



SEMESTER – III

Core Subjects:

- **Summer Internship Program – 6 weeks (Separate Guidelines)**
- **Business Policy and Strategic Management**
- **Legal Aspect of Business**



Subject: Business Policy and Strategic Management								
Program: MBA				Subject Code:			Semester : III	
Teaching Scheme				Examination Evaluation Scheme				
Lecture	Tutorial	Practical	Credits	University Theory Examination	University Practical Examination	Continuous Internal Evaluation (CIE)- Theory	Continuous Internal Evaluation (CIE)- Practical	Total
3	0	0	3	30/60	-	20/40	-	100

Course Objectives:

- To prepare for a better understanding of the dynamics of the competitive environment and organization's strategy
- To develop an insight for business focused and qualitative policy framework formulation
- To understand the development of Corporate Strategy in the conducts of the external environment, resources and stake holders expectations. (Both the Strategy formulation and implementation)

Course Content:

UNIT-I

Introduction ;

Definition of Strategy and Business Policy; Charting Company's Direction: Vision, Mission, Objective and Strategy; School of Thoughts in Strategy Management

UNIT-II

Tools of Strategy Analysis:

Exploring External environment ;Evaluating Company's Resources, Capabilities and Competitiveness; Industry Analysis ; Competitor's Analysis; Segmentation Analysis

UNIT-III

Strategy Formulations:

Building and sustaining the competitive Advantage; Strategy at Business level ; Strategy at corporate Level; Acquisition and Restructuring strategy; Strategy in competing in the international Market; Cooperative Strategy

UNIT-IV

Strategy Implementation & Leadership



Strategy & Structure; Ethics, Corporate Governance & CSR; Strategy Entrepreneurship;
Strategic Leadership

UNIT-V

Strategy Evaluation & Control:

Managing Internal Operations; Operational Control & Strategic Control; Technological Control;
Corporate Culture

Course Outcome:

On successful completion of this unit, students will be able to:

- Identify and evaluate the impact of key environmental factors, including economic, social, technological and political, on the strategic management context;
- Critically review the major models used in strategic analysis;
- Justify the applicability of strategic choices based on consideration of implementation factors and conditions;
- Evaluate designated strategic management tools in order to recommend appropriate strategic responses to business problems;
- Theorise the implications of business strategy choices on functional strategies, including marketing, operations and finance management; and
- Design a strategic plan for an organisation.

Text Books:

- *Crafting and Executing Strategy: The quest for Competitive Advantage*- Thomson & Strickland, Tata McGraw – Hill
- *Business Policy and strategic Management*- Azar Kazmi, Tata McGraw – Hill
- *Strategic Management*- Hitt ,Ireland & Hoskisson-Cengage Learning

Reference Books:

1. *Contemporary Strategic Management*-Robert Grant-Blackwell Publishing
2. *Exploring Corporate Strategy*, By Gerry Johnson & Kevan Scholes, (latest edition)
3. *Business Policy and strategic Management*-G.V. Satya Shekhar
4. *Strategic Management: An Integrated Approach*-Charles W. L. Hill, Gareth R. Jones

Web resources:

MOOCs:



Subject: Legal Aspect of Business								
Program: MBA				Subject Code:			Semester : III	
Teaching Scheme				Examination Evaluation Scheme				
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3	0	0	3	30/60	-	20/40	-	100

Course Objectives:

- The course is designed to assist the students in understanding basic laws affecting the operations of business enterprises
- To inculcate in the students an awareness of legal framework within which the business function.
- To create awareness in respect of rules and regulations affecting various managerial functions.

Course Content:

UNIT-I

- Indian Contract Act – 1872 – Introduction, Essentials of a contract, Agreement and contract, Kinds of Agreements, Kinds of contracts, Proposal, Acceptance, Capacity to contract, Free consent, Performance of contract, Discharge of contract, and Breach of contract.

UNIT-II

- Special Contracts: Law of Indemnity & guarantee, Law of Bailment & pledge, Law of Agency
- Negotiable Instruments Act – 1881 – Instruments, Parties to negotiable instrument, Discharge of parties from liabilities, Dishonour of Cheques

UNIT-III

- Sales of Goods Act – 1930 – Contract of sales conditions & warranties, Performance of Contract, Unpaid Seller, and Breach of Contract.
- Consumer Protection Act, 1986 – Introduction, Consumer & consumer disputes, Consumer protection council, and consumer disputes redressal agencies.

UNIT-IV



Proposed Syllabus for MBA – II. Sem: III & IV (Year 20-21)

- Companies Act – 1956 or Other Act prevailing at that time – Company, Types of companies, Memorandum & Articles of Association, Prospectus, meetings, appointments & removal of directors, membership of company, and issue of capitals.

UNIT-V

- Intellectual Property Rights: Patent, Trademarks and Copyright
- Environment Protection Act – 1986
- Information Technology Act 2000

Course Outcome:

After completing this course the students would be:

- able to appreciate the importance of law and legal institutions in business
- able to have a basic understanding of the laws relating to contract, consumer protection, competition,
- companies and dispute resolution

Text Books:

1. K. R. Bulchandani, *Business Laws for management*, Latest Edition, Himalaya Publishing House, Bombay
2. Ravinder Kumar, *Legal Aspects of Business*, Cengage Learning, Latest Edition
3. N. D. Kapoor, *Mercantile Law* –Latest Edition Sultan Chand& Company, New Delhi

Reference Books:

1. Tejpal Seth, *Legal Aspects of Business*, Pearson Publication
2. A. Pathak, *Legal Aspects of Business*, Tata-McGraw Hill Co. Ltd
4. V. Balachandran and S. Thothadri, *Legal Aspects of Business* Tata McGraw Hill Latest edition
3. S. S. Gulsan *Mercantile Law*, Excel Books. New Delhi 2nd or Latest Edition.
4. P.K. Goel, *Business Law for Managers*, Biztantra
5. M C Kuchhal&DeepaPrakash, *Business Legislation* 3rd edition, Vikas Publication

Web resources:

MOOCs:



**SILVER OAK
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EDUCATION TO INNOVATION

(Established under Gujarat Private Universities Act, 2009)

Proposed Syllabus for MBA – II, Sem: III & IV (Year 20-21)

SEMESTER – III

- **Open University Elective**



SEMESTER – III

Specialization Subjects:

Functional Specialization 1 to 5:

Marketing

- **Integrated Marketing Communication**
- **Consumer Behavior**
- **Rural Marketing**
- **B2B Marketing**
- **Supply Chain and Logistics Management**
- **Functional Specialization Project – I**
(Separate Guidelines)



Subject: Integrated Marketing Communication								
Program: MBA				Subject Code:			Semester : III	
Teaching Scheme				Examination Evaluation Scheme				
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3	0	0	3	30/60	-	20/40	-	100

Course Objectives:

- To familiarize the students with concepts and practices in marketing communications.
- To learn about various communication tools and their effectiveness in contemporary time,
- Draw a lesson from that knowledge for better integration of various marketing communications tools.
- Bring out ideas for effective marketing communications.

Course Content:

An Introduction to Integrated Marketing Communication (IMC):

Meaning and Role of IMC in Marketing process, one voice communication v/s IMC, Introduction to IMC tools, IMC as an integral part of marketing, structure of Advertising and Promotions world and perspectives on consumer behavior.

UNIT-I

An Introduction to Integrated Marketing Communication (IMC):

Meaning and Role of IMC in Marketing process, one voice communication v/s IMC, Introduction to IMC tools, IMC as an integral part of marketing, structure of Advertising and Promotions world and perspectives on consumer behavior.

UNIT-II

Understanding the communication process :

Source, Message, Channel factors, Communication response hierarchy – AIDA model, Hierarchy of effect model, Innovation Adoption mode, Information Processing Model, The Standard learning Hierarchy, Attribution Hierarchy, and low involvement hierarch. Consumer Involvement – The Elaboration Likelihood (ELM) Model, the Foote, Cone and Belding (FCB) Model and the Kim-Lord model

UNIT-III

Communication budget and objectives



Setting promotional objectives, Sales versus communication objectives, DAGMAR approach for setting ad objectives. Budgeting : approaches to budgeting : top-down and bottom-up; marginal analysis and sales response curves

UNIT-IV

Developing the IMC program

Developing the IMC program : Creative strategies – Planning, development, implementation and evaluation; Media planning and strategy, introduction to social media networking : growing importance and consequences

UNIT-V

Creative strategies and ethical issues in advertising

Creative strategies in advertising, sales promotion, publicity, public relations, personal selling, direct marketing, internet marketing, corporate advertising, event sponsorships etc, role of support media, ethical issues in advertising

Course Outcome:

After completing this course the students would be:

- able to craft an oral and written integrated marketing communications plan (capstone), based on primary and secondary research;
- able to ensure a substantive assessment of corporate strengths, weaknesses, opportunities and threats (SWOT analysis) and create a substantive research plan for one's project;
- able to build a sound capital budget with financial objectives and a measurable financial assessment;
- able to construct IMC creative strategies and tactics, including digital & social media executions, advertising, promotions, and public relations initiatives.

Text Books:

1. George Belch, Michael Belch, and KeyoorPurani latest edition. *Advertising & Promotion – an Integrated Marketing Communications Perspective*, TMH Publishing company Ltd
2. Kruti Shah & Alan D Souza, *Advertising and Promotions: An IMC Perspective*, latest edition by TMH Publishing company Ltd

Reference Books:

1. Kenneth Clown&Donald Bach, *Integrated Marketing Communications*
2. Belch & Belch , *Advertising and Promotions* , Tata McGraw Hill
3. Rajeev Batra, John G.Myers& David A Aaker, *Advertising Management*, PHI
4. Otto Kleepner's *Advertising Procedure*– PHI
5. Contemporary Advertising, Irwin/McGraw –Hill
6. Duncon, *Integrated Marketing Communications*, TMH
7. S.A.Chunawalla&K.C.Sethia, *Foundations of Advertising Theory & Practice*, Himalaya Publishing

Web resources:



MOOCs:

Subject: Consumer Behavior								
Program: MBA				Subject Code:			Semester : III	
Teaching Scheme				Examination Evaluation Scheme				
Lecture	Tutorial	Practical	Credits	University Theory Examination	University Practical Examination	Continuous Internal Evaluation (CIE)- Theory	Continuous Internal Evaluation (CIE)- Practical	Total
3	0	0	3	30/60	-	20/40	-	100

Course Objectives:

- Familiarize the students with the behavioural aspects of consumers.
- To understand the internal forces, external influences and processes that goes on to affect consumer behaviour, the challenges generated for the marketers and the strategies which could be implemented

Course Content:

UNIT-I

Understanding the Consumer: Consumer Behavior: Meeting Changes and Challenges, The Consumer Research Process, Market Segmentation and Strategic Targeting

UNIT-II

The Consumer as an Individual: Consumer Motivation, Personality and Consumer Behavior, Consumer Perception

UNIT-III

The Consumer as an Individual: Consumer Learning, Consumer Attitude Formation and Change ,Communication and Consumer Behavior

UNIT-IV

Consumers in their Social and Cultural Settings :The Family and Social Class, Influence of Culture on Consumer Behavior, Cross-Cultural Consumer Behavior: An International Perspective

UNIT-V

The Consumer's Decision-Making Process and Ethical Dimensions: Consumers and the Diffusion of Innovations, Consumer Decision Making and Beyond, Marketing Ethics and Social Responsibility



Course Outcome :

- To examine the nature of Consumer behaviour
- To analyze the application of Consumer Behaviour with regard to formulation of - marketing strategy
- To provide students with an understanding of the wide range of social, cultural and economic factors which influence consumer behaviour.
- To analyze the decision making process of the consumer

Text Books :

1. Leslie Lazar Kanuk, S. Ramesh Kumar, Leon G. Schiffman, *Consumer Behaviour*, Pearson

Reference Books :

1. Blackwell and Engel, *Consumer Behaviour*, Cengage.
2. Majumdar Ramanuj, *Consumer Behaviour*, Insights from Indian Market, PHI
3. Hoyer, MacInnis and Dasgupta Biztantra, *Consumer Behaviour*
4. Evans, *Consumer Behaviour*, Wiley
5. Lingquist Jay D, *Consumer Behaviour*, Cengage
6. David Loudon, Albert Della Bitta, *Consumer Behavior*. Tata McGraw Hill.

Web resources :

MOOCs:



Subject: Rural Marketing								
Program: MBA				Subject Code:			Semester : III	
Teaching Scheme				Examination Evaluation Scheme				
Lecture	Tutorial	Practical	Credits	University Theory Examination	University Practical Examination	Continuous Internal Evaluation (CIE)- Theory	Continuous Internal Evaluation (CIE)- Practical	Total
3	0	0	3	30/60	-	20/40	-	100

Course Objectives:

- To be able to describe and explain fundamentals of Rural Marketing,
- To be aware of Rural Marketing practices

Course Content:

UNIT-I

Introduction: Definition, Phased evolution of rural marketing; Scope of rural marketing- concepts, components of rural markets; Rural Marketing Model; Classification of rural markets; Rural vs. urban markets

Rural marketing environment: Brief profile of Indian Rural Markets- Population, occupation pattern, income generation, location of rural population, expenditure pattern, literacy level, land distribution, land use pattern, irrigation, development programs, infrastructure facilities; Rural credit institutions; Rural retail outlets

UNIT-II

Rural Consumer Behavior: Consumer buying behavior models; Factors affecting Consumer Behavior- Social factors, Technological Factors, Economic Factors, Political Factors; Characteristics of Rural consumer- Age and Stages of the Life cycle, Occupation and Income, Economic circumstances, Lifestyle, Personality and Brand Belief, Information Search and pre purchase Evaluation, Rise of Consumerism, Consumer Buying Process, Opinion Leadership Process, Diffusion of Innovation, Brand Loyalty

UNIT-III

Rural Marketing Strategies: Rural Marketing Mix; 4 As of Rural Marketing Mix: Affordability, Availability, Awareness, Acceptability;

Segmenting, Targeting and Positioning: Segmentation- Heterogeneity in Rural, Prerequisites for Effective Segmentation, Degrees of Segmentation; Basis of Segmentation and Approaches to Rural Segmentation- Geographic, Demographic, Psychographic, Behavior, Multi-attribute; Targeting- Evaluation and Selection of Segments, Coverage of Segments; Positioning-



Identifying the positioning Concept, Selecting the positioning Concept, Developing the Concept, Communicating the Concept

UNIT-IV

Product Strategy: Marketing Mix Challenges; Product concepts; Classification of Products, Rural Product Categories – FMCG, Consumer Durables, Agriculture Goods, Services

Branding in Rural India: Branding Process; Branding and Rural Buying Behavior; Brand Loyalty Vs Stickiness; Brand building in Rural India

Distribution Strategy: Accessing Rural Markets; Coverage Status in Rural Markets; Channels of Distribution; Evolution of Rural Distribution Systems-Wholesaling, Rural Retail System, Vans, Rural Mobile Traders: The last Mile Distribution, Haats, Public Distribution System, Co-operative Societies; Behavior of the Channel; Prevalent Rural Distribution Models- FMCG Companies, Durable Companies, Emerging Distribution Models- Corporate –SHG (Self Help Groups) Linkage, Petrol pumps and Extension counters, Barefoot agents, Agricultural agents, Agricultural input dealers

UNIT-V

Communication strategy: Challenges in Rural Communication, Developing Effective Profiling of the Target Audience, Determining communication objectives, designing the message, selecting the communication channels, deciding the promotion mix, Creating advertisement for rural audiences rural media- Mass media, Non-Conventional Media, Personalized media, Rural Media; Media innovation; Influence of Consumer Behavior on Communication strategies

Rural Marketing of FMCGs: Case Studies of Marketing of FMCGs- HUL

Rural Marketing of Consumer Durables: Issues related to Marketing of Consumer Durables in Rural Markets; Select Case Study

Rural Marketing of Financial Services: Marketing strategies of Banking Services in rural markets; Marketing strategies of Insurance Services in rural markets;

Marketing of Agricultural Inputs: Marketing for Tractor Industry; Marketing for Fertilizer Industry; Agro-chemicals

Agricultural Co-operative Marketing: Types of Co-operative societies; Challenges for Co-operative societies

Course Outcome:

After completion of the course the student will be:

- Able to understand the nature of rural economy
- Able to understand the unique characteristics of rural markets
- Will be able to understand the differences between rural and the urban economy and how to strategize while dealing with the rural markets

Text Books:

1. Dogra, Ghuman, Rural Marketing- Concepts and Practices, Tata McGraw Hill
2. Velayudhan, Rural Marketing- Targeting the Non-urban Consumer, SAGE

Reference Books:

1. Kashyap, Raut, Rural Marketing, Biztantra
2. GopalSwamy, Rural Marketing, Vikas Publishing House
3. C. S. G. Krishnamacharyulu, LalithaRamakrishnan, *Rural Marketing Text & Cases*, Pearson



Web resources:

MOOCs:

Subject: B2B Marketing								
Program: MBA				Subject Code:			Semester : III	
Teaching Scheme				Examination Evaluation Scheme				
Lecture	Tutorial	Practical	Credits	University Theory Examination	University Practical Examination	Continuous Internal Evaluation (CIE)- Theory	Continuous Internal Evaluation (CIE)- Practical	Total
3	0	0	3	30/60	-	20/40	-	100

Course Objectives:

To enhance the ability of the students to understand the nature of B2B marketing, & the process involved in practice. Development of B2B Strategies and their implementation.

Course Content:

UNIT-I

Introduction to Business-to-Business Marketing, Business and Consumer marketing-A contrast, the value chain, Trends and changes in Business marketing.

Classifying customers, Organizations and Markets, Types of organizational customers and their unique characteristics of Commercial enterprises, Government and Institutional Markets.

UNIT-II

Organizational buying and buying behavior: The nature of buying, organizational buying process- A process flow model.

Customer relationship management strategies for business markets. Buyer seller connector, Managing buyer seller relationships, Gaining a customer relationship advantages.

UNIT-III

Segmenting, Targeting and Positioning. Value based segmentation. A model for segmenting the organizational Market.

Organizational demand analysis, Determining market and sales potential, Sales forecasting methods.

UNIT-IV

Marketing mix - Managing Innovation and New product development process. Pricing in Business-to-Business Marketing. Pricing basis, managing price as part of Marketing Strategy, Managing pricing tactics, pricing implementation-case of negotiated pricing.



Direct & Indirect channels, Distributors & manufacturers rep, Channel objectives & Design, Selection & Motivation of channel members. B2B Advertising, Trade shows, Personal selling, Key account management

UNIT-V

Marketing mix for business service firms - Segmentation, Service packages, Service Promotion and Distribution.

Business Marketing Strategies.

Course Outcome :

On completion of this course, you will be able to: -

- Describe the nature of business markets and the related concepts and theories involved in business activities among business organizations.
- Recognize the similarities and differences between consumer markets and business markets.
- Familiarize the business organization buying behavior with particular emphasis on the globalization of modern business and related ethical issues and consideration of corporate social responsibility.
- Analyze business situations in the context of buyer-seller relationships, consumer relationship management and supply chain management.
- Apply concepts and theories to business marketing situations and take appropriate decisions using a strategic marketing perspective.

Text Books :

1. Hutt, Michael, D., Speh, Thomas, W. (2012). Business marketing management. Cengage Learning.
2. Reeder, Robert, R., Brierty, Edward, G., Reeder, Betty, H. (2012). Industrial marketing, analysis, planning and control. PHI publication.
3. Phadtare, Milind, T. (2012). Industrial marketing. PHI Publication.

Reference Books :

1. Vitale, Gigliano. (2012). Business-to-business marketing, analysis and practice in a dynamic environment. Thomson Press Publications.
2. Anderson. (2012). Business market management. Pearson Publications.

Web resources :

MOOCs :



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Proposed Syllabus for MBA – II, Sem: III & IV (Year 20-21)



Subject: Supply Chain and Logistics Management								
Program: MBA				Subject Code:			Semester : III	
Teaching Scheme				Examination Evaluation Scheme				
Lecture	Tutorial	Practical	Credits	University Theory Examination	University Practical Examination	Continuous Internal Evaluation (CIE)- Theory	Continuous Internal Evaluation (CIE)- Practical	Total
3	0	0	3	30/60	-	20/40	-	100

Course Objectives:

- The main aim of the course is to acquaint students to basics of supply chain management on planning, replenishment and execution. The approach of this course is practical and contemporary in nature. It emphasizes on understanding the contemporary and cutting edge supply chain management practices by study of fundamentals of Supply Chain Management.

Course Content:

UNIT-I

- **TWENTY FIRST CENTURY SUPPLY CHAINS:** The Supply Chain Revolution – Generalized Supply Chain Model – Supply chain and networks –Extended organization - Integrative Management – Responsiveness – Financial Sophistication – Globalization-Digital Business Transformation

UNIT-II

- **LOGISTICS:** The Logistics Of Business - The Logistical Value Proposition- The Work Of Logistics-Logistical Operating Arrangements Flexible Structure –Supply Chain Synchronization
- **CUSTOMER ACCOMMODATION:** Customer Focused Marketing Customer Services- Customer Satisfaction -Customer Success-Forecasting.

UNIT-III

- **PROCUREMENT AND MANUFACTURING:** The Quality Imperative-Procurement – Manufacturing-Logistical Interfaces.



- **INFORMATION TECHNOLOGY FRAMEWORK:** Information System Functionality-Comprehensive Information System Integration-Communication Technology-Rationale For ERP Implementation-ERP System Design-Supply Chain Information System Design.
- **INVENTORY:** Inventory Functionality and Definitions-Inventory Carrying Cost-Planning Inventory-Managing Uncertainty-Inventory Management Policies- Inventory Management Practices.

UNIT-IV

- **TRANSPORTATION:** Transport Functionality, Principles and Participants, Transportation Service - Transportation Economic And Pricing- Transport Administration –Documentation
- **WAREHOUSING:** Strategic Warehousing-Warehousing Operations-Warehousing Ownership Arrangements- Warehouse Decisions.
- **PACKAGING AND MATERIALS HANDLING:** Packaging Perspectives-Packaging For Materials Handling Efficiency-Materials Handling.
- **OPERATIONAL INTEGRATION:** Why Integration Creates Value- Systems Concept And Analysis-Logistical Integration Objectives-Enterprise Integration-Supply Chain Processes-Sales and Operations Planning(S & OP)-Supply Chain Planning Considerations;Pricing

UNIT-V

- **GLOBAL STRATEGIC POSITIONING:** Global Supply Chain Integration-Supply Chain Security-International Sourcing.
- **NETWORK INTEGRATION:** Enterprise Facility Network- Warehouse Requirements- Total Cost Integration-Formulating Logistical Strategy
- **RELATIONSHIP DEVELOPMENT AND MANAGEMENT:** Development and Management Of Internal Logistics Relationships-Development and Management Of Supply Chain Relationships.
- **E COMMERCE AND SCM:** E commerce advantages and disadvantages for
- **SCM – e-commerce as an enabler – evolution of world class supply chains – EDI Exchanges, hubs and marketplaces – ERP**

Course Outcome :

- To familiarize the students with the concepts of operations management systems.
- To drive the concepts of Operations Management such as Inventor management, Project management, Supply Chain Management, Total Quality Management for effective utilization of resources and meeting the customer expectations.
- To understand the Operations strategies for ensuring competitiveness and being globally competitive.

Text Books :

- Supply Chain Logistics Management - Bowersox, Closs& Cooper –McGraw-Hill, 2nd Indian ed.
- World Class Supply Management - Burt, Dobbler, Starling, TMGH, 7th ed



Reference Books:

- Global operations & Logistics- Philippe - Pierre Dornier, John Wiley & sons Inc, New York, 2002.
- Designing and Managing the supply chain - David Simchi, Levi & Philip
- Kaminski, McGraw-Hill Companies Inc., 2000.
- Operations Now – Finch, McGraw Hill, 3rd ed.

Web resources:

MOOCs: