

Course Title : Project Planning and Control Course code : MC. 401	
Course Outline	Project Planning and Control is an interdisciplinary course that equips students with the skills to identify, plan, and evaluate new business ventures through market analysis, financial appraisal, capital budgeting, and project implementation techniques.
Course Outcome	The purpose of teaching this course is to provide postgraduate students with a comprehensive understanding of how to identify, plan, and evaluate business projects, conduct market and financial appraisals, apply capital budgeting techniques, and manage project implementation using tools like PERT & CPM for effective decision-making and control.
Student Learning Outcomes	<p>On completion of this course, students will be able to understand and apply the concepts related to project management and appraisal.</p> <ul style="list-style-type: none"> • By the end of the course, students will be able to proficiently identify business opportunities, formulate project ideas, and prepare comprehensive feasibility reports, including technical, financial, economic, and social appraisals. • Students will develop the ability to conduct market surveys, forecast demand, and evaluate the financial viability of business projects, making informed decisions on market positioning and financial planning. • Upon completing the course, students will have a deep understanding of capital budgeting techniques, risk analysis, and financial structuring, enabling them to assess the financial sustainability of new ventures. • Students will be able to apply project implementation tools like PERT and CPM, effectively monitor project progress, and manage cost and time overruns to ensure successful project execution.
Course content/Syllabus	<p>As prescribed by Panjab University</p> <p>UNIT – I Project Identification, Formulation and Planning : Understanding environment for business opportunities Idea generation, short listing and selection of product/service stages in Venture Appraisal- Technical, Financial, Economic and Social Appraisal Location, Factory Design and Layout. Commercial vs. National Profitability Social Cost - Benefit Analysis (broader concept only). Feasibility Report Preparation for new Enterprise - format and contents.</p>

	<p>UNIT – II Market and Financial Appraisal: Market Survey – Design, Data Sources and Methodology, Market Segmentation and product differentiation, Forecasting Future demand and Distribution Analysis, Preparation of the Sales Plan and Report Estimation of Financial Requirement.</p> <p>UNIT – III Application of Capital Budgeting Techniques, Risk and Uncertainty Analysis for the new enterprise, Planning Capital Structure and Financing Project Financial Viability Study.</p> <p>UNIT – IV Project Implementation and Management: Project Organisation and Control Network Analysis – PERT & CPM Cost and Time Over-run Project Follow up and Monitoring</p>
Required Text	As the subject is inter-disciplinary in nature and discusses the techniques from Production and operations Management, Capital Budgeting and others. Therefore, no one book can be called as textbook. All the required readings and reference material is shared in next Row.
Suggested Text, readings and Materials	<ol style="list-style-type: none"> 1. Project Management: The Managerial Process, Clifford F. Gray, Erik W. Larson, Gautam V Desai, Mc Graw Hill Education. 2. Projects: Planning, Analysis, Selection, Financing, Implementation, and Review, Prasanna Chandra, Mc Graw Hill Education. 3. Operations Research: An Introduction, Hamdy A Taha, Pearson. 4. Financial Management I M Pandey, Vikas Publishing House.
Pedagogy for Course Delivery	Lectures, discussions, case studies and quiz
Evaluation Criteria	20% marks will be internal assessment based on the Mid-Semester Test, Academic Activity (Seminar, Project & Assignments) and Attendance . 80% marks will be external assessment based on performance in examinations conducted by Panjab University.

Course Title : KNOWLEDGE MANAGEMENT Course code : MC 402	
Course Outline	The course can facilitate the students in getting a detailed understanding of the concept of knowledge management.
Course Outcome	The main aim of the course is to create awareness amongst the students to know the details of knowledge management in the changing scenario and its significance in framing the business strategy.
Student Learning Outcomes	On completion of this course, the students will be able to: <ul style="list-style-type: none"> • Gain knowledge about knowledge management and its related concepts. • Recognise the relevance of knowledge management in the competitive and fast changing world. • Have insights into the ways of managing knowledge in an organisational setting.
Course content/Syllabus	<p>As prescribed by Panjab University</p> <p style="text-align: center;">UNIT-I</p> <p>Concept of knowledge, Major Philosophical Schools, Knowledge in economic and management theories, Knowledge as competitive resource, Knowledge intensive organization, Knowledge value chain.</p> <p style="text-align: center;">UNIT-II</p> <p>Knowledge management systems, Barriers to knowledge sharing, Expert systems.</p> <p style="text-align: center;">UNIT-III</p> <p>Knowledge creation as a tool of excellence, tacit and explicit knowledge, Models of knowledge creation process, Critical enabling conditions, Cross leveraging knowledge.</p> <p style="text-align: center;">UNIT-IV</p> <p>Knowledge management strategy and business strategy, Knowledge architecture, Organizational design for knowledge management, Role of Top and Middle management, Knowledge based reward systems.</p>

Required Text	<ul style="list-style-type: none"> • Ikujiro Nonaka and Hirotaka Takeuchi: The Knowledge Creating Company, OUP.
Suggested Text, readings and Materials	<ul style="list-style-type: none"> • Devenport, T. H. and Prusak, L.: Working Knowledge; How Organizations Manage What They Know; Harvard Business School Press. • Dorothy Leonard Barton: Well Springs of Knowledge, Harvard Business Press. • John Sparrow: Knowledge in Organisations, Sage Publications. • J.W. Cortada, and J. A. Woods: Knowledge Management Year Book 1999-2000, Butterworth. • Richard Huseman and Jon Goodman: Leading with Knowledge, Sage. • Madhukan Shukla: Competing Through Knowledge, Response Books.
Pedagogy for Course Delivery	Pedagogical tools like lectures, discussions, case studies for the delivery of course contents.
Evaluation Criteria	20% marks will be internal assessment based on the Mid-Semester Test, Written assignment and Attendance. 80% marks will be external assessment based on performance in examinations conducted by Panjab University.

Course Title: BUSINESS ETHICS AND CORPORATE GOVERNANCE Course code: MC. 403	
Course Outline	The course explores the principles and practices of Business Ethics and Corporate Governance. It explores ethical theories, governance structures, regulatory compliance, and the integration of ethical principles for sustainable and responsible business practices.
Course Outcome	The course aims to acquaint students with a comprehensive understanding of ethical principles in the business context and the mechanisms of corporate governance.
Student Learning Outcomes	<p>On completion of this course, the students will be able to:</p> <ul style="list-style-type: none"> • Explore topics such as ethical decision-making, corporate social responsibility, stakeholder management, and regulatory frameworks. • Understand the ethical perspectives in different functional department of the organisation such as marketing, finance, strategy, and ethical issues at workplace. • Develop critical thinking skills to analyse and resolve ethical challenges, comprehend the role of corporate governance in organizational success, and recognize the impact of socially responsible practices.
Course content/Syllabus	<p>As per Panjab University</p> <p>UNIT – I</p> <p>Ethics, Ethics, Morals & Values, Concepts of Utilitarianism and Universalism – Theory of rights, theory of Justice – Virtue ethics – ethics of care – Law and Ethics. The Nature of Ethics in Management Business Standards and Values, Value Orientation of the Firm. Typical Problems in Business Ethics: Environmental Pollution & Society, Marketing Ethics (in Products, Pricing, Promotion and Place) and Consumer protection – Ethics in Human Resources management (Recruitment and promotion policies, Working Conditions, Downsizing Workforce), Ethical issues at the</p>

top management, Ethics in financial markets and investor protection – Ethical responsibility towards competitors and business partners.

UNIT-II

Complexity of Ethical Issues: Conflicts in decision making from ethical and economic point of view, Ethical Dilemma, solving ethical dilemma Managerial integrity and decision making. Ethical Leadership: Personal Integrity and self-development – wisdom-based leadership. Corporate Governance: History of Corporate form and models, Corporate Objectives and goals, Ownership pattern – Issues in managing public limited firms – Agency problems. Nature & Evolution of Corporate Governance: Global and National Perspectives – Global Corporate Governance models, Anglo American and Relationship model (Germany, Japan and France) Claims of Various Stakeholders, why governance – Changes in eighties Cadbury Report, Hampel Report and OECD Committee Recommendations – SOX Act.

UNIT-III

Internal Corporate Governance Mechanism: Board of Directors— Functional Committees of Board; Code of conduct, whistle blowers. External Corporate Governance Mechanism: Regulators, Gate keepers, Institutional Investors, Corporate raiders, Corporate Governance Ratings Corporate Governance in India: corporate form in India 50s to 90s – developments in Corporate Governance in India in nineties and 2000s– CII, Kumara Mangalam, Narayana Moorthy, Naresh Chandra, JJ Irani Committee reports – Legal and Regulatory Changes – introduction and modification of Clause 49, Corporate governance in practice in India.

UNIT-IV

Cases:

1. A Dent in Wal Mart's Public Image - The PR Strategy.
2. China Aviation Oil's Collapse: Singapore INC's challenges.

	<p>3. Child labour in Coca Industry.</p> <p>4. Obesity Concerns: Burger Kings Product Revenues.</p> <p>5. Bhopal Gas Tragedy</p>
Required Text	<ul style="list-style-type: none"> • Velasquez, M. G., Business Ethics: Concepts and Cases, Prentice Hall of India. • Bob Tricker: Corporate Governance: Principles and Practices, Oxford Publishers.
Suggested Text, readings and Materials	<ul style="list-style-type: none"> • Monks, R. / Minow, N. Corporate Governance, Blackwell. • Banks, Eric., Corporate Governance, John Wiley. • Fernando, A C., Corporate Governance, Pearson Education. • N. Gopalswamy: Corporate Governance: The New Paradigm, Wheeler Pub., New Delhi. • Surendar Kumar: Corporate Governance: A Question of Ethics, Galgotia Pub., New Delhi. • N. Balasubramanian: Corporate Boards and Governance, Sterling Pub., New Delhi. • Harvard Business Review: Harvard Business Review on Corporate Governance, Boston • Harvard Business School.
Pedagogy for Course Delivery	Lectures, Discussions and Case Studies
Evaluation Criteria	20% marks will be internal assessment based on the Mid-Semester Test, Academic Activity (Seminar, Project & Assignments) and Attendance. 80% marks will be external assessment based on performance in examinations conducted by Panjab University.

Course Title: ADVERTISING AND SALES MANAGEMENT	
Course Code: M.C. 404	
Course Objective	The course aims at enabling the students to develop an in-depth understanding of the modern concepts and latest techniques of advertising and personal selling and sales force Management which constitute a fast -growing area of marketing.
Course Outcomes	<p>CO1: Understand the fundamental principles of advertising and the communication process, and their role in the promotion mix for effective marketing strategies.</p> <p>CO2: Analyze the economic, social, and regulatory aspects of advertising, including the impact of recent trends and internet-based advertising.</p> <p>CO3: Gain insight into sales management, including personal selling, sales forecasting, budgeting, and territory management, to optimize sales strategies.</p> <p>CO4: Develop the ability to manage sales force operations, including recruitment, training, motivation, supervision, and performance evaluation, while considering ethical and legal dimensions of sales practices.</p>
Student Learning Outcomes	<p>SLO1: Demonstrate an understanding of advertising management processes, including targeting audiences, setting objectives, and making budgetary and media-related decisions.</p> <p>SLO2: Evaluate advertising campaigns using appropriate pre- and post-assessment techniques, and develop creative and strategic advertising messages.</p> <p>SLO3: Apply sales management techniques to set personal selling objectives, conduct market analysis, and develop strategic sales plans to improve business outcomes.</p> <p>SLO4: Critically assess and manage the effectiveness of sales teams, including recruitment, development, and ethical sales practices, in alignment with organizational goals.</p>
Syllabus/Course Contents	<p>As Prescribed by Panjab University:</p> <p style="text-align: center;">UNIT-I</p> <p>Advertising: Communication Basics: Role of communication; Communication process and flows; Planning the promotion mix; Advertising: Nature and importance; Advertising and the economy; Advertising and publicity; Advertising management process – an overview; Determining target audience; Advertising objectives and positioning decisions; Advertising budget decisions. Message Decision: Determining</p>

	<p>advertising message; Developing advertising copy – Headline main copy, logo, illustration, appeal, layout, creativity in advertising.</p> <p style="text-align: center;">UNIT-II</p> <p>Advertising through the internet; Media selection; Media scheduling. Organization of Advertising Operations: In -house vs. advertising agency arrangements; Managing advertising agency relations; valuation of advertisement and campaign effectiveness –Before - and – after advertising tests and techniques. Advertising in India; Social and regulatory aspects of advertising. Recent developments and issues in advertising.</p> <p style="text-align: center;">UNIT-III</p> <p>Sales Management: Fundamentals of Personal Selling: Nature and importance of Selling; Types of selling; Personal selling, salesmanship and sales management; Process of effective selling; Strategic Sales management. Sales Planning: Setting personal selling objective; Market analysis and sales forecasting; Sales budget; Sales territory; Sales quota.</p> <p style="text-align: center;">UNIT-IV</p> <p>Sales Organization: Organization structure; relationship of sales department with other departments; Distribution networks relationship. Sales Force Management: Recruitment and selection; training and development; motivating, supervising and compensating sales personnel; Controlling the sales effort; Evaluation of sales personnel; Sales and cost analysis. Ethical and legal aspects of selling.</p>
Required Texts	Advertising and Sales Management by N.K. Sahni, Meenu Gupta, Kirandeep Kaur by Kalyani Publishers
Suggested Reading, Texts, and Materials	<ol style="list-style-type: none"> 1. Aaker, David A., Rajeev Batra and John G. Mayers, Advertising Management, Prentice Hall of India, New Delhi. 2. Belch, George and Michael Belch, Advertising and Promotion : An Integrated Marketing Communications Perspective , McGraw Hill. 3. Mandell, Maurice, Advertising , Prentice- Hall of India, New Delhi. 4. Still, Richard R. Edward W. Cundiff and Norman A.P.Govoni, Sales Management: Decisions, 5. Strategies and Cases, Prentice Hall of India, New Delhi. 6. Anderson B. Robert, Professional Selling, Prentice-Hall Inc.

	<p>7. Spiro, Rosann, William J. Stanton and Greg Richo, Management of a Sales Force, McGraw Hill/Irwin.</p> <p>8. Pederson Carlton A/, Miburn D. Wright, Barton A., Weitz, Selling Principles and Methods, Richard D. Irwin, Illinois.</p>
Pedagogy for Course Delivery	Tutorials, Question Solving by Students, Digital Board Method
Evaluation Criteria	20% marks will be internal assessment based on the Mid-Semester Test, Academic Activity (Seminar, Project & Assignments) and Attendance. 80% marks will be external assessment based on performance in examinations conducted by Panjab University.

Course Title : SERVICES MARKETING Course Code : MC 405	
Course Outline	Services Marketing is an advance course where students learn about how large service industry market their services and position themselves in the market through real life case studies
Course Outcome	CO1: To articulate and apply key concepts of services marketing, including service characteristics, service quality models, and the services marketing mix, to address the unique challenges faced by service providers. CO2: To understand and effectively apply principles and practices of services marketing to design, implement, and evaluate comprehensive marketing strategies for service organizations.
Student Learning Outcomes	<ul style="list-style-type: none"> • On completion of this course, the students will be able to learn about services marketing and how it differs from products marketing • Develop and articulate effective marketing strategies tailored for service organizations, incorporating elements such as service positioning, branding, and differentiation. • Apply models and frameworks for assessing and improving service quality, such as the SERVQUAL model and the SERVPERF model, to real-world scenarios. • Design and evaluate strategies to enhance customer experiences and satisfaction in service settings, utilizing techniques for service recovery and managing customer expectations. • Work collaboratively in teams to solve complex marketing problems, using critical thinking and problem-solving skills to develop innovative solutions in service contexts.
Course content/Syllabus	UNIT-I Introduction to services marketing: role of services marketing; consumer behaviour in service encounters; customer interaction, purchase process, needs and expectations of customers; positioning services in competitive markets; search for competitive advantages; market segmentation, positioning vis-à-vis competitors. UNIT-II Creating the service product: Identifying and classifying supplementary services, planning and branding service-products, new service development; designing communication mix; branding

	<p>and communication; effective pricing objectives and foundations for setting prices; distributing services; options for service delivery, place and time decisions, delivery in cyberspace, role of intermediaries.</p> <p style="text-align: center;">UNIT-III</p> <p>Designing and managing service processes; service process redesign, customer misbehavior; balancing demand and capacity: fluctuations in demand, capacity constrain, planning the service environment; consumer responses to and dimensions of service environment; managing people for service advantage: service leadership and culture.</p> <p style="text-align: center;">UNIT-IV</p> <p>Managing relationship and building loyalty; customer-firm relationship, analyzing and managing customer base; customer management relationship system in services marketing; customer feedback and service recovery; customer complaining behaviour, principles and responses to effective service recovery, service quality and the gap model, measuring and improving service quality, defining, measuring and improving service productivity; organizing for service leadership; search for synergy in service management, creating a leading service organization.</p>
Required Text	Lovelock, Christopher, Wirtz, Jocken and Chatterjee, Jayanta; Services Marketing - People, Technology, Strategy; Pearson Education; New Delhi.
Suggested Text, readings and Materials	<ul style="list-style-type: none"> • Zeithaml, Valarie A. & Bitner, Mary Jo, Services Marketing – Integrating Customer Focus Across the Firm; Tata McGraw Hill, New Delhi. • Rao, K., Rama Mohana, Services Marketing, Pearson Education, New Delhi. • Hoffman & Bateson, Essentials of Service Marketing; Thomson Asia Ptc. Ltd., New Delhi. • Rampal, M.K. & Gupta, S.L., Services Marketing; Galgotia Publications; New Delhi. • Shanker Ravi, Services Marketing – The Indian Perspective, Excel Books, New Delhi
Pedagogy for Course Delivery	Lectures, Real life case studies discussion, presentations, conducting quiz on the basis of case studies.

Evaluation Criteria	20% marks will be internal assessment based on the Mid-Semester Test, Academic Activity (Seminar, Project & Assignments) and Attendance. 80% marks will be external assessment based on performance in examinations conducted by Panjab University.
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Course Title: COMSUMER BEHAVIOR Course code: MC. 406	
Course Outline	This subject aims at providing an in-depth knowledge of the concepts, objectives, significance and theoretical dimensions of consumer behaviour.
Course Outcome	<p>CO1: The purpose of the course is to provide an in-depth understanding of the consumer and industrial buying processes and their determinants.</p> <p>CO2: Establish the relevance of consumer behaviour theories and concepts to marketing decisions.</p>
Student Learning Outcomes	<p>On completion of this course, the students will be able to:</p> <ul style="list-style-type: none"> • Understand the basics of Consumers, changing profile and concepts related to their Behaviour. • Analyse the individual differences among consumers in terms of their needs, motivation, attitudes, personality, lifestyle and learning. • Analyse the various stages of the consumer decision-making process, from problem recognition to purchase decision. • Elaborate external determinants affecting consumer behaviour. • Identify the traditional as well as modern consumer behaviour models.
Course content/Syllabus	<p>As prescribed by Panjab University</p> <p>UNIT I</p> <p>Consumer Behaviour: Importance and nature of consumer behaviour; Types of consumers and their role; Consumer buying process and determinants; Changing profile of Indian consumers.</p> <p>Unit II</p> <p>Individual Differences in Consumers: Needs and motivation; Perception; Attitude and attitude change; Learning and learning theories; Personality and lifestyle analysis.</p> <p>Unit III</p>

	<p>External determinants of Consumer Behaviour: Family and its influence on consumer buying behaviour; Group and their influences; Social class; Culture and sub-culture.</p> <p>Unit IV</p> <p>Models of consumer behaviour; Business buying behaviour. Cross-cultural dimensions of consumer behaviour; Consumer research – complexities and issues.</p>
Required Text	Schiffman, L.G. and L.L. Kanuk, Consumer Behaviour, Pearson, Ltd., New Delhi.
Suggested Text, readings and Materials	<ol style="list-style-type: none"> 5. Schiffman, L.G. and L.L. Kanuk, Consumer Behaviour, Pearson, Ltd., New Delhi. 6. Engel, J.F., Roser D. Blackwell and Paul W. Miniard, Consumer Behaviour, Cengage Learning. 7. Peter, J. Paul, and Jerry C. Olson, Consumer Behaviour and Marketing Strategy, McGraw Hill. 8. Assael, H., Consumer Behaviour and Marketing Action, Cengage Learning. 9. Hawkins Dell, Roger J. Best, Kenneth A. Conej, Consumer Behaviour, Building Marketing Strategy.
Pedagogy for Course Delivery	Interactive sessions, case studies, class presentations, subject quiz, videos etc.
Evaluation Criteria	<p>20% marks in each paper will be internal assessment based on the following parameters:</p> <ol style="list-style-type: none"> a. Mid-Semester Test: 50% b. Academic Activity: 30% (Seminar, Project & Assignment) c. Attendance: 20% <p>80% marks in each paper will be external assessment based on final written examination held by the university.</p>