

MMS SEMESTER – IV
(Core Papers All Specialisations)

Management Control Systems University Assessment 100 marks (15 Sessions of 3 Hours Each) Sem IV Core

SL.No	Particulars	Sessions
1	Financial goal setting - Analysis of Incremental ROI - Sensitivity Analysis - Developing financial goals along organizational hierarchy - Concept and technique of Responsibility Budgeting - Analytical framework for Developing Responsibility Budgets - Integrating Responsibility Budgets Integrating Responsibility Budgeting with MBO System.	3 Sessions of 3 Hours
2	Organizational growth : -Responsibility centers and profit centers -Identification and creation of profit centers, profit centers as a control system - Decentralization and profit centers.	2 Sessions of 3 Hours
3	Mechanics of determining profit objectives of profit centers - problems and perspectives of transfer pricing - Linear - programming technique for determining divisional goals in a multidivisional company - Problems of growth and corporate control.	3 Sessions of 3 Hours
4	Control in special sectors : Scrap Control - Control of R & D – Project Control - Administrative Cost Control - Audit - Efficiency Audit - Internal Audit -Government Cost Audit - Management Audit. Financial Reporting to Management Under conditions of price level change. Objective and methodology.	3 Sessions of 3 Hours
5	Measurement of Assets Employed - Application of MCS in Public Sector, Service Organization & Proprietary Organizations.	2 Sessions of 3 Hours
6	Case Studies and Presentations	2 Sessions of 3 Hours

Reference Text

- Anthony & Govindrajana - Management Control Systems (TATA McGraw Hill)
- Maciaririllo & Kirby – Management Control Systems (Prentice Hall India)
- Management Control Systems – N. Ghosh (Prentice Hall India)

Creativity & Innovation Management 100 marks (15 Sessions of 3 Hours Each) Sem IV Core

SL.No	Particulars	Sessions
1	Introduction to Creativity and Innovation Nature of Creativity: Person, Process, Product and Environment Nature of Innovation: Making the Idea a Reality	2 Sessions of 3 Hours Each
2	Need for Creativity and Innovation in Organizations Role of Creativity and Innovation in the Organisation Dynamics that underlie Creative Thinking	3 Sessions of 3 Hours Each
3	Creative insight: Why do good ideas come to us and when they do? Idea evaluation: What to do with generated ideas? Creativity in Teams	2 Sessions of 3 Hours Each
4	Developing and Contributing to a Creative-Innovation Team Managing for Creativity and Innovation Tools and Techniques in Creativity	2 Sessions of 3 Hours Each
5	Evolving a Culture of Creativity and Innovation in Organizations Creativity in the Workplace Creativity and Change Leadership	2 Sessions of 3 Hours Each
6	Researching/Assessing Creativity Global Perspectives on Creativity	2 Sessions of 3 Hours Each
7	Case Studies and Presentations	2 Sessions of 3 Hours Each

Reference Text

Innovation Management – Allan Afuah – Oxford Publications

Managing & Shaping Innovation – Steve Conway & Fred Steward – Oxford Publications

**MMS SEMESTER – IV
MARKETING MAJORS**

Strategic Marketing Management 100 marks (15 Sessions of 3 Hours Each) Sem IV Major

SL.No	Particulars	Sessions
1	Introduction to Strategic Marketing Management : Strategic Marketing Management - Objectives & concept of Strategic Marketing Management - Strategy Definition.	1 Session of 3 Hours
2	Principles of Strategic Marketing Management	1 Session of 3 Hours
3	Strategy Formulation : Vision, Mission, Objectives and Goals of business and their relationship with Strategic Marketing Management. 4Ps : Product, Price, Place and Promotion.	2 Sessions of 3 Hours
4	Strategic Marketing Analysis : SWOT Analysis, GAP Analysis - Competitive Analysis - Porter's 5 forces Model of competition, GE 9 Cell Model, Product Portfolio Analysis - BCG Matrix, Ansoff Matrix, McKinsey's 7s framework for analyzing and improving organizational effectiveness.	2 Sessions of 3 Hours
	Marketing Strategy Implementation : Integration of Marketing Strategies and their application to different business sectors – FMCG, Industrial, & Services etc. Constraints in marketing strategy implementation. Specific strategy initiatives : Product Life Cycle. Marketing Warfare strategies. Competitive Strategies. New product development and introduction strategies, Planned or unplanned strategic withdrawals (Exit Strategies / Obsolescence, Contingency / Alternative strategic planning). Brand Strategies in FMCG markets. Rural and Export marketing strategies - Introduction.	2 Sessions of 3 Hours
	Pricing Strategies : Introduction to Pricing, Types of Pricing, Pricing Strategies, pricing New Products, Market Segmentation and Pricing.	1 Session of 3 Hours
	Marketing Plan Formulation : Go to Market Strategies.	1 Session of 3 Hours
	Marketing Strategy Evaluation : Marketing Audit Introduction & Scope.	1 Session of 3 Hours

	Marketing Strategy Case Studies : One case study on each of the strategy initiatives (Product, Price, Promotion and Distribution as well as People, Process & Physical Evidence) for different business sectors.	1 Session of 3 Hours
	Governance Strategies : Corporate Governance, Corporate Ethics, and Social Responsibility.	1 Session of 3 Hours
5	Case Studies and Presentations	2 Sessions of 3 Hours

Reference Text

1. Marketing Strategy – Boyd, Walker and Larreche McGraw Hill Irwin
2. Marketing strategy – Stephen Schnaars Free Press
3. Strategic Market management – David Aaker John wiley & sons
4. Strategic marketing text & cases - Craverns

**Integrated Marketing Communications & Digital Marketing 100 marks
(15 Sessions of 3 Hours Each) Sem IV Major**

SL.No	Particulars	Sessions
1	<ul style="list-style-type: none"> • Communication Process – Communication models for urban and rural • Communication, Integrated Market Communications 	1 Session of 3 Hours
2	<ul style="list-style-type: none"> • Advertising – Organizational structure of advertising agency and its function. • Evaluation of agency functioning. 	1 Session of 3 Hours
3	<ul style="list-style-type: none"> • Advertising objectives with specific reference to DAGMAR, Brand objectives, • Consumer attitude and market structure 	1 Session of 3 Hours
4	<ul style="list-style-type: none"> • Brand position and brand image strategy development. • Persuasion and attitudinal change through appropriate copy development • Creative decisions, Copy decision – Creation and production of the Copy 	1 Session of 3 Hours
5	<ul style="list-style-type: none"> • Advertising Research • Advertising budget, Media planning and Media research 	1 Session of 3 Hours
6	<ul style="list-style-type: none"> • Basics of Project Management Public relations & Publicity campaigns 	1 Session of 3 Hours
7	<ul style="list-style-type: none"> • Event management, Role of advertising manager in firms, advertising briefs, Agency coordination activities, managing advertising campaigns 	1 Session of 3 Hours
8	<ul style="list-style-type: none"> • Promotions – Trade and Consumer Promotions. Strategies and tactics for effectiveness. With select case studies • Personal selling – Conventional selling practices and new trends – call centers, multi-level marketing, viral marketing • Direct marketing – the evolution from mail order selling to database marketing. The emerging trend towards CRM • PR and media management – profiling target audiences and crafting media exposure strategies. Building media relationships • Evaluating IMC Programs- using appropriate metrics, determining effectiveness levels, setting benchmarks. 	2 Session of 3 Hours

9	<p>Understanding Social Media Marketing</p> <p>a. Social Networking (Facebook, LinkedIn, Twitter, etc.)</p> <p>b. Social Media (Blogging, Video Sharing - Youtube, Photosharing – Instagram, Podcasts)</p>	1 Session of 3 Hours
10	<p>E-Commerce – Overview</p> <p>Understanding Internet Marketing</p> <p>Search Engine Optimisation</p> <p>Search Engine Marketing</p> <p>Email Marketing</p> <p>Digital Display Marketing</p>	1 Session of 3 Hours
11	<p>Introduction to New Age Media (Digital) Marketing</p> <p>Internet Marketing – Overview</p> <p>Social Media Marketing – Overview</p> <p>Mobile Marketing – Overview</p>	1 Session of 3 Hours
12	<p>Understanding Mobile Marketing</p> <p>Mobile Application Ecosystem</p> <p>SMS Marketing</p> <p>Emerging Technologies - NFC</p> <p>Web Analytics</p> <p>Copy Writing – New Age Media</p> <p>Planning Integrated Digital Marketing Campaigns</p>	1 Session of 3 Hours
13	<ul style="list-style-type: none"> • Presentations and Case Studies 	2 Session of 3 Hours

Reference Text

1. Advertising and Promotion: An Integrated Marketing Communications Perspective, George Belch, San Diego University Michael Belch, San Diego University
2. Advertising Management: Rajeev Batra, John G. Myers, David A. Aaker
3. Logo – Naomi Klein
4. Brand Reporter fortnightly
5. Other Guy Blinked , The - Jesse Kornbluth
6. Belch: Advertising & Promotions (TMH)
7. J. V. Vilanilam & A. K. Verghese: Advertising Basics (Sage)

MMS SEMESTER – IV
MARKETING ELECTIVES

Quantitative Models in Marketing 100 marks (15 Sessions of 3 Hours Each) Sem IV Elective

S. No.	Particulars	Sessions
1.	The Place of Models in Marketing, Decision Making Theories like the Bayesian Decision Theory.	2 Sessions of 3 Hours
2.	Consumer Behaviour Models: Attitude, Perception & Brand Switch. Organizational Buying Models	1 Session of 3 Hours
3.	New Product Design, Pricing Models : Pricing a New Product, Price-elasticity of Demand, Cross-elasticity	1 Session of 3 Hours
4.	Distribution / Location Decision	1 Session of 3 Hours
5.	Communication Models: Objective Setting Promotion - mix, Budget Allocation, Media Models, Models to Measure the Effects of Advertising	1 Session of 3 Hours
6.	Forecasting, Sales - force Divisions	1 Session of 3 Hours
7.	Case Studies and Presentation.	2 Sessions of 3 Hours

Reference Text:

Quantitative models in marketing – By William King

Business to Business Marketing 100 marks (15 Sessions of 3 Hours Each)
Sem IV Elective

SL.No	Particulars	Sessions
1	<ul style="list-style-type: none"> • Introduction to Industrial Marketing, • Differences between Industrial & Consumer Marketing 	1 Session of 3 Hours
2	<ul style="list-style-type: none"> • Industrial Marketing Environment, • Types of Customers, • Types of buying situations, • Segmentation 	2 Sessions of 3 Hours Each
3	<ul style="list-style-type: none"> • Derived demand concepts, • Industrial Buyer Behavior & Industrial Marketing Research 	2 Sessions of 3 Hours Each
4	<ul style="list-style-type: none"> • Industrial Advertising & Promotions, • Branding of Industrial, High Technology & Commodities 	2 Sessions of 3 Hours Each
5	<ul style="list-style-type: none"> • B2B Product Decisions, • New Product Development, • Industrial Pricing Decisions 	2 Sessions of 3 Hours Each
6	<ul style="list-style-type: none"> • Role of after sales services in Industrial Marketing • Industrial Distribution 	2 Sessions of 3 Hours Each
7	<ul style="list-style-type: none"> • B2B selling & Sales management, • key account management concepts, • Negotiated selling, • Bidding for contracts, • selling to Govt. customers 	2 Sessions of 3 Hours Each
8	<ul style="list-style-type: none"> • Presentations and Case Studies 	2 Sessions of 3 Hours Each

1. Industrial Marketing – Analysis, Planning and Control By Robert Reeder, Edward G. Briety and Betty Reeder – Prentice Hall of India.
2. Industrial Marketing Management – By Michael D. Hutt [Arizona State University], Thomas W. Speh [Miami University] – Published by Holt Sarenders
3. Industrial Marketing – By Krishna K. Havaladar – Tata McGraw Hill

Media Planning & Strategy 100 marks (15 Sessions of 3 Hours Each) Sem IV Elective

SL.No	Particulars	Sessions
1	Role and importance of media planning	1 Session of 3 Hours
2	Media planning concepts	1 Session of 3 Hours
3	Determining a “media mix”	1 Session of 3 Hours
4	Media models	1 Session of 3 Hours
5	Qualitative inputs for the planning process	1 Session of 3 Hours
6	Media research	2 Sessions of 3 Hours Each
7	Scheduling tactics	2 Sessions of 3 Hours Each
8	Achieving cost-effectiveness	2 Sessions of 3 Hours Each
9	Media in India	1 Session of 3 Hours
10	Special issues in Indian media	1 Session of 3 Hours
11	Presentations and Case Studies	2 Sessions of 3 Hours Each

Reference Books

Jack Z. Sissors and Roger Baron (2002). Advertising Media Planning 7th edition. New York: McGraw-Hill

Dennis Martin and Robert Coons (2002). Media Flight Plan IV . Provo, Utah: Deer Creek Publishing. (This is a software program that you must purchase, Mac OS version preferred).

Clarke Caywood (ed) (1997). The Handbook of Strategic Public Relations and Integrated Communications, New York: McGraw-Hill. (Readings are on Reserve in JRR)

Esther Thorson and Jeri Moore (eds.) (1996) Integrated Communication. Mahwah, NJ: Lawrence Erlbaum (Readings are on Reserve in JRR)

Emerging Trends in Marketing 100 marks (15 Sessions of 3 Hours Each)
Sem IV Elective

SL.No	Particulars	Sessions
1	01. Emerging Trends in Marketing – An Overview	1 Session of 3 Hours
2	01. Reasons for Emerging Trends	1 Session of 3 Hours
3	01. Emerging Trends – An Indian Perspective	1 Session of 3 Hours
4	01. Challenge for Marketers in the New Economy	1 Session of 3 Hours
5	1. Understanding Various Emerging Trends a. Customer Experience Marketing b. Data Driven Marketing c. Green Marketing d. Social Marketing e. Referral Marketing f. Cause Related Marketing g. Event Based Marketing h. Crowd sourcing i. Bottom of the Pyramid Marketing j. Collaborative Marketing k. Experiential Marketing l. Engagement Marketing	5 Sessions of 3 Hours Each
6	Entertainment Marketing a. Using Movies / Serials / Forms of Entertainment for Marketing b. Marketing of Movies / Serials / Forms of Entertainment	2 Sessions of 3 Hours Each
7	Sports Marketing 1. Gaming and Marketing 2. Marketing to Emerging Segments like Kids, Women etc.	2 Sessions of 3 Hours Each
8	Presentations and Case Studies	2 Sessions of 3 Hours Each

Reference Books: -

Marketing in the Cyber Era: - Ali Ghorbani
 Marketing Case Studies

Industry Oriented Dissertation Project 100 Marks