



**Faculty of Management**  
Department of Business Administration  
**M.J.P. Rohilkhand University**  
Bareilly - 243 001 (U.P.)

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# Syllabus

## MBA (Marketing) Two Years

### Full Time Programme

**MBA(Mktg.) -I Semester**  
**Management Concepts**  
*PAPER CODE : MM-101*

**Objectives** : The objective of this course is to develop a basic understanding about the management concepts as well as of human in various managerial processes in organisation .

#### **UNIT-I**

**Management** : Definition, nature, process , functions & skills . Evolution of management thoughts - F.W. Taylor, Henri Fayol, Max Weber , Elton Mayo . **Management Approaches**- System approach , Contingency approach . **Business Organisation** - Types of ownership .

#### **UNIT-II**

**Planning** : Concept and purpose , Planning Process , Management by Objectives(MBO), Decision Making .  
**Organisation** : Concept and purpose of organisation , Types of organisation , Line, Line & Staff , Matrix , Virtual Organisation structures . Basis of Departmentation , Concept of Authority, Functional Authority, Delegation of Authority , Centralisation and Decentralisation of Authority. Coordination . Staffing .

#### **UNIT-III**

**Directing** : Leadership - Concept , Traits, Styles . **Communication** : Concept, Types , process, barriers, making Communication effective .  
**Controlling** : Concept, process, Requirement for Adequate control , Budgetory Control , Non-Budgetory Control .

#### **UNIT-IV**

**Business Process Re-engineering** - Concept , Process, Redesign, BPR experiences in Indian Industry .  
**Total Quality Management(TQM)** - Concept , Systems model of Quality, Deming's approach, TQM as a business Strategy .  
**Knowledge Management (KM)**- What , why, how, of Knowledge Management , KM process , approach, strategies, tools.  
**E-commerce**- Ideology, methodology, classification by application /nature of transactions , Driving Forces of EC, Impact of EC, Scope .

## **UNIT-V**

Functional area of Management - Concept, objectives, scope and principle of Marketing Management, Production Management, HRM , Finance, Material management

### **Suggested Readings :**

1. Stoner, Freeman , Gilbert Jr. : Management (Pearson education)
2. Kootz,O'Donnell , Weighrich : Essentials of Management
3. Michael , J. Stahl : Management -Total Quality in a global environment ( Blackwell Business)
4. Newman , Warren and Summer : The Process of Management , Concept, Behaviour & Practice .
5. Brech , E.F.L. : Principles and Practice of Management
6. Drucker , P.F. : Managements , Tasks , Responsibilities , Practices
7. Asha Kaul : Effective Business Communication (PHI)
8. RonLudlow, Fergus Panton : The Essence of Effective Communication(PHI)
9. Efrain , jae, david , H. Micheal : Electronic Commerce : A Managerial Perspective (Pearson Education)
10. Carr D.K. and Johansson H.J. - Best Practices in Re-engineering (MGH)
11. Jayaraman M.S.: Business Process Re-engineering (TMG)

## **MBA(Mkt.)- I Semester** **Business Environment** *PAPER CODE :MM-102*

**Objectives :** The course aims to educate the student with the different environmental factors which effect business . This course aims to develop ability to understand and scan business environment in order to analyse the opportunities and take decisions under the uncertainty .

### **UNIT-I**

Concept, Significance and nature of Business Environment ; Elements of environment - internal and external ; Different roles of government in relation to business ; Social Responsibilities of Business .

### **UNIT-II**

Broad profile of Indian Economy , Industrial Policy - its historical perspective(inbrief) , Industrial Policy Liberalisation .  
Economic Planning in India ; Rationale of economic planning , latest five year plan .

### **UNIT-III**

Public sector -its objectives and working , major problems of public sector enterprises ; Privatisation of public sector enterprises - the issue involved .  
Role of Private and Joint Sectors.  
Securities Exchange Board of India - Organisation and Role , Regulation of Mergers and Acquisitions.

### **UNIT-IV**

Competition Act ; Industries Development and Regulation Act ; Consumer Protection Act -its main provisions.

### **UNIT-V**

Latest Export -Import Policy ; Foreign Exchange Management Act ; Globalisation and Business practices , WTO- objectives and Role in International trade .

### **Suggested Readings :**

1. Francis Cherunilam : Business Environment

2. K. Ashwathapa : Business Environment
3. Rudra Dutt: Indian Economy
4. Kuchhal S.C. : Industrial Economy of India
5. Ghose P.K. : Government & Industry

**MBA(Mktg.) - I Semester**  
**Managerial Economics**  
*PAPER CODE : MM-103*

**Objectives:** The basic objectives of this course is to familiarise the students with the concepts and tools of managerial Economics as applicable to decisions making in contemporary business environment .

**UNIT-I**

Nature and scope of Managerial Economics : nature and scope of Managerial Economics , its relationship with subjects . Objective of Firm, Fundamental Economic concepts- Opportunity cost concept , Incremental concept, Principle of the perspective , Discounting principle and Equimarginal principle .

**UNIT-II**

Demand Analysis : Concept and importance of Demand & its determinants , Income & Substitution effect, Various elasticities of demand , using elasticities in managerial decisions , revenue concepts, relevance of demand forecasting , methods of demand forecasting .

**UNIT-III**

Cost Concept and Production Theory : Various cost concepts & classifications, Cost output relationship - in short run and in long run , (cost curves), Economies of scale , cost control and cost reduction , Production function , managerial uses of production function , Indifferent curves.

**UNIT-IV**

Pricing Decisions : Pricing methods , Price Discrementation , Price and output decisions under defferent market structures - Perfect competition, Monopoly and Monopolistic Competition , Oligopoly .

**UNIT-V**

Profit & Inflation : Profit, Functions of profit, profit maximisation , Break Even analysis , Inflation - Types, in terms of demand pull & cost factors , effects of inflation .

**Suggested Readings :**

- |                           |  |
|---------------------------|--|
| 1. Varsney & Maheshwari : | Managerial Economics                   |
| 2. Mote, Paul & Gupta     | Managerial Economics: Concepts & Cases |
| 3. D.N. Dwivedi           | Managerial Economics                   |
| 4. D.C. Hague             | Managerial Economics                   |
| 5. Peterson & Lewis       | Managerial Economics                   |
| 6. Trivedi                | Managerial Economics                   |
| 7. D. Gopalkrishan        | A study of Managerial Economics        |
| 8. Habib-Ur-Rehman        | Managerial Economics                   |

**MBA(Mktg.) - I Semester**  
**Statistical Analysis & Operations Research**  
*PAPER CODE :MM-104*

**Objectives :** The basic aim of this course is to impart knowledge of basic statistical tools & techniques and operations research with emphasis on their application in Business decision process and Management.

### **UNIT-I**

Statistics : Concept , Significance and Limitations . Collection of Primary and Secondary Data, Classification and Tabulation , Frequency Distributions and their graphical representation.

### **UNIT-II**

Measures of Central Tendency : Mean, Median and Mode . Measures of Dispersion : Range, Mean Deviation , Standard Deviation and Quartile Deviation . Moments , Measures of Skewness and Kurtosis .

### **UNIT-III**

Sampling : Methods of Sampling ; Sampling and Non-Sampling Errors ; Law of Large Numbers and Central Limit Theorem (without proof) .

Estimation , Point & Interval Estimates , Confidence Intervals .

Statistical Testing - Hypothesis and Errors ; Large and Small One Sample and Two sample Tests - Z test, t -test and F-test.

Chi-Square as a test of Independence and as a test of Goodness of Fit ,Analysis of Variance .

### **UNIT-IV**

Linear Programming : Problem formulation, Graphic Method , Simplex Method(including Big M Method) , Duality , Transportation and Assignment problems .

### **UNIT-V**

Decision Theory & Games Theory : Decision making under uncertainty - Laplace principle , Maximin or Minimax principle , Maximax or minimin principle , Hurwicz principle and Savage principle , Decisions under risk ; Decision Tree Approach and its applications . Two person zero -sum game , Pure Strategy and Mixed Strategy

### **Suggested Readings :**

1. Levin , R.I. & Rubin , D.S.: Statistics for Management(PHI)
2. Gupta , S.P. & Gupta , M.P. : Business Statistics
3. Levin , R.I. : Quantitative Techniques
4. Sharma , J.K : Operations Research : Theory and Applications

## **MBA(MKT) - I Semester** **Financial and Cost Accounting** *PAPER CODE :MM-105*

**Objectives :** The basic purpose of this course is to develop an insight of postulates , principles and technique of accounting and Cost accounting as well to provide students the basic fundamentals of accounting .

### **UNIT- I**

Financial Accounting - Nature and objectives, Accounting Principles , Accounting Equations, Accounting Standards, Capital and Revenue receipts & payments , Depreciation methods and accounting .

### **UNIT-II**

Origin and Analysis of Business Transactions - Types of Accounts , Journal , Ledger and Trail Balance , Inventory Valuation techniques and accounting .

### **UNIT-III**

Financial Statements of Trading Organisation - Preparation with adjustments , Final Accounts of Limited Liability companies - P/L Account , P/L Appropriation Account, Balance Sheet .

### **UNIT-IV**

Cost classification , Analysis and Behaviour- Classification of Cost on different basis and Technique for separation of Costs . Product - Costing , Unit Costing ,Job Costing and Process Costing .

### **UNIT-V**

Full Costing , Reconciliation and integration between financial and Cost accounting .

### **Suggested Readings :**

1. Horngren , Charles etc. - Principles of Financial & Management Accounting , Eaglewood Cliffs , New Jersey , PHI.
2. Needles Beveled etc. - Financial and Management Accounting , Boston , Houghton Mifflin Co.
3. Bhattacharya - Financial Accounting , PHI .
4. Ravi M . Mohan - Financial Accounting , Taxamann , New Delhi.
5. Vj. madhu - Financial and Management Accounting , Anmol Publications , New Delhi .

### **Paper Setting Guidelines**

UNIT-I - One Numerical and one theoretical .

UNIT-II -- One Numerical and one theoretical .

UNIT-III - One Numerical Question Compulsory .

UNIT IV- Two Numerical Questions

UNIT V - Two Numerical Questions

## **MBA(Mktg.)- I Semester** **Marketing Management** *PAPER CODE :MM-106*

### **Objective**

The objective of this course is to facilitate understanding of the conceptual framework of marketing and its applications in decision making under various environmental constraints.

### **UNIT-I**

**Introduction:** Concept, nature, scope and importance of marketing; Marketing concept and its evolution; Marketing mix; Strategic marketing planning ó an overview.

**Market Analysis and Selection:** Marketing environment ó macro and micro components and their impact on marketing decisions; Market segmentation and positioning; Buyer behavior; consumer versus organizational buyers; Consumer decision making process.

### **UNIT-II**

**Product Decisions:** Concept of a product; Classification of products; Major product decisions; Product line and product mix; Branding; Packaging and labeling; Product life cycle ó strategic implications; New product development and consumer adoption process.

**Pricing Decisions:** Factors affecting price determination; Pricing policies and strategies; Discounts and rebates.

### **UNIT-III**

***Distribution Channels and Physical Distribution Decisions:*** Nature, functions, and types of distribution channels; Distribution channel intermediaries; Channel management decisions; Retailing and wholesaling.

***Promotion Decisions:*** Communication Process; Promotion mix ó advertising, personal selling, sales promotion, publicity and public relations; Determining advertising budget; Copy designing and testing; Media selection; Advertising effectiveness; Sales promotion ó tools and techniques.

## **UNIT-IV**

***Marketing Research:*** Meaning and scope of marketing research; Marketing research process.

***Marketing Organisation and Control:*** Organising and controlling marketing operations.

## **UNIT-V**

***Issues and Developments in Marketing:*** Social, ethical and legal aspects of marketing; Marketing of services; International marketing; Green marketing; Cyber marketing; Relationship marketing and other developments of marketing.

### **Suggested Readings :**

1. **Kotlar, Philip**, Marketing Management, Prentice Hall, New Delhi.
2. **Stanton, Etzel**, Walker, Fundamentals of Marketing, Tata-McGraw Hill, New Delhi.
3. **Saxena, Rajan**, Marketing Management, Tata-McGraw Hill, New Delhi.
4. **McCarthy, E.J.**, Basic Marketing: A managerial approach, Irwin, New York.

## **MBA(Mktg.) - I Semester**

### **Financial Management**

***PAPER CODE :MM-107***

**Objectives:** The objectives of develop a conceptual frame work of finance function and to acquaint the participants with the tools techniques and process of financial management in the realm of financial decision making .

## **UNIT-I**

Introduction - nature concept of finance function . Distiction between Accounting and Finance function . Objectives of Financial Management - Profitability vs wealth Maximisation . Organisation for Finance Function . Time value of money valuation concept , compound value concept , Present value concept . Financial Planning and Financial Forecasting.

## **UNIT-II**

Capital Structure Planning- Patterns of financial requirement , Objectives of an optimum capital structure, Security Mix, Capitalisation concept . Causes. Consequences and Remedies of over capitalisation and under capitalisation . Capital structure theories (with numerical problems) . Sources of ling term finance-shares and Debentures . New financial Instruments and Institutions Leverage Analysis.

## **UNIT-III**

Management of Fixed Capital - Concept, relevance and computation of cost of capital nature and Scope of Capital Budgeting , Capital Budgeting , Analysis of risk and Uncertainty (with numerical problems).

## **UNIT-IV**

Management of Working Capital - Concepts of working capital, Nature and Scope of Working Capital Management, Approaches to the Financing of Current Assets determining the financing mix , Financing of working capital in India . Estimation of working capital (with numerical problem) .

## **UNIT-V**

Management of Earnings- Nature and scope of management of earnings , Dividend Policy and Dividend Models , Waltor's Model , Gordon's Model , MM Hypothesis, Pattern of dividend policies (with numerical problems). Determinants of Dividend Policy .

## **Suggested Readings :**

1. Brigham : Financial Management Theory and Practice
2. Horne, Wachowicz , Jr. : Fundamentals of : Financial Management
3. Westorn and Brigham : Managerial Finance
4. Van-Horne : : Financial Management and Policy
5. I.M. Pandey : : Financial Management
6. S.N. Maheshwari : : Financial Management

## **MBA(Mktg.)- II Semester** **Accounting for Managerial Decisions** ***PAPER CODE :MM-201***

### **Objective**

The objectives of the course is to give exposure to the students , about accounting techniques and their application in the planning and decision making process .

### **UNIT- I**

Accounting for Management - Nature and scope , Role of Management Accountant , Differences in the financial accounting . Strategic Management .

Accounting - Major competitive forces influencing business strategy . Factors affecting strategic Decision making . Strategic management Accounting and Competitive Position .

### **UNIT -II**

Activity based Costing - Kaplan & Cooper's approach to ABC - How to develop ABC system , How ABC system supports corporate strategy . Analysis of Financial Statements Ratio Analysis - Profitability , Turnover and Solvency Ratios , Funds Flow and cash flow analysis.

### **UNIT -III**

Marginal Costing and its practical applications in Managerial decisions . BEP analysis , P/V Ratio and their applications in solutions to business problems , Life Cycle Costing

### **UNIT-IV**

Budgeting and Budgeting Control - Flexible Budget and cash Budget , Capital Budgeting - Pay Back Method , NPV,IRR and ARR techniques and their practical applications in decision making process .

### **UNIT -V**

Variance Analysis - material and labour variances . Marketing and Distribution cost Analysis - Techniques of Management Accounting in Marketing and Physical Distribution Market Segmentation. Transfer Pricing Techniques - Multinational transfer Pricing etc.

## **Suggested Readings :**

1. Anthony R N and Reece JS. Accounting Principles , Hoomwood illinos , Richard D. Irvin
2. Bhattacharya SK and Dearden J. - Accounting for Management . Text and Cases , New Delhi.
3. Hingorani NL and ramanthan AR - Management Accounting , New Delhi
4. Ravi M. Kishore , Advanced management Accounting , Taxmann , NewDelhi
5. Maheshwari SN - Management and Cost Accounting , Sultan Chand , New Delhi
6. Gupta , SP - Management Accounting , Sahitya Bhawan , Agra .

## **Paper Setting Guidelines**

UNIT-I - Two theoretical questions .

UNIT-II -- Two Numerical Questions .

UNIT-III Two Numerical Questions

UNIT IV- Two Numerical Questions

UNIT V - One Numerical and one theoretical Question

# **MBA(Mktg.)- II Semester** **Computer Application -I**

*PAPER CODE :MM-202*

## **Objective**

The objectives of this course is to provide an understanding Computers , Computer operating system and application of relevant softwares in managerial decisions making.

### **UNIT-I**

**Introduction of Computers** : Organisation, Characteristics, Types of Computers , Types of memories , Number systems ( Binary, Octel, Hexadecimal) . Hardware & Software concepts,

### **UNIT-II**

**Operating System** : Introduction of OS, Types of OS, Functions of OS, MSDOS Internal Commands : chdir, cls, path, prompt, label , ver, vol, echo, set . External Commands : scandisk, discopy , diskcomp , format, backup, restore . Windows - Windows explorer, print manager, control panel, paint brush . Dialog box: text box, check box, slide boxes, Desktop .

### **UNIT-III**

**MS-Office(Word & Excel)** : Introduction of Word Processing, MSWord: Creating, Editing , printing, page formating , sorting and tables , Mail Merge . MSEXcel: Introduction to spreadsheet, creating, formating ,printing , Graphs of worksheets.

### **UNIT-IV**

**Programing Logic & Techniques** : Algorithm , Flow Charting : Flow Chart Symbols, Advantages & disadvantages of Flow Chart . Pseudocode , Program, Designing a Program , Computer languages.

### **UNIT-V**

**Data Communication & Networks**: data Communication Concept, Medias, Modes . Multiplexers, Networkking : Needs, types of network. Distributed Processing, Client - Server Concepts , OSI Models.

## **Suggested Readings :**

1. Summer ,M. : Computers Concepts and Uses , Englewood Cliffs, New Jersey , PHI
2. V. Rajaraman : Fundamental of Computers
1. Peter Norton : Introduction to MS-DOS
2. O.Brian, J.A. : MIS , TMH
3. Computer Networks : Tannenbaum

# **MBA(Mktg.)- II Semester** **Sales Management**

*PAPER CODE :MM-203*

## **Objective**

The objectives of this course is to provide an extensive picture with regards to theory and practice of managing sales and to inculcate personal selling skills.

### **Unit- I**

**Sales Management and Organisation :**

Objectives and sales management , sales executive as a coordinator , sales management and control , sales organisation - it's purpose , setting up a sales organisation , types of sales organisation .

### **Unit -II**

**Personal Selling :**



Objectives and theories of personal selling , analysing market potential, sales potential and sales forecasting method & evaluation , determining sales related marketing policies - product policies, distribution policies & pricing policies .

### **Unit- III**

#### **Sales Operations:**

Sales budget , sales territories , sales Quata's , control of sales , sales meeting and sales contest, organising display , showroom and exhibitions.

### **Unit- IV**

#### **Salesmanship:**

Sales manager- Qualities and functions , types of salesman , prospecting , pre-approach & approach , selling sequence , psychology of customers .

### **Unit-V**

#### **Sales force Management:**

Recruitment & selection , training , formulation & conduction of sales training programme, motivation of sales personnel , compensation of sales personnel , evaluation and supervision of sales personnel .

### **Suggested Readings :**

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|----|--------------------------|---|
| 1. | Still , Cundiff & Govani | Sales management & Cases                  |
| 2. | McMurry & Arnold         | How to build a dynamic Sales Organisation |
| 3. | Pradhan , Jakate & Mali  | Elements of Salesmanship and Publicity    |
| 4. | Anderson R               | Professional Sales Management             |
| 5. | F.L. Lobo                | Successful Selling                        |

## **MBA(Mktg.)- II Semester**

### **Consumer Behaviour**

***PAPER CODE :MM-204***

**Objective:**The basic objective of this course is to develop an understanding about the consumer decision making process and its applications in marketing function of firms.

### **Unit-I**

**Introduction to Consumer Behaviour(CB):** Nature and Importance of CB, application of CB in Marketing , Consumer Research process.

### **Unit-II**

#### **Individual Determinants of CB:**

- Perception: process, Consumer Imagery, perceived risk
- Learning: principles, theories
- Personality: nature, theories, self concept, psychographic and life style
- Attitude: Structural model of attitude, attitude formation & change
- Motivation: needs/motives & goals, dynamic nature of motivation, Arousal of motives, theories

### **Unit-III**

#### **Group Determinants of CB:**

- Reference group influence: types of consumer relevant groups, factors affecting group influence, application of reference group concept.
- Family: functions of family, family decision making, family life cycle(FLC)
- Opinion Leadership and Personal influence
- Diffusion of Innovation: Adoption process., Diffusion process

### **Unit- IV**

#### **Environmental Influences on CB:**

- Social class, Life style Profile of Social class, application to CB
- Culture: characteristics, cross cultural understanding

## **Unit-V**

### **Consumer Decision making Process:**

- Problem recognition
- Information Search Process and Evaluation
- Purchasing process
- Post purchase behaviour
- Models of CB- Nicosia, Howard & Sheth, Engel-Kollat Blackwell

### **Suggested Readings :**

1. Loudan, David L and Bitta, A.J. Della Consumer Behaviour
2. Schiffman LG and Kanuk LL Consumer Behaviour
3. Nair, Suja R, Consumer Behaviour in Indian Perspective
4. Bennet and Kasarjian Consumer Behaviour
5. Mowen, John Consumer Behaviour

## **MBA(Mktg.)- II Semester** **Agricultural and Rural Marketing** ***PAPER CODE: MM-205***

### **Objective**

The objective of this course is to explore the students to the Agriculture and Rural Marketing environment so that they can understand consumer's and marketing characteristics of the same for understanding and contributing to the emerging challenges in the upcoming global economic scenario.

### **Unit-I**

Concept & scope of rural market, Rural development as a core area, Efforts put for Rural development in Five years plans. Rural markets Characteristics, Rural markets. Environmental factors.

### **Unit-II**

Rural Consumer Behaviour, Rural Consumer Vs Urban Consumers ó a comparison, Relevance of Marketing mix for Rural market/Consumers. Problems in rural market

### **Unit-III**

Segmentation, Targeting & Positioning for rural market, Market forces, components of different Product Strategies, Pricing Strategies, Promotional Strategies & Distribution Strategies for Rural consumers.

### **Unit-IV**

Understanding Agricultural Markets, Nature & scope, Objectives of Agriculture Marketing, Challenges in Agriculture Marketing, Agriculture Marketing & its Economic importance, Agricultural Produces and their market.

### **Unit-V**

Export potential for agri-products, Major of Government and Non-Govt. Agencies in the development of Rural and Agricultural, Sector Marketing Strategies for Seed; Fertilizers; Pesticides; Farm equipment. Role.

### **Suggested Readings:**

1. Badi & Badi : Rural Marketing
2. Mamoria, C.B. & Badri Vishal : Agriculture problems in India
3. Arora, R.C. : Integrated Rural Development
4. Rajgopal : Managing Rural Business
5. Gopaldaswamy, T.P. : Rural Marketing
6. Agriculture Today Magazine

## **MBA(Mktg.)- II Semester** **Marketing Research** ***PAPER CODE :MM-206***

## **Objective**

The course is designed to inculcate the analytical abilities and research skills among the students.

### **Unit-I**

Marketing Research: Introduction, Management uses of marketing research, Problem Formulation & steps in decision Making Process.

### **Unit-II**

Research Design: Introduction, Exploratory Research, Descriptive research, Causal/ Experimental Research Design, Relationship in between different types of designs.

### **Unit-III**

Data Collection Methods, Primary & Secondary Data, Observation & Questionnaire Techniques, Analysis & interpretation of Data, Development of questionnaire.

### **Unit-IV**

Sample Design, Sample Plan, Probability & Non- Probability Sampling, Sample Size, etc., Attitude Measurement through different types of scales.

### **Unit-V**

Product Research, Advertising Research ó Copy Testing ó Test Marketing, Media Selection, Research Report

## **Suggested Readings:**

1. Research for Marketing Decisions Paul E. Green, Donald S. Tull
2. Marketing Research- Text and Cases Harper W. Boyd Jr. , Ralph Westfall

**MBA(Mktg.)- II Semester**  
**Advertising Management**  
*PAPER CODE :MM-207*

## **Objective**

The aim of the paper is to acquaint the students with concepts, techniques and give experience in the application of concepts for developing an effective advertising programme.

### **Unit-I**

Advertising, Its role in the marketing process; Legal, Ethical and Social aspects of advertising. Communication - processes of communication; integrated marketing communications, Its evolution, reasons for its growth and its role in branding.

### **Unit-II**

The promotional mix; segmentation, Targetting and positioning and their role in promotion. Promotional objectives, determination, types and approaches, DAGMAR approach, problems in setting objectives; Advertising budget, establishment and allocation, budgeting approaches.

### **Unit-III**

Advertisement copy, Its components and types; The importance of creativity in advertising, creative strategy and process, implementation and evaluation.

### **Unit-IV**

Media Planning, Establishing Media objectives, Media strategies, Media mix, Reach Vs. Frequency, Creative aspects, budget considerations, Evaluation of Broadcast media, Print media, Support media, Internet and interactive media etc.; computers in Media planning.

## **Unit-V**

Measuring the effectiveness of the promotional program, Advertising Research, Market testing, Testing via internet, Pre testing, Post testing, Laboratory Tests, Field tests, PACT (Positioning Advertising Copy Testing).

## **Suggested Readings :**

1. Aaker, David A. etc., Advertising Management, 4<sup>th</sup> edition , PHI, 1985
2. Belch, George E. and Belch, Michael A.; Advertising and promotion, Tata McGraw Hill, New Delhi
3. Ogilvy David, Ogilvy on Advertising, London, Longman.
4. Jones, John Philip, What's in a brand, Tata McGraw Hill, New Delhi
5. Chunawalla, S.A., Advertising, Sales and Promotion Management, Himalaya Publishing House, Mumbai.
6. Mohan, Manendra; Advertising Management, Tata McGraw Hill, New Delhi
7. Sandage and Fry burger, Advertising Management

## **MBA(Mktg)-III Semester**

### **Corporate Strategy**

***PAPER CODE :MM-301***

**Objectives:** This course deals with corporate level Policy & Strategy formulation areas. This course aims to developing conceptual skills in this area as well as their application in the corporate world.

## **UNIT-I**

Business Policy as a study ; Its Nature & Importance , Development & Classification of Business Policy; Mechanism or Policy making.

## **UNIT-II**

Top Management its Responsibilities & tasks .

Objectives of Business Characteristics, Classification , types of Objectives and their overall Hierarchy , Setting of Objectives , Key areas involved.

## **UNIT-III**

Corporate Planning ; Concept of long term planning , Strategic Planning (Planning Strategically ) , Nature , Process & Importance .

## **UNIT-IV**

Corporate Strategy : Concept , Components , Importance.

Strategy Formulation : Concept , Process & Affecting Factors.

Strategy Evaluation: Process , Criteria , Environmental Analysis , Resource Analysis .

## **UNIT-V**

Synergy : Concept , Types , evaluation of Synergy.

Capability Profiles , Synergy as a Component of Strategy & its Relevance .

## **Suggested Readings :**

- |                     |                                    |
|---------------------|------------------------------------|
| 1. Peter F. Drucker | Management Task & Responsibilities |
| 2. Igor Ansoff      | Corporate Strategy                 |
| 3. Gluek & Jauch    | Corporate Strategy                 |
| 4. Standard         | Management Policy                  |

**MBA(Mktg.)- III Semester**  
**RETAILING**

*PAPER CODE :MM-302*

**Objectives:** The course enables students to appreciate the importance of retailing and distribution in the emerging market scenario, and equips them with the tools & techniques.

**UNIT-I**

Marketing Channels & Supply Chains: Emergence , role and types of marketing channels , channel members and their characteristics , choosing various channel options , factors affecting the choice .  
Supply chain management (SCM) - advantages gained, physical flow of merchandise, logistics of e-retailing.

**UNIT-II**

Retailing: Nature and Importance of retailing, wheel of retailer, Types of retailing- ownership based, store based, non-store based, web based. Retail management decisions, Recent Trends in retailing.

**UNIT-III**

Strategic Planning in Retailing: Situation analysis, objectives, identification of consumers and positioning, overall strategy , specific activities and control.  
Identifying & understanding consumer ó Consumer demographics & life styles, consumer needs & desires, consumer shopping attitude, consumer decision process, retailers action.

**UNIT-IV**

Location , Operation & Merchandise Management : Trading Area Analysis, site selection, store formation size and space allocation, store security and credit management.  
Merchandise plans- forecasts, innovativeness, assortment decisions, brand decisions, timing and allocation, merchandise pricing.

**UNIT-V**

Retail Promotion: Building retail store image, atmosphere, layout planning, Retail promotional mix strategy, Retail store sales promotional schemes.

**Suggested Readings :**

- |                                  |   |
|----------------------------------|---|
| 1. Berman , Barry and Joel Evans | Retail Management                                 |
| 2. Cooper, J.                    | Strategy planning in Logistics and Transportation |
| 3. Cox, Roger and Paul Brittain  | Retail Management                                 |
| 4. Levy & Weitz                  | Retailing Management                              |
| 5. Kotter , Philip               | Marketing Management                              |

**MBA(Mktg.)- III Semester**  
**Entrepreneurship Development**

*PAPER CODE :MM-303*

**Unit I**

Conceptual Framework of Entrepreneurship: Entrepreneur and Entrepreneurship - Concept, Definition, Role and Importance in Indian Economy, Theories of Entrepreneurship, Entrepreneurial Traits and Motivation , Entrepreneurs Vs Professional Managers, Future challenges.

## **Unit II**

Entrepreneurial Development: Entrepreneurial Environment ó Meaning, Private Enterprise and Development, Significance of Entrepreneurial Development Programmes, Meaning Evolution and Objectives of EDP, Institutional efforts to develop Entrepreneurship, Operational Problem of EDPs

## **Unit III**

Project Management: Search for Business idea, Concepts of Projects and Classification, Project Identification, Project formulation, Project Design and Network Analysis, Project Report, Project Appraisal, Factory design and Plant Layout, Financial Analysis- Risk and Return

## **Unit IV**

Finance and Marketing: Finance : Sources of Development Finance, Project Financing Institutions- Financial Institutions, Consultancy, Organisations.  
Marketing: Methods, Channel of Marketing, Marketing Institutions and Assistance.

## **Unit V**

Small Industry Setup: Considerations in Selection of Particular Form of Organisations- Sole proprietorship, Partnership, Joint Stock Company, Cooperative Organisations- Their Merits, Limitations, Suitability, Brief Procedure of Incorporation. :Location for a Small Industry, Steps of Starting a small Industry, Incentives and Subsidies, Exploring Export Possibilities, Problems of Entrepreneurship.

## **Suggested Readings :**

Dynamics of Entrepreneurial Development Management  
Vasant Desai, Himalaya Publishing House.  
Entrepreneurial Development  
S.S. Khanna  
Entrepreneurship & Small Business Management  
CL Bansal, Haranand Publication  
Entrepreneurial Development in India  
Sami Uddin, Mittal Publication  
Entrepreneur Vs Entrepreneurship- Human Diagnosis of Development Banking  
Nagendra P. Singh, Asian society for Entrepreneurship Education and development

## **MBA(Mktg.) - III Sem.**

## **SERVICE MARKETING & CRM**

***PAPER CODE :MM-304***

## **Objective :**

The objective of the course is to develop an understanding of services and service marketing with emphasis on various aspects of service marketing which make it different from goods marketing.

## **UNIT-I**

**Nature & Scope:** Concept of services , importance, Goods & Services marketing, Emergence & Reasons for growth of service sector in India, Characteristics of services, Classifications of services, Environment of Service Marketing ( Micro as well as Macro).

## **UNIT-II**

**Understanding Customers:** Concept of CRM, Relationship management in practice, .  
Segmenting ,Targeting & Positioning various services.

## **UNIT-III**

**Product**, Product differentiation, product levels

**Pricing** of services- pricing concepts, pricing strategies for services, use of differential pricing.

**Place**-Service distribution, components of service delivery system, potential management, problems associated with services delivery.

## **UNIT-IV**

**Promotion**- Advertising, Sales Promotion & Personal Selling in service industry.

**People**- Importance of people in service marketing. role of various people involved.

**Physical Evidence**-concept of Physical Evidence, importance, types of Physical Evidence in various services

**Process**-concept, types of process, Role of process in various services

## **UNIT-V**

**Service Models**- Service quality Gap Model,, Gronross Model of service quality (Internal marketing, external marketing and Interactive marketing).

Challenges in Marketing of services

**Application of Service Marketing** to Hospitals, Educational Institutions, Tourism Industry.

## **Suggested Readings :**

1. Sinha : Services marketing
2. Jha : Services marketing

## **MBA(Mktg.)- III Semester**

### **E-Commerce**

***PAPER CODE :MM-305***

**Objectives:** The basic purpose of this paper is to familiarize the students with the preliminary aspects of e-commerce. So that they may have an overall views while applying the concept of this subject.

## **UNIT-I**

E-Commerce: Introduction, meaning and concept; Needs and advantages of e-commerce; Electronic commerce vs Traditional commerce; Challenges of e-commerce.

## **UNIT-II**

Internet: Concept & evaluation, Features of Internet: email, WWW, ftp, telnet, newsgroup & video conferencing; Intranet & Extranet, ISDN, TCP/IP, Limitation of internet, Hardware & software requirement of Internet.

## **UNIT-III**

Electronic Payment Systems: E-Cash, e-cheque, credit cards, debit cards, smart cards; E-Banking, Manufacturing information systems; Financial information systems; Human resource information system.

## **UNIT-IV**

E-Marketing: Business to Business (B2B), Business to customer (B2C) e-commerce; Online Sales force, On line Service and Support; EDI: Functions & components.

## **UNIT-V**

Legal Aspects of e-commerce, Security issues of e-commerce: Firewall, E-locking, Encryption; Cyber laws ó aims and salient provisions; Cyber laws in India and their limitations.

### **Suggested Readings :**

- |                                    |   |
|------------------------------------|---|
| 1. Agarwala , K.N. and D. Agarwala | Business on the Net : Whatø and Howø of E-Commerce , McMillan |
| 2. Frontiers of E-Commerce         | Ravi Kalkota , TMH  |
| 3. O,Brien J.                      | Management Information System, TMH                            |
| 4. Oberoi , Sundeep                | E-Security and You , TMH                                      |
| 5. Young , Margret Levine          | The complete reference to Internet, TMH                       |

## **MBA - (Mktg.) - III Sem.** **PRODUCT & BRAND MANAGEMENT** *PAPER CODE :MM-306*

### **Unit I**

Introduction to Product & Brand Management, Emergence as a separate area of study, Product, Product Levels, Product Hierarchy, Classification of Product.

### **Unit II**

Product Mix - A strategic choice. Product Mix decisions, Product Line decision - strategic decision involving adding or pruning product lines.

### **Unit III**

Concept of STP & strategies, Product Positioning, Developing Positioning Strategy, Elements of Positioning, Positioning Methods, Communicating the Positioning Strategy.

### **Unit IV**

Product Research - Importance, tools and analysis, Product Development & Testing, Product Launch Decisions. .

### **Unit V**

Branding, Need for Branding, Brand & related concepts: Brand Equity, Brand Life Cycle, Brand Positioning & Repositioning, Branding decisions, Family vs. individual Branding, Multiple branding, brand extension, Branding in specific sectors like Industrial, retail, service,e-branding.

### **Suggested Readings :**

- |                     |                             |
|---------------------|-----------------------------|
| Product Management: | Ramanujam                   |
| Product Management: | Chunawalla                  |
| Product Management: | Lehmann DR; Russel S Winner |
| Brand Management:   | Y L R Moorthi               |
| Brand Positioning:  | Subratu Sen Gupta           |



**MBA(Mktg.)- III Semester**  
**International Business**  
***PAPER CODE :MM-307***

**Objective**

This course exposes the student to the environmental dynamics of international business and its impact on international business operations of a firm .

**Unit I**

Concept ; Domestic to Transnational Business ; Driving and Restraining Forces ; Characteristics and role of MNCs.

Advantages and Disadvantages of Free trade ; The case for protection ; Forms of Restriction ; Effects of protection.

**Unit II**

Classical trade theory ; Theory of comparative costs in terms of money ; Evaluation of comparative costs theory ; General Equilibrium Approach ; Heckscher-Ohlin Factor ó Price Equalisation theory ; Influence of factor mobility on volume of trade ; country similarity theory

Gains and terms of trade ; Balance of trade and Balance of payments.

**Unit III**

International business environment ó The economic environment ; social and cultural environment, political, legal and regulatory environment, natural environment. Technological environment .

**Unit IV**

International Institution Systems ó IMF, World Bank and WTO(all in brief), / Regional economic integration; impact of integration; European Union; NAFTA;ASEAN; SAARC

**Unit V**

Strategy of International Business ó Strategy, planning, organisational structure and process of control. Recent developments in international business.

**Suggested Readings :**

- 1 Cherunilam, Francis ó International Business(PHI)
- 2 Misra, S. & Yadav, P.K. ó International Business(PHI)
- 3 Aswathapa, K ó International Business (Tata McGraw Hill )
- 4 Sharan, Vyuptakesh ó International Business (Pearson Education)
- 5 Varshney R.L. and Bhattacharya ,Bó International Marketing Management (Sultan Chand & Sons)

**MBA(Mktg.) – IV Semester**  
**Strategic Management**  
***PAPER CODE :MM-401***

**Objectives:** This is the second course on this subject . Here the focus is to critically examine the management of the entire enterprise from the Top Management view points.

**Unit-I**

Strategic Management óIts Nature and Importance, Skills , Knowledge and Attitudes, Group aspects of Strategic Management , Characteristics of Business Policy and Corporate Strategy, Norms of Strategy Making , Organizational Mission, Corporate Objectives and goods, Analysis of Internal Resources , Strength and weaknesses, Strategic advantage analysis- Factors of common concern, Marketing and distribution , financing and Accounting , Production and operations management , R&D, Human Resources and other organizational factor, sources of data for internal analysis and diagnosis.

## **Unit-II**

Growth or expansion strategy ó Diversification strategy, Types-Horizontal , Concertric, Conglonerrate, Vertical , various types of integrations, Retreachment strategy and its variants: External Growth Strategy ó Merger, Acquisition and Joint Ventures.

## **Unit-III**

Functional Policies óProduction Policies, Involvement , Interration and choice with respect to production process action activities , Govt. Policies , backward areas and plant locations consideration in India. Maintenance and replacement facilities : Purchasing Policies-Make or buy decisions , criteria for vender selection . Co-ordination of Purchase and production with sales.

## **Unit-IV**

Marketing Strategies and Policies marketing Decision, Variable and Policy issues, product line and product mix policy , PLC, Product Positioning Strategy and Market recommendation , customer and channel Policies, Pricing Policies , Propotional Policies, Optional Marketing Mix.

## **Unit-V**

Financial Strategies- Financial Policy Issues , Sources of finance control of capital issues , Types of securities . Financial leverage, Investment and capital allocation policy , capital budgeting , dividend policy, Personnel policies and their significance recruitment , Industrial relations policy, Settlement of Disputs.

## **Suggested Readings :**

1. P.K. Ghosh : Business Policy , Strategy , Planning and Management
2. Christensen , Andrews Dower: Business Policy- Text and Cases
3. William F. Gkycj : Business Policy ó Strategy Formation and Management Action
4. Bongee and Colonan : Concept of Corporate Strategy
5. Peter F. Drucker : Management Tasks, Responsibilities , Practices

## **MBA (Mktg) - IV Sem.**

## **MARKETING OF NON-PROFIT ORGANIZATION**

*PAPER CODE :MM - 402*

## **Objectives :**

The course aims at familiarising the students with the application of the concept & need of marketing in Non-Profit organisation.

## **Unit - I**

**Introduction:** Non Profit Organisation, Concept, Non Profit Organisation in India, types, problems. Characteristics, Need of Marketing of Non Profit Organisation.

## **Unit - II**

**Differentiation of NPOs:** Concept of Responsive Organisation- Image management, image causation, image modification, Mission, Exchange, Environment affecting operations of NPOs(Publics), Image & Satisfaction measurement.

## **Unit - III**

### **Managing Marketing efforts:**

Understanding Consumer.

**Product**, Product Mix, Product Mix decisions for Non-profit Organisation

Pricing for Non Profit organisations.

## **Unit - IV**

Market **Segmentation** for Non profit organisation , Target Marketing

**Promotion:** Advertising, personal selling, sales promotion and Public Relations for Non profit Organisation.

## **Unit - V**

**Managing Human Resource:** Attracting People, Analysing people, Recruitment, Members and membership criterion, Volunteers.

**Managing Financial Resource:** Donor Marketing, Attracting Funds, Analysing Donor markets, Fund raising-goals and strategy.

### **Suggested Readings :**

1. Philip Kotler : Marketing of Non-Profit Organisations.
2. Andreasen Alan R : Strategic marketing for NPOs
3. Roberto Eduardo L : Social Marketing

## **MBA (Mktg) - IV Sem.**

# **INTERNATIONAL MARKETING MANAGEMENT**

***PAPER CODE :MM - 403***

### **Objectives :**

Due to ever increasing business dealings the subject of International Marketing has gained utmost importance in recent times. The world these days, indeed has shrunk and foreign markets have particularly become important specially for a developing country like India. The major objective of this course is to provide an exposure to the area of Marketing in the International perspective.

### **Unit- I**

Introduction to International Marketing, Nature, scope and different complexities of International Marketing, International Marketing Environment, Basis of International Trade, India and World Trade,

### **Unit - II**

Balance of Trade, Balance of Payments and Instruments of Trade Policy, Devaluation, Revaluation, Appreciation & Depreciation, Export documents and procedure..

### **Unit - III**

Concept of Free Trade and Regional Economic Groupings, Selection of Global Markets, Segmentation and Positioning, Product Planning, International PLC, Developing international Pricing Policies and Strategies for Export.

### **Unit - IV**

Market Entry and overseas distribution system, Overseas Market Research, Marketing Plan for Exports Multinationals and their role in International Marketing.

### **Unit - V**

Management of Risks in international marketing, Instruments of Financial Transactions in international marketing, New Techniques ( Joint Ventures, Sub Contracting & BOP) in international marketing.

## **Suggested Readings :**

1. Varshney and Bhattacharya : International Marketing management.
2. Philip B. Cateora nad John M. Hess : International Marketing.
3. Alexender C. Stanley : Handbook of International Marketing.
4. John Fayerweather : International Marketing
5. David Carson : International Marketing
6. Philip Kotler : Marketing Management

## **MBA(Mktg.) – IV Semester** **Computer Application - II** *PAPER CODE : MM-404*

**Objectives :** This course aims at familiarizing students with the environment conducive for web page design and developing programming skills thereof web publishing.

### **Unit-I**

**Internet :** Introduction to Internet, WWW, web browsers: IE & Netscape Navigator, web server; HTTP and concepts of URL, Hypertext and Hyperlink, Webø Languages and protocols.

### **Unit-II**

**Design Web Site:** Needs of web sites, Home page and web page, components of web site, objectives of web site, planning your web site;  
Web server: Loading a web server, setting your own web server.

### **Unit-III**

**HTML:** Basics of HTML, linking HTML pages , linking to URLs; Creating a web pages: Text formatting, alignment, colors, preformatted text; Adding imaged and background to HTML pages.  
Tables, Frames: Introduction of frames, creating frame, frames attributes and Linking .

### **Unit-IV**

**DHTML and Style Sheets:** Introduction to DHTML , Cascading Style Sheet: Adding style in document- Linking to a style sheet . Style sheet properties: Font, text, box, color and background properties.

### **Unit-V**

**Search Engines and Internet Security:** Concept and technology of search engines, popular search engines, overview of internet security threats, Firewalls.

## **Suggested Readings :**

1. Comer Douglas : The Internet Book óPHI, New York
2. Leon, Alexis and Mathews Leon : Internet for Everyone
3. Xavier : World Wide Web Design with HTML , PHI , Delhi

## **MBA(Mkt)-IV Sem** **Logistics and Supply Chain Management** *PAPER CODE :MM-405*

**Objectives:** This course aims familiarising students with the concept of supply chain and logistics management.

## Unit 1

**Introduction:** Basic concepts & philosophy of SCM, Essential features, Infrastructure flows (Cash, Value and information), key issues in SCM, benefits and case examples

## Unit II

**Inventory Management:** Concept, various costs associated with inventory, EOQ, buffer stock, lead time reduction, re-order point/ re-order level fixation, exercise-numerical problem solving, ABC analysis, SDE/VED Analysis.

## Unit III

**Purchasing and vendor management:** Centralized and decentralized purchasing, function of purchase department and purchase policies, use of mathematical model for vendor rating/ evaluation, single vendor concept, management of stores, account for materials, just in time & Kanvan systems of inventory management

## Unit IV

**Logistics Management:** Logistics of part of SCM, logistics costs, different models, logistics, sub-systems, inbound and out bound logistics bullwhip effects in logistics, outbound logistics ó distribution and warehousing management.

## Unit V

**Recent issues in SCM:** Role of computer/ IT in supply chain management, CRM Vs SCM, Benchmarking concept, features and implementation, outsourcing óbasic concepts, value addition in SCM ó concept of demand chain management

## Suggested Readings :

1. G. Raghuram (I.I.M.A.)- Logics and supply chain management, Macmillan, 2000
2. Emiko Bonafield ó Harnessing value in supply chain, Johnwiley: Singapore, 1999.
3. Dr. Gopal Krishnan ó Material Management rearview, 2002, pearson New Delhi.
4. R.G. Koragaonkar ó JIT Manufacturing.
5. B.S. Sahay, Macmillan ó Supply Chain Mangement, 2000, (Pearson Education, 2004)

## MBA(MKTG.) – IV Semester Management Information System *PAPER CODE :MM-406*

### Objective

The objective of this course is to develop an understanding of the structure and role of management information systems in business.

### UNIT-I

Concept, evolution and meaning of MIS; Goals of MIS; Information and Data; Classification of MIS; Limitations of MIS; Characteristics of MIS.

### UNIT-II

Information as a corporate resource; types of information ó operational, tactical and strategic; Levels of management and information needs of management; decision-making and MIS; Programmed and non-programmed decisions.

### UNIT-III

Types of information systems- transaction processing system, decision support system, executive support system and enterprise resource planning system; information systems for finance, marketing and human resource areas.

## **UNIT-IV**

System development life cycle - sequential process of software development; Data Base Management System - relational databases; Methods and steps in implementation of system; Threats to information systems; risk and control measures.

## **UNIT-V**

Uses of computer networks; types of networks, network topologies; Data communication media, Internet and intranet; Local area network and wide area network.

## **Suggested Readings :**

1. James O'Brien : Management Information Systems, Tata-McGraw Hill, New Delhi.
2. Murdick, Ross & Clagget : Information Systems for Modern Management, Prentice Hall, New Delhi.
3. Sadagopan, S : Management Information Systems, Prentice Hall, New Delhi.
4. Rajaraman, V : Analysis and Design of Information Systems, Prentice Hall, New Delhi.
5. Awad, E.M : System Analysis and Design; Galgotia Publications, New Delhi.

## **MBA (Mktg) - IV Sem**

### **Industrial Marketing**

***PAPER CODE :MM -407***

## **Objectives :**

The purpose of this course is to develop an understanding among the students about the various concepts of Industrial Marketing, which are helpful in developing sound marketing policies for industrial goods.

## **Unit - I**

The Industrial Marketing system and the Industrial Marketing concept, Industrial goods demand and product characteristics market levels and product types, the industrial customer, buyer motives business and institutional buyers.

## **Unit - II**

Organisational Buying : BUYGRID MODEL, phases in purchasing decision process & their marketing implications, Buying centers, value analysis & vendor analysis.

## **Unit - III**

Industrial market segmentation, bases for segmenting industrial market-macro and micro variables. Targeting the industrial product, positioning the industrial product. Industrial product life cycle, product mix, Service componentô The provision of parts, technical assistance, terms of sales.

## **Unit - IV**

The distribution channel componentô Industrial distributors, Formulation of channel strategy-conditions influencing channel structure. Brief introduction to Marketing Logistics. The price component-conditions affecting price competition, cost factor, the nature of demand, pricing policies.

## **Unit - V**

The promotional component, advertising functions-establishing recognition, supporting and motivating salesmen and distributors measurement of advertising effectiveness. Personal selling-Personnel profiles selection and training, supervisions compensation sales promotion and public relations-Trade shows and exhibits, promotional novelties.

## **Suggested Readings :**

1. Alexander, R.S. Cross, J.S. & Hill, M.: Industrial Marketing, Richard Irwin, Homewood, Illincies.
2. Reeder & Reeder : Industrial Marketing, Prentike Hall, India.
3. Cox. F. (Jr.) : Industrial Marketing Research, John-Willey & Sons, New York, 1971.
4. Fisher, L. : Industrial Marketing, Business Books, 1969.

**MBA(Mkt)-IV Sem**  
**Total Quality Management**  
***PAPER CODE :MM-409***

### **UNIT-I**

**Introduction** : Quality, Total quality, Rationale for total quality, key elements of total quality, quality circles, quality gurus.

### **UNIT-II**

**Quality Control and Improvement Tools** : Check Sheet, Histogram, Pareto Chart, Cause and Effect diagram, Scatter diagram, Control chart, Graph, Affinity diagram, Tree diagram, Matrix diagram, Process decision program chart, Arrow diagram, Acceptance Sampling, Process capability studies, Zero defect program (POKA-YOKE).

### **UNIT-III**

**Benchmarking and Kaizen** : Benchmarking, Rationale of benchmarking, Approach and process, Prerequisites of benchmarking, Benefits of benchmarking, Obstacles to successful benchmarking, perpetual benchmarking.

Concept of Kaizen, Kaizen vs Innovation, Kaizen and management, Kaizen practice.

### **UNIT-IV**

**TQM Models** : Demings Award criteria, Malcolm Baldrige national quality award, European quality award, Australian quality award, Confederation of Indian Industries award.

### **UNIT-V**

**Quality Management System & Quality Audit** : Quality Systems, Quality management principles, ISO 9001 : 2000, ISO 14000, Future of quality system audit, Audit objectives, types of quality audit, Quality Auditor, Audit performance.

### **Suggested Readings :**

1. Goetsch, D.L. & Davis,S. : Introduction to Total Quality.
2. Juran, J.M. & Gryna, F.M. : Quality Planning and Analysis.
3. Ross, J.E. : Total Quality Management.
4. Charantimath, P.M. : Total Quality Management.