



SHRI VAISHNAV INSTITUTE OF MANAGEMENT & SCIENCE, INDORE

(Autonomous)

Approved by AICTE, New Delhi and Affiliated to DAVV, Indore & RGPV, Bhopal, Madhya Pradesh, India
UGC-NAAC Accredited 'A' Grade Institute
ISO 9001:2015 Certified

MBA (MARKETING MANAGEMENT)

I SEMESTER

Sr. No	Subject Code	Subject Name
01	MM 101	FUNDAMENTALS OF MANAGEMENT
02	MM 102	BUSINESS COMMUNICATION
03	MM 103	ORGANIZATIONAL BEHAVIOR
04	MM 104	PRINCIPLES OF MARKETING MANAGEMENT
05	MM 105	FINANCIAL ACCOUNTING
06	MM 106	COMPUTER APPLICATIONS



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SYLLABUS

PART-A: Introduction			
Programme: MBA		Class: MM	Year: 1 st Year
Session: 2025-26			
Subject :Fundamentals of Management Theory/Practical: Theory			
1.	Course Code	MM 101	
2.	Course Title	Fundamentals of Management	
3.	Course Type (Core Course/DSE/Minor/MD-ID/SEC/VOC)	Core	
4.	Pre-Requisite (if any)	NA	
5.	Course Objectives	1. To understand the core concepts, principles, and schools of management thought for developing effective managerial skills. 2. To understand planning principles and apply Management by Objectives for effective goal setting. 3. To understand the structure and process of organizing, delegation, and decentralization. 4. To understand control processes and techniquesfor effective managerial decision-making. 5. To formulate effective corporate strategies and policies using strategic tools.	
6.	Course Outcomes (COs)	After the completion of the course, the student should be able to: CO1: Define the fundamental concepts, principles, and theories of management, including Fayol's principles, classical and modern schools of thought. CO2: Explain principles of planning and Management by objectives. CO3: Interpret the purpose of organizing, span of management, delegation, and decentralization to identify their impact on managerial effectiveness. CO4: Examine various control techniques and systems, including ROI, feed forward, and IT-enabled tools. CO5: Prepare corporate strategies and policies by integrating tools such as the TOWS matrix, portfolio matrix, and Porter's generic strategies for organizational decision-making.	
7.	Credit Value	NA	
8.	Total Marks	Max. Marks: 100	Min. Passing Marks: 40



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PART-B : Content of the Course		
No. of Lecture per week : 4		
Total No. of Lectures required : 45		
Unit	Topics	No. of Lectures required
I	Concept of Management: Functions and Responsibilities of Managers, Fayol's Principles of Management, Management Thought; The Classical School, The Human Relations School, Systems Theory, Contingency Management, Developing Excellent Managers.	10
II	Planning: Nature and Purpose of Planning, The Planning Process, Principles of Planning, Types of Planning, Advantages and Limitations of Planning. Objectives: Types of Objectives, Importance of Objectives, Setting Objectives, Management by Objectives (MBO) Benefits and Weaknesses of MBO.	8
III	Organizing: Nature and Purpose of Organizing, Basis of Departmentalization, Span of Management, Determinants of Span of Management, Line and Staff Relationship, Line-Staff Conflict, Basis of Delegation, Kinds of Delegation, Delegation and Decentralization, Methods of Decentralization.	8
IV	Controlling: Concept and Process of Control, Control Techniques, Human Aspects of Control, Control as a Feedback System, Feed Forward Control, Preventive Control, Profit and Loss Control, Control Through Return On Investment, The Use of Computer for Controlling and Decision Making, The Challenges Created by IT as a Control Tool.	9
V	Strategies and Policies: Concept of Corporate Strategy, Formulation of Strategy, Types of Strategies, The Strategic Planning Process, The TOWS Matrix, The Portfolio Matrix, Three Generic Competitive Strategies by Porter, Effective Implementation of Strategies, Types of Policies, Principles of Formulation of Policies, Decision Making Process, Individual Decision Making Models.	10



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Part- C : Learning Resources
Textbooks, Reference Books, Other Resources
Suggested Readings: <ol style="list-style-type: none">1. Harold Koontz, Heinz Weihrich (1994). Management: A Global Perspective, New Delhi McGrawHill, 10th Edition.2. Robert Krietner (1999). Management, Houghton Mifflin Co., 7th Edition.
Textbooks: <ol style="list-style-type: none">1. Harold Koontz, O'Donnell and Heinz Weihrich (1992). Essentials of Management, New Delhi, Tata McGraw Hill.2. R. D. Agrawal (1995). Organization and Management, New Delhi, Tata McGraw Hill.
Reference Books: <ol style="list-style-type: none">1. Management - Stephen Robbins. New Delhi Pearson, Latest Edition2. Principles of Management - Richard L Daft, India. New Delhi: Cengage Learning Latest Edition
Suggestive Digital Platform Web Links : https://www.coursera.org/learn/principles-of-management https://onlinecourses.swayam2.ac.in/ini24_mg01/preview
Suggested Equivalent Online Courses: Principle and Practice of Management course on Coursera. Principle and Practice of Management course on Swayam. University of Essex online course on Management principles and practices.



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Part D : Assessment and Evaluation		
Internal Assessment Continuous Comprehensive Evaluation (CCE)		Total Marks: 10
External Assessment	Section (A): 70 Section (B): 20 Time: Section (C):	Marks: 90
Total Marks	(Internal Assessment + External Assessment): 10 + 90	
Credit Value	NA	
Minimum Passing Marks	40	



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SYLLABUS

PART-A : Introduction			
Programme :MBA		Class : MM	Year : I Session :2025-2026
Subject :Business Communication		Theory / Practical:Theory	
1.	Course Code	MM 102	
2.	Course Title	BUSINESS COMMUNICATION	
3.	Course Type (Core Course/DSE/Minor/MD-ID/SEC/VOC)	Core	
4.	Pre-Requisite (if any)	NA	
5.	Course Objectives	<p>1. To provide students with a comprehensive understanding of the fundamentals of communication, including its process, models, objectives, principles, and various channels used in business environments.</p> <p>2.To help students recognize and overcome different barriers to communication and to cultivate effective listening skills essential for professional success.</p> <p>3. To enable students to apply the principles of the composition process in designing purposeful and audience-oriented business communication.</p> <p>4. To develop students' proficiency in writing clear, concise, and effective business correspondence, reports, and proposals suitable for varied organizational contexts.</p> <p>5. To train students in creating professional resumes and persuasive application letters that effectively present their skills and qualifications for career opportunities.</p>	
6.	Course Outcomes (COs)	<p>After the completion of the course, students should be able to:</p> <p>CO 1 Define and Explain the process, models, objectives, principles of communication, and various channels in business contexts.</p> <p>CO 2 Identify the different barriers of communication, and <i>demonstrate</i> effective listening skills in professional contexts.</p> <p>CO 3 Apply the composition process to design effective communication.</p> <p>CO 4 Develop clear and effective business messages and <i>compose</i> professional letters, reports, and proposals for diverse business contexts.</p> <p>CO 5 Design effective professional resumes and <i>compose</i> effective application letters.</p>	
7.	Credit Value	NA	
8.	Total Marks	Max. Marks:100	Min. Passing Marks:40



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PART-B : Content of the Course		
No. of Lecture per week : 4		
Total No. of Lectures required : 45		
Unit	Topics	No. of Lectures required
I	UNIT I Introduction: Defining Communication, Process of Communication, Communication Model, Objectives of Communication, Principles of Effective Communication, Importance of Business Communication, and Importance of Feedback. Channels, Types and Forms of Communication: Verbal, Non-verbal, Formal, Informal, Internal, External and Communication Networks.	10
II	UNIT II Factors Affecting Communication: Perception and Reality, Physical, Mechanical and Psychological Barriers to Communication, Effective Listening- types and Essentials of effective listening.	10
III	UNIT III Designing for Effective Communication: Understanding the Composition Process, Defining the purpose, Analyzing the Audience, and Establishing the main idea, Selecting the Appropriate Channel and Medium, transactional Analysis.	10
IV	UNIT IV Fundamentals of Business Writing: Adaptation and Selection of Words, Construction of clear Sentences and paragraphs, Writing for Effect, Basic Patterns of Business Letters, Directness in Good News and Neutral Situations, Indirectness in Bad News and Persuasive Messages, Dealing, with Print and Electronic Media. Reports and Proposals: Using Reports and Proposals as Business Tools, Completing and Writing Reports and Proposals.	10
V	UNIT V Employment Messages: Writing Resume's: Controlling the Format and Style, Tailoring the Contents, Choosing the best Organizational Plan, Writing the Perfect Resume. Application Letters: Writing the Opening Paragraph, Summarizing the Key Selling Points, Writing the Closing Paragraph.	5



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Part- C : Learning Resources
Textbooks, Reference Books, Other Resources
Suggested Readings: <ol style="list-style-type: none">1. Essentials of Business Communication, Rajendra Pal & J.S. Korlahalli, Sultan Chand & Sons2. The Art & Science of Business Communication, P.D. Chaturvedi & Mukesh Chaturvedi
Textbooks: <ol style="list-style-type: none">1. Penrose, Business Communication for Managers, Latest edition, Cengage Learning, India2. P.D. Chaturvedi, Business Communication Concepts Cases & Applications, Latest edition, Pearson Education.3. Raymond V. Lesiker, Business Communication - Connecting in a Digital World, McGraw Hill Education, Latest edition, New Delhi.4. Debashish & Das, Business Communication, PHI, Latest edition.5. Courtland L. Bovee Business Communication Today, Latest edition.6. Agarwal Rohini, Business Communication Organization and Management, New-Delhi: Taxmann Publication, Latest edition
Reference Books: <ol style="list-style-type: none">1. Asha Kaul, Business Communication, Latest edition, PHI Learning2. Courtland L. Bovee, Techniques of Writing Business Letters, Memos and Reports, Jaico Publishing House, Latest edition.3. Krizan, Effective Business Communication, Latest edition, Cengage Learning, India4. Madhukar, Business Communication, Vikas Publishing House, Latest edition.5. Sushil Bahl, Business Communication Today, Response Books, Reprint, Latest edition6. Meenakshi Raman & Prakash Singh Business Communication, Oxford Higher Education, Latest Edition
Suggestive Digital Platform Web Links: <ol style="list-style-type: none">1. https://www.coursera.org/courses?query=business%20communication2. https://onlinecourses.swayam2.ac.in/imb24_mg54/preview
Suggested Equivalent Online Courses: <ol style="list-style-type: none">1. SWAYAM- Business Communication Essentials2. Coursera – Effective Communication for today's leader3. FutureLearn



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Part D : Assessment and Evaluation		
Internal Assessment Continuous Comprehensive Evaluation (CCE)		Total Marks :10
External Assessment	Section (A) :66 Section (B) : 24 Section (C) :	Marks :90
Time :		
Total Marks	(Internal Assessment + External Assessment) :10+90	
Credit Value	NA	
Minimum Passing Marks	40	



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SYLLABUS

PART-A : Introduction			
Programme: MBA(MM)		Class : I	Year :I
Session :2025-26			
Subject :Organisation Behaviour		Theory / Practical: Theory	
1.	Course Code	MM- 103	
2.	Course Title	ORGANIZATIONAL BEHAVIOUR	
3.	Course Type (Core Course/DSE/Minor/MD-ID/SEC/VOC)	Core Course	
4.	Pre-Requisite (if any)	NA	
5.	Course Objectives	1: To understand how individual factors influence behavior in organizations. 2: To apply motivation theories for enhancing performance and effectiveness. 3: To compare various leadership styles and theories in organizations. 4: To develop strategies for teamwork and conflict management. 5: To formulate interventions for culture building, change management, and stress coping.	
6.	Course Outcomes (COs)	After the completion of the course, the students should be able to: CO1: Recognize how individual factors such as personality, perception, values, attitudes, and learning influence behaviour in organizations. CO2: Explain and Apply different motivation theories to enhance employee performance and organizational effectiveness. CO3: To distinguish & compare between the various leadership styles and theories in diverse organizational contexts. CO4: Develop strategies for building effective teams and managing conflicts constructively within organizations. CO5: Formulate effective interventions to strengthen organizational culture, manage change, and cope with workplace stress.	
7.	Credit Value	NA	
8.	Total Marks :100	Max. Marks: 10+90	Min. Passing Marks: 4+36



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PART-B : Content of the Course		
No. of Lectures per week :04		
Total No. of Lectures required :45		
Unit	Topics	No. of Lectures required
I	Foundations of Individual and Organizational Behavior: OB Models, Personality-Determinants and Attributes, Values, Job Attitudes, Learning and Learning Theories, Perception- Factors affecting Perception and Cognitive Dissonance theory.	10
II	Motivation: Needs, Contents, and Processes; Maslow's Hierarchy of Needs, Herzberg's Two Factor theory, ERG theory, Vroom's Expectancy theory, Reinforcement theory, and Behavior Modification.	08
III	Leadership: Trait theories, Behavioral theories-- Ohio State Studies, Michigan Studies, and Managerial Grid. Contingency theories-- Fiedler's Model, Hersey and Blanchard's Situational theory, Leader-Member Exchange theory, Path Goal theory, Charismatic Leadership.	08
IV	Foundations of Group Behavior: Defining and Classifying Groups, Group Structure and Processes, Process of Group formation, Group Decision Making, Group v/s Team, Team Effectiveness, and Decision Making. Conflict: Intra-individual Conflict, Interpersonal Conflict, Intergroup Conflict, Organizational Conflict, Transitions in Conflict Thought, Functional versus Dysfunctional Conflict, Conflict Process, Conflict Management Techniques.	10
V	Organizational Change, Culture and Stress Management: Forces of Change, Resistance to Change, and Lewin's Three-Step Model, Definition, Uniform Cultures, Relevance of Culture, Creating and Sustaining Culture, How Employees Learn Culture. Stress Management-Potential Sources, Consequences, and Coping Strategic for Stress.	09



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Part – C : Learning Resources

Textbooks, Reference Books, Other Resources

Suggested Readings:

1. Uday Pareek, Understanding Organizational Behavior, Oxford Higher Education, Latest Edition.
2. John W. Newstrom and Keith Davis, "Organizational Behavior: Human Behavior at Work," New Delhi, Tata McGraw-Hill, Latest Edition.

Textbooks:

1. Jai B.P. Sinha, Culture and Organizational Behavior, Sage Publications, Latest Edition.
2. Kavita Singh, Organizational Behavior Text and Cases, New Delhi, Pearson Education, Latest Edition.
3. M.N. Mishra, Organizational Behavior, Vikas Publishing House, Reprint, Latest Edition
4. Dr. Upinder Dhar and Dr. Santosh Dhar (2002). Case Method in Management Education: Text and Illustrations, Excel, New Delhi.

Reference Books:

1. Stephen P. Robbins (2000). Organizational Behavior: Concepts, Controversies, Applications, New Delhi, Prentice. Hall, 9th Edition.
2. Fred Luthans (1998). Organizational Behavior, New York: McGraw-Hill, 8th Edition.
3. Bill Scott (1995). The Skills of Communications, Jaico Publications, Bombay.
4. John W. Newstrom and Keith Davis (1993). Organizational Behavior: Human Behavior at Work, New Delhi, Tata McGraw-Hill.

Suggestive Digital Platform Web Links:

<https://www.edx.org/learn/organizational-behavior>
<https://www.walkme.com/blog/organizational-behavior/>

Suggested Equivalent Online Courses:

<https://www.coursera.org/learn/managing-people-iese>
<https://www.coursera.org/specializations/organizational-leadership>



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Part D: Assessment and Evaluation		
Internal Assessment Continuous Comprehensive Evaluation (CCE)		Total Marks :10
External Assessment Time :3:00	Section (A): 66 Section (B): 24 Section (C):	Marks:90
Total Marks	(Internal Assessment + External Assessment) :100	
Credit Value	NA	
Minimum Passing Marks	40	



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SYLLABUS

PART-A : Introduction		
Programme : MBA(Marketing Management) Class : MBA (MM) Year : I Session : 2025-2027		
Subject : Principles of Marketing Management Theory / Practical: Theory		
1.	Course Code	MM104
2.	Course Title	Principles of Marketing Management
3.	Course Type (Core Course/DSE/Minor/MD-ID/SEC/VOC)	Core
4.	Pre-Requisite (if any)	NA
5.	Course Objectives	<ol style="list-style-type: none">1. To define core marketing concepts and relate them to evolving market dynamics.2. To understand Segmentation Targeting and positioning frameworks and apply effective segmentation and positioning strategies.3. To relate product and pricing concepts, classify products, and recognize strategic pricing decisions.4. To apply distribution and promotional strategies for effective marketing communication and decisions.5. To develop strategic marketing approaches and identify emerging market trends.
6.	Course Outcomes (COs)	<p>After the completion of the course, student should be able to :</p> <p>CO1. Define marketing concept recognizes and relates it with marketing dynamics.</p> <p>CO2. Explain segmentation, targeting, and positioning frameworks and practice the effective positioning and segmentation.</p> <p>CO3. Apply product and pricing concepts and product classification, recognize and pricing decisions.</p> <p>CO4. Illustrate distribution channel concepts and promotional mix strategies for effective marketing communication and decision-making.</p> <p>CO5. Develop strategic marketing approaches for market players and identify the emerging trends in marketing.</p>
7.	Credit Value	NA
8.	Total Marks	Max. Marks: (10+90) Min. Passing Marks: (04+36)



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PART-B : Content of the Course		
No. of Lecture per week : 4		
Total No. of Lectures required : 45		
Unit	Topics	No. of Lectures required
I	Marketing Concepts: Customer Value and Satisfaction, Customers Delight, Conceptualizing Tasks and Philosophies of Marketing Management, Value chain, scanning the Marketing Environment.	09
II	Market Segmentation, Targeting, Positioning: Market segmentations, levels of market segmentations, patterns, procedures, requirement for effective segmentation, evaluating the market segments, selecting the market segments, tool for competitive differentiation, developing a positioning strategy. Marketing Information System and Marketing Research Process.	09
III	Product Decision: Objectives, Product classification, Product-Mix, Product life cycle strategies, equity, challenges, repositioning branding, introduction and factors contributing the growth of packaging, introduction of labelling. Pricing Decision: Factors affecting price, pricing methods and strategies.	09
IV	Distribution Decisions: Importance and Functions of Distribution Channel, Considerations in Distribution Channel Decision, Distribution Channel Members. Promotion Decisions: A view of Communication Process, developing effective communication, Promotion- Mix elements.	09
V	Marketing Strategies for Leaders, Challengers, Followers and Nichers: Expanding to market defining market share, expanding market share, defining the strategic object and openness, choosing a goal attacking strategies, market follower strategies. Emerging Trends in Marketing: An introduction to Internet Marketing, Multi-level Marketing and Introduction of CRM & EVENT marketing.	09



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Part- C : Learning Resources
Textbooks, Reference Books, Other Resources
Suggested Readings: William L. Pride and O.C. Ferrell (1993). Marketing Concepts and Strategies, Boston: Houghton Mifflin Co., 8th Edition.
Textbooks: 1.Philip Kotler (1999), Principles of Marketing Management, New Delhi: Prentice Hall of India, Millennium Edition. 2.Philip Kotler (1998). Marketing Management, Planning Analysis and Control, New Delhi, Prentice Hall of India, 9th Edition.
Reference Books: Wiliam J. Stanton, Michael J. Etzel and Bruce J. Welker (1995). Fundamentals of Marketing Management, New York: Me Graw Hill, 10th Edition.
Suggestive Digital Platform Web Links: Tutorials Duniya – https://www.tutorialsduniya.com/notes/principles-of-marketing-notes/ SWAYAM – https://onlinecourses.swayam2.ac.in/cec19_mg23/preview
Suggested Equivalent Online Courses: Geeks for Geeks – Digital Marketing Self-Paced Course Google Skillshop – Fundamentals of Digital Marketing SWAYAM



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Part D : Assessment and Evaluation		
Internal Assessment Continuous Comprehensive Evaluation (CCE)		Total Marks : 10
External Assessment Time : 3Hrs	Section (A) : 66 Section (B) : 24 Section (C) :	Marks : 90
Total Marks	(Internal Assessment + External Assessment) : 10+90 = 100	
Credit Value	NA	
Minimum Passing Marks	40	



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SYLLABUS

PART-A : Introduction			
Programme : MBA MM		Class : I Semester	Year : I Session : 2025-2026
Subject : Financial Accounting Theory / Practical: Theory			
1.	Course Code	MM 105	
2.	Course Title	Financial Accounting	
3.	Course Type (Core Course/DSE/Minor/MD-ID/SEC/VOC)	Core	
4.	Pre-Requisite (if any)	NA	
5.	Course Objectives	1. To introduce students to the fundamental concepts, principles, and systems of accounting. 2. To develop the ability to record financial transactions through journal entries, ledger posting, and preparation of subsidiary books. 3. To enable students to prepare and interpret trial balance, trading account, profit & loss account, and balance sheet. 4. To familiarize students with various methods of depreciation and their effects on financial statements. 5. To impart knowledge of accounting procedures related to shares and debentures, including issue, forfeiture, and redemption.	
6.	Course Outcomes (COs)	After the completion of the course, the student should be able to- CO 1. Get acquainted with the basic concepts and systems of accounting. CO 2. Apply the process of journalizing, ledger posting, and preparation of subsidiary books. CO 3. Prepare trial balance, trading, profit & loss account, and balance sheet. CO 4. Analyze methods of depreciation and determine their impact on financial statements. CO 5. Evaluate accounting treatment of shares and debentures including issue, forfeiture, and redemption.	
7.	Credit Value	NA	
8.	Total Marks	Max. Marks: 100	Min. Passing Marks: 40



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PART-B : Content of the Course		
No. of Lectures per week : 4		
Total No. of Lectures required : 45		
Unit	Topics	No. of Lectures required
I	Accounting Concepts: Various Systems of Accounting.	5
II	Journalizing Ledger Posting: Subsidiary Books-Cash Book, Sales Book, Purchase Book, Petty Cash Book	14
III	Preparation of Trial Balances, Preparation of Final Accounts: Trading and Profit and Loss Accounts, Balance Sheet	10
IV	Depreciation: Meaning, Objectives, Methods of Depreciation .Straight line and reducing balance method.	6
V	Definitions: Classes of shares, debenture, Issue of shares : application, allotment, calls, call in advance and call in arrears, at premium and at discount, For features of shares : issued at par, issued at discount, Issues at premium, when there is an over subscription and prorated allotment. Re-issue of forfeiture of shares. Surrender of share, Issue and redemption of debenture at par premium and discount.	10



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Part D: Assessment and Evaluation	
Internal Assessment	Total Marks : 10
Part – C : Learning Resources	
Textbooks, Reference Books, Other Resources	
Suggested Readings: <ol style="list-style-type: none">1. T.S. Grewal, Introduction to Accountancy, New Delhi: Sultan Chand and Sons.2. T.S.Grewal, Double Entry System of Book Keeping, Sultan Chand and Sons.3. Maheshwari, Financial Accounting, New Delhi: Vikas Publications.4. M.C. Shukla, T.S. Grewal, S. C. Gupta. Advanced Accounts. New Delhi, Sultan chand.5. R. L. Gupta, M. Radhaswamy, Advanced Accountancy, New Delhi. Sultan chand &6. S.P. Jain and K. L. Narang, Advanced Accountancy, Ludhiana Kalyani Publishers	
Textbooks: <ol style="list-style-type: none">1. Financial Accounting – S.N. Maheshwari, S.K. Maheshwari & Sharad K. Maheshwari. Vikas Publishing House. 5th Edition.2. Financial Accounting – Suneel K. Maheshwari. Vikas Publishing House. 5th Edition.3. Advanced Accountancy Vol. 1 – S.N. Maheshwari, S.K. Maheshwari & Sharad K. Maheshwari. Vikas Publishing House. 11th Edition.4. Advanced Accountancy Vol. 2 – S.N. Maheshwari, S.K. Maheshwari & Sharad K. Maheshwari. Vikas Publishing House. 10th Edition.	
Reference Books: <ol style="list-style-type: none">1. Financial Accounting – S.K. Maheshwari. Vikas Publishing House. 5th Edition.2. Financial Accounting: For B.Com of CBCS and Foundation Courses of CA, CS, and CMA – S.N. Maheshwari, S.K. Maheshwari & Sharad K. Maheshwari. Vikas Publishing House. Latest Edition.3. Financial Accounting: A Managerial Perspective – S.K. Maheshwari. Vikas Publishing House. Latest Edition	
Suggestive Digital Platform Web Links: <ol style="list-style-type: none">1. https://www.accountingcoach.com](https://www.accountingcoach.com2. https://courses.corporatefinanceinstitute.com](https://courses.corporatefinanceinstitute.com3. https://www.investopedia.com/accounting-4427766](https://www.investopedia.com/accounting-44277664. https://www.coursera.org/courses?query=financial%20accounting](https://www.coursera.org/courses?query=financial%20accounting	



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Continuous Comprehensive Evaluation (CCE)		
External Assessment	Section (A) : 66 Section (B) : 24 Section (C) :	Marks : 90
Time :		
Total Marks	(Internal Assessment + External Assessment) : 100	
Credit Value	NA	
Minimum Passing Marks	40	



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SYLLABUS

PART-A : Introduction			
Programme: MBA (MM) Class :IYear:ISession:2025-26			
Subject :Computer ApplicationsTheory / Practical: Theory / Practical			
1.	Course Code	MM-106	
2.	Course Title	Computer Applications	
3.	Course Type (Core Course/DSE/Minor/MD-ID/SEC/VOC)	Core Course	
4.	Pre-Requisite (if any)	NA	
5.	Course Objectives	<ol style="list-style-type: none">1. To provide fundamental knowledge of computer components, programming languages, and number systems.2. To enable students to apply various software applications for word processing and documentation.3. To develop analytical skills in data processing and enhance proficiency in using MS Office applications.4. To familiarize students with Internet technologies and their role in organizational environments.5. To make students aware of the latest and emerging trends in Information Technology.	
6.	Course Outcomes (COs)	<p>After completion of the course, the students should be able</p> <p>CO1: To Identify the basics of computer components, Languages and number systems.</p> <p>CO2: To Apply various software applications in word processing</p> <p>CO3:ToAnalyze the data processing in computers using MS-Office applications.</p> <p>CO4: Differentiate among Internet technologies and their impact on organizational Environment.</p> <p>CO5:To identify & recognize emerging trends in IT.</p>	
7.	Credit Value	NA	
8.	Total Marks :100	Max. Marks: 10+90	Min. Passing Marks: 4+36



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PART-B : Content of the Course		
No. of Lectures per week :04		
Total No. of Lectures required : 48		
Unit	Topics	No. of Lectures required
I	Introduction to Computer : Hardware: Input / output devices, storage devices and memory. Software: System and Application Software, Compilers, Interpreters and Assemblers. Computer Languages: Levels of languages, generation and their features Generation of Computer (Phase of development of computers). Number System: Introduction to number system, binary, decimal, hexadecimal and th. Conversions and their uses in computer system.	12
II	Operating Systems: DOS: External and Internal Commands and features. WINDOWS 98: Basic Operations, utilities and features. UNIX: Introduction, features and basic commands (like: pwd, cp, cd, rm mv Is cat ml mod, rmdir, who, who am i, banner, date, kill, etc.).	8
III	Application Software (MS-Office 2000) : MS Word 2000: word basic formatting text and document, working with headers and footnotes tabs, tables and sorting working with graphics, templates wizards and documents, introduction to mail merge & macros. MS Excel 2000: Excel basics, rearranging worksheet, excel formatting tips & text introduction to functions, Excel's chart features, working with graphics, using worksheet, databases ,automating "what-if" projects. MS Power Point 2000: Power Point basics, creating presentation the easy way, working with text in Power Point, working with graphics in power point MS Access 2000 : Database creation, screen/form design, report generation using wizard.	15
IV	Internet : concepts & Services, Hardware and software requirements, type of Internet connections, advantages and disadvantages of Internet, modems, World Wide Web, e-mail, chat, browsers, search engines. Overview of Intranets and Extranets.	5
V	Information Technology: Introduction to IT and its development, Impact and Future of IT in Business Organizations, Overview of the following: 4 GL, Image Processing, Virtual Reality, Video Conferencing, Artificial Intelligence, and Information Super Highways.	8



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Part – C : Learning Resources
Textbooks, Reference Books, Other Resources
Suggested Readings: S.Jaiswal (2001). Information Technology Today, Galgotia Publications Pvt. Ltd., New Delhi. Alexis Leon & Mathews Leon (1999). Fundamentals of Information Technology, Vikas.
Textbooks: 1.Suresh K. Basandra (2001) Computers Today, Galgotia Publications Pvt. Ltd., New Delhi. 2.P.K. Sinha (2001) Computer Fundamentals, BPB Publications, New Delhi. 3.Annettema Stulz, Learn DOS in a Day, BPB Publications, New Delhi. 4. Muneesh Kumar (1999)Business Information Systems, Vikas Publishing House Pvt. Ltd., New Delhi.
Reference Books: 1. ChristianCrumlish,“ ABCsoftheInternet ”,BPBPublications,NewDelhi,1998 2. SumitabhaDas,“ UnixConceptsandApplications ”,TataMcGrawHillPub.Co.Ltd.,NewDelhi,1997 3. MuneeshKumar,“ BusinessInformationSystems ”,VikasPublishingHousePvt.Ltd.,NewDelhi,1999
Suggestive Digital Platform Web Links: SWAYAM (Study Webs of Active-Learning for Young Aspiring Minds) is the Government of India's main portal for online education. NPTEL (National Programme on Technology Enhanced Learning) is a joint initiative by the IITs and IISc, offering free online courses, primarily for engineering and science subjects. Skill India Digital HubThis platform offers courses aimed at improving job readiness and skill development in various vocational and technical areas. PMKVY Scheme: Offers free courses under the Pradhan Mantri Kaushal Vikas Yojana. NIELITThe National Institute of Electronics and Information Technology offer courses in the Information, Electronics, and Communications Technology (IECT) fields. Courses: Includes beginner-level courses such as the "Course on Computer Concepts (CCC)," as well as advanced IT courses. Other government educational portals DIKSHA (diksha.gov.in): A digital platform primarily for K-12 school students and teachers, featuring e-books and e-content aligned with the national curriculum. PM e-Vidya (pmevidya.education.gov.in): A multi-mode access program that unifies digital education initiatives, including DIKSHA and SWAYAM Prabha TV channels. e-PG Pathshala (epgp.inflibnet.ac.in): Offers high-quality, curriculum-based e-content for postgraduate students.



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Part D: Assessment and Evaluation		
Internal Assessment Continuous Comprehensive Evaluation (CCE)		Total Marks :100
External Assessment	Section (A) :14*5= 70	Marks : Practical 20 Theory - 70
Time :		
Total Marks	(Internal Assessment + External Assessment) :10+20+70=100	
Credit Value	NA	
Minimum Passing Marks	40	



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Syllabus

Master of Business Administration

(Marketing Management)

MBA (MM)

Year - I
(Semester – II)

w.e.f. Session January – June 2026
(Academic Year: 2025- 26)



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Syllabus

Master of Business Administration

(Marketing Management)

MBA (MM)

Year - I

(Semester – II)

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Shri Vaishnav Institute of Management & Science, Indore				
Department of Management (PG)				
Master of Business Administration (Marketing Management)				
Year – I (Semester – II)				
Course Details				
Session: January – June 2026				
(Academic Year: 2025- 26)				
S. No.	Course Type	Course Code	Name of the Subject	Total Credit
1.	Core	MM-201	Human Resource Management	3
2.	Core	MM-202	Statistical Methods For Business Decisions	3
3.	Core	MM-203	Purchasing and Materials Management	3
4.	Core	MM-204	Quantitative Technique	3
5.	Core	MM-205	Marketing Strategies	3
6.	Core	MM-206	Marketing Research	3



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Master of Business Administration (Marketing Management)

Year – I (Semester – II)

S. No.	Course Code	Name of the Subject	Credit Hours
1.	MM-201	Human Resource Management	3
2.	MM-202	Statistical Methods For Business Decisions	3
3.	MM-203	Purchasing and Materials Management	3
4.	MM-204	Quantitative Technique	3
5.	MM-205	Marketing Strategies	3
6.	MM-206	Marketing Research	3



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PART-A: Introduction			
Programme: MBA (MM)		Class: Semester- II	Year: I
Session: January- June 2026			
Subject: Marketing Administration		Theory/ Practical: Theory	
1.	Course Code	MM-201	
2.	Course Title	Human Resource Management	
3.	Course Type (Core Course/ DSE/ Minor/ MD-ID/ SEC/ VOC)	Core	
4.	Pre-Requisite (if any)	Not Required	
5.	Course Objectives	1. To introduce students to the key terms, concepts, and contemporary practices within Human Resource Management in organizational settings. 2. To recognize and understand the Human Resource Management Acquisition processes in the contemporary business scenario. 3. To understand the need for training and development processes, and examine the determinants of performance appraisal and compensation structure for effective employee performance. 4. To understand the separations process its policies and procedures for managing employees. 5. To examine the emerging trends and challenges for effective HRM practices.	
6.	Course Outcomes (COs)	On completion of the course, learners will be able to: CO1. Demonstrate an understanding of key terms, theories/ concepts, and practices within the field of HRM. CO2. Distinguish among the various methods for acquiring Human Resources in different organizational sectors. CO3. Design effective training and development programs, appraisal programs and compensation structure for effective organization performance. CO4. Differentiate between voluntary and involuntary separation, including retirement, termination, layoff, and disciplinary exits. CO5. Identify and evaluate key challenges faced by HR professionals today, including skill gap, technological disruption, and handling global workforce dynamics.	
7.	Credit Value	03	
8.	Total Marks: 100	Maximum Marks: 100	Minimum Passing Marks: 40



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PART-B: Content of the Course		
Number of Lectures per Week: 04		
Total Number of Lectures Required: 45		
Unit	Topics	Number of Lectures Required
1.	The Field of HRM: An Overview, Concept and The Functions, Personnel to HRM, ASID HRM Model, Objectives, Policies and Process of Human Resource Planning, Human Resource Planning in Evolving Small and Entrepreneurial Organization, Structure of Human Resource Management, formulation and Essentials of Sound HR Policies.	08
2.	Acquisition of Human Resources: Job Analysis, job Description, Job Specification, Job Design (Nature of Job Design, Job Characteristics Reengineering Jobs, Using Teams in Jobs Advantages and Disadvantages of learn Jobs Consequences of Job Design), Recruitment, Promotion and Transfer. Role ant Responsibilities of the Human Resource Selection, induction, Placement Department (Administrative, Operational and Strategic Role of HR).	10
3.	Development of Human Resources Learning, Training and Development, Evaluation of Training and Performance Appraisal (Appraising individual and Team Performance), introduction to Career and Succession Planning. Job Evaluation, Designing and Administering the Wage and Salary Structure, Compensation, Grievance Handling Procedure.	10
4.	Separation Processes: Turnover, Retirement, Layoff, Retrenchment and Discharge, VRS (Mechanism of VRS, VRS in Public Sector and Private Sector), Rehabilitation of Surplus Employees. .	12
5.	Emerging Trends and Challenges in HRM: Economic & Technological Change, Work force Availability and Quality, Enhancing Organizational Performance, Expanding Human Capital, Ethics and HRM, HR Management Competencies and Careers - Knowledge of Business Organizations and Organization Culture, influence and Change Management, Specific HR Knowledge and Expertise.	05



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Part – C: Learning Resources	
Textbooks, Reference Books, Other Resources	
	 Suggested Readings:
<ol style="list-style-type: none"> 1. 2. 	<p>William B. Werther Jr. and Keith Davis (1993). Human Resources and Personnel Management</p> <p>Arun Monappa and Mirza S. Saiyadain (1995) Personnel Management, New Delhi Tata McGraw Hill. Guy V. & Mattock J. (1993). The New International Manager, London, Kogan Press</p>
	 Textbooks:
<ol style="list-style-type: none"> 1. 	<p>P Subba Rao (2000). Essentials of Human Resource Management and industrial Relations: Text, Cases and Games, Mumbai, Himalaya.</p>
	 Reference Books:
<ol style="list-style-type: none"> 1. 2. 	<p>Prashad L.M.HRM (2017) Sultan Chand & Sons</p> <p>Cipd - Kogan Page HRM, Kogan Page, Limited</p>
	 Suggestive Digital Platform Web Links:
<ol style="list-style-type: none"> 1. 2. 3. 4. 	<p>https://www.sultanchandandsons.com/Author/105/1/Prasad-L-M-</p> <p>https://www.phindia.com/Books/Author/OTc4OTM1NDQzOTk5NQ</p> <p>https://www.phindia.com/Books/Author/OTc4ODEyMDM1MzY1Nw</p> <p>https://www.phindia.com/Books/Author/OTc4ODEyMDM0NzA1Mg</p>
	 Suggested Equivalent Online Courses:
<ol style="list-style-type: none"> 1. 	<p>Swayam Courses for Human Resource Management</p>



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Part D: Assessment and Evaluation		
Internal Assessment: Continuous Comprehensive Evaluation (CCE)		Total Marks: 10
External Assessment Time: 3 Hours	Section (A): 66 Section (B): 24 Section (C): NA	Total Marks: 90
Total Marks	(Internal Assessment + External Assessment) (10 + 90) = 100	
Minimum Passing Marks	40	



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PART-A: Introduction			
Programme: MBA (MM)		Class: Semester- II	Year: I Session: January- June 2026
Subject: Marketing Administration		Theory/ Practical: Theory	
1.	Course Code	MM – 202	
2.	Course Title	Statistical Methods for Business Decisions	
3.	Course Type (Core Course/ DSE/ Minor/ MD-ID/ SEC/ VOC)	Core	
4.	Pre-Requisite (If Any)	Not Required	
5.	Course Objectives	1. To introduce students to the fundamental statistical concepts used in business decision-making. 2. To explain and illustrate the different theories of probabilities distributions. 3. To understand the concept of time series analysis including various models and methods. 4. To describe correlation and regression analysis and their methods. 5. To enable formulation of research hypotheses and apply appropriate statistical tests for hypothesis testing.	
6.	Course Outcomes (COs)	On completion of the course, learners will be able to: CO1. Apply the fundamental statistical concepts in business decision-making. CO2. Demonstrate and analyze probability distributions and inferential statistical techniques relevant to business problems. CO3. Apply time series to analyze business datasets and derive meaningful interpretations. CO4. Apply correlation and regression analysis techniques relevant to business problems. CO5. Analyze problem statements using hypothesis testing to support data-driven decisions.	
7.	Credit Value	03	
8.	Total Marks: 100	Maximum Marks: 100	Minimum Passing Marks: 40



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PART-B: Content of the Course		
Number of Lectures per Week: 04		
Total Number of Lectures Required: 45		
Unit	Topics	Number of Lectures Required
1.	Introduction to Statistics: Meaning and Definition of Statistics, Scope and Limitations of Statistics, Role of Statistics in Management Decisions, Introduction to Measurement of Central Tendency and Variations.	9
2.	Probability Theory and Probability Distributions: Concepts, additive, multiplicative, conditional probability rules, Baye's Theorem, Binomial, Poisson and Normal distributions- their characteristics and applications.	9
3.	Time Series: Time Series and its Components, Analysis, Models of Time Series, Methods of Studying Components of Time Series: Measurement of trend (moving average, exponential smoothing and least squares method), Measurement of seasonal variations (simple average, trend, and moving average method) Measurement of cyclic variations (residual method).	9
4.	Correlation & Regression: Correlation (Karl Pearson's and Spearman's Coefficient), Methods of computing simple correlation and regression.	9
5.	Testing of Hypothesis: Hypothesis testing and statistical Influence (Introduction to methodology and Types of errors) introduction to sample tests for univariate and bivariate analysis using normal distribution, f-test, t-test, z-test and chi square test.	9



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	Part – C: Learning Resources
	Textbooks, Reference Books, Other Resources
	<p> Suggested Readings:</p> <ol style="list-style-type: none"> 1. N. Kapur and H. C. Saxena (2001). Mathematical Statistics, New Delhi, Sultan Chand and Company Ltd., 20th ed. 2. D.C. Sancheti and V.K. Kapoor (2001). Statistics: Theory, Methods and Applications, New Delhi: Sultan Chand and Sons.
	<p> Textbooks:</p> <ol style="list-style-type: none"> 1. J.K. Sharma, Mathematics for Management and Computer Applications, New Delhi, Galgotia Publication. 2. R. K. Ghosh and S. Saha (1999). Business Mathematics and statistics, Calcutta, New Central Book Agency 9th Edition. 3. S. Saha (2000). Business Mathematics and Quantitative Techniques, 'Calcutta, Central Book Agency 4. Richard I. Levin and D.S. Rubin (2000). Statistics for Management, New Delhi-Prentice Hall of India. 5. S. P. Gupta (2001). Statistical Methods, New Delhi, Sultan Chand and Sons.
	<p> Reference Books:</p> <ol style="list-style-type: none"> 1. DN. Elhance, Veena Elhance and B. M. Aggrawal (1996). Fundamentals of Statistics, Allahabad: Kitab Mahal. 2. Statistics for Business: Decision Making and Analysis / Dean Foster - 2 ed. Pearson New International Edition - Harlow: Pearson Education, Limited, 2013. - ii, 937 p.
	<p> Suggestive Digital Platform Web Links:</p> <ol style="list-style-type: none"> 1. https://faculty.ksu.edu.sa
	<p> Suggested Equivalent Online Courses:</p> <ol style="list-style-type: none"> 1. https://onlinecourses.swayam2.ac.in 2. https://nptel.ac.in/courses



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Part D: Assessment and Evaluation		
Internal Assessment: Continuous Comprehensive Evaluation (CCE)		Total Marks: 10
External Assessment Time: 3 Hours	Section (A): 36 Section (B): 54 Section (C): NA	Total Marks: 90
Total Marks	(Internal Assessment + External Assessment) (10 + 90) = 100	
Minimum Passing Marks	40	



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PART-A: Introduction			
Programme: MBA (MM)		Class: Semester- II	Year: I
Session: January- June 2026			
Subject: Marketing Administration		Theory/ Practical: Theory	
1.	Course Code	MM – 203	
2.	Course Title	Purchasing and Materials Management	
3.	Course Type (Core Course/ DSE/ Minor/ MD-ID/ SEC/ VOC)	Core	
4.	Pre-Requisite (If Any)	Not Required	
5.	Course Objectives	<ol style="list-style-type: none"> 1. To identify and define key concepts of materials management and integrated materials management. 2. To understand the roles and importance of materials planning and in an organization. 3. To apply techniques for codification, and standardization and design for store layout. 4. To analyze and evaluate vendor choices, procurement systems, and inventory control models to select optimal solutions. 5. To recommend an integrated materials management approach (including stores layout, sourcing strategy, and inventory control) for a hypothetical organization. 	
6.	Course Outcomes (COs)	<p>On completion of the course, learners will be able to:</p> <p>CO1. Define terms and concepts related to materials management, codification, standardization, purchasing, and inventory control.</p> <p>CO2. Describe the objectives, scope, importance, and functions of materials management and the role of a materials manager.</p> <p>CO3. To Prepare a basic materials plan or budget; codify a sample set of materials; propose a simple store layout.</p> <p>CO4. Evaluate suppliers using vendor-evaluation methods; choose suitable procurement procedures and inventory models based on demand and cost.</p> <p>CO5. Develop a basic integrated materials management system for a given organization scenario.</p>	
7.	Credit Value	03	
8.	Total Marks: 100	Maximum Marks: 100	Minimum Passing Marks: 40



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PART-B: Content of the Course		
Number of Lectures per Week: 04		
Total Number of Lectures Required: 45		
Unit	Topics	Number of Lectures Required
1.	Management in Relation to Materials: Meaning, Definition, Areas, Objectives, Importance, Role of Materials Manager, Integrated Materials Management: Concept, Need, Definition, Scope and Advantages.	7
2.	Materials Planning: Need and Definition, Factors affecting planning (External and Internal) Purchasing and Materials Planning, Techniques of Planning (Only theoretical concepts), Guidelines for Planning. Materials Budgeting: Meaning, Factors Governing materials Budget and Limitations of materials Budgets.	9
3.	Materials Identification, Codification and Standardization: Identification: Need, and Importance, Classification of Materials. Codification of Materials: Codification System. "r Standardization: Aims and Advantages, Standards Institutions. Stores Layout.	10
4.	Purchasing: Organization, Principles, Procedures and Systems, Purchasing Research and Value Analysis. Sourcing: Factors affecting selection of sources, vendor evaluation methods (Categorical, Waited point Plan and Cost Ratio Method). Negotiation & Buyer-Seller Relations.	9
5.	Inventory: Importance and Scope, selective inventory control, cost concept in inventory, types of inventory problems, Inventory control Models Independent Demand Models - Deterministic & Stochastic General Economic Order Quantity (EOQ) Economic Batch Quantity (EBQ) (Single and Multi-products) EOQ with shortages EOQ with Discounts Single Period Model Periodic Model	10



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	Part – C: Learning Resources
	Textbooks, Reference Books, Other Resources
1.	<p> Suggested Readings:</p> <p>Business Standards News Paper, Times of India, HBR Issues.</p>
1. 2. 3.	<p> Textbooks:</p> <p>1. Donald W.Dobler, Lee Jr. and David N. Burt (1994).Purchasing and Materials management, New Delhi: Tata Mc Grow Hill 4th Edition.</p> <p>2. M. M. Verma (1997), Materials Management, New Delhi: Sultan Chand and Sons, 3rd Edition.</p> <p>3. Joseph G Monks (1996). Operations Management, New York: McGraw-Hill Publications.</p>
1. 2.	<p> Reference Books:</p> <p>1. P. Gopalkrishnan and M. Sundaresan (1996). Materials Management: Integrated Approach' NewDelhi: Prentice Hall of India.</p> <p>2. Richard B Chase and Nicholas J. Aquilano (1996). Production and Operations Management:Manufacturing and services”,Chicago : Irwin.</p>
1. 2. 3. 4.	<p> Suggestive Digital Platform Web Links:</p> <p>Panchatantra, Hitopadesh & Indian Stories:</p> <p>1. Coursera -Supply Chain Management (SCM)</p> <p>2. SWAYAM (India) - <i>Purchasing and material management</i></p> <p>3. edX - operations management</p> <p>4. MOOc's</p>
1. 2. 3.	<p> Suggested Equivalent Online Courses:</p> <p>1. www.mygreatlearning.com</p> <p>2. https://online.hbs.edu/</p> <p>3. https://nptel.ac.in/</p>



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Part D: Assessment and Evaluation		
Internal Assessment: Continuous Comprehensive Evaluation (CCE)		Total Marks: 10
External Assessment Time: 3 Hours	Section (A): 54 Section (B): 36 Section (C): NA	Total Marks: 90
Total Marks	(Internal Assessment + External Assessment) (10 + 90) = 100	
Minimum Passing Marks	40	



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PART-A: Introduction			
Programme: MBA (MM)		Class: Semester- II	Year: I
Subject: Marketing Administration		Session: January- June 2026	
		Theory/ Practical: Theory	
1.	Course Code	MM 204	
2.	Course Title	Quantitative Techniques	
3.	Course Type (Core Course/ DSE/ Minor/ MD-ID/ SEC/ VOC)	Core	
4.	Pre-Requisite (if any)	Not Required	
5.	Course Objectives	1. To understand the meaning, purpose, and tools of Quantitative techniques and Operations Research in Management. 2. To formulate the linear programming problems and determine the optimal strategies and apply game theory for decision making. 3. To develop the ability to apply methods for optimal solution Transportation and Assignment models and finding solutions. 4. To identify the right time for replacement and its policy. 5. To compute Sequential probabilities and predict future outcomes.	
6.	Course Outcomes (COs)	On completion of the course, learners will be able to: CO1. Understand the meaning, purpose, and tools of Quantitative techniques and Operations Research. CO2. Solve linear programming problems for defined objective of minimization or maximization and determine optimal strategies and solve the pure or mixed strategies as per Game theory. CO3. Solve transportation and assignment problems and find out the optimal solutions. CO4. Determine the Replacement policies for the various equipments/assets by Replacement Model. CO5. Compute Sequential probabilities of states for different periods and predict future outcomes.	
7.	Credit Value	03	
8.	Total Marks: 100	Maximum Marks: 100	Minimum Passing Marks: 40



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PART-B: Content of the Course		
Number of Lectures per Week: 04		
Total Number of Lectures Required: 45		
Unit	Topics	Number of Lectures Required
1.	Quantitative Techniques and Operations Research: Meaning, Scope of Quantitative Techniques and Operations Research in Management, Advantages and Limitations of Quantitative Techniques	02
2.	a. Linear Programming: Meaning of Linear programming, General Mathematical formulation of LPP, Graphical Analysis, Simplex Method, Two-phase method, Big-M Method, Duality and post optimality analysis Advantage and limitations of LPP. b. Game Theory: Introduction to Games, Maximum and Minimum Principles, Pure and Mixed strategies, Solutions of Games using - Algebraic and Graphical Methods, Game Theory and Linear Programming.	14
3.	Transportation Model: Mathematical Formulation, Initial Basic Feasible Solution, Vogel's Approximation Method, Optimization (Minimization and Maximization) using Modified Distribution Method and Stepping Stone Method. b. Assignment Problem: Assignment Model as a particular case of transportation model, formulation of assignment problems, Solution of assignment problems using Hungarian Method (Minimization and Maximization, Route Allocation).	20
4.	Replacement Models: Introduction, Scope in Management, Single Equipment Replacement Model and Group Replacement	5
5.	Markova Chain Analysis: Computation of sequential probability of states for different periods, steady state probability of states and application of Markov Chain Simulation: Introduction to Simulation and Monte Carlo technique and its applications.	4



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	Part – C: Learning Resources
	Textbooks, Reference Books, Other Resources
	 Suggested Readings:
1.	S.D. Sharma (2002). Operations Research, Meerut: Kedar Nath Ram Nath and Co., 8th Edition
2.	N.D. Vohra (2000). Quantitative Techniques, New Delhi: Tata McGraw Hill Publications
3.	Hamdy A. Taha (1996). Operations Research: An Introduction, New Delhi: Prentice Hall of India
4.	V. K. Kapoor (2001). Problems and Solutions in Operations Research, New Delhi: Sultan Chant and Sons
	 Textbooks:
1.	Haruly M. Wagner (1996). Principles of Operations Research with application to Managerial Decisions, New Delhi: Prentice Hall of India Pvt. Ltd, 2nd Edition.
	 Reference Books:
1.	J.K. Sharma, Operations Research Theory & Applications, Macmillan India Ltd., Latest Edition.
2.	Kalawati, Operations Research, Vikas Publication Pvt. Ltd., Latest Edition
	 Suggestive Digital Platform Web Links:
1.	https://swayam.gov.in
2.	https://nptel.ac.in
3.	https://www.coursera.org
	 Suggested Equivalent Online Courses:
1.	Introduction to Operations Research, By Prof. G. Srinivasa, IIT Madras, Swayam portal



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Part D: Assessment and Evaluation		
Internal Assessment: Continuous Comprehensive Evaluation (CCE)		Total Marks: 10
External Assessment Time: 3 Hours	Section (A): 36 Section (B): 54 Section (C): NA	Total Marks: 90
Total Marks	(Internal Assessment + External Assessment) (10 + 90) = 100	
Credit Value	Not Applicable	
Minimum Passing Marks	40	



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PART-A: Introduction			
Programme: MBA (MM)		Class: Semester- II	Year: I
Session: January- June 2026			
Subject: Marketing Administration		Theory/ Practical: Theory	
1.	Course Code	MM 205	
2.	Course Title	Marketing Strategies	
3.	Course Type (Core Course/ DSE/ Minor/ MD-ID/ SEC/ VOC)	Core	
4.	Pre-Requisite (if any)	Not Required	
5.	Course Objectives	<ol style="list-style-type: none"> 1. To understand strategic management processes, decision-making approaches, and managerial roles at corporate and SBU levels. 2. To interpret mission and objectives while planning marketing strategic role in corporate, business, and functional planning. 3. To describe marketing strategies and portfolio tools for resource allocation and positioning. 4. To formulate marketing strategies while analyzing competitive approaches of leaders, challengers, and followers. 5. To enable students to design and evaluate control processes for effective marketing strategy execution. 	
6.	Course Outcomes (COs)	<p>On completion of the course, learners will be able to:</p> <p>CO1. Describe strategic management concepts, explain decision making approaches, at corporate and SBU levels.</p> <p>CO2. Prepare mission statements and objectives at different levels , aligning with corporate and SBU levels.</p> <p>CO3. Distinguish between corporate, business, and marketing strategies, and apply them within planning systems.</p> <p>CO4. Conduct market and customer analysis, use strategic tools to analyze business unit performance, and evaluate implementation and control processes.</p> <p>CO5. To develop comprehensive marketing in the dynamic environment.</p>	
7.	Credit Value	03	
8.	Total Marks: 100	Maximum Marks: 100	Minimum Passing Marks: 40



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PART-B: Content of the Course		
Number of Lectures per Week: 04		
Total Number of Lectures Required: 45		
Unit	Topics	Number of Lectures Required
1.	Meaning, Need and Process of Strategic Management : Business Policy, Corporate Planning and Strategic Management; Single and Multiple SBU organizations; Strategic Decision-Making Processes Rational-Analytical, Intuitive-Emotional, Political Behavioral; Universality of Strategic Management; Strategists at Corporate Level and at SBU Level; Interpersonal, Informational and Decision Roles of a Manager	10
2.	Mission, Business Definition and Objectives: Need, Formulation and changes in these three; Hierarchy of objectives, Specificity of Mission and Objectives. The strategies role of marketing : Corporate, business and marketing strategies, definition, components of strategy, hierarchy of strategies, strategic planning systems, characteristics of effective planning systems.	09
3.	Process of formulating and implementing marketing strategy: Market opportunity analysis, customer analysis, implementation and control. Business Strategies and their marketing implications: Defining strategic business unit, business unit objectives, allocating resources within the business unit, the business units competitive strategy. BCG Growth share Matrix, GE Matrix, Shell's Matrix.	09
4.	Formulation of marketing strategies: For new market entries, mass market penetration, Niche penetration, skimming and early withdrawal, objectives of alternative pioneer strategies. Marketing strategies: For leaders, challengers and followers?	08
5.	Controlling marketing strategies and programmes: control process, setting standards of performance, specifying and obtaining feedback data, corrective action, strategic controls, product market entry controls.	09



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	Part – C: Learning Resources
	Textbooks, Reference Books, Other Resources
	 Suggested Readings:
1.	Strategic Management and Business Policy by Azhar Kazmi – A comprehensive text with case
2.	Business Policy and Strategic Management by B. Hiriappa – Focuses on corporate planning, SBU management, and strategic decision-making
	 Textbooks:
1.	Boyde walker and Lawreche (1995). Marketing Strategy : Planning and Implementation, Chicago : Irwin, 2nd Edition.
	 Reference Books:
1.	JMarketing Management by Philip Kotler & Kevin Keller – The definitive textbook
2.	Market-Based Management: Strategies for Growing Customer Value and Profitability by Roger J. Best – Focuses on customer analysis, opportunity evaluation, and competitive positioning
	 Suggestive Digital Platform Web Links:
1.	https://www.ifheindia.org/dlp/selflearningmaterial2021 https://nptel.ac.in
2.	https://ebooks.inflibnet.ac.in/mgmtpl4/chapter/strategic-marketing
	 Suggested Equivalent Online Courses:
1.	https://onlinecourses.nptel.ac.in/noc24_mg112/preview
2.	https://collegedunia.com/courses/strategic-manage



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Part D: Assessment and Evaluation		
Internal Assessment: Continuous Comprehensive Evaluation (CCE)		Total Marks: 10
External Assessment Time: 3 Hours	Section (A): 66 Section (B): 24 Section (C): NA	Total Marks: 90
Total Marks	(Internal Assessment + External Assessment) (10 + 90) = 100	
Minimum Passing Marks	40	



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PART-A: Introduction			
Programme: MBA (MM)		Class: Semester- II	Year: I
Session: January- June 2026			
Subject: Marketing Administration		Theory/ Practical: Theory	
1.	Course Code	MM 206	
2.	Course Title	Marketing Research	
3.	Course Type (Core Course/ DSE/ Minor/ MD-ID/ SEC/ VOC)	Core	
4.	Pre-Requisite (if any)	Not Required	
5.	Course Objectives	1. To understand the stages of the research process and differentiate among various research designs. 2. To distinguish among sampling techniques for effective data collection. 3. To develop students' ability to identify the statistical tools for data analysis. 4. To identify the valid and reliable measurement instruments and questionnaires 5. To prepare a well-structured research report through proper interpretation and presentation of data.	
6.	Course Outcomes (COs)	On completion of the course, learners will be able to: CO1. To identify and define the research problem and the appropriate research design. CO2. Apply suitable sampling techniques. CO3. Analyze and evaluate the data using statistical tools to support marketing decisions. CO4. Design valid and reliable measurement tools and questionnaires. CO5. Design a well-structured research report.	
7.	Credit Value	03	
8.	Total Marks: 100	Maximum Marks: 100	Minimum Passing Marks: 40



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PART-B: Content of the Course		
Number of Lectures per Week: 04		
Total Number of Lectures Required: 45		
Unit	Topics	Number of Lectures Required
1.	Introduction to Research Methods: Role and objectives of business research, types of research, research process: Overview, problems encountered by researcher. Research Design: Selecting research problem, defining research problem, need for research design, features of a good research design and different research designs (exploratory, descriptive, experimental and diagnostic research, hypothesis testing).	09
2.	Sampling Theory and Design of Sample Survey: Census Vs Sample Enumerations, Objectives and Principles of Sampling, Types of Sampling, Sampling and Non-Sampling Errors.	09
3.	Data Collection and Analysis: Collection, Organization, Presentation, Analysis and Interrelation of Primary and secondary Data, Multiple Regression, Factor Analysis, Cluster Analysis, Perceptual Mapping, Multidimensional Scaling, Discriminate and Canonical Analysis, Conjoint Analysis.	09
4.	Measurement of Scaling Concepts: Measurement in research, measurement scales, sources of errors in measurement, Techniques of developing measurement tools, classification and testing (reliability, verification and validity) scales, Designing questionnaires and interviews.	09
5.	Interpretations and Report Writing: Meaning of interpretation, techniques of interpretation, precautions in interpretation, significance of report writing, steps in report writing, layout of report and precautions in writing research reports.	09



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	Part – C: Learning Resources
	Textbooks, Reference Books, Other Resources
	 Suggested Readings:
1.	David Nachmias and Chava Nachmias, Research Methods in the Social Sciences, New York:
2.	C.R. Kothari, Research Methodology: Methods and techniques, New Delhi: Vishwa Prakashan
3.	Alvin C. Burns & Ronald F. Bush, Marketing Research, Pearson Education
	 Textbooks:
1.	Boyde walker and Lawreche (1995). Marketing Strategy : Planning and Implementation, Chicago : Irwin, 2nd Edition.
	 Reference Books:
1.	William G. Zikmund, Business Research Methods, Orlando: Dryden Press
2.	C. William Emory and Cooper R. Donald (1991). Business Research Methods, Boston, Irwin
	 Suggestive Digital Platform Web Links:
1.	ePG Pathshala – UGC Learning Materials https://epgp.inflibnet.ac.in
2.	https://ebooks.inflibnet.ac.in/mgmt14/chapter/strategic-marketing
	 Suggested Equivalent Online Courses:
1.	https://www.youtube.com/user/joshstarmer/videos
2.	https://www.emerald.com



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Part D: Assessment and Evaluation		
Internal Assessment: Continuous Comprehensive Evaluation (CCE)		Total Marks: 10
External Assessment Time: 3 Hours	Section (A): 90 Section (B): NA Section (C): NA	Total Marks: 90
Total Marks	(Internal Assessment + External Assessment) (10 + 90) = 100	
Minimum Passing Marks	40	