

# DIPLOMA IN MARKETING MANAGEMENT

## 1. SCHEME OF EXAMINATIONS

PAPER	SUBJECTS	CREDIT	MAX MARKS		TOTAL
			INT	EXT	
<b>I SEMESTER</b>					
Core Paper-I	Management Principles and Business Ethics	4	25	75	100
Core Paper – II	Organizational Behaviour	4	25	75	100
Core Paper-III	Accounting for Manager	4	25	75	100
Core Paper-IV	Managerial Economics	4	25	75	100
Core Paper-V	Innovation and Entrepreneurship	4	25	75	100
<b>II SEMESTER</b>					
Core Paper-VI	Advertising and Sales Promotion	3	25	75	100
Core Paper – VII	Marketing Research and Consumer Behaviour	3	25	75	100
Core Paper – VIII	Brand Management	3	25	75	100
Core Paper – IX	Marketing Management	3	25	75	100
Core Paper – X	Project Report	8	50	150	200

## 1. SYLLABUS

### SEMESTER -I

#### PAPER –I

#### MANAGEMENT PRINCIPLES AND BUSINESS ETHICS

##### UNIT - I

Introduction: Nature of Management – **Management Skills** - The Evolution of Management Thought – Tasks of a Professional Manager – **Manager – Organisational Culture - Environment** – Systems Approach to Management – Levels in Management

##### UNIT - II

Planning & Decision Making: Steps in Planning Process – Scope and Limitations – Short Term and Long Term Planning – Flexibility in Planning – Characteristics of a Sound Plan – Management By Objectives (MBO). **Strategic Management Process** Decision Making Process and Techniques.

##### UNIT – III

Nature of Organizing : Organisation Structure and Design - Authority Relationships – Delegation

of Authority and Decentralisation – Interdepartmental Coordinator – emerging Trends in corporate Structure, Strategy and Culture – Impact of Technology on Organisational design – Mechanistic vs. Adoptive Structures – Formal and Informal Organisation. Span of control – Pros and Cons of Narrow and Wide Spans of Control – Optimum Span - **Managing Change and Innovation.**

#### **UNIT – IV**

Control: Concept of Control – Application of the Process of Control at Different Levels of Management (top, middle and first line). Performance Standards – Measurements of Performance – Remedial Action - An Integrated Control system in an Organisation – Management by Exception (MBE) – **Leadership – Approaches to Leadership and Communication.**

#### **UNIT – V**

Business Ethics: Importance of Business Ethics – Ethical Issues and Dilemmas in Business - Ethical Decision Making and Ethical Leadership – Ethics Audit - **Business Ethics and - CSR Models.**

#### **Reference Books**

1. Certo, S C. and Certo, T, Modern Management, 12<sup>th</sup> Edition, Prentice Hall, January 2011.
2. Griffin, R. W., Management, 11<sup>th</sup> Edition, South-Western College Publication, January 2012.
3. Koontz, H. and Weihrich, H., Essentials of Management: An International Perspective, 8<sup>th</sup> Edition, Tata McGraw Hill Education Private Ltd., July 2009.
4. Mukherjee, K., Principles of Management, 2<sup>nd</sup> Edition, Tata McGraw Hill Education Pvt. Ltd., 2009.
5. Robbins, S and Coulter, M, 11<sup>th</sup> Edition, Management, Prentice Hall, January 2011.
6. Scherhorn, J.R., Management, 11<sup>th</sup> Edition, Wiley, July 2012.

## PAPER II

### ORGANISATIONAL BEHAVIOUR

#### UNIT - I

Introduction to Organisational Behaviour: Historical background of OB - Concept Relevance of OB - Contributing disciplines - to the field of OB, challenges and opportunities for OB, foundations of Individual Behaviour. Theory - social theory-

#### UNIT - II

Individual Difference - Personality - concept and determinants of personality - theories of personality - type of theories - trait theory - psycho analytic theory - social learning theory - Erikson's stages of Personality Development Chris Argyris Immaturity to Maturity Continuum. Personality - Job fit. Perception: Meaning Process - Factors influencing perception - Attribution theory

Learning: Classical, Operant and Social Cognitive Approaches - Managerial implications. Attitudes and Values:- Components, Attitude - Behaviour relationship, formation, values.

Motivation: Early Theories of Motivation - Hierarchy of needs theory, Theory X and Theory Y, Two factor theory, McClelland's theory of needs and Contemporary theories of motivation - Self - Determination theory, Job Engagement, Goal Setting theory, Self - efficacy theory, Reinforcement theory, Equity theory, Expectancy theory.

#### UNIT - III

Group Dynamics - Foundations of Group Behaviour - Group and Team - Stages of Group Development-Factors affecting Group and Team Performance - Group Decision making Interpersonal Communication - Communication Process - Barriers to Communication - Guidelines for Effective Communication

#### UNIT - IV

Leadership - Trait, Behavioural and Contingency theories, Leaders vs Managers Power and Politics: Sources of Power - Political Behaviour in Organisations - Managing Politics.

Conflict and Negotiation: Sources and Types of Conflict - Negotiation Strategies - Negotiation Process

## **UNIT - V**

Organisational Culture : Concept and Importance – Creating and Sustaining Culture. Emotional Intelligence, Work Life Integration Practices.

### **Reference Books**

1. Stephen P. Robins, Timothy A. Judge and Neharika Vohra, Organisational Behaviour, 15<sup>th</sup> Edition, Pearson Education, Inc. publishing as Prentice Hall, 2013.
2. K. Aswattappa, Organisational Behaviour, Himalaya Publishing House, 10<sup>th</sup> Edition, 2012.
3. Luthans, F. Organizational Behavior, 12<sup>th</sup> Edition, Tata McGraw Hill Education, 2011.
4. McShane, S.L., Von Glinow, M.A., and Sharma, R.R., Organizational Behavior, 5<sup>th</sup> Edition, Tata McGraw-Hill Education Pvt. Ltd., 2011.
5. Blanchard, K.H., Hersey, P. and Johnson, D.E., Management of Organizational Behavior: Leading Human Resources, 9<sup>th</sup> Edition, PHI Learning, 2008.
6. Newstrom, J.W., Organizational Behavior, 12<sup>th</sup> Edition, Tata McGraw-Hill Education Pvt. Ltd., 2010.

**PAPER -III**  
**ACCOUNTING FOR MANAGER**

**Unit I**

Financial Accounting – Meaning - Objectives - functions. Branches of Accounting: Financial, Cost and Management Accounting - Accounting Concepts and conventions. Journal – Ledger – Trial Balance – Preparation of Final Accounts: Trading, Profit and Loss Account and Balance Sheet (problems)

**UNIT II**

Financial Statement Analysis - Objectives - Techniques of Financial Statement Analysis: Accounting Ratios- Classification of Ratios: Profitability, Liquidity, Financial and Turnover Ratio - problems.

Fund Flow Statement - Statement of Changes in Working Capital - Preparation of Fund Flow Statement - Cash Flow Statement Analysis- Distinction between Fund Flow and Cash Flow Statement - problems

**UNIT – III**

Marginal Costing - Definition - distinction between marginal costing and absorption costing - Break even point Analysis - Contribution, p/v Ratio, margin of safety - Decision making under marginal costing system-key factor analysis, make or buy decisions, export decision, sales mix decision-Problems.

**UNIT – IV**

Budget, Budgeting, and Budgeting Control - Types of Budgets - Preparation of Flexible and fixed Budgets, master budget and Cash Budget - Problems -Zero Base Budgeting. Standard costing and variance analysis.

**UNIT – V**

Cost Accounting : meaning – Objectives - Elements of Cost – Cost Sheet(Problems) – classification of cost – Cost Unit and Cost Centre – Methods of Costing – Techniques of Costing. Standard costing and variance analysis Reporting to Management – Uses of Accounting information in Managerial decision-making.

**Reference Books**

1. Gupta, A., Financial Accounting for Management: An Analytical Perspective, 4<sup>th</sup> Edition, Pearson, 2012.
2. Khan, M.Y. and Jain, P.K., Management Accounting: Text , Problems and Cases, 5<sup>th</sup> Edition, Tata McGraw Hill Education Pvt. Ltd., 2009.

3. Nalayiram Subramanian, Contemporary Financial Accounting and reporting for Management – a holistic perspective- Edn. 1, 2014 published by S. N. Corporate Management Consultants Private Limited
4. Horngren, C.T., Sundem, G.L., Stratton, W.O., Burgstahler, D. and Schatzberg, J., 14<sup>th</sup> Edition, Pearson, 2008.
5. Noreen, E., Brewer, P. and Garrison, R., Managerial Accounting for Managers, 13<sup>th</sup> Edition, Tata McGraw-Hill Education Pvt. Ltd., 2009.
6. Rustagi, R. P., Management Accounting, 2<sup>nd</sup> Edition, Taxmann Allied Services Pvt. Ltd, 2011.

## **PAPER-IV**

### **MANAGERIAL ECONOMICS**

#### **Unit 1 : Fundamentals of Economics**

Economics-twin theme of economics- three economic problems -production possibility frontier (PPF)- Firm objectives and individual decision making- Economy model in circular flow- Externalities-Demand & Supply- Types of demand -Determinants of Demand & Supply – Types of goods- types of elasticity in D & S, Utility, Indifference curve, market equilibrium of D & S- price control mechanisms -Case study.

#### **Unit 2 : Production function and Market structure**

Production function-short and long run relationship- Isoquants-Isocost-Returns to scale – Characteristics of Monopoly, Perfect, Monopolistic competition, Oligopoly market structure- Profit maximization, price and output relationship in long run and short run- types of pricing- Case study.

#### **Unit 3: Macro economics**

Objectives, scope of Macroeconomics-Aggregate demand – Aggregate supply – Variables of macroeconomics- output & Income determination, - unemployment -inflation, Economic growth, International trade, Business cycle, Exchange rate -National income determination and its measurement – Multiplier effect- Case study.

#### **Unit 4 : Role of Money and Economic policy**

Fiscal and monetary policy – Supply & Demand for money- Keynesian theory of money and interest -IS-LM model with foreign sector- Case study.

#### **Unit 5 : International Aspects of Economics**

Foreign Exchange market – Exchange rate determination -Balance of payment-Trade policy – International monetary system and Financial institutions- trade organization- Heckscher-Ohlin theory of trade- Case study.

#### **References:**

1. Foundation of Economics, Andrew Gillespie, Oxford University press.

2. William Boyes and Michael Melvin, Textbook of economics, Biztantra, 2005.
3. N. Gregory Mankiw, Principles of Economics, 3rd edition, Thomson learning, New Delhi, 2007.
4. Richard Lipsey and Alec Charystal, Economics, 12th edition, Oxford, University Press, New Delhi, 2011.
5. Karl E. Case and Ray C. fair, Principles of Economics, 6th edition, Pearson, Education Asia, New Delhi, 2002.
6. International Economics: Theory and Policy, D. N Dwivedi, Vikas publishing house.



**PAPER -V**  
**INNOVATION AND ENTREPRENEURSHIP**

**UNIT I**

Introduction: The Entrepreneur – Definition – Characteristics of Successful entrepreneur. Entrepreneurial scene in India: Analysis of entrepreneurial growth in different communities – Case histories of successful entrepreneurs. Similarities and Distinguish between Entrepreneur and Intrapreneur.

**UNIT II**

Innovation in Business: Types of Innovation – Creating and Identifying Opportunities for Innovation – The Technological Innovation Process – Creating New Technological Innovation and Intrapreneurship – Licensing – Patent Rights – Innovation in Indian Firms

**UNIT III**

New Venture Creation: Identifying Opportunities for New Venture Creation: Environment Scanning – Generation of New Ideas for Products and Services. Creating, Shaping, Recognition, Seizing and Screening of Opportunities.

Feasibility Analysis: Technical Feasibility of Products and Services - Marketing Feasibility: Marketing Methods – Pricing Policy and Distribution Channels

**UNIT IV**

Business Plan Preparation: Benefits of a Business Plan – Elements of the Business Plan – Developing a Business Plan – Guidelines for preparing a Business Plan – Format and Presentation.

**UNITV**

Financing the New Venture:Capital structure and working capital Management: Financial appraisal of new project, Role of Banks – Credit appraisal by banks. Institutional Finance to Small Industries – Incentives – Institutional Arrangement and Encouragement of Entrepreneurship.

**Reference Books**

1. Barringer, B., Entrepreneurship: Successfully Launching New Ventures, 3<sup>rd</sup> Edition, Pearson, 2011.
2. Bessant, J., and Tidd, J., Innovation and Entrepreneurship, 2<sup>nd</sup> Edition, John Wiley & Sons, 2011.

3. Desai, V., Small Scale Industries and Entrepreneurship, Himalaya Publishing House, 2011.
4. Reddy, N., Entrepreneurship: Text and Cases, Cengage Learning, 2010.
5. Roy, R., Entrepreneurship, 2<sup>nd</sup> Edition, Oxford University Press, 2011.
6. Stokes, D., and Wilson, N., Small Business Management and Entrepreneurship, 6<sup>th</sup> Edition, Cengage Learning, 2010.

## **PAPER -VI**

### **ADVERTISING AND SALES PROMOTION**

#### **UNIT I**

Advertising: Advertising, objectives, task and process, market segmentation and target audience – Message and copy development.

#### **UNIT II**

Media: Mass Media - Selection, Planning and Scheduling – Web Advertising – Integrated programme and budget planning.

#### **UNIT III**

Implementation: Implementing the programme coordination and control – Advertising agencies – Organization and operation.

#### **UNIT IV**

Sales Promotion: Why and When Sales promotion activities, Consumer and sales channel oriented – planning, budgeting and implementing and controlling campaigns.

#### **UNIT V**

Control: Measurement of effectiveness – Ethics, Economics and Social Relevance.

#### **Reference Books**

1. Belch, G.E., Belch, M. and Purani, K., Advertising and Promotion, 7<sup>th</sup>Edition, Tata McGraw-Hill Education, 2009.
2. Hackley, C., Advertising and Promotion: An integrated communications approach, 2<sup>nd</sup>Edition, Sage Publications, 2010.
3. Marshall, P., Ultimate Guide to Facebook Advertising, Tata McGraw-Hill Education, 2011.
4. Mullins, R., Sales Promotions: How to create, implement and integrate campaigns that really work, 5<sup>th</sup>Edition, Kogan Page, 2011.
5. Percy, L. and Rosenbaum-Elliott, R., Strategic Advertising Management, 4<sup>th</sup>Edition, Oxford University Press, 2012.
6. Shrimp, T.A., Integrated Marketing Communications in Advertising and Promotion, 8<sup>th</sup>Edition, Cengage Learning India, 2012.

## **PAPER -VII**

### **MARKETING RESEARCH & CONSUMER BEHAVIOUR**

#### **UNIT I**

Introduction: Nature and scope of Marketing Research – Marketing Research as an aid to marketing decision making – Scientific method – Research designs – Exploratory, descriptive and conclusive – Secondary and Primary Data Collection Methods – Questionnaire Construction Procedure.

#### **UNIT II**

Sampling: Sampling Techniques – Sample Size Determination per survey Application of Marketing Research: Motivation Research – Advertising Research – Product Research

#### **UNIT III**

Models of Consumer Behaviour: Nicosia Model - Howard-Sheth Model – Engel-Blackwell-Miniard Model Environment Influences on Consumer: Culture – Social Class – Social Groups – Family – Personal Influence and Opinion Leadership

#### **UNIT IV**

Individual Determinants of Consumer Behaviour: Motivation and Involvement – Information Processing – Learning – Personality and Self Concept – Attitude Theories and Change.

#### **UNIT V**

Consumer Decision Processes: Problem Recognition – Search and Evaluation – Purchasing – Post-purchase Behaviour.

#### **Reference Books**

1. Aaker, D., Kumar, V., Day, G.S. and Leone, R.P., Marketing Research, 10<sup>th</sup> Edition, Wiley India Pvt. Ltd., 2011.
2. Majumdar, R., Consumer Behaviour: Insights from Indian Market, PHI Learning, 2010.
3. Malhotra, N.K. and Das, S., Marketing Research: An Applied Orientation, 6<sup>th</sup> Edition, Pearson, 2010.

4. McDaniel Jr., C. and Gates, R., Marketing Research, 8<sup>th</sup> Edition, Wiley India Pvt. Ltd., 2011.
5. Schiffman, L.G, Kanuk, L.L. and Kumar, R., Consumer Behavior, 10<sup>th</sup> Edition, Pearson, 2010.
6. Solomon, M.R., Consumer Behavior: Buying, Having and Being, 8<sup>th</sup> Edition, PHI Learning, 2010.

## **PAPER -VIII**

### **BRAND MANAGEMENT**

#### **UNIT I**

Introduction: Definition of Brand - Importance of Brands – Branding Challenges and Opportunities – Brand Equity Concept – Brand Equity Models -- Brands vs. Products Constituents of a Brand: Brand Elements – Brand Identity - Image and Personality – Brand DNA, Kernel, Codes and Promises – Point of Distribution and Point of Purchase

#### **UNIT II**

Brand Positioning: Basic Concepts – Risks – Brands and Consumers – Competitive Advantage through Strategic Positioning of Brands – Points of Parity –Points of Difference –Brand Building: Designing Marketing Programmes to Build Brands – Role of Social Media in Brand Building – Managing and Sustaining Brands Long-Term.

#### **UNIT III**

Brand Image: Image Dimensions, Brand Associations & Image, Brand Identity: Perspectives, Levels and Prisms. Managing Brand Image – Stages – Functional, Symbolic and Experiential Brands – Brand Audits – Brand Loyalty – Cult Brands

#### **UNIT IV**

Brand Valuation: Methods of Valuation – Implications for Buying & Selling Brands. Leveraging Brands: Brand Extension – Brand Licensing – Co-branding – Brand Architecture and Portfolio Management

#### **UNIT V**

Branding in Practice: Handling Name Changes and Brand Transfer – Brand Revitalisation and Rejuvenation – Global Branding Strategies – Building and Managing Brands Across Boundaries – Branding Industrial Products, Services and Retailers – Building Brands Online – Indianisation of Foreign Brands and Taking Indian Brands Global.

#### **Reference Books**

1. Aaker, D., Building Strong Brands, Simon & Schuster, 2010.
2. Chevalier, M. and Mazzalovo, G., Luxury Brand Management: A World of Privilege, 2<sup>nd</sup> Edition, John Wiley and Sons, 2012.
3. Dutta, K., Brand Management: Principles and Practices, Oxford University Press, 2012.

4. Gupta, N.R., The Seven Principles of Brand Management, Tata McGraw-Hill Education, 2011.
5. Kapferer, J.N., The New Strategic Brand Management: Advanced Insights and Strategic Thinking, 5<sup>th</sup> Edition, Kogan Page, 2012.
6. Keller, K.L., Strategic Brand Management, 3<sup>rd</sup> Edition, Pearson, 2011.

## **PAPER -IX**

### **MARKETING MANAGEMENT**

#### **UNIT I**

Introduction: Marketing Management Philosophies – What is marketing- The concepts of marketing- E- Marketing – Social Media Marketing – Current marketing challenges.

#### **UNIT II**

Strategic Planning – Marketing Management Process – Analysis of Marketing opportunities, Selecting Target Consumers, developing Marketing Mix Analysis of Macro and Micro environment Marketing Research as an Aid to Marketing, Marketing Research Process – Sales Forecasting –Techniques. Marketing Tactics, The Mix Service and Retail Marketing

#### **UNIT III**

Buyer behaviour: Factors Influencing Consumer Behaviour – Buying situation – Buying Decision Process – Industrial Buyer Behaviour. Market Segmentation : Targeting and Positioning – Competitive Marketing Strategies. Customer Life Cycle- Customer Life time Value, Portfolio Management.

#### **UNIT – IV**

Product Policies – Consumer and Industrial Product Decisions, Branding, Packaging and Labelling – New Product Development and Product Life Cycle Strategies, Pricing – Pricing Strategies and approaches.

#### **UNIT – V**

Promotion Decisions: Promotion Mix – Advertising – Sales Promotion – Sales Force Decisions, Selection, Training, Compensation and Control – Publicity and Personal Selling – Channel Management: Selection, Co-operation and Conflict Management – Vertical, Horizontal and Multi-channel Systems Consumer Protection – Awareness of Consumer Rights in the Market Place.

#### **Reference Books**

1. Balakrishna, S., Case Studies in Marketing, Pearson, 2011.
2. Kotler Pand Keller, K,L., Marketing Management, 14<sup>th</sup> Edition, Pearson Education,2011.
3. Kotler, P ., Agnihotri, P.S. and Haque, E.U., Principles of Marketing: A South Asian Perspective, 13<sup>th</sup> Edition, Pearson, 2010.
4. 4. Mullins, Marketing Management: A Strategic Decision Making Approach, 7<sup>th</sup> Edition, McGraw-Hill, 2010.
5. 5. Pillai, R. S. N. and Bhagavathy, Marketing Management, S. Chand Publishing, 2010.
6. Kumar, R.S., Case Studies in Marketing Management, Pearson,2012.