WordStream Advisor, Fundamentals of Blogging, Amplifying Content via Social Media, Calls-to-Action (CTA), Landing Page Optimization, Thank You Page Design, Email Targeting, HubSpot Inbound Certification, Website Analytics, Web Analytics Types – Social, Mobile, Traditional. Practical Assignment: DESIGN a simulated Google Ads campaign including ad groups, keywords, target audience, and estimated budget, and PRESENT the campaign metrics/KPIs.	<b>(7+2)</b>
<b>Total</b>		<b>45</b>

**Suggested Textbooks:**

1. Internet Marketing – Dave Chaffey, Fiona Ellis-Chadwick, Kevin Johnston, Richard Mayer, Pearson Education
2. Digital Marketing – Oliver J Rich
3. Online Marketing – Gerry T. Warner and Joe Wilson Schaefer

**Suggested Reference Books:**

1. Digital Marketing – Prof. Seema Gupta, McGraw Hill
2. E-Marketing – Judy Strauss, Adel Ansary, Raymond Frost, Prentice Hall
3. Social Media Marketing All-In-One for Dummies – Jan Zimmerman and Deborah

**Suggested Online Link:**

- Google Digital Garage – Fundamentals of Digital Marketing (Free)  
<https://learndigital.withgoogle.com/digitalgarage>  
 ⇄ HubSpot Academy – Digital Marketing (Free)  
<https://academy.hubspot.com>

<b>Program</b>	<b>MBA (Marketing)</b>			<b>Semester: III</b>			
<b>Course</b>	<b>Marketing Analytics</b>			<b>Course Code</b>	<b>MB25SEMKT-309</b>		
<b>Credits</b>	<b>Teaching Scheme (Hrs./Week)</b>			<b>Evaluation Scheme and Marks</b>			
	<b>Lecture</b>	<b>Tutorial</b>	<b>Practical</b>	<b>FA</b>		<b>SA</b>	<b>Total</b>
				<b>UT</b>	<b>CA</b>	<b>TH</b>	
<b>3</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>25</b>	<b>25</b>	<b>50</b>	<b>100</b>

**Course Outcomes:**

After learning the course, the students should be able to:

<b>CO#</b>	<b>COGNITIVE ABILITIES</b>	<b>COURSE OUTCOMES</b>
CO309.1	REMEMBERING	RECALL and describe key concepts, terminologies, and the scope of marketing analytics
CO309.2	UNDERSTANDING	EXPLAIN the relevance of marketing analytics in supporting marketing decisions and improving performance
CO309.3	APPLYING	APPLY marketing analytics frameworks to interpret customer behaviour and campaign effectiveness
CO309.4	ANALYSING	ANALYSE marketing data patterns and performance indicators to draw meaningful insights for business decision-making
CO309.5	EVALUATING	EVALUATE the effectiveness of marketing strategies based on analytical insights

**Course Contents**

<b>Unit</b>	<b>Description</b>	<b>Duration [Hrs]</b>
<b>I</b>	<b>Foundations of Marketing Analytics:</b> Definition, scope, and significance of marketing analytics, Types of marketing data: internal, external, structured, and unstructured, Role of analytics in marketing decision-making, Key performance metrics and their interpretation: Customer Lifetime Value, Return on Marketing Investment, Net Promoter Score, Customer Churn Rate, Marketing analytics process: from data collection to decision-making, Overview of descriptive, predictive, and prescriptive analytics (conceptual understanding only), Ethics and responsible data use in marketing Practical Task: Collect marketing data from a simulated business and identify key performance metrics for evaluation	<b>(7+2)</b>
<b>II</b>	<b>Customer and Consumer Analytics :</b> Approaches to customer segmentation: demographic, psychographic, behavioral (conceptual), Customer journey mapping: from awareness to advocacy, Omni-channel attribution and customer persona development, Introduction to customer retention and acquisition analytics, Concepts of Recency- Frequency-Monetary (RFM) analysis and lead scoring (interpretation only, no calculation), Customer churn analysis: metrics and implications (concept only) Practical Task: Conduct a customer segmentation analysis based on a sample dataset and map customer journeys	<b>(7+2)</b>
<b>III</b>	<b>Retail, Distribution, and Sales Analytics:</b> Retail performance indicators: footfall, dwell time, store layout effectiveness, inventory turnover, Purchase behavior and basket analysis (logic-based understanding), Retail Key Performance Indicators in multi-channel environments, Pricing and promotional effectiveness (elasticity and case-based interpretation), Sales analytics: distributor performance, territory-wise sales patterns, Channel effectiveness and optimization strategies Practical Task: Interpret retail performance indicators and create a report on channel effectiveness and pricing strategies	<b>(7+2)</b>

<b>IV</b>	<b>Digital and Campaign Analytics:</b> Web traffic metrics: sessions, bounce rate, click-through rate, heat maps, Social media metrics: engagement, impressions, reach, virality, sentiment analysis, Funnel analysis using the Attention- Interest-Desire-Action model and conversion metrics, Email and mobile marketing analytics: open rate, click-through rate, unsubscribe rate, Evaluating digital campaigns conceptually (Google Analytics 4 framework overview), Role of content analytics and personalization in digital strategies Practical Task: Analyze a digital marketing campaign using Google Analytics and create a report on its effectiveness	<b>(7+2)</b>
<b>V</b>	<b>Strategic Interpretation and Decision-Making Using Analytics:</b> Marketing models and analytics: 4Ps, Segmentation-Targeting-Positioning, brand funnel, flywheel model, A/B testing: applications and interpretation (no calculations), Forecasting using trends and patterns (conceptual only), Data interpretation from dashboards, campaign summaries, and customer reviews, Case-based insight generation and data-driven marketing recommendations Practical Task: Use A/B testing to evaluate two digital ad strategies and recommend a course of action based on the results	<b>(7+2)</b>
	<b>Total</b>	<b>45</b>

#### **Textbooks**

1. Marketing Metrics: The Manager's Guide to Measuring Marketing Performance – Paul W. Farris et al. (Pearson)
2. Marketing Analytics: Strategic Models and Metrics – Stephan Sorger (CreateSpace Independent Publishing)
3. Digital Marketing Analytics: Making Sense of Consumer Data in a Digital World (Second Edition) – Chuck Hemann & Ken Burbary (Pearson)

#### **Reference Books**

1. Marketing Analytics: A Practical Guide to Real Marketing Science – Mike Grigsby (Kogan Page)
2. Competing on Analytics: The New Science of Winning – Thomas H. Davenport & Jeanne G. Harris (Harvard Business Review Press)
3. Marketing Research: An Applied Orientation – Naresh K. Malhotra (Pearson, 6th or 7th Edition)

#### **Suggested Online Link:**

Great Learning – Marketing Analytics (Free)

<https://www.mygreatlearning.com/academy/learn-for-free/courses/marketing-analytics>

☞ Coursera – Marketing Analytics

<https://www.coursera.org/search?query=marketing%20analytics>

☞ Google Analytics Academy (Free)

<https://analytics.google.com/analytics/academy/>

<b>Program</b>	<b>MBA (Marketing)</b>			<b>Semester: III</b>			
<b>Course</b>	<b>Marketing 5.0</b>			<b>Course Code</b>	<b>MB25SEMKT-310</b>		
<b>Credits</b>	<b>Teaching Scheme (Hrs./Week)</b>			<b>Evaluation Scheme and Marks</b>			
	<b>Lecture</b>	<b>Tutorial</b>	<b>Practical</b>	<b>FA</b>		<b>SA</b>	<b>Total</b>
				<b>UT</b>	<b>CA</b>	<b>TH</b>	
<b>3</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>25</b>	<b>25</b>	<b>50</b>	<b>100</b>

**Course Outcomes:**

After learning the course, the students should be able to:

<b>CO#</b>	<b>COGNITIVE ABILITIES</b>	<b>COURSE OUTCOMES</b>
CO310.1	REMEMBERING	DEFINE the key concepts in Marketing 5.0
CO310.2	UNDERSTANDING	UNDERSTAND various technologies, challenges faced by marketers, application of technology, sustainability development goals, new customer experience (CX), and new tactics leveraging marketing technology
CO310.3	APPLYING	DENTIFY the components of Marketing 5.0
CO310.4	ANALYSING	OUTLINE challenges faced by marketers in the digital world and ANALYSE new tactics for leveraging marketing technology
CO310.5	EVALUATING	EXAMINE how companies can unleash the power of advanced technologies in their marketing strategies

**Course Contents**

<b>Unit</b>	<b>Description</b>	<b>Duration [Hrs]</b>
<b>I</b>	<b>Introduction to Marketing 5.0</b> : Journey from Marketing 4.0 to Marketing 5.0, Components of Marketing 5.0, Technology for Humanity, Challenges faced by marketers in the digital world, Generation Gap, The five Generations, Marketing to Baby Boomers, X, Y, Z, and Alpha, Generations and use of technology, Prosperity Polarization – Market polarization across categories, Corporate Activism, Importance of inclusivity, Importance of sustainability, Creating inclusivity and sustainability for society Task: Analyze how different generations interact with technology and develop marketing strategies for each group in the context of Marketing 5.0	<b>(7+2)</b>
<b>II</b>	<b>Digital-Ready Organization:</b> Impact of Covid-19 and digitalization, Opportunities and challenges of digitalization, Technology aspects, Preparing for a Digital-Ready organization, Moving from physical to digital channels, Digital capabilities, Digital Readiness Assessment, Digital Leadership, Digital divide, Human-Like Technologies, Enablers of Technology, Bionics Task: Conduct a digital readiness assessment for an organization and provide recommendations for a digital transition	<b>(7+2)</b>
<b>III</b>	<b>Leveraging Marketing Technology</b> : Customer experience in the digital world, 5A's customer path, Human and machine in new customer experience (CX), Finding the right balance between technology and humans to improve customer experience, Different trends shaping customer experience (CX), Data-driven marketing, Segments of one, Setting up data-driven marketing, Building data ecosystem, Task: Create a customer experience strategy for a product/service using data-driven marketing and new technological tools	<b>(7+2)</b>

<b>IV</b>	<b>Predictive and Contextual Marketing:</b> Introduction to predictive marketing, How predictive marketing works, Applications of predictive marketing, Building predictive marketing models, Anticipating market demand with proactive action, Introduction to contextual marketing, Triggers and responses in contextual marketing, Building smart infrastructure, Three levels of personalized experience, Making personalized sense-and-respond experiences Task: Design a predictive marketing model for a new product launch and contextual marketing strategies for personalized customer engagement	<b>(7+2)</b>
<b>V</b>	<b>Augmented and Agile Marketing:</b> Introduction to augmented marketing, Building tiered customer interfaces, Digital tools, Delivering tech-empowered human interaction, Examples of augmented marketing, Virtual and augmented reality marketing, Introduction to agile marketing, Need for agile marketing, Executing operations at pace and scale, Blockchain, Task: Develop a concept for augmented marketing using virtual reality for an immersive brand experience and propose agile marketing strategies for a campaign	<b>(7+2)</b>
<b>Total</b>		<b>45</b>

**Suggested Text Books:**

Textbooks 1. Marketing 5.0: Technology for Humanity – Philip Kotler, Hermawan Kartjaya, Iwan Setiawan (John Wiley & Sons, Hoboken, New Jersey) 2. Predictive Marketing: Easy Ways Every Marketer Can Use Customer Analytics and Big Data – Omer Artun, Dominique Levin 3. The Context Marketing Revolution: How to Motivate Buyers in the Age of Infinite Media – Mathew Sweezey (Harvard Business Review Press) 4. Marketing New Realities: An Introduction to Virtual Reality & Augmented Reality Marketing, Branding, & Communications – Cathy Hackl, Samantha G. Wolfe (Meraki Press) 5. The Six Disciplines of Agile Marketing: Proven Practices for More Effective Marketing and Better Business Results – Jim Ewel (Wiley)

**Suggested Reference Books**

1. Marketing to Gen Z: The Rules for Reaching This Vast—and Very Different—Generation of Influencers – Jeff Fromm, Angie Read (Amacon)
2. Digital Channels: A Complete Guide – Gerardus Blok Dyk (5starcooks)
3. The Ten Principles Behind Great Customer Experiences – Matt Watkinson (Pearson Education)
4. Foundations of Predictive Analytics – James Wu, Stephen Coggeshall (Chapman and Hall/CRC)

**Suggested Online Link:**

(Focus on AI, technology, data-driven & human-centric marketing)

☞ Coursera – AI in Marketing / Digital Transformation

<https://www.coursera.org/search?query=ai%20in%20marketing>

☞ Great Learning – AI & Digital Transformation (Free)

<https://www.mygreatlearning.com/academy/learn-for-free>

☞ HubSpot – AI & Modern Marketing Resources

<https://academy.hubspot.com>

# **Course Syllabus**

**Second Year MBA. Semester  
IV**

<b>Program</b>	<b>MBA (Marketing)</b>			<b>Semester: IV</b>			
<b>Course</b>	<b>Entrepreneurship, Innovation and Design Thinking</b>			<b>Course Code</b>	<b>MB25GC-401</b>		
<b>Credits</b>	<b>Teaching Scheme (Hrs./Week)</b>			<b>Evaluation Scheme and Marks</b>			
	<b>Lecture</b>	<b>Tutorial</b>	<b>Practical</b>	<b>FA</b>		<b>SA</b>	<b>Total</b>
				<b>UT</b>	<b>CA</b>	<b>TH</b>	
<b>3</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>25</b>	<b>25</b>	<b>50</b>	<b>100</b>

**Course Outcomes:**

After learning the course, the students should be able to:

<b>CO#</b>	<b>COGNITIVE ABILITIES</b>	<b>COURSE OUTCOMES</b>
CO401.1	REMEMBERING	DESCRIBE the fundamentals of entrepreneurship, innovation and design thinking.
CO401.2	UNDERSTANDING	UNDERSTAND the prerequisites of entrepreneurship and innovation.
CO401.3	APPLYING	APPLY the Design Thinking process to real-world challenges.
CO401.4	ANALYSING	IDENTIFY business opportunities and create viable business models.
CO401.5	EVALUATING	EVALUATE entrepreneurial ideas and innovation strategies using design thinking principles and business model frameworks to determine their feasibility, viability, and desirability in real-world contexts.

**Course Contents**

<b>Unit</b>	<b>Description</b>	<b>Duration [Hrs]</b>
<b>I</b>	<b>Entrepreneurship &amp; Innovation</b> – Definition, Objective and Features: Entrepreneurship; Difference between Entrepreneurship and Traditional Businesses; Entrepreneurs and Intrapreneurs; Corporate Entrepreneurship, Technological Entrepreneurship, Life Cycle of Startup, Focus on Valley of Death, Why Startups Fail? Innovation: Culture of innovation - process and Types of innovation – Continuous and Disruptive, Radical Innovation, Challenges in innovation, Agile/Lean Innovation, Steps of Innovation Management, Idea Management System, Divergent V/s Convergent Thinking, Design Thinking and Entrepreneurship Creating Value through Innovation. Management of Innovation, Types of IPR	<b>(7+2)</b>
<b>II</b>	<b>Entrepreneurial Theories and Entrepreneurial Environment, Entrepreneurial Development-</b> Theories of Entrepreneurship; Successful Entrepreneurs and Their Traits; Types of Entrepreneurs; Entrepreneurial Environment- PESTEL and Their Effects; Business Environment Analysis, Business Planning; Mid-career Dilemmas; Entrepreneurial Growth and Competitive Advantage; Changing Role of Entrepreneurs. Women Entrepreneurs, Entrepreneurship Development Institute; Entrepreneurship Development Programs	<b>(7+2)</b>
<b>III</b>	<b>Design Thinking</b> – Introduction, Definitions and Meaning; Design Thinking –as an Art and Science; Stages of Design Thinking –Empathise, Define, Ideate, Prototype and Test; Entrepreneurship Design Thinking, Need of Design and Design Thinking Writing the Problem Statement; Understanding Stakeholders and Users; Personas, Empathy Maps; Current Scenarios to identify pain points; Ideation and Storyboarding; Deriving Goals from Ideas; Future Scenarios and Moments of Max Impact; Prototyping	<b>(7+2)</b>

<b>IV</b>	<b>Design Thinking in Start-Up</b> – 5 stages integration Empathise–Listening to People involved and the End User Problems Realisation, Understanding User Needs: User Research Techniques, Observation, Interviewing, Surveys, Persona Mapping; Define– Identifying User Problems, Problem Statement Formulation, Reframing Problems; Ideate – Generating Ideas, Brainstorming Techniques, Mind Mapping, Scenarios - Finding the solutions most effectively; Prototype – Making the samples to Launch, Different Types of Prototypes, Testing and Iterating; Test – Evaluating offerings, Usability Testing, User Feedback. Design thinking with AI	<b>(7+2)</b>
<b>V</b>	<b>Opportunity Recognition &amp; Business Models-</b> Model of opportunity recognition (Corbett, 2005), Identifying opportunities through Design Thinking, Market research basics, Value Proposition Canvas, Business Model Canvas (BMC), Minimum Viable Product (MVP): Lean Startup & Validation- Lean Startup methodology (Eric Ries), Build- Measure-Learn cycle, Customer validation, Metrics and KPIs, Agile iteration. Teamwork and Collaboration. Business Model Failure: Reasons and Remedies. Sustainability Innovation and Entrepreneurship. Emerging technologies such as artificial intelligence, augmented reality, virtual reality	<b>(7+2)</b>
	<b>Total</b>	<b>45</b>

**Suggested Books:**

1. Steps to Innovation: Going from Jugaad to Excellence – Rishiksha T. Krishnan and Vinay Dabholkar
2. Innovation and Entrepreneurship - Peter Drucker
3. Entrepreneurship: Business and Management – Dr. R.C. Bhatia, Sultan Chand & Sons, 2020
4. Entrepreneurship - Robert D. Hisrich, Michael P. Peters, Dean A. Shepherd, Sabyasachi Sinha. 11th Edition
5. The Lean Startup – Eric Ries
6. Creative Confidence – Tom Kelley & David Kelley:

**Suggested Reference Books:**

1. Ten Types of Innovation – Larry Keeley, Helen Walters, Ryan Pikkell & Brian Quinn
2. Design Thinking for Strategic Innovation – Idris Mootec
3. Start with Why – Simon Sinek
4. Business Model Generation – Alexander Osterwalder & Yves Pigneur
5. The Startup Owner’s Manual – Steve Blank & Bob Dorf
6. Design a Better Business – Patrick Van Der Pijl, Justin Lokitz & Lisa Kay Solomon

**Suggested Online Link**

1. [https://onlinecourses.nptel.ac.in/noc21\\_mg63/preview](https://onlinecourses.nptel.ac.in/noc21_mg63/preview)
2. [https://onlinecourses.nptel.ac.in/noc25\\_mg81/preview](https://onlinecourses.nptel.ac.in/noc25_mg81/preview)
3. <https://www.coursera.org/learn/design-thinking-entrepreneurship>  
<https://www.coursera.org/specializations/innovation-entrepreneurship>

<b>Program</b>	<b>MBA (Marketing)</b>			<b>Semester: IV</b>			
<b>Course</b>	<b>Project Management</b>			<b>Course Code</b>	<b>MB25GC-402</b>		
<b>Credits</b>	<b>Teaching Scheme (Hrs./Week)</b>			<b>Evaluation Scheme and Marks</b>			
	<b>Lecture</b>	<b>Tutorial</b>	<b>Practical</b>	<b>FA</b>		<b>SA</b>	<b>Total</b>
				<b>UT</b>	<b>CA</b>	<b>TH</b>	
<b>2</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>10</b>	<b>10</b>	<b>30</b>	<b>50</b>

**Course Outcomes:**

After learning the course, the students should be able to:

<b>CO#</b>	<b>COGNITIVE ABILITIES</b>	<b>COURSE OUTCOMES</b>
CO402.1	REMEMBERING	DESCRIBE the basic terms and concepts in Project Management
CO402.2	UNDERSTANDING	EXPLAIN the various parameters of cost, time and quality in project management
CO402.3	APPLYING	INTEGRATE the aspects of various functional areas of management to develop a Project perspective.
CO402.4	ANALYSING	EXPLAIN techniques as cpm/pert/earned value analysis and projected financial statements
CO402.5	EVALUATING	DEVELOP the capability of student to conceive an idea, evaluate it's feasibility and make it workable.

**Course Contents**

<b>Unit</b>	<b>Description</b>	<b>Duration [Hrs]</b>
<b>I</b>	<b>Overview of Project Management:</b> Concepts and attributes of Project, Project lifecycle and stake holders, Project Organization, WBS, Scope and priorities, Project Identification, Market feasibility with Moving Average and Exponential smoothing methods, Techno economic feasibility, Government policy to location, legal aspects, Preparation of DPR.	<b>(4+2)</b>
<b>II</b>	<b>Project Planning:</b> Time and cost estimates with AON and AOA conventions, Budget estimates, Network analysis, Float analysis, crashing concepts <b>Project scheduling and Risk Management:</b> Gantt chart, splitting and multitasking, Risks in time estimates PERT analysis	<b>(4+2)</b>
<b>III</b>	<b>Project Organization:</b> Role and responsibilities of Project Manager, Team development model, sources of conflicts, conflict resolution.	<b>(4+2)</b>
<b>IV</b>	<b>Earned value analysis:</b> 'S' curve, Cost and schedule performance indices using network, Revised estimates of cost and time <b>Financial analysis:</b> Profitability analysis, Using NPV, IRR, Payback and discounted Payback period, PI. Preparation of projected statements of Income- expenditure and balance-sheet	<b>(4+2)</b>

<b>V</b>	<b>Computer applications and Software for Project Management</b> , Project Management Cases	<b>(4+2)</b>
	<b>Total</b>	<b>30</b>

**Suggested Book References:**

- 1 Project Planning estimation and assessment by Prasanna Chandra
- 2 Project Management: The Managerial Process by Gray and Larson 3E Tata McGraw- Hill
- 3 Quantitative Techniques in Management by N D Vohra

**Suggested Reference Books:**

1. Project Management Managerial Emphasis by Meredith and Mantel
2. Project Management: A Managerial Approach, Authors: Jack R. Meredith, Samuel J. Mantel Jr. & Scott M. Shafer, Publisher: John Wiley & Sons, Edition: 9th Edition (2016)
3. A Guide to the Project Management Body of Knowledge (PMBOK® Guide), Author: Project Management Institute (PMI), Publisher: Project Management Institute, Edition: 7th Edition (2021)
4. Project Management: A Systems Approach to Planning, Scheduling, and Controlling, Author: Harold Kerzner, Publisher: John Wiley & Sons, Edition: 12th Edition (2022 / reprint)

**Suggested Online link**

1. [https://onlinecourses.nptel.ac.in/noc25\\_mgl27/preview](https://onlinecourses.nptel.ac.in/noc25_mgl27/preview)
2. <https://elearn.nptel.ac.in/shop/nptel/project-management/>
3. <https://www.coursera.org/learn/predictive-project-methodologies>
4. <https://www.coursera.org/learn/project-planning-and-execution-management>

<b>Program</b>	<b>MBA (Marketing)</b>			<b>Semester: IV</b>			
<b>Course</b>	<b>Marketing Strategy</b>			<b>Course Code</b>	<b>MB25SCMKT-403</b>		
<b>Credits</b>	<b>Teaching Scheme (Hrs./Week)</b>			<b>Evaluation Scheme and Marks</b>			
	<b>Lecture</b>	<b>Tutorial</b>	<b>Practical</b>	<b>FA</b>		<b>SA</b>	<b>Total</b>
				<b>UT</b>	<b>CA</b>	<b>TH</b>	
<b>3</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>25</b>	<b>25</b>	<b>50</b>	<b>100</b>

**Course Outcomes:**

After learning the course, the students should be able to:

<b>CO#</b>	<b>COGNITIVE ABILITIES</b>	<b>COURSE OUTCOMES</b>
CO403.1	REMEMBERING	DESCRIBE various concepts of marketing strategies.
CO403.2	UNDERSTANDING	EXPLAIN various marketing strategies to handle marketing circumstances
CO403.3	APPLYING	APPLY the concepts of marketing strategy to solve real life business problems.
CO403.4	ANALYSING	DISCOVER the suitable competitive advantage useful to the attractiveness of segment to decide design market specific and organization specific marketing strategies.
CO403.5	EVALUATING	ESTIMATE the attractiveness of segment to decide design market specific and organization specific marketing strategies. targeting strategy

**Course Contents**

<b>Unit</b>	<b>Description</b>	<b>Duration [Hrs]</b>
<b>I</b>	<b>Introduction to Marketing Strategy:</b> Introduction to Marketing Strategy: Meaning and Definition of Marketing Strategy, The Role of Marketing strategy in Business, The Evolution of Marketing Strategy. The Marketing Strategy Process: Steps in Developing a Marketing Strategy: Environmental Analysis, Setting Marketing Objectives, Identifying Target Markets, Crafting the Marketing Mix (4Ps), Implementing and Monitoring the Strategy. Business Strategy and Marketing Strategy Alignment: Corporate and Business-Level Strategies. Marketing Strategies along various stages of PLC, Integrating Marketing Strategy with Overall Business Goals, Case Studies of Successful Strategic Alignment	<b>(7+2)</b>
<b>II</b>	<b>Marketing for Customer Advantage &amp; Value Creation Definition and Importance:</b> Defining customer value and its significance in marketing and business strategy. Generating and using customer insight to drive strategy, tools for innovating new values for customers, managing customers for experience, managing customers for profit. Customer Value vs. Satisfaction & Loyalty: Difference between customer value, satisfaction, and loyalty. Measuring Customer Value: Exploring qualitative and quantitative methods for measuring customer value. Strategies for innovating new values for customers: proactive, active, reactive and passive. Targeting customers , Cognitive marketing strategy	<b>(7+2)</b>

<b>III</b>	<b>Pricing</b> – The Ultimate Marketing Strategy Pricing Excellence, Strategic Pricing [4 C’s of Pricing - customer, costs, competition, and constraints], Pricing Maturity Model, Transformational Model. Centralized Versus Decentralized Pricing Options for Pricing Organizational Designs, Pricing Capabilities: Pricing Dimensions, Pricing Myths at the Organizational Level. Recent Trends in Pricing (AI & Gen AI, Volatility, Dynamic Pricing, Sustainability, Fairness), competing against low-cost rivals, Pricing during recession	<b>(7+2)</b>
<b>IV</b>	<b>Vibrant Scope of Marketing Strategy Account Based Marketing, Data-Driven Marketing</b> Strategy, Digital Marketing Strategies, Relationship Marketing Strategies, Distribution Strategy, Experiential Marketing, Innovation Marketing, Green Marketing, Retail Marketing Inbound Marketing Strategies – Online Marketing and Offline Marketing, Multilevel Marketing, Strategic marketing in new modern era, Market Innovation strategy: Pioneering New Markets (type), Customer Centric Approach, Strategy Innovation, Brand Storytelling, Strategy Sustainability and Ethics, Strategy Community engagement Strategies in international markets, emerging and declining markets.	<b>(7+2)</b>
<b>V</b>	<b>Executing Marketing</b> Plan Formulation, reformulation of marketing strategies, the control process. Implementing and Evaluating Marketing Strategies: Key Performance Indicators (KPIs) and Metrics, Sustainable competitive marketing advantages, Monitoring and Adjusting Marketing Strategies, Real-World Examples of Marketing Strategy Execution. Preparing marketing plan for Ed-tech, Automobile, Banking & Insurance, FMCG, and Food & Beverage. Presenting Marketing Plan, Marketing decision making with reasons, Marketing Strategies to compete globally & matching Recent Trends	<b>(7+2)</b>
<b>Total</b>		<b>45</b>

**Suggested Text Books:**

1. Strategic Marketing by A. Nag, Macmillan Publication
2. The Pricing Journey: The Organizational Transformation Toward Pricing Excellence, Stephan M. Liozu, 2015
3. Marketing Strategy by Walker, Mullins, Boyd & Larreche, McGraw-Hill/Irwin
4. Marketing Strategy and Competitive Positioning by Graham Hooley, Brigitte Nicoulaud, Nigel F. Piercy, Pearson Education, 5th Edition.

**Suggested Reference Books:**

1. Strategic Marketing David. W. Cravens, Nigel. F. Piercy, Tata MacGraw Hill Publication
2. Marketing Strategy: A Decision-Focused Approach-John W. Mullins, By Felix Mavondo, John Gountas, Orville C. Walker; McGraw-Hill Education; 2nd Revised Edition
3. Strategic Marketing Text & Cases-S. Shajahan, Viva Books
4. Strategic Management & Marketing by Narendra Singh, Himalaya Publication

**Suggested Online Link:**

(Focus on AI, technology, data-driven & human-centric marketing)

☞ Coursera – AI in Marketing / Digital Transformation  
<https://www.coursera.org/search?query=ai%20in%20marketing>

☞ Great Learning – AI & Digital Transformation (Free)  
<https://www.mygreatlearning.com/academy/learn-for-free>

☞ HubSpot – AI & Modern Marketing Resources  
<https://academy.hubspot.com>

<b>Program</b>	<b>MBA (Marketing)</b>			<b>Semester: IV</b>			
<b>Course</b>	<b>Research Project</b>			<b>Course Code</b>	<b>MB25RPMKT-404</b>		
<b>Credits</b>	<b>Teaching Scheme (Hrs./Week)</b>			<b>Evaluation Scheme and Marks</b>			
	<b>Lecture</b>	<b>Tutorial</b>	<b>Practical</b>	<b>FA</b>		<b>SA</b>	<b>Total</b>
				<b>UT</b>	<b>CA</b>	<b>PR</b>	
<b>6</b>	<b>0</b>	<b>2</b>	<b>10</b>	<b>0</b>	<b>100</b>	<b>50</b>	<b>150</b>

**Course Outcomes:**

After learning the course, the students should be able to:

<b>CO#</b>	<b>COGNITIVE ABILITIES</b>	<b>COURSE OUTCOMES</b>
CO404.1	REMEMBERING	Carry out a substantial research-based project
CO404.2	UNDERSTANDING	Demonstrate capacity to improve student achievement, engagement and retention
CO404.3	APPLYING	An understanding of the ethical issues associated with practitioner research
CO404.4	ANALYSING	Applying domain knowledge and foundational research skills to address a research problem.
CO404.5	EVALUATING	Analyse data and synthesize research findings

**Course Contents**

	<b>Description</b>	
	<p><b>A] Preamble:</b></p> <p>A research project is a systematic and organized endeavour undertaken to investigate a specific topic, question, or problem in order to gain new insights, knowledge, or understanding. The objective of the research project is to further develop the student's ability to carry out and contribute to business research. The student should demonstrate, through his/her thesis and orally, an ability to plan, conduct, and present a scientific investigation of relevance to the subject of Business Administration and the student's chosen Master's program. A further aim is to develop skills for the critical examination of investigations and research reports and to provide the student with the opportunity for a deeper level of theoretical study within a chosen area. These projects involve a structured process of inquiry, data collection, analysis, and interpretation to arrive at meaningful conclusions.</p> <p><b>Learning Objectives</b></p> <ol style="list-style-type: none"> <li>1. Understand the purpose and significance of research in business management.</li> <li>2. Develop skills in research methodology, data analysis, and interpretation.</li> <li>3. Learn to conduct a thorough literature review and critically evaluate existing research.</li> <li>4. Learn to formulate a clear research question and develop a compelling research proposal.</li> <li>5. Master the art of writing a well-structured and coherent dissertation.</li> <li>6. Gain confidence in presenting research findings to an academic audience.</li> </ol>	

B-2] About Research Project

**In Semester IV the student shall work under the supervision of the faculty and carry out a Research Project and submit a structured report in TWO hard bound copies (Blackbook) & one soft copy (PDF).** In the interest of environmental considerations, students are encouraged to print their Research Project reports on both faces of the paper. The student is required to conduct advanced research on a topic related to one (or more) of contemporary issues in management. The topic is chosen in consultation with the student's supervisor. The student will prepare and present a detailed research proposal prior to starting the work.

**It is mandatory for the student to seek advanced written approval for Research Report Proposal from the faculty Supervisor and the Director of the Institute about the topic before commencing the Research Project work.** A Research Project outlining the entire problem, including a survey of literature and the various results obtained along with their solutions, is expected to be produced. The student must submit the completed Research Project and make an oral presentation of the same. Through the Research Project, the student is expected to furnish evidence of competence in understanding varied aspects of the theme/topic selected and a deep understanding of the specialty area. The completion of the Research Project / project shall be certified by the Faculty Supervisor, HOD & approved by the Director of the Institute.

- 1) All sheets are to be A4 size.
- 2) The Text in all the chapters shall be in Times New Roman 12 Font, Regular, justified with line spacing of 1.15.
- 3) The margins shall be as follows: Top & Bottom: 0.8 inches; Left: 1 inch, Right: 0.5 inches
- 4) One extra line spacing should be left in between paragraphs.
- 5) All Chapter headings are to be centred in the Font Times New Roman 14 size Bold.
- 6) All headings of section shall be in Times New Roman 12 Bold
- 7) All sub-section headings shall be in Times New Roman , size, 12, Bold, Italic.
- 8) All minor sub-section headings shall be in Times New Roman , size, 12, Regular.
- 9) It is advised that the sections and sub- sections are to be limited to 3rd level
  - a. Zero Level - Chapter Headings
  - b. First Level - Main sections in each chapter : to be numbered as 1.1, 1.2, 2.1, 3.1 etc..
  - c. Second level - Sub- sections in each section : to be numbered as 1.1.1, 1.2.2, 2.1.3, 3.2.1 etc.
  - d. Third level - Minor sub-sections ie., sections in sub-sections. : to be numbered as 1.1.1.1, 1.2.2.1, 2.1.3.2, 3.2.1.4 etc. - to be avoided to the extent possible.
- 10) All the references / Bibliography are to be listed at the end, arranged in the chronological order and are to be numbered 1, 2, 3 etc.

	<p>11) The reference No. should be given as superscript in the report where ever they appear.</p> <p>12) All the figures are to be numbered as Fig. 1.1, Fig. 2.3 etc indicating the chapter No and the sl. No. of the figure in that chapter. The title of the figure should at the bottom of the figure and should be numbered as shown below. Fig. 1.1 Study Area Fig. 2.1 Definition Sketch Fig. 3.2 Experimental Setup etc...</p> <p>13) All the figures are to be preferably placed at the end of each chapter. Alternatively, they can be placed after the page where they are first referred. Uniformity should be maintained and under no circumstances these two alternatives indicated should be mixed.</p>	
	<p><b>Research projects may include:</b></p> <ul style="list-style-type: none"> <li>➤ Developing a research question or statement</li> <li>➤ Finding and evaluating sources</li> <li>➤ Conducting research</li> <li>➤ Writing a report etc</li> </ul> <p><b>Students can do-</b></p> <ul style="list-style-type: none"> <li>➤ Survey based research.</li> <li>➤ Secondary data analysis such as decision analysis, cost effectiveness analysis or Meta-analysis.</li> <li>➤ Observation based/Interview based research.</li> </ul> <p>Each student must work under the supervision of a faculty mentor. Depending on the area of research interest or the research topic,</p>	

### **B-3] Research Project Process**

#### **I. SELECTION OF THE RESEARCH TOPIC:**

##### **The first major challenge in conducting research**

1. The easiest way is working with a faculty mentor who is active in research and may have defined one or more researchable questions.
2. Consulting with leading faculty in your area of interest and asking for advice on researchable topics is another avenue for research ideas.
3. Developing research ideas from loose ends discovered during:
  - a) desk research/FP/SIP/OJT, b) literature review c) reviewing journal article(s), and d) discussions, critique of research articles in journal club, could be an interesting, and a rewarding experience.

#### **II. DEVELOPING THE RESEARCH PROPOSAL**

A research proposal helps to develop research idea into a valid, scientific research project. A general outline of the elements of a Research Proposal is presented. Although the Research Project Outline provides a description of all the elements of a research project, students are required to complete the writing up of the Methodology section before beginning the project implementation. Writing of the research proposal has a twofold purpose:

1. it provides the researcher, with the blueprint for implementing the project, and
2. it has to be submitted to the research supervisor, HOD and Director of the Institute) for securing approval.

#### **I. PROJECT IMPLEMENTATION**

In order to conduct a valid, scientific study, it is important that student rigorously follow the study design outlined in your research proposal and approved by the research supervisor. To ensure timely completion of the project, it is important to stay within the framework discussed in the Timeline.

#### **II. WRITE-UP OF PROJECT RESULTS AND DISCUSSION**

This should follow directly from your research proposal. The research project outline provides a 'how to' write-up of the results and discussion sections.

#### **III. RESEARCH PRESENTATION**

Once the research project is complete, student have to make a public oral presentation to present the work.

### **B-4] OUTLINE OF A RESEARCH PROJECT**

#### **I. TITLE PAGE (Page 1, DO NOT NUMBER)**

- Study Title
- Names of the Supervisor (faculty mentor)
- Discipline
- Name of the Institute
- Date: month and year proposal prepared/submitted

## II. SUMMARY (Page2, 1-2 pages; DO NOT NUMBER)

The summary should be brief and include: 1) a few sentences introducing the topic of current study (could include a couple of references); 2) statement of the problem; 3) a brief description of the methodology to be used including duration of study, subject selection criteria, tests to be performed, and/or data to be collected; 4) significance and implications of the study (why is it important to do the study, and what are the benefits: fill in gap in knowledge; develop further understanding of a clinical situation; modify current approach to treatment; cost-benefit analysis etc., etc.).

## III. INTRODUCTION (Page 3; up to 2 – 3 pages)

This section consists of an overview of the research question and some indication of the study's worth and the contribution it is apt to make to the field of study. It should include the rationale for the research project.

## IV. REVIEW OF THE LITERATURE (Page 4; up to 4 –6 pages; a minimum of 10 references required).

Use references to establish the link between the proposed study and previous work done on the topic, lay the groundwork for the proposed study, and demonstrate why it is important and timely. The literature review is not just a compilation of facts, but a coherent argument that leads to the description of the proposed study.

## V. PROBLEM STATEMENT & RESEARCH HYPOTHESES (up to 1/2-1 page)

The problem statement describes the problem posed by the proposed study and specifies it in the form of Research Hypotheses. The research hypotheses should flow logically from the discussion presented in the Review of Literature and the Statement of the Problem. The hypotheses should be very specific in presenting what aspects of the research topic will be studied, and how. The hypotheses (If any) should be optimally clear, concise, meaningful, and typically written in the present tense. One recommended statement of the criteria for a good hypothesis is that is: a) be free of ambiguity, b) express the relationship between two variables or concepts, and c) imply an empirical test. AVOID having more than one hypothesis embedded in a single, complex statement. A conceptual model represents a visual depiction of the relationship between all the variables in your study. It is a good place to start when planning your research project, and also helps in developing your hypotheses.

## VI. RESEARCH METHODOLOGY (up to 2-3 pages)

1. Study Duration: Describe the time frame during for which data will be collected (retrospective study; chart reviews), or intervention administered (prospective study; etc). If any
2. Subject Selection: Of particular importance in this section are:
  - a) the sampling procedure to be used – random, stratified, convenience, b) the source of the subjects, c) the criteria for selection – clearly state inclusion/exclusion d) the rationale for determining sample size – use power test to determine sample size for significance; realistic estimates of crossovers, dropouts must be used in calculating sample size
3. Instrumentation or Measures: This section lists all the variables (intervention as well as outcome variables) you would be examining in your study, and describes what particular measures, or forms, or data collection sheets you will be using to measure the variables.
4. Procedures: This section provides a detailed description of the exact steps to be taken to conduct your research. This includes the procedure used to contact subjects, obtaining Informed Consent, and collecting the data.
5. Data Analysis: In this section describe the statistical tests that will be used to address the research hypotheses. Although intimidating, this section forces you to think how you will analyze (or have it analyzed) at the time the proposal is generated rather than

after the data are collected. This way, you can avoid wasting time collecting data that are not analysable because they are not in the collected in the correct format.

6. Study Limitations: Describe the shortcomings and weakness of your study most likely to impact the internal validity of your study.

## **VII. RESULTS**

In this section, you present your findings as clearly as possible. The Results section contains JUST THE FACTS: tables, figures, transcript summaries, and your description of what is noteworthy and important about these. Begin with a description of the sample. Simple demographics can be presented in tabular form. Follow with presenting your findings in terms of the research questions/hypotheses tested.

## **VIII. DISCUSSION**

This section typically contains:

- An overview of significant findings
- A consideration of the finding in light of previous research
- A careful examination of findings that fail to support your hypotheses
- Limitations of the study that may affect the generalizability of the results
- Recommendations for further research
- Implications of study for professional practice

## **IX. REFERENCES**

Students must cite all studies referred to in the proposal, using the APA citation method

### **B-5] Evaluation Pattern:**

Total Marks: 150

Forma

tive

Assess

ment:

50

Marks

Summ

ative

Assess

ment:

50

Marks

### **1] Formative Assessment Weightage 50 marks**

1. Project Proposal
2. Three Progress Reports
3. Final Research Project Report
4. Pre- submission Presentation
  - a) Research Project Objectives, Research Question and Hypotheses
  - b) Introduction and literature Review
  - c) Methodology
  - d) Quality of Analysis and Research, discussion and findings
  - e) Documentation and Reporting

f) References

g) Reflection

**2] Summative Assessment Weightage 50 marks**

1. There shall be a panel of 2 examiners for the Final Viva-Voce
2. University shall nominate External Examiners
3. Director shall nominate Internal Examiners
4. Presentation by each student along with a spiral bound report is mandatory
5. Students will deliver a presentation of 15 minutes about their OJT project.
6. Weightages for summative assessment shall be as follows
  - a) Presentation  
– 05 marks
  - b) Viva-Voce  
– 20 marks
  - c) Report  
– 15 marks
  - d) Ability to connect with the theoretical & conceptual frame work  
– 10 marks

**The Internal & the External viva-voce shall evaluate the candidate based on:**

1. Adequacy of work undertaken by the student
2. Application of concepts learned in Sem I, II and III
3. Analytical capabilities
4. Technical Writing & Documentation Skills
5. Outcome of the project – sense of purpose
6. Utility of the project to the organization
7. Variety and relevance of learning experience

**Presentation could be through any of the enlisted formats** (this is an indicative list and innovative formats if any beyond this list may be adopted) -

1. Traditional Slide Deck Presentation
2. Infographics
3. Video presentation
4. Paper presentation
5. Poster presentation
6. Webinar or online presentation
7. TED-style presentation
8. Storytelling Presentation etc.

<b>Program</b>	<b>MBA (Marketing)</b>			<b>Semester: IV</b>			
<b>Course</b>	<b>Integrated Marketing Communication</b>			<b>Course Code</b>	<b>MB25SEMKT-405</b>		
<b>Credits</b>	<b>Teaching Scheme (Hrs./Week)</b>			<b>Evaluation Scheme and Marks</b>			
	<b>Lecture</b>	<b>Tutorial</b>	<b>Practical</b>	<b>FA</b>		<b>SA</b>	<b>Total</b>
				<b>UT</b>	<b>CA</b>	<b>TH</b>	
<b>3</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>25</b>	<b>25</b>	<b>50</b>	<b>100</b>

**Course Outcomes:**

After learning the course, the students should be able to:

<b>CO#</b>	<b>COGNITIVE ABILITIES</b>	<b>COURSE OUTCOMES</b>
CO405.1	REMEMBERING	RECALL and describe the Integrated Marketing Communication (IMC) mix and the IMC planning process.
CO405.2	UNDERSTANDING	EXAMINE the role of IMC in building brand identity, brand equity, and customer engagement.
CO405.3	APPLYING	APPLY IMC tools in contemporary real-world scenarios to develop cohesive marketing strategie
CO405.4	ANALYSING	Analyze and critically evaluate the communication effects and results of IMC campaigns across various brands.
CO405.5	EVALUATING	EVALUATE the effectiveness of IMC mix components, including advertising, sales promotion, and public relations, using real-world examples.

**Course Contents**

<b>Unit</b>	<b>Description</b>	<b>Duration [Hrs]</b>
<b>I</b>	<b>Introduction to Integrated Marketing Communication (IMC):</b> Definition, evolution, role of IMC, IMC planning process, promotional mix tools, global IMC concepts, elements and strategies, value of IMC plans, need for consistency and cohesion, benefits of IMC plans, paradigm shift from mass communication to personal communication channels. Practical Task: Analyze a successful global IMC campaign (e.g., Coca-Cola's "Share a Coke") and identify how consistency and cohesion were maintained across various channels.	<b>(7+2)</b>
<b>II</b>	<b>Advertising and Message Strategies:</b> Definition, history, role and functions of advertising, types of advertising, 5 M's of advertising, social, ethical, and regulatory aspects, message strategies and execution frameworks, advertising design and appeals, AIDA model, DAGMAR model, ATRN model, DRIP model, structure of an advertisement, copywriting for various media, advertising ecosystem, advertising in the age of technology (AR, VR), advertising laws, ethics, and intellectual property rights. Case Study: Evaluate the use of AR in IKEA's advertising campaigns and discuss the impact on consumer engagement and brand perception	<b>(7+2)</b>
<b>III</b>	<b>Media Planning and Digital Strategies:</b> Audio-visual media (television, radio), print and outdoor media (magazines, newspapers, outdoor), support media, internet and interactive media, growth of the internet, social media marketing (definition, history, importance), comparison between social media and traditional media marketing, major social media platforms (Facebook, Instagram, YouTube, LinkedIn, Pinterest), organic vs. paid marketing, influencer marketing, social media marketing plan, ethics in social media marketing. Practical Task: Develop a social media marketing plan for a new product launch, incorporating both organic and paid strategies across multiple platforms.	<b>(7+2)</b>

IV	<b>Sales Promotion and Direct Marketing:</b> Scope and role of sales promotion, consumer-oriented sales promotion, trade-oriented sales promotion, sales staff-oriented sales promotion, planning and implementing a sales promotion program, growth and applicability of direct marketing, personal selling as a component of IMC. Case Study: Analyze the effectiveness of a recent sales promotion campaign (e.g., Amazon's Prime Day) and its integration with direct marketing efforts	(7+2)
V	<b>Public Relations and Corporate Communication:</b> Definition, role and functions of public relations (PR) in the digital economy, publicity and corporate advertising in traditional and digital environments, integrated PR strategy, importance of reputation management in the age of virality and cancel culture, difference between public relations and advertising, role of social listening and proactive reputation management, influencer PR and online brand advocacy, 3R approach of crisis communication frameworks, sponsorship and event marketing, role of the internet in public relations and publicity, advantages and disadvantages of publicity. Practical Task: Design a crisis communication plan for a hypothetical brand facing a social media backlash, incorporating the 3R approach (Response, Responsibility, Remediation).	(7+2)
<b>Total</b>		<b>45</b>

#### Suggested Textbooks:

1. Belch, George & Belch, Michael. Advertising and Promotion. Tata McGraw Hill, New Delhi.
2. Clow, Kenneth & Black, Donald. Integrated Advertising, Promotion and Marketing Communication. Pearson Education, New Delhi.
3. Jethwaney, Jaishree & Jain, Shruti. Advertising Management. Oxford University Press, New Delhi.
4. Semenik, Allen. Advertising and Promotions. Cengage Learning.
5. Kazmi, SHH & Batra, Satish. Advertising and Promotion. Excel Books.
6. Shah, D'Souza. Advertising and Promotions. Tata McGraw Hill.

#### Suggested Reference Books:

1. Duncan, Tom. Integrated Marketing Communication. McGraw-Hill.
2. Jain, Shridha. Integrated Marketing Communication: Trends and Innovations. Global India Publications.
3. Schultz, Don & Schultz, Heidi. IMC, The Next Generation. Tata McGraw Hill, New Delhi.
4. Kamath, K. Social Media Marketing Essentials You Always Wanted To Know. Vibrant Publishers, USA.
5. Belch, George E., Belch, Michael A., & Purani, Keyoor. Advertising and Promotion, 12th Edition. Tata McGraw Hill.
6. Setiawan, Iwan, Kartajaya, Hermawan, & Kotler, Philip. Marketing 5.0. John Wiley & Sons Inc., Hoboken, New Jersey.
7. Tjandra, A. K. AI for Marketing and Product Innovation.

#### Suggested Online Link:

Integrated Marketing Communications: Advertising, Public Relations & Digital Marketing – Coursera – Learn IMC fundamentals (advertising, brand messaging, media planning). [Integrated Marketing Communications Course on Coursera](#)

⇒ Integrated Marketing Communications Courses – Coursera (multiple options) – Browse various IMC-related courses you can start free/preview. [Explore IMC Courses on Coursera](#)

⇒ Integrated Marketing Communications Strategies – LinkedIn Learning – Strategy-focused IMC course (free trial available). [Integrated Marketing Communications on LinkedIn Learning](#)

<b>Program</b>	<b>MBA (Marketing)</b>			<b>Semester: IV</b>			
<b>Course</b>	<b>Digital Marketing-II</b>			<b>Course Code</b>	<b>MB25SEMKT-406</b>		
<b>Credits</b>	<b>Teaching Scheme (Hrs./Week)</b>			<b>Evaluation Scheme and Marks</b>			
	<b>Lecture</b>	<b>Tutorial</b>	<b>Practical</b>	<b>FA</b>		<b>SA</b>	<b>Total</b>
				<b>UT</b>	<b>CA</b>	<b>TH</b>	
<b>3</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>25</b>	<b>25</b>	<b>50</b>	<b>100</b>

**Course Outcomes:**

After learning the course, the students should be able to:

<b>CO#</b>	<b>COGNITIVE ABILITIES</b>	<b>COURSE OUTCOMES</b>
CO406.1	REMEMBERING	DEFINE the key terms and concepts related to digital marketing
CO406.2	UNDERSTANDING	EXPLAIN the role of Facebook, Google Ads, YouTube, Email marketing, and other related tools in digital marketing
CO406.3	APPLYING	MAKE use of Facebook, Google Ads, YouTube, Email marketing, and other tools for executing digital marketing in a given situation
CO406.4	ANALYSING	ILLUSTRATE the use of various digital marketing tools for campaign optimization and effectiveness
CO406.5	EVALUATING	DESIGN a digital media campaign using an appropriate mix of platforms and tools

**Course Contents**

<b>Unit</b>	<b>Description</b>	<b>Duration [Hrs]</b>
<b>I</b>	<b>Website Development and Analytics:</b> Website planning and development, types of websites, phases of website development, keyword selection process, content management on websites, website audit, types of web analytics – social, mobile, conversion, KPIs, Google Analytics setup, benefits of Google Analytics, Clicky vs Google Analytics, traffic measurement metrics, bounce rate, session duration, Mobile-first design, Core Web Vitals Task: Create a basic website/blog and integrate Google Analytics	<b>(7+2)</b>
<b>II</b>	<b>Digital Marketing Tools and Platforms:</b> Google Ads overview, types of Google Ads, pricing models, PPC cost formula, ad page rank, Google Ads UI, keyword planning and control, creating text ads and campaigns, linking Google Analytics, designing remarketing creatives, affiliate marketing, influencer marketing, growth marketing, understanding traffic sources, traffic types, tracking with UTMs, CPA calculation, UTM Parameters, Responsive Search Ads, AI in Ad Campaigns Task: Run a Google Ad campaign with A/B testing and analyze conversions	<b>(7+2)</b>
<b>III</b>	<b>Social Media Marketing I:</b> Social media evolution, benefits vs traditional marketing, mobile-first strategy, B2B vs B2C usage, role of AI in social, building micro-communities, authentic content, video-first strategy, Facebook Marketing: Ad types, campaign setup, optimization, Meta Business Suite, Facebook Reels, video marketing, Ad Library.	<b>(7+2)</b>

IV	<b>Social Media Marketing II and Analytics:</b> Instagram Marketing: Business setup, bio optimization, Reels, carousel posts, story highlights, hashtag strategy, growth tips, analytics tools, LinkedIn Ads: Types – sponsored, message, conversation, lead gen forms, analytics, Social Media Analytics: Facebook Insights, Twitter/X analytics, YouTube Studio, Instagram Insights, ROI measurement, goals setup, ecommerce tracking, creating actionable dashboards, avoiding analytics errors, building a data-driven culture, LinkedIn Lead Gen Forms, ROI Dashboards, Data-Driven Decision Making: Task: Create social media performance reports using platform-specific dashboards	(7+2)
V	<b>AI-based targeting, Conversion API, X (Twitter) Ads:</b> Ad types, real-time marketing, followers growth, X Premium, Twitter Spaces, YouTube Marketing: Strategy planning, competitor research, SEO for YouTube, thumbnails, YouTube Shorts, AI-based transcription, community tab, monetization Task: Plan and run a mock YouTube ad campaign with SEO.	(7+2)
<b>Total</b>		<b>45</b>

**Suggested Textbooks:**

1. Internet Marketing – Dave Chaffey et al., Pearson
2. Digital Marketing – Oliver J. Rich
3. Online Marketing – Gerry T. Warner, Joe Wilson Schaefer
4. Quick Win Digital Marketing – H. Annmarie, A. Joanna

**Suggested Reference Books:**

1. Digital Marketing – Prof. Seema Gupta, McGraw Hill
2. E-Marketing – Judy Strauss et al., Prentice Hall
3. Social Media Marketing All-In-One for Dummies – Jan Zimmerman, Deborah
4. Google Ads for Beginners – Cory Rabazinsky
5. Email Persuasion – Ian Brodie
6. Advanced Web Metrics with Google Analytics – Brian Clifton

**Suggested Online Link:**

HubSpot Academy – Digital Marketing Certification – Comprehensive free course covering SEO, content, strategy, paid media. [HubSpot Digital Marketing Free Course](#)

∞ Google Digital Garage / Grow with Google – Fundamentals of Digital Marketing – Free training with certification. [Google Digital Garage & Digital Marketing Courses](#)

∞ Digital Marketing Trends – Coursera – Covers *evolving trends* including Marketing 6.0 overview. [Digital Marketing Trends Course on Coursera](#)

<b>Program</b>	<b>MBA (Marketing)</b>			<b>Semester: IV</b>			
<b>Course</b>	<b>Retail Marketing</b>			<b>Course Code</b>	<b>MB25SEMKT-407</b>		
<b>Credits</b>	<b>Teaching Scheme (Hrs./Week)</b>			<b>Evaluation Scheme and Marks</b>			
	<b>Lecture</b>	<b>Tutorial</b>	<b>Practical</b>	<b>FA</b>		<b>SA</b>	<b>Total</b>
				<b>UT</b>	<b>CA</b>	<b>TH</b>	
<b>3</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>25</b>	<b>25</b>	<b>50</b>	<b>100</b>

**Course Outcomes:**

After learning the course, the students should be able to:

<b>CO#</b>	<b>COGNITIVE ABILITIES</b>	<b>COURSE OUTCOMES</b>
CO407.1	REMEMBERING	DEFINE various concepts associated with Retail Marketing
CO407.2	UNDERSTANDING	EXPLAIN the terms and concepts used in Retail Marketing
CO407.3	APPLYING	ILLUSTRATE value Creation & Competitive advantage in Retail Marketing
CO407.4	ANALYSING	ILLUSTRATE value Creation & Competitive advantage in Retail Marketing
CO407.5	EVALUATING	EVALUATE the effectiveness of Retail Marketing Mix used by different Retail formats

**Course Contents**

<b>Unit</b>	<b>Description</b>	<b>Duration [Hrs]</b>
<b>I</b>	<b>Foundations of Retailing Introduction to Retailing:</b> Definition, scope, and importance of the retail industry. Functions of retailing in the distribution channel. Evolution of retail formats globally and in India. Trends and challenges in the modern retail landscape (e-commerce, omnichannel, globalization, sustainability). Retail Formats: Classification of retail formats (store-based vs. non-store based, organized vs. unorganized). In-depth analysis of various store formats (department stores, supermarkets, hypermarkets, specialty stores, discount stores, convenience stores). Non-store retailing formats (e-commerce, direct selling, catalogue retailing, vending machines). Emerging retail formats and innovations. Understanding the Retail Consumer: Consumer Buying Behaviour in the retail context. Factors influencing retail purchase decisions (cultural, social, psychological, situational). The consumer decision-making process in retail.	<b>(7+2)</b>
<b>II</b>	<b>Retail Strategy and Planning Developing a Retail Strategy:</b> The strategic retail planning process. Defining the retail mission, vision, and values. Conducting a situation analysis (SWOT, PESTEL) for retail businesses. Identifying competitive advantages and positioning strategies in retail. Setting retail objectives and goals. Retail Location Strategy: Importance of location in retail success. Factors affecting retail location decisions (market characteristics, site characteristics, trade area analysis). Different types of retail locations (standalone, shopping centers, street retail). Retail Operations and Supply Chain Management: Overview of retail operations management. Inventory management in retail (forecasting, ordering, warehousing). Logistics and distribution in the retail supply chain	<b>(7+2)</b>

<b>III</b>	<b>Retail Marketing Communication and Pricing</b> Introduction, Role of Communication in Retailing, Elements and Marketing Communication Tools, Retail Marketing Communication Process, Understanding the components and significance of IMC in retail, Retail Marketing Communication Plan, Implementing and Evaluating the Retail Communication Programs. Retail Pricing- Introduction, Factors Influencing Retail Pricing, Setting the Retail Price, Pricing Objectives, Pricing strategies, Pricing Methods, Introduction to dynamic and personalized pricing enabled by AI and ML, impact of emerging technologies like Generative AI on Communication and Pricing strategies	<b>(7+2)</b>
<b>IV</b>	<b>Customer Relationship Management and Retail Experience Customer Relationship Management (CRM) in Retail:</b> Importance of customer loyalty in retail. The role of customer service in building loyalty. Loyalty programs and their effectiveness. Strategies for customer acquisition, retention, and development in a retail context. Handling customer complaints and feedback. Enhancing the Retail Customer Experience: Creating a positive store atmosphere and environment. Personalization and customization of the retail experience.	<b>(7+2)</b>
<b>V</b>	<b>Emerging Trends and the Future of Retail Marketing Omni channel Retailing:</b> Understanding the concept of Omni channel and its importance. Integrating online and offline retail channels. Providing a seamless customer experience across all touchpoints. Challenges and opportunities in implementing Omni channel strategies. Digital Marketing in Retail: The role of the internet and mobile technology in retail marketing. Search engine optimization (SEO) and search engine marketing (SEM) for retailers. Social media marketing for retail engagement and sales. Email marketing and mobile marketing strategies. Utilizing data and analytics in digital retail marketing. Technology and Innovation in Retail: Impact of artificial intelligence (AI) and machine learning (ML) in retail. Mobile payment solutions and their impact. The role of Big Data in understanding retail trends and customer behaviour.	<b>(7+2)</b>
<b>Total</b>		<b>45</b>

#### **Suggested Book**

1. Retailing Management by Swapna Pradhan, TMGH Publication
2. Retail Business Management by R. Perumal Samy, Anmol Publications
3. Retailing Management by Arif Sheikh, Himalaya Publication
4. Retail Management: A Strategic Approach by Barry Berman and Joel Evans, Prentice Hall College Publication

#### **Reference Book**

1. Retail Marketing Management by David Gilbert, Pearson Publication.
2. Information Technology for retailing by Khurana, McGraw Hill Publication
3. Retail Management by Michael Levy and Barton. A Weitz, McGraw Hill Publication
4. Information Technology for Retail by Giridhar Joshi, Oxford University Press, New Delhi.
5. Retail Management by Ron Hasty and James Reardon, McGraw Hill Publication, International Edition.
6. Retail Management, Text & Cases by Swapna Pradhan, Tata McGraw-Hill Publishing Co, New Delhi.

#### **Suggested Online Link:**

- ☞ Retail Marketing – Free course by OpenLearn (The Open University) – Free course with a statement of participation. [Free Retail Marketing Course \(OpenLearn\)](#)
- ☞ Retail Marketing Course – Elevify – Free starter course with optional certificate. Retail Marketing Course (Elevify)
- ☞ Marketing & Retail Analytics – Great Learning Academy – Free analytics course useful for retail strategy. [Marketing & Retail Analytics Free Course](#)

<b>Program</b>	<b>MBA (Marketing)</b>			<b>Semester: IV</b>			
<b>Course</b>	<b>Marketing of Financial Services</b>			<b>Course Code</b>	<b>MB25SEMKT-408</b>		
<b>Credits</b>	<b>Teaching Scheme (Hrs./Week)</b>			<b>Evaluation Scheme and Marks</b>			
	<b>Lecture</b>	<b>Tutorial</b>	<b>Practical</b>	<b>FA</b>		<b>SA</b>	<b>Total</b>
				<b>UT</b>	<b>CA</b>	<b>TH</b>	
<b>3</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>25</b>	<b>25</b>	<b>50</b>	<b>100</b>

**Course Outcomes:**

After learning the course, the students should be able to:

<b>CO#</b>	<b>COGNITIVE ABILITIES</b>	<b>COURSE OUTCOMES</b>
CO408.1	REMEMBERING	RECALL concepts of banking and non-banking financial systems
CO408.2	UNDERSTANDING	Demonstrate the relevance of basic concepts related to financial institutions in terms of structure, trading, settlement procedures, processes, and related components
CO408.3	APPLYING	Develop FAQs for each type of financial product and service from an investment advisor's perspective
CO408.4	ANALYSING	Compare and contrast various types of financial products and services and illustrate their benefits and limitations.
CO408.5	EVALUATING	Assess customer touchpoints and the customer-buying journey for financial services

**Course Contents**

<b>Unit</b>	<b>Description</b>	<b>Duration [Hrs]</b>
<b>I</b>	<b>Concept, Nature, and Scope of the Banking System in India:</b> Regulatory framework of the Indian Banking system, Reserve Bank of India (RBI), Present banking system in India, Role of banks in the development of the Indian economy, Overview of the banking functions of Indian Banking & Non-Banking Financial Corporations (NBFC), Understanding trends and challenges in the Indian banking system, Cash reserve ratio, statutory liquidity ratio, repo and reverse repo, open market operations, security valuation, NPAs, NPA categories, Overview of KYC & Anti-Money Laundering laws in India, Banking Ombudsman, Importance of E-banking, Traditional Branch Banking vs. E-Banking, Technologies – Phygital Banking, E-banking technologies/electronic delivery channels such as ATM, POS machines, electronic cards, mobile phone banking, electronic transfer methods: IMPS, NEFT, RTGS, Payment Banks, Mobile application Banking, mobile wallets, Payment Mobile Applications, Post office Bank, Phishing attacks and how to be safe from phishing., Case Study: Analyze the digital banking transformation in India and its impact on customer behavior using examples from leading Indian banks. Practical Task: Create a detailed flowchart demonstrating the process of electronic funds transfer using IMPS, NEFT, and RTGS	<b>(7+2)</b>
<b>II</b>	<b>Introduction to Indian Stock Market:</b> Meaning, nature, functions of the secondary market, Organization and regulatory framework for stock exchanges in India, SEBI: Functions and measures for the secondary market, Overview of major stock exchanges in India, Stock Broking: Functions of stock broking companies and the importance of stock brokers in the Indian Stock Market, Meaning and nature of Portfolio Management System in India, Functions of a portfolio manager, Wealth management for high-net worth individuals (HNI), Concept of Systematic Investment Plan (SIP).Case Study: Evaluate SEBI's role in regulating stock market practices with real-world examples from Indian stock exchanges, Practical Task: Design a portfolio for a hypothetical high-net-worth individual (HNI) using SIP and analyze its returns over the last 5 years.	<b>(7+2)</b>

<b>III</b>	<b>Mutual Funds: Basic Concepts</b> : Mutual Funds and their importance, Understanding the concept of NAV and calculation of a Fund's NAV, Types of Mutual Funds in India, classified on the basis of structure, investment objective, and investment plan, Relative risks associated with various Mutual Funds in India, Basic understanding of ETFs and their key features, Differences between a Mutual Fund and an ETF, Basic understanding of a 'Hedge Fund' and its key features, Process of Fund Selection and various related measurement parameters, Various expenses incurred by a fund, Investment Advisors: Guidelines for Investment Advisors while selling Mutual Funds to clients.: Case Study: Analyze a mutual fund's performance over the past year, including NAV calculations and risk assessment. Practical Task: Prepare a report comparing two mutual funds (one equity and one debt) in terms of their structure, investment objective, and risk profile.	<b>(7+2)</b>
<b>IV</b>	<b>Insurance Sector in India: Basics of Insurance:</b> Types of insurance policies, Role of IRDA (Insurance Regulatory and Development Authority), Insurance industry in India, General Insurance: Types of liabilities covered, extent of insurance value, and conditions, Life Insurance: Basic concept of Life Insurance, its beneficiaries and its types, Concept of Term Insurance and its various types, Traditional Life Insurance vs. Term Insurance, Whole Life Policy and Endowment Policy, ULIP and its comparison with conventional plans and Mutual Funds, Marketing Channels in Insurance Markets: Various channel members in the industry such as Insurance Agents, Distributors, etc., Basic understanding of Property and casualty/liability insurance, Commercial Insurance, Health Insurance, Practical Task: Conduct a survey on customer perceptions of different life insurance policies and create a report.	<b>(7+2)</b>
<b>V</b>	<b>Marketing Strategy &amp; Consumer Behaviour:</b> Objectives of marketing financial products, Marketing mix for financial services, Marketing budget, lead generation, challenges, and opportunities in financial marketing, Adapting to changing market environment, Future potential for growth in financial services marketing, Perception about risk & returns, knowledge about financial products, Touchpoints for buying financial products, choice of distribution channel, customer journey of buying financial services, Basic understanding of Home Loan, Personal Loan, Consumer Loan, Reverse Mortgage Loan. Practical Task/Caselet: Case Study: Analyze a marketing campaign by a financial services provider (e.g., home loan or personal loan), focusing on its impact on consumer behaviour. Practical Task: Develop a marketing plan for a new financial product (e.g., personal loan) based on consumer buying behaviour and financial service marketing principles.	<b>(7+2)</b>
	<b>Total</b>	<b>45</b>

#### Suggested Text Books

1. Tripathi, V. & Pawar, N. (2022). Investing in Stock Markets. Taxmann Publications.
2. ICAI, Financial Services, The Institute of Chartered Accountants of India, New Delhi.
3. Suresh, P. & Paul, J. (2019). Management of Banking and Financial Services (Third Edition). Pearson

#### Suggested Reference Books

1. Estelami, H. (2019). Marketing Financial Services. Dog Ear Publishing, LLC.
2. Evensky, H., Horan, S. M., & Robinson, T. R. (2020). The New Wealth Management: The Financial Advisor's Guide to Managing and Investing Client Assets.

#### Suggested Online Link:

- ☞ Marketing for Financial Services – AION Academy – Strategy course on marketing financial products. [Marketing of Financial Services Course](#)
- ☞ Marketing of Financial Services – Udemy – Basic course covering services marketing concepts (paid). Udemy Marketing of Financial Services

<b>Program</b>	<b>MBA (Marketing)</b>			<b>Semester: IV</b>			
<b>Course</b>	<b>Recent trends in Marketing</b>			<b>Course Code</b>	<b>MB25SEMKT-409</b>		
<b>Credits</b>	<b>Teaching Scheme (Hrs./Week)</b>			<b>Evaluation Scheme and Marks</b>			
	<b>Lecture</b>	<b>Tutorial</b>	<b>Practical</b>	<b>FA</b>		<b>SA</b>	<b>Total</b>
				<b>UT</b>	<b>CA</b>	<b>TH</b>	
<b>3</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>25</b>	<b>25</b>	<b>50</b>	<b>100</b>

**Course Outcomes:**

After learning the course, the students should be able to:

<b>CO#</b>	<b>COGNITIVE ABILITIES</b>	<b>COURSE OUTCOMES</b>
CO409.1	REMEMBERING	DEFINE the new key concepts in Recent Trends in Consumer Behavioural Insights & Marketing Strategies, Product & Brand Strategy, Communication & Engagement, Sales & Business Marketing, Markets & Channels.
CO409.2	UNDERSTANDING	EXPLAIN the new key concepts and Components in Recent Trends in Consumer Behavioral Insights & Marketing Strategies, Product & Brand Strategy, Communication & Engagement, Sales & Business Marketing, Markets & Channels.
CO409.3	APPLYING	APPLY AND MAKE USE OF Recent Trends in Consumer Behavioural Insights & Marketing Strategies, Product & Brand Strategy, Communication & Engagement, Sales & Business Marketing, Markets & Channels in real-life business scenarios
CO409.4	ANALYSING	EXAMINE various facets of business scenarios and ILLUSTRATE the Recent Trends in Consumer Behavioural Insights & Marketing Strategies, Product & Brand Strategy, Communication & Engagement, Sales & Business Marketing, Markets & Channels
CO409.5	EVALUATING	ASSESS the key enablers of Recent Trends in Consumer Behavioural Insights & Marketing Strategies, Product & Brand Strategy, Communication & Engagement, Sales & Business Marketing, Markets & Channels

**Course Contents**

<b>Unit</b>	<b>Description</b>	<b>Duration [Hrs]</b>
<b>I</b>	<p><b>Recent Trends in Consumer Behavioural Insights &amp; Marketing Strategies:</b></p> <p>The Influential Digital Subcultures: Youth - Acquiring the Mind Share, Women - Growing the Market Share, Netizens - Expanding the Heart Share; Hyper-personalization; Social CRM, Mobile CRM, Six E's of e-CRM; Emotion Analytics &amp; Biometric Testing: Neuromarketing techniques (EEG, eye-tracking), understanding subconscious consumer reactions to ads, packaging, and UX design; Real-time &amp; Predictive Analytics: Predictive modelling, real-time dashboards, anticipate and respond to consumer needs proactively, Self-Service Analytics Solutions, Generative AI, Data Clean Rooms (DCRs) in Retail Analytics, Precise forecasting, Conversion Rate Optimization (CRO), heat maps, Advanced Cross-channel Marketing Analytics AI-based sentiment analysis, GeoSpatial Analytics, Online Quantitative and Qualitative Research: Quantitative research through online platforms, Surveys for online access panels, surveys for client databases, online focus group, Depth interviews via the internet, Viewing focus groups remotely, Virtual words and virtual qualitative, Qualitative explication of online quantitative studies, Accompanied surfing and observational research, Combined audience insights; Ethical</p>	<b>(7+2)</b>

	& Conscious Consumption: Sustainability, fair trade, environmental impact, Values-driven product choices , The new fortune at the bottom of the pyramid	
II	<p><b>Recent Trends in Product &amp; Brand Strategy:</b></p> <p>Sustainability &amp; Ethical Design: From recyclable packaging to cruelty-free production, brands are innovating to meet ethical and environmental expectations; Product-Led Growth (PLG): Common Characteristics of High Technology, The High-Tech Pricing Environment, Evolution of High-Tech Channels, New-Product Pre-announcements Contingency Model for High-Tech Marketing; Brand Purpose &amp; Activism: Ingredient Branding, Nostalgic design elements, minimalist design principles Brand characters, The O Zone (O3), Understanding Humans Using Digital Anthropology, Building the Six Attributes of Human-Centric Brands, Human-centric design, Experiential branding, Gamification, Brands tap into creator communities, Purpose-driven Branding; Luxury Goes Digital: High-end brands are investing in digital exclusives (e.g., NFTs, AR try-ons), and leveraging influencers for aspirational appeal; Co-Creation &amp; Personalization: Brands invite customers to participate in product creation (custom sneakers, personalized perfumes) enhancing loyalty and uniqueness.</p>	(7+2)
III	<p><b>Recent Trends in Communication &amp; Engagement:</b></p> <p>Omnichannel Messaging: Integrated campaigns across TV, social media, mobile, in-store, Retail Media Networks (RMN), digital advertisement, Drone advertising, Mobile-First Indexing and Advertising-interactive ads, full-screen videos and instantly loading page, Live-streaming, Overcoming Banner Blindness, Advertisements Based Video on Demand (AVOD), Google's Performance Max campaigns, advertisement on e-commerce sites, Conversational Marketing: Influencer-Led Engagement - Micro and nano-influencers; Short-form &amp; Interactive Content: Reels, polls, quizzes, and filters drive engagement and recall; Behavioural Nudging in Campaigns Social and public interest campaigns using behavioural science; AI-powered Personalization: Deep personalization, AI enabled Campaign Management, image and video-based searches - visual recognition technology, AI Overviews, schema markup and zero-click searches, Featured Snippets, use of AI in creative process, generating tailored ad copy, images, video content, Predictive Audience Targeting and Intent Matching, Shift from Reactive to Proactive Campaigns, Adapt messaging in real-time, YouTube's Demand Generation campaigns, streamlining A/B testing using AI, Focus on Engagement; Decomposing PAR and BAR Driving Up Productivity, Purchase Action Ratio and Brand Advocacy Ratio, Four Major Industry Archetypes.</p>	(7+2)
IV	<p><b>Recent Trends in Sales &amp; Business Marketing:</b></p> <p>Virtual Selling &amp; Digital Pitches: video Conferencing Tools, Interactive Sales Decks - Virtual Demos and Product Tours Integration, Data-Driven Pitching, Follow-Up Automation, Digital Body Language Analysis; Account-Based Marketing (ABM): Account Selection, Personalized Content, Sales-Marketing Alignment, Ulti-Channel Outreach Technology Stack, ROI Measurement - Customized Value Propositions; AI-Enhanced CRM Systems: Predictive Analytics, Lead Scoring, Chatbots &amp; Virtual Assistants, Natural Language Processing (NLP), Smart Recommendations - Sales Forecasting, Customer Segmentation; Freemium to Premium Funnel: Freemium Product Design - Activation Metrics, In-App Upsell Nudges, E-mail Drip Campaigns, Usage-Based Triggers, Conversion Optimization - Premium Feature Showcases; Tech Evangelism &amp; User Communities: Thought Leadership, Developer Relations (DevRel), Ambassador Programs, User-Generated Content (UGC), Community Platforms, Event Sponsorships &amp; Hackathons, Feedback Loops.</p>	(7+2)
V	<p><b>Recent Trends in Markets &amp; Channels:</b></p> <p>Phygital Retail Experiences: Smart Mirrors &amp; AR Try-Ons, Click &amp; Collect, In-Store App Integration, Contactless Payments &amp; Kiosks, Behavioural Analytics; Glocalization Cultural Customization: Local Sourcing, Language Localization, Ulti-language content and interfaces, Regulatory Alignment, Hybrid Marketing Strategies; Retail Marketing; The rise of Quick Commerce, The digital grocery natives, Hybrid shopping, Frictionless delivery, Inspiration- led purchase journeys, Athleisure, Second-hand luxury and dupes, Sustainable shopping, The rise of phygital retail, Retail experience in the metaverse, Sophisticated return process initiatives; Last-Mile Innovations in Rural Areas: Drone &amp; EV Deliveries, Sustainable transport in remote areas, Local Micro-Hubs, Village-based distribution centres or kirana partnerships, Digital Route Optimization - AI-powered logistics planning, Cashless Delivery Options: UPI and QR-code-based</p>	(7+2)

	rural payments. Community Delivery Agents: Training locals as delivery partners; Digital Marketplaces for Rural & Global Shoppers: Hyperlocal Listings - Farmer & Artisan Portals, Global Logistics Integration; Localized Influencer Collaborations: Regional Micro-Influencers, Language-Driven Content - Festival & Culture-Based Campaigns, Community Co-Creation - Letting influencers design or personalize product lines, Platform-Specific Strategy.	
	<b>Total</b>	<b>45</b>
<p><b>Suggested Text Books:</b></p> <ol style="list-style-type: none"> <li>1. Marketing 4.0 by Philip Kotler, Hermawan Kartajaya, and Iwan Setiawan, John Wiley &amp; Sons</li> <li>2. Marketing Research - An Applied Orientation, Malhotra and Dash, Pearson Education.</li> <li>3. The Handbook of Online Marketing Research – Knowing your customer using the Net – Joshua Grossnickle and Oliver Raskin - McGraw-Hill Education – 2000</li> <li>4. Marketing Research Kit for Dummies - Michael R. Hymanand, Jeremy J. Sierra - Wiley Publishing, Inc., Indianapolis, Indiana</li> <li>5. Marketing of High-Technology Products and Innovations by Jakki Mohr, Sanjit Sengupta, Stanley Slater, 2nd Edition</li> <li>6. Marketing 6.0, The Future is Immersive, Philip Kotler, Hermawan Kartjaya, and Iwan Setiawan John Wiley &amp; Sons, Inc. Hoboken, New Jersey (2024)</li> </ol>		
<p><b>Suggested Reference Books:</b></p> <ol style="list-style-type: none"> <li>1. The Handbook of Online and Social Media Research - Tools and Techniques for Market Researchers - Ray Poynter - Wiley Publication - United Kingdom.</li> <li>2. The Fortune at the Bottom of the Pyramid, Prahalad, C.K., Pearson –Singapore.</li> <li>3. Crossing the chasm: Marketing and Selling High Tech Products to Mainstream</li> <li>4. Marketing and Sales in the Metaverse: Understanding and Profiting from the Metaverse: An Introduction for Businesses, Andreas Kohne ,Ralf H Komor, Springer 92024)</li> <li>5. Elevate Your brand with Immersive Experiences: Marketing Through AR and VR, Mayank Verma, Notion Press (2023)</li> <li>6. Sensory Marketing, Bertil Hulten, Niklas Broweus , Marcus Van Dijk , Palgrave Macmillan; 2009</li> </ol>		
<p><b>Suggested Online Link:</b></p> <p>Marketing 6.0 is about <i>customer-centric digital evolution</i> of marketing integrating AI, personalization, and tech-driven experiences. It’s typically covered in digital/trend courses. <a href="#">Coursera+1</a></p> <p>↔ Digital Marketing Trends – Coursera – Includes <i>Marketing 6.0</i> evolution module (part of course). <a href="#">Digital Marketing Trends (with Marketing 6.0) on Coursera</a></p> <p>📖 Articles / background reading on Marketing 6.0</p> <p>→ Not a formal course but good conceptual reading: <i>Marketing 6.0 and the Transformation of Financial Services</i>. <a href="http://dmarketingcreators.com">dmarketingcreators.com</a></p>		

<b>Program</b>	<b>MBA (Marketing)</b>			<b>Semester: IV</b>			
<b>Course</b>	<b>Marketing 6.0</b>			<b>Course Code</b>	<b>MB25SEMKT-410</b>		
<b>Credits</b>	<b>Teaching Scheme (Hrs./Week)</b>			<b>Evaluation Scheme and Marks</b>			
	<b>Lecture</b>	<b>Tutorial</b>	<b>Practical</b>	<b>FA</b>		<b>SA</b>	<b>Total</b>
				<b>UT</b>	<b>CA</b>	<b>TH</b>	
<b>3</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>25</b>	<b>25</b>	<b>50</b>	<b>100</b>

**Course Outcomes:**

After learning the course, the students should be able to:

<b>CO#</b>	<b>COGNITIVE ABILITIES</b>	<b>COURSE OUTCOMES</b>
CO410.1	REMEMBERING	DEFINE the key concepts in Marketing 6.0.
CO410.2	UNDERSTANDING	UNDERSTAND the journey from Multi-, Omni-, to Meta Marketing, enablers, environment, and immersive experience of Marketing 6.0.
CO410.3	APPLYING	IDENTIFY the components of Marketing 6.0 including Enabler, Environment, and Experience Layers.
CO410.4	ANALYSING	ANALYSE immersive marketing components and evaluate how emerging technologies are reshaping customer experience and engagement
CO410.5	EVALUATING	ASSESS key enablers of Marketing 6.0 such as data, intelligent systems, sustainability, and personalization in the immersive context.

**Course Contents**

<b>Unit</b>	<b>Description</b>	<b>Duration [Hrs]</b>
<b>I</b>	<b>Introduction to Marketing 6.0:</b> Marketing 4.0 to 5.0 to 6.0, Immersive Marketing, Meta-Marketing, Enabler Layer, Environment Layer, Experience Layer, Phygital Natives, Generations Z and Alpha, KGOY (Kids Getting Older Younger), Pragmatic Decision-Making, Brand Authenticity, Digital Persona, Digital Twin, Individual Expression Practical Task: Conduct a comparative case study of brands that evolved through Marketing 4.0 to 6.0. Present a Gen Z/Alpha consumer persona using survey tools.	<b>(7+2)</b>
<b>II</b>	<b>Immersive Marketing and Future of Customer Experience:</b> Five Microtrends, Short-Form Video, Community-based Platforms, Interactive E-Commerce, AI in Language, Immersive Wearables, Customer Experience Imperative, Elements of Immersive Experiences, Online vs. Offline Merits, Human Presence in Transactions, Trust Bridging, Experience as the Product Practical Task: Design a customer journey map for an immersive e commerce brand integrating 5 microtrends. Use Canva, Miro or Figma.	<b>(7+2)</b>
<b>III</b>	<b>The Marketing 6.0 Enabler and Environment:</b> Five Fundamental Technologies (IoT, AI, Spatial Computing, AR/VR, Blockchain), Challenges of Physical-Digital Fusion, Extended Realities, The Third Place, Seamless Transactions, Contextual Recommendations, Pre/Post Experience Engagement, In-Real-Life Experience Components Practical Task: Design a smart physical-digital space (retail/hospitality) using spatial computing and IoT tools. Simulate using diagrams/software.	<b>(7+2)</b>

<b>IV</b>	<b>Multisensory Marketing:</b> Metaverse Types (Centralized & Decentralized), Virtual Assets, Avatars, UX, Creator Economy, Governance, Sensory Marketing (Sight, Sound, Smell, Touch, Taste), Multisensory Touchpoints, Building Immersive Sensory Campaigns Practical Task: Create a multisensory branding campaign for a wellness or food brand using audio-visuals, scent references, and tactile packaging.	<b>(7+2)</b>
<b>V</b>	<b>Spatial Marketing and Metaverse Marketing:</b> Spatial Marketing Concepts, Proximity & Contextual Marketing, Augmented Marketing, Customer Pain Points, Implementation of Spatial Experiences, Metaverse Motivations (Fun, Social, Commerce, Finance), Branded Collectibles, Experiential Ads, O2O Commerce, Gamified Loyalty, Strategy Implementation, Practical Task: Create a launch plan for a brand in the metaverse with spatial and gamified features using platforms like Roblox or Decentral.	<b>(7+2)</b>
<b>Total</b>		<b>45</b>

**Textbooks:**

1. Marketing 6.0 – The Future is Immersive, Philip Kotler, Hermawan Kartajaya, Iwan Setiawan, Wiley (2024)
2. The Metaverse Marketing Book, Kaden Nathaniel (2022)
3. Elevate Your Brand with Immersive Experiences, Mayank Verma, Notion Press (2023)
4. Sensory Marketing, Bertil Hultén et al., Palgrave Macmillan (2009)
5. Geomarketing: Methods and Strategies, Gerard Cliquet, Wiley-ISTE (2006)

**Reference Books:**

- 1 Marketing and Sales in the Metaverse, Andreas Kohne & Ralf H. Komor, Springer (2024)
2. The Business of the Metaverse, Hemachandran K., Routledge (2024)
3. Sensory Marketing in Retail, Lindblom, Palgrave Macmillan (2023)
4. Meta Marketing Mastery, Arjun Thakur, Amazon Kindle (2024)
5. Marketing 4.0: Moving from Traditional to Digital, Philip Kotler et al., Wiley
6. HBR and McKinsey Insights on Immersive Marketing, Spatial UX, Blockchain Marketing (2023 24)

**Suggested Online Link:**

- Alison – Free Marketing Courses – Wide range of free marketing topics (digital, retail, social media). [Free Marketing Courses on Alison](#)
- 🌐 SWAYAM – India’s govt MOOC portal with marketing courses (search for relevant classes). [SWAYAM Online Courses Platform](#)
- 🌐 Skillshare (paid subscription) – Large library of practical marketing courses. [Skillshare Learning Platform](#)