

Post Graduate Diploma in Marketing Management (PGDMM)

**(Course code – 52)**

**CURRICULUM**

**I SEMESTER**

<b>Sl.No.</b>	<b>Code</b>	<b>Course Title</b>	<b>Max. Marks</b>	<b>Minimum Passing Marks</b>
1	PGMM1001	Management Concepts & Organisational Behaviour	100	50
2	PGMM1002	Managerial Economics	100	50
3	PGMM1003	Business Environment and Law	100	50
4	PGMM1004	Operations Research and Management	100	50
5	PGMM1005	Strategic Management	100	50

**II SEMESTER**

<b>Sl.No.</b>	<b>Code</b>	<b>Course Title</b>	<b>Max. Marks</b>	<b>Minimum Passing Marks</b>
1	PGMM2001	Retail Marketing	100	50
2	PGMM2002	Rural Marketing	100	50
3	PGMM2003	Marketing Management	100	50
4	PGMM2004	Services Marketing	100	50
5	PGMM2005	Logistics & Supply Chain Management	100	50

**PGDMM – I Semester**

**PAPER – I**

**MANAGEMENT CONCEPTS & ORGANISATIONAL BEHAVIOUR**

**Paper Code: PGMM1001**

**Objectives**

- To provide conceptual understanding of Management Concepts
- To familiarize the students with the contemporary issues in Management
- To understand and appreciate the human behaviour in organisations

**UNIT - I**

Nature of Management - Social Responsibilities of Business - Manager and Environment Levels in Management - Managerial Skills - Planning - Steps in Planning Process - Scope and Limitations - Short Range and Long Range Planning - Flexibility in Planning Characteristics of a sound Plan - Management by Objectives (MBO) - Policies and Strategies - Scope and Formulation - Decision Making - Techniques and Processes

**UNIT – II**

An Overview of Staffing, Directing and Controlling Functions - Organising - Organisation Structure and Design - Authority and Responsibility Relationships - Delegation of Authority and Decentralisation - Interdepartmental Coordination - Emerging Trends in Corporate Structure, Strategy and Culture - Impact of Technology on Organisational design - Mechanistic Vs Adoptive Structures - Formal and Informal Organisation

**UNIT – III**

Perception and Learning - Personality and Individual Differences - Motivation and Job Performance - Values, Attitudes and Beliefs - Stress Management - Communication Types-Process - Barriers - Making Communication Effective

**UNIT – IV**

Group Dynamics - Leadership - Styles - Approaches - Power and Politics - Organisational Structure - Organisational Climate and Culture - Organisational Change and Development.

**UNIT – V**

Comparative Management Styles and approaches - Japanese Management Practices Organisational Creativity and Innovation - Management of Innovation - Entrepreneurial Management - Benchmarking - Best Management Practices across the world - Select cases of Domestic & International Corporations - Management of Diversity.

**REFERENCES**

**Koontz, Weirich & Aryasri**, PRINCIPLES OF MANAGEMENT, *Tata McGraw-Hill, NewDelhi, 2004*

**Tripathi & Reddy**, PRINCIPLES OF MANAGEMENT, *Tata McGraw-Hill, New Delhi, 2008*

**Laurie Mullins**, MANAGEMENT AND ORGANISATIONAL BEHAVIOUR, *Pearson, NewDelhi, 2007*

**Meenakshi Gupta**, PRINCIPLES OF MANAGEMENT, *PHI Learning, NewDelhi, 2009*

**Fred Luthans**, ORGANISATIONAL BEHAVIOUR, *Tata McGraw-Hill, NewDelhi*

**Stephen Robbins**, ORGANISATIONAL BEHAVIOUR, *Pearson, New Delhi*

**Ricky Griffin**, MANAGEMENT: PRINCIPLES & APPLICATIONS, *Cengage, NewDelhi, 2008*

## **PGDMM – I Semester**

### **PAPER – II MANAGERIAL ECONOMICS**

**Paper Code: PGMM1002**

#### **Objectives**

- To introduce the economic concepts
- To familiarize with the students the importance of economic approaches in managerial decision making
- To understand the applications of economic theories in business decisions

#### **UNIT – I**

General Foundations of Managerial Economics - Economic Approach - Circular Flow of Activity - Nature of the Firm - Objectives of Firms - Demand Analysis and Estimation - Individual, Market and Firm demand - Determinants of demand - Elasticity measures and Business Decision Making - Demand Forecasting.

#### **UNIT-II**

Law of Variable Proportions - Theory of the Firm - Production Functions in the Short and Long Run - Cost Functions – Determinants of Costs – Cost Forecasting - Short Run and Long Run Costs –Type of Costs - Analysis of Risk and Uncertainty.

#### **UNIT-III**

Product Markets -Determination Under Different Markets - Market Structure – Perfect Competition – Monopoly – Monopolistic Competition – Duopoly - Oligopoly - Pricing and Employment of Inputs Under Different Market Structures – Price Discrimination - Degrees of Price Discrimination.

#### **UNIT-IV**

Introduction to National Income – National Income Concepts - Models of National Income Determination - Economic Indicators - Technology and Employment - Issues and Challenges – Business Cycles – Phases – Management of Cyclical Fluctuations - Fiscal and Monetary Policies.

#### **UNIT – V**

Macro Economic Environment - Economic Transition in India - A quick Review - Liberalization, Privatization and Globalization - Business and Government - Public-Private Participation (PPP) - Industrial Finance - Foreign Direct Investment(FDIs).

#### **REFERENCES**

**Yogesh Maheswari**, MANAGERIAL ECONOMICS, *PHI Learning, NewDelhi, 2005*

**Gupta G.S.**, MANAGERIAL ECONOMICS, *Tata McGraw-Hill, New Delhi*

**Moyer &Harris**, MANAGERIAL ECONOMICS, *Cengage Learning, NewDelhi, 2005*

**Geetika, Ghosh & Choudhury**, , MANAGERIAL ECONOMICS, *Tata McGrawHill, NewDelhi, 2011*

## **PGDMM – I Semester**

### **PAPER-III BUSINESS ENVIRONMENT AND LAW**

**Paper Code: PGMM1003**

#### **Objectives**

- To acquaint students with the issues of domestic and global environment in which business has to operate
- To relate the Impact of Environment on Business in an integrated manner, and
- To give an exposure to important commercial and industrial laws

#### **UNIT – I**

Dynamics of Business and its Environment – Technological, Political, Social and Cultural Environment - Corporate Governance and Social Responsibility - Ethics in Business - Economic Systems and Management Structure - Family Management to Professionalism - Resource Base of the Economy - Land, Forest, Water, Fisheries, Minerals - Environmental Issues.

#### **UNIT - II**

Infrastructure - Economic- Social, Demographic Issues, Political context - Productivity Factors, Human Elements and Issues for Improvement - Global Trends in Business and Management - MNCs - Foreign Capital and Collaboration - Trends in Indian Industry - The Capital Market Scenario.

#### **UNIT - III**

Law of Contract - Agreement - Offer - Acceptance - Consideration - Capacity of Contract Contingent Contract - Quasi Contract - Performance - Discharge - Remedies to breach of Contract - Partnership - Sale of Goods - Law of Insurance - Negotiable Instruments - Notes, Bills, Cheques - Crossing - Endorsement - Holder in due course - Holder in value - Contract of Agency.

#### **UNIT - IV**

Company - Formation - Memorandum - Articles - Prospectus - Shares - Debentures -Directors - Appointment - Powers and Duties - Meetings - Proceedings – Management - Accounts - Audit - Oppression and Mismanagement - Winding up.

#### **UNIT - V**

Factory Act – Licensing and Registration of Factories, Health, Safety and Welfare measures - Industrial Disputes Act – Objects and scope of the Act, Effects of Industrial Dispute, Administration under the Act- Minimum Wages Act - Workmen Compensation Act.

#### **REFERENCES**

**Pathak**, LEGAL ASPECTS OF BUSINESS, Tata McGraw- Hill Publishing Company Limited, New Delhi, 2010.

**Keith-Davis & William Frederick**, BUSINESS AND SOCIETY, *McGraw-Hill, Tokyo*.

**M.M. Sulphay & Az-har Basheer**, LAWS FOR BUSINESS, *PHI Learning Pvt. Ltd. New Delhi*, 2011

**Maheswari & Maheswari**, MERCANTILE LAW. *Himalaya Publishing House. Mumbai*

**Rudder Dutt & Sundaram**, INDIAN ECONOMY, *Vikas Publishing House, New Delhi*.

**Veena Keshav Pailwar**, ECONOMIC ENVIRONMENT OF BUSINESS, *PHI Learning Pvt. Ltd, New Delhi, 2010*

**PGDMM– I Semester**

**PAPER –IV  
OPERATIONS RESEARCH AND MANAGEMENT**

**Paper Code: PGMM1004**

**Objectives**

- To familiarize the Operations Management concepts
- To introduce various optimization techniques with managerial perspective
- To facilitate the use of Operations Research techniques in managerial decisions.

**UNIT –I**

Introduction to Operations Management - Process Planning - Plant Location - Plant Lay out - Introduction to Production Planning.

**UNIT –II**

Stages of Development of Operations Research- Applications of Operations Research- Limitations of Operations Research- Introduction to Linear Programming- Graphical Method- Simplex Method - Duality.

**UNIT-III**

Transportation Problem- Assignment Problem - Inventory Control - Introduction to Inventory Management - Basic Deterministic Models - Purchase Models - Manufacturing Models with and without Shortages.

**UNIT-IV**

Shortest Path Problem - Minimum Spanning Tree Problem - CPM/PERT - Crashing of a Project Network.

**UNIT- V**

Game Theory- Two Person Zero-sum Games -Graphical Solution of (2 x n) and (m x 2) Games - LP Approach to Game Theory - Goal programming - Formulations - Introduction to Queuing Theory - Basic Waiting Line Models: (M/M/1):(GD/a/a), (M/M/C):GD/a/a).

**[Note: Distribution of Questions between Problems and Theory of this paper must be 60: 40 i.e, Problem Questions: 60 % & Theory Questions : 40 % ]**

**REFERENCES**

**Kanishka Bedi**, PRODUCTION & OPERATIONS MANAGEMENT, *Oxford, NewDelhi, 2007*

**Panneerselvam, R**, OPERATIONS RESEARCH, *Prentice-Hall of India, New Delhi, 2002.*

**G.Srinivasan**, OPERATIONS RESEARCH, *PHI Learning, NewDelhi,2010*

**Tulsian & Pandey**, QUANTITATIVE TECHNIQUES, *Pearson, NewDelhi, 2002*

**Vohra**, QUANTATIVE TECHNIQUES IN MANAGEMENT, *Tata McGrawHill, NewDelhi, 2010*

## **PGDMM – I Semester**

### **PAPER-V STRATEGIC MANAGEMENT**

**Paper Code: PGMM1005**

#### **Objectives**

- Integrating the knowledge gained in functional areas of management
- Helping the students to learn about the process of strategic management, and
- Helping the students to learn about strategy formulation and implementation

#### **UNIT-I**

Concepts of Strategy - Levels at which strategy operates; Approaches to strategic decision making; Mission and purpose, objectives and goals; Strategic business unit (SBU); Functional level strategies

#### **UNIT-II**

Environmental Analysis and Diagnosis - Environment and its components; Environment scanning and appraisal; Organizational appraisal; Strategic advantage analysis and diagnosis; SWOT analysis

#### **UNIT-III**

Strategy Formulation and Choice - Modernization, Diversification Integration - Merger, take-over and joint strategies - Turnaround, Divestment and Liquidation strategies - Strategic choice - Industry, competitor and SWOT analysis - Factors affecting strategic choice; Generic competitive strategies - Cost leadership, Differentiation, Focus, Value chain analysis, Benchmarking, Service blue printing

#### **UNIT-IV**

Functional Strategies: Marketing, production/operations and R&D plans and policies- Personnel and financial plans and policies.

#### **UNIT-V**

Strategy Implementation - Inter - relationship between formulation and implementation - Issues in strategy implementation - Resource allocation - Strategy and Structure - Structural considerations - Organizational Design and change - Strategy Evaluation- Overview of strategic evaluation; strategic control; Techniques of strategic evaluation and control.

#### **REFERENCES**

**Azhar Kazmi**, STRATEGIC MANAGEMENT & BUSINESS POLICY, *Tata McGraw-Hill Publishing Company Limited, New Delhi 2008.*

**Vipin Gupta, Kamala Gollakota & Srinivasan**, BUSINESS POLICY & STRATEGIC MANAGEMENT, *Prentice Hall of India Private Limited, New Delhi, 2008.*

**Amita Mittal**, CASES IN STRATEGIC MANAGEMENT, *Tata McGraw-Hill Publishing Company Limited, New Delhi 2008.*

**Fred R. David**, STRATEGIC MANAGEMENT CONCEPT AND CASES, *PHI Learning Private Limited, New Delhi, 2008.*

**PGDMM – II Semester**

**PAPER-VI  
RETAIL MARKETING**

**Paper Code: PGMM2001**

**Objectives**

- To understand the concept, process and management of retail business
- To develop an understanding of the retail strategy and planning process, and
- To have an understanding of merchandise process

**UNIT – I**

An overview of Retailing - Types of stores - Product Retailing vs. Service Retailing - Non store Retailing - Retail strategy - Achieving competitive advantage and positioning Retailing environment - Legal, Social, Economic, Technological, issues - Trends in the Indian Retailing Industry.

**UNIT-II**

Retail store location and layout - Country/Region analysis - Trade area analysis - Site evaluation and selection - Store design and layout - Comprehensive store planning - Exterior design and layout - Interior store design and layout - Interior design elements.

**UNIT-III**

Planning merchandise needs and merchandise budgets - Methods for determining inventory evaluation - Assortment planning, buying and vendor relations - Merchandise pricing - Price strategies - Psychological pricing - Mark-up and markdown strategies.

**UNIT-IV**

Communicating with the retail customer - Retail promotion mix-Advertising - Sales promotion - Publicity - Retail selling process - Retail database- In-store customer service.

**UNIT - V**

Globalization and changing retail formats – Online retailing - International Retailing – Opportunities and Challenges - Market entry formulas - New customized formats (customized stores, portable stores, merchandise depots, retail theater, service malls, customer-made stores, interactive kiosk 'shopping arcades')

**REFERENCES**

**Chetan Bajaj, Tuli & Srivastava**, RETAIL MANAGEMENT, *Oxford University Press, New Delhi.2010*

**Giridhar Joshi**, INFORMATION TECHNOLOGY FOR RETAIL, *Oxford University Press, New Delhi.2009*

**Swapna Pradhan**, RETAIL MANAGEMENT, TEXT & CASES, *Tata McGraw-Hill Publishing company, New Delhi, 2008*

**Ron Hasty and James Reardon**, RETAIL MANAGEMENT. *McGraw-Hill Publication, International Edition.*

**Fernie**, PRINCIPLES OF RETAILING, *Elsevier Publishing, 2010*

**PGDMM – II Semester**

**PAPER-VII  
RURAL MARKETING**

**Paper Code: PGMM2002**

**Objectives**

- To create awareness about the applicability of the concepts, techniques and processes of marketing in rural context
- To familiarize with the special problems related to sales in rural markets, and
- To help understand the working of rural marketing institutions.

**UNIT- I**

Rural Economy - Rural - Urban disparities-policy interventions required - Rural face to Reforms - The Development exercises in the last few decades.

**UNIT-II**

Rural Marketing - Concept and Scope - Nature of rural markets - attractiveness of rural markets - Rural Vs Urban Marketing - Characteristics of Rural consumers - Buying decision process - Rural Marketing Information System - Potential and size of the Rural Markets.

**UNIT-III**

Selection of Markets - Product Strategy - Product mix Decisions - Competitive product strategies for rural markets.

**UNIT-IV**

Pricing strategy - pricing policies - innovative pricing methods for rural markets - promotion strategy - appropriate media - Designing right promotion mix - promotional campaigns.

**UNIT - V**

Distribution - Logistics Management - Problems encountered - selection of appropriate channels - New approaches to reach out rural markets – Electronic choupal applications.

**REFERENCES**

**Balaram Dogra & Karminder Ghuman**, RURAL MARKETING: CONCEPT & CASES, *Tata McGraw-Hill Publishing Company, New Delhi, 2008*

**A.K. Singh & S. Pandey**, RURAL MARKETING: INDIAN PERSPECTIVE, *New Age International Publishers, 2007*

**CSG Krishnamacharylu & Laitha Ramakrishna**, - RURAL MARKETING, *Pearson Education Asia. 2009*

**Philip Kotler**, MARKETING MANAGEMENT, *Prentice - Hall India Ltd. New Delhi*

**Agarwal A.N**, INDIAN ECONOMY, *Vikas Publication , New Delhi.*

**Ruddar Dutt Sundaram**, INDIAN ECONOMY, *Tata McGraw Hill. Publishers , New Delhi*



## **PGMM – II Semester**

### **PAPER-VIII MARKETING MANAGEMENT**

**Paper Code: PGMM2003**

#### **Objectives**

- To familiarize with the basic concepts, and techniques of marketing management
- To understand the behaviour of consumers
- To create awareness of marketing mix elements, and
- To analyse and solve marketing problems in the complex and fast changing business environment.

#### **UNIT-I**

Introduction to Marketing and Marketing Management, Marketing Concepts - Marketing Process  
Marketing mix - Marketing environment. - Consumer Markets and buying behaviour - Market segmentation and targeting and positioning.

#### **UNIT-II**

Product Decisions - concept of a Product - Product mix decisions - Brand Decision - New Product Development – Sources of New Product idea - Steps in Product Development - Product Life Cycle strategies- Stages in Product Life Cycle,

#### **UNIT-III**

Price Decisions - Pricing objectives - Pricing policies and constraints - Different pricing method - New product pricing, Product Mix pricing strategies and Price adjustment strategy.

#### **UNIT-IV**

Channel Decision - Nature of Marketing Channels –. Types of Channel flows - Channel functions - Functions of Distribution Channel – Structure and Design of Marketing Channels - Channel co-operation, conflict and competition – Retailers and wholesalers.

#### **UNIT - V**

Promotion Decision - Promotion mix - Advertising Decision, Advertising objectives - Advertising and Sales Promotion – Developing Advertising Programme – Role of Media in Advertising - Advertisement effectiveness - - Sales force Decision.

#### **REFERENCES**

**K.S. Chandrasekar**, MARKETING MANAGEMENT TEXT AND CASES, *Tata McGraw-Hill Publication, New Delhi.2010*

**Govindarajan**, MARKETING MANAGEMENT CONCEPTS, CASES, CHALLENGES AND TRENDS, *Prentice Hall of India, New Delhi. 2009*

**Philip Kotler**, MARKETING MANAGEMENT- ANALYSIS PLANNING AND CONTROL, *Prentice Hall of India, New Delhi,*

**Ramaswamy. V S & Namakumari. S**, MARKETING MANAGEMENT-PLANNING IMPLEMENTATION AND CONTROL, *Macmillan Business Books, New Delhi, 2002,*

**PGDMM – II Semester**

**PAPER-IX  
SERVICES MARKETING**

**Paper Code: PGMM2004**

**Objectives**

- To familiarize with the special characteristics of services relevant for marketing
- To analyze the customer satisfaction and complaint management in services
- To evaluate the financial implications of improvement in services, and
- To acquaint with CRM application in service marketing.

**UNIT-I**

Marketing of Services - Introduction - Growth of the Service Sector - The Concept of Service - Characteristics of Services - Classification of Services - Designing the Service Blueprinting, Using Technology - Developing Human Resources - Building Service Aspirations.

**UNIT-II**

Marketing mix in services marketing - The seven Ps - Product Decisions - Pricing Strategies and Tactics - Promotion of Services and Placing or Distribution Methods for Services - Additional Dimensions in Services Marketing - People, Physical Evidence and Process – Internet as a service channel.

**UNIT-III**

Strategic Marketing Management for Services - Matching Demand and Supply through Capacity Planning and Segmentation - Internal Marketing of a Service - External versus Internal Orientation of Service Strategy.

**UNIT-IV**

Delivering Quality Services - Causes of Service-Quality Gaps - The Customer Expectations versus Perceived Service Gap - Factors and Techniques to Resolve this Gaps in Service - Quality Standards, Factors and Solutions - The Service Performance Gap Key Factors and Strategies for Closing the Gap - Developing Appropriate and Effective Communication about Service Quality.

**UNIT – V**

Marketing of Services with special reference to Financial Services - Health Services - Hospitality Services including Travel, Hotels and Tourism - Professional Services - Public Utility Services - Communication Services - Educational Services.

**REFERENCES**

**Ravi Shanker**, SERVICES MARKETING: THE INDIAN PERSPECTIVE, *Excel Books, Delhi, 2008*

**Rajendra Nargundkar**, SERVICES MARKETING: TEXT & CASES, *Tata McGraw-Hill Publishing Company, New Delhi, 2008*

**Christopher H. Lovelock**, SERVICES MARKETING: PEOPLE, TECHNOLOGY, STRATEGY, *Pearson Education Asia.*

**R. Srinivasan**, SERVICES MARKETING, *Prentice Hall of India Private Limited, New Delhi.*

**Zcithaml, Parasuraman & Berry**, DELIVERING QUALITY SERVICE, *Free Press, Macmillan. 2008*

**Objectives**

- To introduce process and functions of physical distribution system
- To introduce the major building blocks, functions, business process, performance metrics and decision making in supply chain network, and
- To provide an insight into the role of Internet Technologies and electronics commerce in supply chain management

**UNIT - I**

Physical distribution : Participation in the physical distribution functions – The environment of physical distribution – Channel design strategies and structures – electing channel members – Setting distribution objectives and tasks – Target markets and channel design strategies.

**UNIT - II**

Managing the marketing channel - Product, Pricing and Promotion issues in channel Management and Physical Distribution - Motivating channel members - Evaluating channel member performance - Vertical marketing systems - Retail co-operatives, Franchise systems and corporate marketing systems.

**UNIT - III**

Supply Chain: Building Blocks of a Supply Chain Network – Performance Measures in Decisions in the Supply chain World – Models for Supply chain Decision Making.

**UNIT - IV**

Supply Chain Inventory Management: Economic Order quantity Models – Recorder Point Models – Multichannel Inventory systems – Supply chain Facilities Layout – Capacity Planning – Inventory optimization – Dynamic Routing and Scheduling.

**UNIT-V**

Relation to ERP: E-procurement – E-Logistics – Internet Auctions – E-markets – Electronic Business Process – Optimization Business Object in SCM.

**REFERENCES**

- N. Chandrasekaran**, SUPPLY CHAIN MANAGEMENT, *Oxford University Press*, 2010  
**D.K. Agarwal**, LOGISTICS & SUPPLY CHAIN MANAGEMENT, *Macmillan pub. Delhi*, 2008  
**Sunil chopra, Meindl & Kalra**, SUPPLY CHAIN MANAGEMENT, Pearson Education, India, 2009  
**Bowersox & Closs**, LOGISTICAL MANAGEMENT, *Tata McGraw Hill. New Delhi*, 2008  
**Satish K. Kapoor & Purva Kansal**, BASICS OF DISTRIBUTION MANAGEMENT - A LOGISTICAL APPROACH, *Prentice-Hall India*, 2003.  
**Richard R. Still, Edward W. Cundiff & Norman A.P. Govani**, SALES MANAGEMENT, *Prentice-Hall India*.