

AC _____ ITEM NO: _____

Deccan Education Society's

Kirti M. Doongursee College of Arts, Science and Commerce (AUTONOMOUS)



Affiliated to

UNIVERSITY OF MUMBAI

Syllabus for Third Year

Program: Bachelor of Management Studies

Majors: Marketing Management

Choice Based Credit System (CBCS)

with effect from

Academic Year 2025-2026

PROGRAM OUTCOMES

PO	Description
	A student completing Bachelor's Degree in Management Studies Program will be able to
PO1	Disciplinary Knowledge: Capability of executing comprehensive knowledge and understanding of business acumen.
PO2	Communication Skills: Demonstrate proficiency for Business Communication for effective and professional business management.
PO3	Critical Thinking: Ability to engage in reflective and independent thinking by understanding the concepts of various business domains.
PO4	Problem solving: Capability to deduce a business problem and apply the classroom learning into practice to offer a solution for the same.
PO5	Leadership Skills: Ability to develop group behavior and lead a team to achieve the individual, group and organizational goals.
PO6	Ethical & Social Awareness/Reasoning: Ability to ascertain unethical behavior, falsification, and manipulation of information. Ability to manage self and various social systems. To build perspective about global environment including cultural, social and sustainability issues.
PO7	Lifelong learning: Capability of self-paced and self-directed learning aimed at personal development and for improving knowledge/skill development and reskilling in all areas of Commerce.
PO8	Global Perspective: Understand the application of management concepts in scenarios relating to the global business environment.

**Deccan Education Society's
Kirti M. Doongursee College (Autonomous)**

Proposed Curriculum as per NEP 2020

Year of implementation- 2025-26

Name of the Department: Bachelor of Management Studies

Semester	Course Code	Course Title	Vertical	Credit
V		Relationship and Customer Experience Management	Major	4
		New Product Development & Innovation	Major	4
		Yukti: Indian Wisdom for Managers	Major	2
		Tourism Management & Marketing	Major (Elective1)	4
		Industrial Marketing	Major (Elective2)	4
		Logistics & Supply Chain Management	Minor	4
		Selling and Negotiation	VSC	2

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Kirti M. Doongursee College (autonomous)**

Proposed Curriculum as per NEP, 2020

Year of implementation- 2025-26

Name of the Department: Bachelor of Management Studies

Semester	Course Code	Course Title	Vertical	Credit
VI		Brand Management	Major	4
		Service Marketing	Major	4
		Distribution Management	Major	2
		Event and Sports Marketing	Major (Elective1)	4
		International Marketing	Major (Elective2)	4
		Production and Total Quality Management	Minor	4

Course Code	Marketing MAJOR SEM – V – Relationship and Customer Experience Management. (CXM)	Credits	Lecture /Week
	Paper I	4	4
Course Outcomes:			
After successful completion of this course, students would be able to			
CO1 Recall the basic concepts, definitions, objectives, and evolution of Customer Relationship Management (CRM), and recognize its importance in today's business landscape.			
CO2 Understand the concepts of Customer Experience (CX) and Customer Experience Management (CXM), and differentiate between CRM and CXM.			
CO3 Apply omni-channel CXM strategies and best practices to improve customer interaction			
CO4 Analyze the four pillars of CXM and examine customer experience metrics like FRT, TAT, SLA, and CSAT.			
Unit	Topics	No of Lectures	
I	Introduction of CXM and CRM	15	
	<p>1.1 Concept, Evolution of Customer relationship (CRM), Evolution of Customer Relationships: Customers as strangers, acquaintances, friends and partners, Objectives, Importance of CRM in Today's Business Landscape.</p> <p>1.2 Concept, Evolution of Customer Experience (CX), Concept of CXM, Objectives, Importance of CXM in Today's Business Landscape.</p> <p>1.3 Difference between CRM and CXM.</p> <p>1.4 Customer Interaction Channels</p> <p>1.5 Measuring impact of CXM: Role of metrics in CXM, First response Time (FRTs), Resolution Time (TATs), Service Level Agreement (SLAs), Customer Satisfaction (CSAT)</p>		
II	Omni-channel CXM	15	
	<p>2.1 Omni-Channel CXM Challenges associated in Omni- channel CXM, Challenges Associated with Multi-Channel CXM, Benefits of Adopting an Omni-Channel CX Approach. Best Practices for Implementing Omni-Channel CX.</p> <p>2.2 Four Pillars First pillar: Email, social media, Web and Offline touch –point. Second Pillar: Calls & Chatbots Third Pillar: CRM plus Analytics. Fourth Pillar: Social media publishing plus marketing automation plus response management.</p>		

III	Designing and Implementing Exceptional Customer Journeys.	15
	<p>3.1 Building a Customer-Centric Culture.</p> <p>Customer journey mapping: Identifying touch points, emotions, and pain points</p> <p>Designing customer journeys for positive experience at every touchpoint.</p> <p>Implementing CX initiatives across different departments and channels</p> <p>Leveraging technology and automation to personalise and optimise journeys</p>	
IV	Implementation of CRM and CXM	15
	<p>4.1 CRM and CXM Strategic Planning</p> <p>CRM Strategy Objectives & Lifecycle:</p> <p>The CRM Strategy Cycle: Acquisition, Retention and Win Back, Complexities of CRM Strategy</p> <p>4.2 CRM Evaluation:</p> <p>Basic Measures: Service Quality, Customer Satisfaction and Loyalty, Company 3E Measures: Efficiency, Effectiveness and Employee Change</p>	
<p>Reference books:</p> <ol style="list-style-type: none"> 1. Bhattacharya, S.K. and Dearden, J. – Accounting for Management: Text and Cases, New Delhi. 2022. 2. Newman, Martin – The Power of Customer Experience. 2021. 3. Reichheld, Fred – Winning on Purpose: The Unbeatable Strategy of Loving Customers. 2021. 4. Kalakota, R. and Winston, Andrew V. – Electronic Commerce: A Manager’s Guide, Pearson Education. 1997. 		

Course Code	MARKETING MAJOR SEM – V – New Product Development & Innovation	Credits	Lectures /Week
	Paper I	4	4
Course Outcomes:			
After successful completion of this course, students would be able to			
CO1	Identify & recall various basic concepts and terms related to New Product Development & Innovation		
CO2	Understand the various aspects of research, idea generation, concept development, product evaluation, strategies and trends.		
CO3	Apply product development & innovation concepts for a new product		
CO4	Analyse the new product development frameworks, testing and strategies for their effectiveness in innovation.		
Unit	Topics	No of Lectures	
I	New Product Development & Innovation	15	
	1.1 Fundamentals of NPD & Innovation <ul style="list-style-type: none"> ○ Definition and importance of NPD in marketing strategy. ○ Types of innovation: Incremental vs. Radical innovation. ○ Stages of innovation adoption (Rogers’ Diffusion of Innovation). ○ Industry trends in innovation (AI, IoT, Sustainability, etc.). 1.2 Market Research for NPD <ul style="list-style-type: none"> ○ Identifying consumer needs & pain points. ○ Market segmentation & targeting for new products. ○ Techniques: Surveys, Focus Groups, Customer Journey Mapping. ○ Competitive analysis (Porter’s Five Forces, Blue Ocean Strategy). 		
II	Idea Generation, Concept Development & Testing	15	
	2.1 Idea Generation & Concept Development <ul style="list-style-type: none"> ○ Brainstorming & Design Thinking for innovation. ○ SCAMPER Method, TRIZ, and Mind Mapping. ○ Concept testing: Prototype development & MVP (Minimum Viable Product). ○ Product positioning & unique selling proposition (USP). 2.2 Module 4: Product Development Process <ul style="list-style-type: none"> ○ Stage-Gate Process for product innovation. ○ Prototyping, Testing & Refinement. ○ Costing & Pricing strategies for new products. ○ Case studies: Successful product innovations 		
III	Go-to-Market Strategy & Commercialization	15	
	3.1 Go-to-Market (GTM) Strategy <ul style="list-style-type: none"> ○ Launch planning & market entry strategies. 		

	<ul style="list-style-type: none"> ○ Branding & communication for new products. ○ Digital marketing for product launches. ○ Sales forecasting & demand estimation. ○ Case studies: Product launch failures & lessons learned. <p>3.2 Module 6: Commercialization & Post-Launch Analysis</p> <ul style="list-style-type: none"> ○ Managing post-launch feedback & iteration. ○ Product lifecycle management (PLC). ○ Customer adoption & retention strategies. ○ Monitoring performance & managing product failures. 	
IV	Managing Innovation & Future Trends	15
	<p>4.1 Managing Innovation & Sustainability</p> <ul style="list-style-type: none"> ○ Disruptive Innovation vs. Incremental Innovation. ○ Sustainability & Green Product Development. ○ Managing risk & failure in innovation. ○ Legal & ethical issues in product development (Patents, Copyrights, IP Laws). <p>4.2 Module 8: Future of Innovation & Emerging Technologies</p> <ul style="list-style-type: none"> ○ AI & Machine Learning in Product Innovation. ○ IoT, Blockchain, and 3D Printing Applications. ○ Personalization and Hyper-Customization Trends. ○ Innovation in the Metaverse & Augmented Reality (AR/VR). 	
<p>Reference books:</p> <ol style="list-style-type: none"> 1. Christensen, C. M. (1997). The innovator's dilemma: When new technologies cause great firms to fail. Harvard Business Review Press. 2. Kim, W. C., & Mauborgne, R. (2005). Blue ocean strategy: How to create uncontested market space and make the competition irrelevant. Harvard Business Review Press. 3. Crawford, C. M., & Di Benedetto, C. A. (2020). New products management (12th ed.). McGraw-Hill Education. 4. Moore, G. A. (1991). Crossing the chasm: Marketing and selling disruptive products to mainstream customers. Harper Business. 5. Harvard Business Review. (n.d.). Case studies on product innovation. Harvard Business School Publishing. 		

Course Code	MAJOR SEM – V – Yuktī: Indian Wisdom for Managers	Credits	Lectures/Week
	Paper I	2	2
Course Outcomes:			
After successful completion of this course, students would be able to			
<ol style="list-style-type: none"> 1. Recall the management principles and phenomenon from the ancient scriptures and state their significance in shaping management and organizational systems. 2. Summarize essential management ideas derived from Indian epics, literature, and philosophies, and paraphrase their relevance in understanding leadership, decision-making, & work-ethics. 3. Employ ancient Indian approaches to leadership, governance, and self-management, and relate them effectively to contemporary professional and personal contexts. 4. Deconstruct complex modern management challenges using traditional Indian thought, and infer or relate sustainable and value-based strategies for holistic decision-making. 			
Unit	Topic	No of Lectures	
1	Traditional Indian Workforce Systems and Practices	15	
	<p>1.1. Corporate Life In Ancient India Concept, Features, Practices of Ancient Indian Economy. Ancient Indian Management – Objectives, Stakeholder value creation, Management in Ancient Indian Business, Essence of Indian Management, Workplace Hierarchy - Varna System and Sreni System – Brahmans, Ksatriyas, Vaishyas, Shudras</p> <p>1.2. Management Lessons and Takeaways from Traditional Scriptures and Philosophies in India: Ancient Indian Scriptures - The Vedas, Upanishads, Shastras, Sutras, Ramayan, Mahabharat and other related material. Principles and practices of other religious segments originating in India.</p> <p>1.3. Management Lessons and Takeaways from Arthshastra Principles of Administration Principles of Governance Management Principles and Practices Fundamentals HR Distribution & Management and Leadership</p>		
2	Ancient Wisdom in Modern Management	15	
	<p>2.1. Modern & Traditional Management Practices – Correlation Study. Motivation and Leadership Lessons Political, Military and Statesmanship Lessons Economic and international relations Lessons Marketing Lessons Management in government and positive thinking in creative management.</p> <p>2.2. Lessons for Managers from Traditional Indian Scriptures: The concept of “<i>Triguna Shastra</i>” along with their balance in developing strong and righteous managers. Sattvic Discipline at workplace – Ethics Divine and diabolic qualities for leaders and managers. Sattvic Leadership. Qualities of a virtuous worker. Self-actualization at workplace.</p>		

	<p>Emphasis on creative and research through the concept of “<i>Manthanam</i>”</p> <p>2.3. Activities to Develop Human Mind and Body and Reduce Stress:</p> <p>Spiritual Wellbeing. Mental Wellbeing. Emotional Wellbeing. Physical Wellbeing.</p> <p><i>Case Studies can be introduces at any of the above levels.</i></p>	
<p>References Books:</p> <ol style="list-style-type: none"> 1. <i>The Gita and Management by Swami Bodhananda, BlueJay Books, Srishti Publishers and Distributers, New Delhi,</i> 2. <i>Bhagavad Gita On Effective Leadership, Pujan Roka, Jaico Publishing House, Mumbai.</i> 3. <i>Indian Models of Economy, Business And Management, by P Kanagasabapathi, Second Edition, 2018, Visionias Ltd.</i> 4. <i>Ancient Indian Scriptures For Human Resource Management, Dr. Sneh Bhardwaj, 1st, 2020, Regal Publications</i> 5. <i>Business and Management Cases Based on Indian Ethos and Scriptures, Ashish Janakray Dave and Sumanta Dutta, First Edition, 2022, Bharti Publication</i> 		

Course Code	Marketing MAJOR SEM – V – Tourism Management & Marketing	Credits	Lecture /Week
	Paper I	4	4
Course Outcomes:			
After successful completion of this course, students would be able to			
CO1 Identify and recall the concepts, terminologies, global organizations related to tourism management and marketing.			
CO2 Understand and describe the various types of tourism, marketing mix, factors relating to different aspects of tourism management and marketing.			
CO3 Apply the various aspects of tourism marketing mix, tourism management, strategies, and recent trends for tour planning, travel itinerary, tour packages.			
CO4 Analyze the various concepts, strategies, global organizations and recent trends for effective tourism management and marketing.			
Unit	Topics	No of Lectures	
I	Introduction to Tourism	15	
	1.1 Introduction to tourism, Purpose of Tourism, Impact of Tourism, Factors Influencing growth of Tourism, Classification of Tourism. 1.2 Components of tourism - 4A's of tourism, various approaches. 1.3 Tourism resources, Contribution of tourism sector, geography of tourism. 1.4 Hospitality management and tourism transportation.		
II	Tourism Marketing Mix and Strategies	15	
	2.1 Product: Tourism Destination Life Cycle, Factors for tourism destination selection, launching a new tourism product. 2.2 Price: Factors Influencing Tourism Pricing, Tourism Pricing Objectives, Tourism Pricing Policies & Strategies. 2.3 Place: Factors Influencing Tourism Distribution, Tourism Distribution System. 2.4 Promotion: Tourism Advertising, Tourism Publicity, Tourism Public Relation, Tourism Sales promotion Technique, Electronics Channel of Tourism. 2.5 Other elements: Middlemen in Tourism Industry, Functions of Middlemen, Essential of an ideal travel guide, and Employee as an element of people mix, Internal Marketing, Objectives of Internal Marketing, and Internal marketing Process. 2.6 Partnering and developing a marketing plan.		
III	Tourism Management	15	

	<p>3.2 Tourism planning, Organization of a tour, tourism management, Destination management.</p> <p>3.3 Tourist behaviour: travel motivation, purchase decision-making process, perception, and experience; Client handling process, grievance and redressal.</p> <p>3.4 Tour Operators and Travel Agents/ OTA: functions, types, Travel agency operations. Entrepreneurship in travel operation and Career in travel agency and tour operation business.</p> <p>3.5 Tour packages & costing – Importance, types and components.</p> <p>3.6 Travel itinerary – planning, types and components.</p> <p>3.7 Travel Formalities and Documentation.</p>	
IV	Global Organizations and Recent Trends	15
	<p>4.1 Tourism organizations – UNWTO, WTTC, PATA, WATA, IATA, ICAO, ITDC, TAAI, IATO, IRCTC, TFCI, UNESCO, ASI, Ministry of Tourism.</p> <p>4.2 India as a tourism destination: Incredible India; MICE.</p> <p>4.3 Global tourism market.</p> <p>4.4 Recent digital transformation in the tourism industry; SEO, SEM, Sentiment Analysis, 360 degree, AR, VR, ML, AI in tourism.</p>	
<p>Reference books:</p> <ol style="list-style-type: none"> 1. Venu Vasudevan, Vijayakumar B., Saroop Roy B.R. (2017). An Introduction to the Business of Tourism. New Delhi: Sage Publication. 2. Roday, Biwal and Joshi (2016) Tourism Operations and Management. New Delhi. Oxford Publications. 3. Sharma, K. (2014). Introduction to Tourism Management, Mc Graw Hill Education. New Delhi. 4. Agarwal, S., Busby, G., & Huang, R. (Eds.). (2018). Special Interest Tourism: Concepts, Contexts and Cases. CABI. 5. Chowdhary, Nimit (2013). Handbook for Tour Guides. New Delhi: Matrix Publishers. (L). 6. Swarbrooke, J., & Horner, S. (2007). Consumer Behaviour in Tourism. (2nd ed.), Butterworth-Heinemann. 7. Morrison, (2013) A. M., Marketing and Managing Tourism Destination, Routledge. 		

Course Code	MARKETING MAJOR ELECTIVE 2 SEM – V – Industrial Marketing	Credits	Lectures /Week
	Paper I	4	4
Course Outcomes:			
After successful completion of this course, students would be able to			
CO1 Remember basic concepts and terms related to Industrial Marketing			
CO2 Understand the various aspects of research, strategies and trends related to Industrial Marketing			
CO3 Apply various fundamentals concepts, research aspects and strategies for Industrial Marketing			
CO4 Analyse buying behaviour, decision-making processes, strategies and trends in industrial markets.			
Unit	Topics	No of Lectures	
I	Fundamentals of Industrial Marketing	15	
	2.1 Introduction to Industrial Marketing <ul style="list-style-type: none"> ○ Definition, Features, and Scope ○ Industrial vs. Consumer Marketing ○ Classification of Industrial Products & Services 2.2 Industrial Marketing Environment <ul style="list-style-type: none"> ○ Technological, Customer, Competitive, Legal & Economic Environments ○ Role of the Industrial Marketing Manager 2.3 Industrial Buying & Buying Behaviour <ul style="list-style-type: none"> ○ Procurement Function, Buying Centres, and Vendor Analysis ○ Models of Industrial Buying Behaviour 		
II	Industrial Market Research & STP	15	
	2.1 Industrial Marketing Research <ul style="list-style-type: none"> ○ Process, Role, and Scope ○ Role of MIS & Decision Support Systems 2.2 Segmentation, Targeting & Positioning (STP) <ul style="list-style-type: none"> ○ Criteria & Basis for Market Segmentation ○ Target Market Approaches ○ Positioning Strategies for Industrial Products 		
III	Industrial Marketing Mix & Strategies	15	
	3.1 Industrial Products & New Product Development (NPD) <ul style="list-style-type: none"> ○ Product Policy & Classification ○ Stages of New Product Development 3.2 Industrial Pricing Strategies <ul style="list-style-type: none"> ○ Factors Influencing Pricing Decisions ○ Types of Pricing, Leasing, Bidding & Negotiation 3.3 Industrial Marketing Communication		

	<ul style="list-style-type: none"> ○ Advertising, Personal Selling & Sales Promotion ○ Role of Digital Media in B2B Marketing <p>3.4 Marketing Channels & Physical Distribution</p> <ul style="list-style-type: none"> ○ Channel Design & Management ○ Logistics & Physical Distribution Management 	
IV	Emerging Trends in Industrial Marketing	15
	<p>4.1 Business Networks & Relationship Marketing</p> <ul style="list-style-type: none"> ○ Role of Business Networks & Strategic Alliances <p>4.2 E-Procurement in Industrial Markets</p> <ul style="list-style-type: none"> ○ Importance, Implementation & Impact of E-Procurement <p>4.3 E-Commerce in Industrial Marketing</p> <ul style="list-style-type: none"> ○ Forms, Advantages & Role of E-Commerce in B2B ○ Electronic Data Interchange (EDI) & E-Payments <p>4.4 AI, IoT, & Blockchain in Industrial Marketing</p> <ul style="list-style-type: none"> ○ Applications in Predictive Analytics, Supply Chain, & Security 	
<p>Reference books:</p> <ol style="list-style-type: none"> 1. Hutt, M. D., & Speh, T. W. (2021). Industrial marketing management. Cengage Learning. 2. Brennan, R., Canning, L., & McDowell, R. (2020). Business-to-business marketing. SAGE Publications. 3. Chisnall, P. M. (1995). Strategic marketing for industrial markets. McGraw-Hill. 4. Kotler, P., & Keller, K. L. (2022). Marketing management (16th ed.). Pearson Education. 		

Course Code	MINOR SEM – V	Credits	Lecture /Week
	Paper I – Logistics and Supply Chain Management	4	4
Course Outcomes:			
After successful completion of this course, students would be able to			
CO1 (Remember) Recall fundamental concepts, functions, and processes of logistics and SCM, while recognizing the importance of sustainability and global supply chains.			
CO2 (Understand) Restate the interconnections between logistics components, supply chain strategies, sustainability initiatives, and global trade dynamics.			
CO3 (Apply) Implement forecasting, inventory management, cost optimization, and sustainable logistics practices along with the government initiatives to improve supply chain efficiency.			
CO4 (Analyze) Evaluate global trends, technological advancements, policies, and environmental challenges to develop strategic supply chain solutions.			
Unit	Topics	No of Lectures	
I	Fundamentals of Logistics and Supply Chain Management	15	
	1.1 Introduction to Logistics 1.2 Introduction to SCM 1.3 Logistics & SCM in Customer Service & E-Commerce 1.4 Demand Forecasting in Logistics 1.5 Overview of Indian Logistics Sector		
II	Transportation and Distribution Network Management	15	
	2.1 Transportation 2.2 Warehousing 2.3 Distribution Management 2.4 Transport Infrastructure and Developments 2.5 Logistical Network Analysis		
III	Elements in Logistics and Supply Chain Management	15	
	3.1 Inventory Management 3.2 Material Handling and Packaging 3.3 Financing for Logistics and SCM 3.4 Performance Management In SCM 3.5 Supply Chain Risk Modelling and Management		
IV	Technological & Sustainable Trends in Logistics	15	

	4.1 Role of Information Technology in Logistics & SCM 4.2 Logistics Outsourcing & Emerging Business Models 4.3 Sustainable & Green Logistics 4.4 Future Trends in Logistics & Resilient Supply Chains 4.5 Global Logistics & International Supply Chain Management	
<p>Reference books:</p> <ol style="list-style-type: none"> 1. Donald J. Bowersox, David J. Closs, M. Bixby Cooper, John C. Bowersox, Supply Chain Logistics Management, 5th Edition, 2024, McGraw Hill 2. Martin Christopher, Logistics & Supply Chain Management, 6th Edition, 2023, Pearson 3. Sunil Chopra, Dharam Vir Kalra, Gourav Dwivedi, Supply Chain Management: Strategy, Planning, & Operation, 7th Revised Edition, 2024, Pearson 4. Joel D. Wisner, Keah-Choon Tan, G. Keong Leong, Principles of Supply Chain Management: A Balanced Approach, 5th Edition, 2019, Cengage 5. David B. Grant, Alexander Trautrim, Chee Yew Wong, David B Grant, Sustainable Logistics and Supply Chain Management: Principles and Practices for Sustainable Operations and Management, 2022, Kogan Page. 6. Chiranji Lal Chowdhary, Kumaresan Perumal, Logan Chella, Innovative Supply Chain Management via Digitalization and Artificial Intelligence: 424 (Studies in Systems, Decision and Control), 2022, Springer. 		

Course Code	VSC SEM – V – Selling & Negotiation	Credits	Lectures /Week
	Paper I	2	2
<p>Course Outcomes:</p> <p>After successful completion of this course, students would be able to</p> <p>CO1 Remember basic concepts of selling & negotiation</p> <p>CO2 Explain the core concepts of selling and negotiation,</p> <p>CO3 Apply the personal selling process and basic negotiation techniques in business scenarios.</p> <p>CO4 Analyse buyer behaviour and identify effective selling and negotiation strategies</p>			
Unit	Topics	No of Lectures	
I	Foundations of Selling	15	
	<p>1.1 Introduction</p> <ul style="list-style-type: none"> ○ Meaning and Importance of Selling in the Modern Business World ○ Difference Between Selling and Marketing ○ Types of Selling: B2B, B2C, Direct, Digital <p>1.2 Personal Selling Process:</p> <ul style="list-style-type: none"> ○ Prospecting, Approach, Presentation, Objections, Closing, Follow-up <p>1.3 Essential Sales Skills:</p> <ul style="list-style-type: none"> ○ Communication, Active Listening, Empathy, Product Knowledge <p>1.4 Activities:</p> <ul style="list-style-type: none"> ○ Product Pitching & Elevator Pitch Practice ○ Role Play: Sales Meeting Simulation 		
II	Negotiation Techniques and Application	15	
	<p>2.1 Negotiation Essentials</p> <ul style="list-style-type: none"> ○ Meaning, Importance, and Scope ○ Difference Between Bargaining and Negotiation ○ Key Concepts: BATNA, ZOPA, Win-Win vs Win-Lose <p>2.2 Negotiation Process and Strategies</p> <ul style="list-style-type: none"> ○ Steps: Preparation → Opening → Bargaining → Closure ○ Negotiation Styles: Competitive vs Collaborative ○ Tactics: Anchoring, Framing, Silence, Mirroring <p>2.3 Applied Negotiation in Business</p> <ul style="list-style-type: none"> ○ Common Business Scenarios: Customer, Vendor, Salary, Conflict Resolution ○ Cross-Cultural and Ethical Aspects of Negotiation <p>2.4 Activities</p> <ul style="list-style-type: none"> ○ Role Play: Buyer–Seller Negotiation ○ Group Activity: Team Negotiation Simulation 		

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| | ○ Feedback and Reflection Exercise | |
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Reference books:

1. Kotler, P., & Keller, K. L. (2016). Marketing management (15th ed.). Pearson Education.
2. Futrell, C. M. (2020). Fundamentals of selling: Customers for life through service (14th ed.). McGraw-Hill Education.
3. Rackham, N. (1996). SPIN selling. McGraw-Hill.

Course Code	MARKETING MAJOR-SEM - IV - Brand Management	Credits	Lectures /Week
	Paper I	4	4

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Course Outcomes:

After successful completion of this course, students would be able to

- CO1 Identify the meaning and various concepts related to Brand Management
- CO2 Understand how to build, sustain and grow brands
- CO3 Apply the plan and implement the brand marketing programs
- CO4 Analyze and interpret the various sources of brand equity

Unit	Topics	No of Lectures
I	Introduction to Brand Managements	15
	1.1 Meaning of Brand, Branding, Brand Management. Importance of Branding to Consumers, Firms, Brands v/s Products. 1.2 Scope of Branding, Branding Challenges and Opportunities, Strategic Brand Management Process, Customer Based Brand Equity model (CBBE), Branding in the Omni-Channel Environment 1.3 Sources of Brand Equity, Steps of Brand Building including Brand Building Blocks. 1.4 Brand Positioning: Meaning, Importance, Basis (Functional, Emotional, Experiential)	
II	Planning and Implementing Brand Marketing Programs	15
	2.1 Brand Elements: Meaning, Criteria for choosing Brand Elements, Types of Brand Elements. Integrating Marketing Programs and Activities, 2.2 Personalizing Marketing: Experiential Marketing, One to One Marketing, Permission Marketing, AI-driven Personalization 2.3 Product Strategy: Perceived Quality, Design Thinking, and Relationship Marketing. 2.4 Pricing Strategy: Setting Prices to Build Brand Equity. 2.5 Product Strategy: Perceived Quality and Relationship Marketing. 2.6 Channel Strategy: Direct, Indirect Channels, Promotion Strategy: Developing Integrated Marketing Communication Programs, Leveraging 2.7 Secondary Brand Associations to Build Brand Equity: Companies, Countries, Channel of Distribution, Co-branding, Characters, Sponsorship, Events.	

III	Measuring and Interpreting Brand Performance	15
	<p>3.1 The Brand Value Chain.</p> <p>3.2 Measuring Sources of Brand Equity.</p> <p>3.3 Qualitative Research Techniques: Projective Techniques: Completion, Comparison, Brand Personality and Values: The Big Five, Quantitative Research Techniques: Brand Awareness: Recognition, Recall, Brand Image, Brand Response Association</p> <p>3.4 Young and Rubicam's Brand Asset Valuator - Measuring Outcomes of Brand Equity</p> <p>3.5 Methods: Comparative Methods: Brand based Comparative Approaches, Marketing Based Comparative Approaches, Conjoint Analysis, Holistic Methods: Residual Approaches, Valuation Approaches: Historical</p> <p>3.6 Perspectives and Interbrand's Brand Valuation Methodology</p>	
IV	Growing and Sustaining Brand Equity	15
	<p>4.1 Designing & Implementing Branding Strategies: o Brand Architecture: Meaning of Brand Architecture, The Brand Product Matri, Breadth of a Branding Strategy, Depth of a Branding Strategy o Brand Hierarchy: Meaning of Brand Hierarchy, Building Equity at Different Hierarchy Levels</p> <p>4.2 Cause and Green Branding. ESG and Ethical Branding</p> <p>4.3 Brand Extensions: Meaning, Advantages, Disadvantages, Brand Extension and Brand Equity, Managing Cannibalization & Brand Dilution Risks.</p> <p>4.4 Managing Brands over Time: Reinforcing Brands, Revitalizing Brands</p> <p>4.5 Building Global Customer Based Brand Equity</p>	
	<p>Reference books:</p> <ol style="list-style-type: none"> 1. Keller Kevin Lane, Strategic Brand Management: Building, Measuring and Managing Brand Equity 2. Keller Kevin Lane, Strategic Brand Management-2008 3. Elliot, Richard, Strategic Brand Management-2008 4. Kapferer, Jean-Noel, Strategic Brand Management-2000 5. Kishen, Ram, Strategic Brand Management- 2013 	

Course Code	MARKETING MAJOR SEM – VI – Service Marketing	Credits	Lectures /Week
	Paper II	4	4
Course Outcomes:			
After successful completion of this course, students would be able to			
CO1 Remember basic concepts and terms related to service marketing.			
CO2 Understand the various fundamentals, elements, quality management and trends of service marketing.			
CO3 Apply various fundamentals concepts, quality management aspects and strategies for service marketing			
CO4 Analyse buying behaviour, purchase processes, service mix, service quality management and trends service industry.			
Unit	Topics	No of Lectures	
I	Fundamentals of Services Marketing	15	
	1.1 Introduction & Characteristics of Services <ul style="list-style-type: none"> ○ Definition, Scope, and Role of Services in the Economy ○ Distinctive Characteristics: Intangibility, Inseparability, Variability, and Perishability (IVIP) ○ Services Marketing Triangle: Internal, External & Interactive Marketing 1.2 Consumer Behaviour & Purchase Process <ul style="list-style-type: none"> ○ Stages of Service Purchase Process ○ Positioning Services in the Marketplace ○ Service Recovery Efforts & Customer Loyalty 		
II	Key Elements of Services Marketing Mix	15	
	2.1 The 7Ps of Services Marketing <ul style="list-style-type: none"> ○ Product, Price, Place, Promotion, People, Physical Evidence & Process ○ Service Mapping & Flowcharting 2.2 Branding & Delivery of Services <ul style="list-style-type: none"> ○ Challenges in Service Branding ○ Strategies for Effective Service Delivery 		
III	Managing Service Quality & Productivity	15	
	3.1 Service Quality & GAP Model <ul style="list-style-type: none"> ○ GAP Model of Service Quality ○ Measuring Service Quality (SERVQUAL Model) ○ Service Recovery & Managing Customer Complaints 3.2 Improving Service Productivity <ul style="list-style-type: none"> ○ Strategies for Demand & Capacity Alignment ○ Role of Technology (AI, Automation) in Enhancing Productivity 		

IV	Global Trends & Ethics in Services Marketing	15
	<ul style="list-style-type: none"> 4.1 International & Global Strategies <ul style="list-style-type: none"> ○ Moving from Domestic to Transnational Services ○ Factors Favoring Global Expansion ○ Case Studies of Global Service Brands 4.2 Recent Trends in Service Industries <ul style="list-style-type: none"> ○ Tourism, Healthcare, Banking, Education, IT & Entertainment ○ Digital Transformation & AI in Service Innovation 4.3 Ethics in Services Marketing <ul style="list-style-type: none"> ○ Importance of Ethics in Service Delivery ○ Unethical Practices & Ethical Frameworks 	
<p>Reference books:</p> <ol style="list-style-type: none"> 1. Zeithaml, V. A., Bitner, M. J., & Gremler, D. D. (2018). Services marketing: Integrating customer focus across the firm (7th ed.). McGraw-Hill. 2. Kotler, P., & Keller, K. L. (2022). Marketing management (16th ed.). Pearson Education. 3. Vargo, S. L., & Lusch, R. F. (2004). Evolving to a new dominant logic for marketing. Journal of Marketing. 		

Course Code	MARKETING MAJOR: SEM – VI –Distribution Management	Credits	Lectures /Week
	Paper III	2	2
Course Outcomes:			
After successful completion of this course, students would be able to			
CO1 Remember the basic concepts of distribution management			
CO2 Explain the fundamentals and channel management strategy			
CO3 Apply distribution and channel managements concepts to industry scenarios			
CO4 Analyse distributions systems, role of intermediaries, channel management and strategies			
Unit	Topics	No of Lectures	
I	Fundamentals of Distribution Management	15	
	1.1 Introduction & Meaning of Distribution Management, Role and Importance in the Supply Chain 1.2 Evolution of Distribution Channels 1.3 Types of Distribution Channels: Direct and Indirect, Multichannel and Hybrid Channels 1.4 Role of Intermediaries: Wholesalers, Distributors, Retailers, Agents, Differences between Distributor and Wholesaler 1.5 Types of Distribution Systems: Intensive, Selective, Exclusive 1.6 Factors Affecting Distribution Strategy: Product type, Market location, Pricing, Logistics, Cost		
II	Channel Management & Strategy	15	
	2.1 Designing Distribution Channels, Channel Policies and Functions 2.2 Channel Conflicts: Types – Vertical, Horizontal, Multichannel 2.3 Causes and Conflict Resolution (Kenneth Thomas's 5 Styles) 2.4 Selecting and Motivating Channel Partners 2.5 Evaluating Channel Performance: Effectiveness, Efficiency, Equity 2.6 Control Mechanisms: Contracts, Agreements, Budgets, Distribution Audits 2.7 Trends in Distribution: E-Commerce & Direct-to-Consumer (D2C) Quick Commerce, Omnichannel Distribution		
Reference books:			
1. Kotler, P., & Keller, K. L. (2016). Marketing management (15th ed.). Pearson Education.			
2. Futrell, C. M. (2020). Fundamentals of selling: Customers for life through service (14th ed.). McGraw-Hill Education.			
3. Rackham, N. (1996). SPIN selling. McGraw-Hill.			

Course Code	Major Elective1 SEM – VI –Event and Sports Marketing	Credits	Lectures /Week
	Paper I	4	4
<p>Course Outcomes:</p> <p>After successful completion of this course, students would be able to</p> <p>CO1 Recall fundamental concepts and evolution of event and sports marketing. <i>(Remembering)</i></p> <p>CO2 Demonstrate understanding of segmentation, product, pricing, and promotional strategies in event and sports marketing.</p> <p>CO3 Apply marketing tools and sponsorship techniques in real-world event and sports scenarios.</p> <p>CO4 Analyse the components of marketing strategies for major sporting events and identify trends in the industry</p>			
Unit	Topics	No of Lectures	
I	Introduction to Event Marketing	15	
	1.1 Definition, Meaning, and Evolution of Event Marketing 1.2 Advantages of Event Marketing as a Communication Tool 1.3 The 5 C's of Events: Conceptualization, Costing, Canvassing, Customization, Carrying Out 1.4 Event Designing and Interaction Points (Direct, Indirect, Enablers) 1.5 Marketing Needs Addressed by Events: Brand Building, Target Market Focus, Relationship Building, Media Leverage, Economic Implications of Events 1.6 Key Elements: Event Infrastructure, Customer Groups, Clients, Organizers, Venues, Media		
II	Event Segmentation, Product, Pricing & Promotion	15	
	2.1 Market Segmentation, Targeting, and Positioning for Events 2.2 Concept of Product in Events: Core to Augmented Benefit Levels 2.3 Categories of Events: Competitive, Cultural, Business, Charitable, Artistic 2.4 Event Variations: Time Frame, Concept, Artist, Industry-Based 2.5 Event Pricing: Objectives, Methods (Flat Fee, % Cost, Package, Hourly) 2.6 Promotion & Networking: Media Channels, PR, Sales Promotion, Direct Marketing 2.7 Event Sponsorship: Concept, Synergy, Incentives, In-Kind Support, Impact Measurement		
III	Sports Marketing Fundamentals	15	
	3.1 Definition & Features of Sports Marketing 3.2 Sports Industry Model & Marketing Programme Implementation Environmental & Individual Factors Affecting Sports Marketing 3.3 Role of Research in Sports Marketing (Types, Issues)		

	<p>3.4 Sports Product Strategy: Core vs. Extensions, Brand Equity Basics of Sports Pricing Strategies</p> <p>3.5 Selling Sports & Sponsorship: Growth, Selling Techniques, Ethics</p>	
IV	Event Segmentation, Product, Pricing & Promotion	15
	<p>4.1 Promotion Mix for Sports: Sponsorship, Sales Promotion, PR, Digital Marketing, Media Use in Sports Marketing</p> <p>4.2 Distribution Strategies & Product-Place Matrix</p> <p>4.3 Cross-Impact of the 5Ps in Sports</p> <p>4.4 Legal Aspects: Endorsement, Player, Franchise, Sponsorship Agreements</p> <p>4.5 Marketing of Major Sporting Events: Olympics, IPL, FIFA, ICC World Cup, Wimbledon</p> <p>4.6 Trends & Challenges: E-Sports, Virtual Events, Societal & Green Sports Marketing</p> <p>4.7 Careers in Sports Marketing</p>	
<p>Reference books:</p> <ol style="list-style-type: none"> 1. Meenakshi, T. – Event Management and Marketing, PHI Learning, 1st Edition, 2020. 2. Gaur, Sanjay Singh & Saggere, S.V. – Event Marketing and Management, Vikas Publishing, 2nd Edition, 2017. 3. Kotler, Philip & Keller, Kevin Lane – Marketing Management, Pearson Education, 15th Edition, 2016. 4. Shank, Matthew D. & Lyberger, Mark R. – Sports Marketing: A Strategic Perspective, Pearson, 5th Edition, 2014. 5. Pitts, Brenda G. & Stotlar, David K. – Fundamentals of Sport Marketing, Fitness Information Technology, 5th Edition, 2013. 6. Fullerton, Sam – Sports Marketing, McGraw Hill Education, 4th Edition, 2021. 7. Smith, Aaron C.T. – Introduction to Sport Marketing, Routledge, 2nd Edition, 2015. 8. Hoyle, Leonard D. – Event Marketing: How to Successfully Promote Events, Festivals, Conventions, and Expositions, Wiley, 1st Edition, 2002. 		

Course Code	Major Elective2 SEM – VI –International Marketing	Credits	Lectures /Week
	Paper I	4	4
Course Outcomes:			
After successful completion of this course, students would be able to			
CO1 Remember basics of international marketing.			
CO2 Explain international marketing environment, strategies and trends.			
CO3 Apply the concepts in real life scenarios of international marketing			
CO4 Analyse the international marketing environment, strategies and trends.			
Unit	Topics	No of Lectures	
I	Introduction to International Marketing	15	
	1.1 Meaning, Features, and Process of International Marketing 1.2 EPRG Framework, Globalization & Digital Globalization 1.3 Entry Strategies: Exporting, Licensing, Franchising, JV, Strategic Alliances, WOS, Contract Manufacturing 1.4 Concept and Importance of International Trade 1.5 Trade Barriers: Tariff & Non-Tariff 1.6 Trading Blocs: SAARC, ASEAN, EU, etc. 1.7 Geopolitical Influence & Sustainability in Trade		
II	International Marketing Environment & Research	15	
	2.1 Economic, Political, Legal, Cultural & Technological Environment 2.2 Role of International Institutions: World Bank, IMF, WTO 2.3 Hofstede’s Cultural Dimensions 2.4 Cross-cultural tools & digital analytics 2.5 Need & Scope of International Marketing Research 2.6 Use of AI, Big Data & Online Tools in Global Research		
III	International Marketing Mix Strategies	15	
	3.1 Product Decisions: Standardization vs. Adaptation, Branding, IPLC 3.2 Pricing: Methods, Strategies & Issues (Transfer Pricing, Dumping) 3.3 Distribution: Global Channels, E-Commerce, D2C, Logistics 3.4 Promotion: Global Campaign Planning, Digital & Influencer Marketing 3.5 Standardization vs. Adaptation in Mix Strategies		
IV	Trends & Developments in International Marketing	15	
	4.1 Designing & Controlling International Marketing Plans 4.2 Global, Transnational & Multidomestic Strategies 4.3 International Service Marketing & Gig Economy 4.4 Sustainable, Ethical & Green Marketing 4.5 Role of AI, Automation & Blockchain		

	<p>4.6 Career Scope in International MarketingMarketing of Major Sporting Events: Olympics, IPL, FIFA, ICC World Cup, Wimbledon</p> <p>4.7 Trends & Challenges: E-Sports, Virtual Events, Societal & Green Sports Marketing</p> <p>4.8 Careers in Sports Marketing</p>	
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Reference books:

1. Keegan, W. J., & Green, M. C. (2020). Global marketing (9th ed.). Pearson.
2. Cherunilam, F. (2011). International marketing. Himalaya Publishing House.
3. Cateora, P. R., Gilly, M. C., Graham, J. L., & Money, B. R. (2020). International marketing (18th ed.). McGraw-Hill Education.
4. Kotler, P., Keller, K. L., Koshy, A., & Jha, M. (2022). Marketing management: A South Asian perspective (16th ed.). Pearson.

Course Code	MINOR SEM – VI – Production & Quality Management	Credits	Lectures /Week
	Paper I	4	4
Course Outcomes:			
After successful completion of this course, students would be able to			
CO1. Remember basic concepts and terms related to Production & Quality Management			
CO2. Understand the various aspects of product design & development, manufacturing, materials & inventory management and quality management.			
CO3. Apply various fundamental concepts of production and quality in manufacturing scenarios.			
CO4. Analyse and improve manufacturing process, productivity and quality.			
Unit	Topics		No of Lectures
I	Production Management & Manufacturing Systems		15
	1.1 Introduction to Production Management <ul style="list-style-type: none"> ○ Introduction to Production Management. Manufacturing Systems: Intermittent, Continuous Systems, and Smart Manufacturing. 1.2 Product Development & Design 1.3 Plant Location & Layout: <ul style="list-style-type: none"> ○ Factors, Layout Types, and Digital Twin Technology. 1.4 Purchase Management: <ul style="list-style-type: none"> ○ Vendor Evaluation, Strategic Sourcing, and Blockchain. 		
II	Materials & Inventory Management		15
	2.1 Materials Management: <ul style="list-style-type: none"> ○ Concept, Objectives, Sustainable Practices & Material Handling Systems (Types, Automation, and Robotics.) 2.2 Inventory Management: <ul style="list-style-type: none"> ○ Inventory Types ○ Importance–Inventory Control Techniques ABC, VED, FSN, GOLF, XYZ, SOS, HML, JIT, Material Requirements Planning (MRP) and AI-Based Inventory Control. 2.3 EOQ & Forecasting: <ul style="list-style-type: none"> ○ EOQ, Lead Time, Reorder Level, Safety Stock and Predictive Analytics. 		
III	Basics of Productivity & TQM		15
	3.1 Productivity Concepts: <ul style="list-style-type: none"> ○ Concepts of Productivity, modes of calculating productivity. ○ Efficiency, AI, and IoT Applications. 3.2 Quality Management: <ul style="list-style-type: none"> ○ Cost of 		

	<ul style="list-style-type: none"> ○ Quality, Philosophies and Approaches To Quality: Edward Deming, J. Juran , Kaizen , P. Crosby’s philosophy ○ Dimensions, SERVQUAL, and AI Integration. <p>3.3 TQM:</p> <ul style="list-style-type: none"> ○ Concept and Importance, Cost of Quality, TQM 4.0, and Real-Time Data Analytics. <p>3.4 Quality Tools:</p> <ul style="list-style-type: none"> ○ Fish Bone, Pareto Analysis, and AI in Root Cause Analysis 	
IV	Quality Improvement Strategies & Emerging Trends	15
	<p>4.1 Quality Improvement:</p> <ul style="list-style-type: none"> ○ Lean Thinking, Six Sigma, and DMAIC/DMADV. ○ Taguchi’s Quality Engineering <p>4.2 Certifications: ISO 9000, ISO 14000, QS9000, ISO 22000, ISO 45001 and MBNQA.</p> <p>4.3 Emerging Trends: Industry 4.0, Sustainable Manufacturing, and AI in Quality.</p>	
<p>Reference books:</p> <ol style="list-style-type: none"> 1. Chase, R. B., Aquilano, N. J., & Jacobs, F. R. (2004). Production and operations management: Manufacturing and services (10th ed.). McGraw-Hill/Irwin. 2. Stevenson, W. J. (2020). Operations management (13th ed.). McGraw-Hill Education. 3. Evans, J. R., & Lindsay, W. M. (2020). Managing for quality and performance excellence (11th ed.). Cengage Learning. 		

Evaluation Scheme for First Year (UG) under NEP (4 credits)

I. Internal Evaluation for Theory Courses – 40 Marks

1. **Continuous Internal Assessment (CIA) Assignment** - Tutorial/ Case Study/ Project / Presentations/ Group Discussion / Ind. Visit. – 20 marks
2. **Continuous Internal Assessment (CIA) ONLINE Unit Test** – 20 marks

II. External Examination for Theory Courses – 60 Marks

Duration: 2 Hours

Theory question paper pattern:

Question	Based on	Marks
Q.1	Unit I	15
Q.2	Unit II	15
Q.3	Unit III	15
Q.4	Unit IV	15

- All questions shall be compulsory with internal choice within the questions.
- Each Question may be sub-divided into sub questions as A, B, C, D, etc. & the allocation of Marks depends on the weightage of the topic.

Evaluation Scheme for First Year (UG) under NEP (2 credits)

I. Internal Evaluation for Theory Courses – 20 Marks

1. **Continuous Internal Assessment (CIA) Assignment** - Tutorial/ Case Study/ Project / Presentations/ Group Discussion / Ind. Visit. – 10 marks
2. **Continuous Internal Assessment (CIA) ONLINE Unit Test** – 10 marks

II. External Examination for Theory Courses – 30 Marks

Duration: 1 Hour

Theory question paper pattern: All questions are compulsory.

Question	Based on	Marks
Q.1	Unit I	15
Q.2	Unit II	15

- All questions shall be compulsory with internal choice within the questions.
- Each Question may be sub-divided into sub questions as A, B, C, D, etc. & the allocation of Marks depends on the weightage of the topic.