



Shri Vaishnav Vidyapeeth Vishwavidyalaya, Indore

III Semester

MBA 301C HUMAN VALUES AND PROFESSIONAL ETHICS

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	CREDITS
		END SEM University Exam	Two Term Exam	Teachers Assesme	END SEM University Exam	Teachers Assesme				
MBAI301C	Human Values and Professional Ethics	60	20	20	-	-	4	-	-	4

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P - Practical; C - Credit;

***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Course Objective

The objective of the course is to disseminate the theory and practice of moral code of conduct and familiarize the students with the concepts of "right" and "good" in individual, social and professional context

Course Outcomes

1. Help the students to understand right conduct in life.
2. To equip students with understanding of the ethical philosophies, principles, models that directly and indirectly affect personal and professional life.

COURSE CONTENT

Unit I: Inculcating Values at Workplace

1. Values: Concept, Sources, Essence
2. Classification of Values.
3. Values in Indian Culture and Management: Four False Views, Value Tree
4. Eastern and Western Values; Values for Global Managers

Unit II: Professional Ethics

1. Ethics: Concept, Five P's of Ethical Power, Organisational Tools to Cultivate Ethics
2. Theories of Ethics: Teleological and Deontological
3. Benefits of Managing Ethics in an Organisation
4. Ethical Leadership

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Unit III: Indian Ethos and Management Style

1. Indian Ethos and Workplace
2. Emerging Managerial Practices
3. Ethical Considerations in Decision Making and Indian Management Model
4. Core Strategies in Indian Wisdom and Ethical Constraints

Unit IV: Human Behavior – Indian Thoughts

1. Guna Theory
2. Sanskara Theory
3. Nishkama Karma
4. Yoga: Types, Gains; Stress and Yoga

Unit V: Spirituality and Corporate World

1. Spirituality: Concept, Paths to Spirituality
2. Instruments to achieve spirituality
3. Vedantic Approach to Spiritual and Ethical Development
4. Indian Spiritual Tradition.

Suggested Readings

1. Kausahl, Shyam L. (2006). *Business Ethics – Concepts, Crisis and Solutions*. New Delhi: Deep and Deep Publications Pvt. Limited
2. Murthy, C.S.V. (2012). *Business Ethics –Text and Cases*. Himalaya Publishing House: Mumbai
3. Chakraborty, S. K. (1999). *Values and Ethics for Organizations*. Oxford university press
4. D.Senthil Kumar and A. Senthil Rajan (2008). *Business Ethics and Values*. Himalaya Publishing House: Mumbai

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MBAI302C PROJECT MANAGEMENT

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	CREDITS
		END SEM University Exam	Two Term Exam	Teachers Assesme	END SEM University Exam	Teachers Assesme				
MBAI302C	Project Management	60	20	20	-	-	4		-	4

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P - Practical; C - Credit;

***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Course Objectives

The course is intended to develop the knowledge of the students in the management of projects. It is aimed at imparting knowledge on managing entire life cycle of a project – from conceptualization to commissioning.

Course Outcomes

1. Understanding of various phases in a project life cycle.
2. Ability to establish feasibility of a project and various methods of project financing
3. Learn to organize and coordinate with different functions for successful project implementation
4. Develop ability to monitor and control projects and risk involved.


COURSE CONTENT

Unit I: Concept of Project

1. Overview, key concepts, classification, characteristics of project
2. Project life cycle and its phases
3. Project Feasibility: Project Identification, Market and Demand Analysis, Technical analysis and technology selection

Unit II: Project Feasibility and Investment Evaluation

1. Project Cost Estimate
2. Project Appraisal: Time Value of Money, Project Cash Flows, Payback Period, Cost of Capital, Project Rate of Return, Social Cost Benefit Analysis
3. Sources of financing
4. Optimum capital structure.
5. Investment decision rule


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Unit III: Project Implementation

1. Project Planning and scheduling
2. Network analysis, construction of networks
3. Time-cost trade-off and crashing of projects
4. Resource allocation using network analysis, resource leveling
5. Project contracting: Contract pricing, Contract types

Unit IV: Human Aspects of Project Management

1. Project organization
2. Project Leadership: Motivation in Project Management, Communication in Project Environment, Conflict in Project Management
3. UNIDO approach
4. Shadow pricing of resource

Unit V: Project Review and Administrative Aspects

1. Project monitoring
2. Project cost control
3. Abandonment analysis
4. Computer based project management
5. PMIS
6. Project Audit and Termination

Suggested Readings

1. Chandra, Prasanna (2011). *Project Planning: Analysis, Selection, Implementation and Review*. New Delhi; Tata McGraw Hill.
2. Choudhury S. (2017), *Project Management*. Chennai; McGraw Hill Education (I) Pvt. Ltd.
3. Singh, Narendra (2003). *Project Management and Control*. New Delhi; Himalaya Publishing House.
4. Nicholas, John M. (2008). *Project Management for Business and Technology: Principles and Practice*. Pearson Publication.
5. Gray & Larson (2010). *Project Management: The Managerial Process*. New Delhi; TMH
6. Pinto (2010). *Project Management: Achieving Competitive Advantage*. New Jersey; Pearson.
7. Abrol, Sunil (2010). *Cases in Project Management*. New Delhi; Excel Books
8. Maylor (2010). *Project Management*. New Jersey; Pearson.


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List of Electives (Family Business and Entrepreneurship)

Semester – III

- MFBE303 Micro Small Medium Enterprises (MSME)
- MFBE304 Entrepreneurship Planning And Development
- MFBE305 Startup And New Venture Management
- MBAIEF307 Tax Planning And Management
- MEME304 Creativity And Innovation
- MBAIEM305 Sales And Distribution Management

Semester-IV

- MFB403 Industrial Marketing
- MFBE404 Business Development
- MBAIEM403 Retail Management
- MBAIEM408 Customer Relationship Management
- MFBE405 Entrepreneurial Case Study
- MBAIEO408 Strategic Technology Management


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MFBE303 MICRO SMALL MEDIUM ENTERPRISES (MSME)

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	CREDITS
		END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MFBE303	Micro Small Medium Enterprises	60	20	20	-	-	4	-	-	4

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit;

***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Course Objectives

1. Understand the role and importance of SME sector in Indian Economy.
2. Appreciate the support systems/ Government directives for development of this sector.
3. Equip the students with necessary techniques for meeting the credit needs of this sector.

Course Outcomes

1. Describe best practices for facilitating the easy setting up of businesses, monitoring of business results and continuous improvement.
2. Outline the links between SME business development and entrepreneurship.
3. Describe public-private SME partnerships at macro, micro-levels.

COURSE CONTENT

Unit I: Introduction

1. Micro Small and Medium enterprises–Definition
2. characteristics and their role in economic development
3. Problems of small–scale industries
4. Growth of small scale sector in India. Setting up a Small Business
5. Determination of the nature of the business unit; Micro, Small and Medium enterprise

Unit II: Entry Options

1. Assessment of different forms of business organizations
2. Sole Proprietorship, Partnership
3. LLP, Joint Stock Companies, HUF

Unit III: New Venture Creation

1. Setting up a new venture or starting the business through franchising
2. Location strategy, Preliminary registration with State Directorate of Industries



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3. Financing of Small Enterprises and Agencies that Promote Entrepreneurship Development
4. Need for financial planning –Types of loan
5. Financial institutions - SFC, IDBI, NSIC and SIDCO

Unit IV: Institutional Support

1. Role of the following agencies in the Entrepreneurship Development: DIC – District Industrial Center
2. SISI – Small Industries Services Institute
3. EDII – Entrepreneurship Development Institute of India
4. NIESBUD – National Institute of Entrepreneurship and Small Business Development
5. NEDB – National Entrepreneurship Development Board
6. Policy Environment for Small scale sector, Pre and Post 1991 Industrial policy
7. New policy measures, Reports of various working groups on SSIs: Kothari committee 2000 and Ganguly committee 2004

Unit V: Impact of Globalization

1. Changing scenario of MSMEs in the era of liberalization and globalization
2. Competitiveness, Quality control and branding
3. Need for professionalism in management of small business in India
4. social responsibilities of small business owners
5. Micro, Small and Medium Enterprises Development Act (MSMEDA) 2006: Objectives and Definition, Provisions pertaining to promotion and development of MSMEs

Suggested Readings

1. Gupta, C.B. and Khanka, S.S. (2014). *Entrepreneurship and Small Business Management*. New Delhi; Sultan Chand and Sons.
2. Shukla, M.B. (2007). *Entrepreneurship and Small Business Management*. Allahabad; Kitab Mahal.
3. Sahay, A. and Sharma, V. (2008). *Entrepreneurship and New Venture Creation*. New Delhi; Excel Books.
4. Desai, V. (2004). *Dynamics of Entrepreneurial Development and Management*. New Delhi; Himalaya Publishing House.
5. V. Desai. *Small Scale Industries and Entrepreneurship*. New Delhi; Himalaya Publishing House.

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MFBE304 ENTREPRENEURSHIP PLANNING AND DEVELOPMENT

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	CREDITS
		END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MFBE304	Entrepreneurship Planning and Development	60	20	20	-	-	4	-	-	4

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit;

***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Course Objectives

1. An understanding of the concepts of “entrepreneur”, “entrepreneurship” and their development in all forms and shapes.
2. A deeper understanding of the technological entrepreneurship versus traditional entrepreneurship.
3. An understanding of two major components of a new enterprise development namely, (a) the legal issues involved while setting up an enterprise and (b) entrepreneurial financing.
4. An exploration of an entrepreneurial environment impacted by the social, economic, and cultural conditions.

Course Outcomes

1. Ability to recognize a business opportunity that fits the individual student.
2. Demonstrate the understanding of how to launch the individual’s entrepreneurial career.

COURSE CONTENT

Unit I: Entrepreneurship and its Development

1. Traditional entrepreneurship - Nature and characteristics
2. Technological Entrepreneurship - Characteristics and special needs
3. Business/project planning
4. Business Plan preparation, Implementation Process (Business plan)
5. Planning support systems (enterprise operation)
6. Legal Issues (licensing, patents, contracts etc.)

Unit II: Project Identification and Selection (PIS)

1. Meaning of Project, Project Identification Project Selection
2. Project Formulation: Meaning, Significance, Contents, Formulation
3. Planning Commission’s Guidelines for Formulating a Project Report
4. Specimen of a Project Report, Network Analysis, Common Errors in Project Formulation



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5. Project Appraisal Concept Methods of project appraisal
6. Growth of Business Ideas, Intellectual Property

Unit III: Entrepreneurial Financing sources

1. Assessing financial needs, Structuring finance
2. Sources of finance
3. Debt-Equity financing alternatives
4. How venture capitalists (VCs) evaluate and structure deals - How to interface VCs

Unit IV: Environmental conditions

1. Social, economic and cultural conditions (operating environment)
2. Ethical and Environmental challenges

Unit V: Issues in the designing of a successful entrepreneurship development programs

1. Available regular programs/models
2. Difficulties with these programs
3. Proposed new programs
4. Why new programs are better – a rationale

Suggested Readings

1. Desai, Vasant (2004). *Dynamics of entrepreneurial development and Management*. New Delhi; Himalayan Publishing.
2. Moharanas and Dash, C.R. (1996). *Entrepreneurship development*. Jaipur; RBSA Publishing.
3. Collins and Lazier W. (1992). *Beyond entrepreneurship*. New Jersey; Prentice Hall.
4. Hisrich, Peters & Sphephard (2007). *Entrepreneurship*. New Delhi; Tata McGraw Hill
5. Mohanty, S.K. (2009). *Fundamentals of entrepreneurship*. New Delhi; Prentice Hall of India
6. Oates, David (2009). *A Guide to Entrepreneurship*. Mumbai; Jaico Publishing House.
7. Desai, Vasant. *Small scale industries and entrepreneurship*. New Delhi; Himalayan Publishing House.


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MFBE305 STARTUP AND NEW VENTURE MANAGEMENT

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	CREDITS
		END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MFBE305	Startup and New Venture Management	60	20	20	-	-	4	-	-	4

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit;

***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Course Objectives

1. Introduce students to the process of venture creation.
2. Discuss core issues in creating a successful business.
3. Examine the major strategic decisions that entrepreneurs must make when creating a business.
4. To give insights into the management of small family business.

Course Outcomes

1. Understanding the major strategic decisions that entrepreneurs must make when creating a business.
2. Familiarize the students with operational and organizational challenges during the start-up phase.

COURSE CONTENT

Unit I: Concept and Definition of Entrepreneur and Entrepreneurship

1. Entrepreneurship and economic development
2. Entrepreneur role, personality
3. Entrepreneur skills: creativity, problem solving, decision making, communication
4. Leadership quality, Traits/Qualities of an entrepreneur

Unit II Steps of entrepreneurial process

1. Deciding- developing- moving-managing and recognizing
2. Opportunity, identification and product selection: Entrepreneur opportunity
3. Product selection: criteria to select a product, conducting feasibility studies, entry strategies

Unit III: Small enterprise and enterprise launching formalities

1. Definition of small scale- objective and scope
2. Role of small scale enterprise in economic development of India
3. SME: Registration and NOC from Pollution board



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Unit IV: Institutional Support

1. SIDO, SIDBI, SIDC, SFC, SISI, NSIC
2. Cottage and small scale industries
3. Khadi and village corporation/board in management of small business

Unit V: Legal Aspects

1. Factories act, Shops and Establishment act
2. Environment Protection act, sale of goods act
3. Maintenance and submission of statutory records and returns
4. The role of GST

Suggested Readings

1. Dorf, R.C. (2007). *Technology Ventures: From Idea to Enterprise with Student DVD*. New Delhi; McGraw-Hill Higher Education.
2. Shane, S. and Ventakaraman, S. (2000). *The promise of entrepreneurship as a field of research*. Academy of Management Review.
3. Baron, J.N. and Hannan, M.T. (2002). *Organizational Blueprints for success in High-Tech start-ups*. California Management Review.
4. Swiercz, P.M. and Lydon, S.R. (2002). *Entrepreneurial leadership in high-tech firms: a field of study*. Leadership and Organization Development.

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MBAIEF307 TAX PLANNING AND MANAGEMENT

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME							
		THEORY			PRACTICAL		L	T	P
		END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*			
MBAIEF307	Tax Planning and Management	60	20	20	-	-	4	-	-

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P - Practical; C - Credit;

***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Course Objective

The objective of this course is to enable students to develop an understanding of direct and indirect taxes and to enable them to calculate and plan taxes.

Course Outcomes

1. Familiarize the students with the functions and performance of Direct and Indirect tax.
2. Provide understanding of Tax Planning.

COURSE CONTENT

Unit I: Introduction

1. Introduction to Direct Taxes, Income Tax, Wealth Tax
2. Important Provision of Income Tax Act

Unit II: Basic Concepts

1. Basic Concepts: Assessment Years, Previous Years
2. Person, Income, Gross Total Income
3. Capital and Revenue Receipts and Expenditure
4. Residential Status and Incidence of Tax
5. Tax Free Income

Unit III: Income from Salary

1. Income from Salary: Meaning
2. Taxability of Allowances and Perquisites
3. Permissible Education, Treatment of PF, Gratuity
4. Tax Planning in Relation to NRIs


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Unit IV: Income from Business and Profession

1. Income from Business and Profession: Basis of Charge
2. Scheme of Provisions
3. Deductions Expressly Allowed
4. Expenses Allowed Under Restriction
5. Depreciation

Unit V: Income from House Property

1. Income From House Property: Tax Planning
2. Income From Capital Gains and other Sources
3. Tax Planning
4. Deduction: Deduction Allowed From Total Income
5. Rebates and Relief
6. TDS: Tax Deduction at Source
7. Filling of Returns

Suggested Readings

1. Singhania, V.K. (2010). *Direct Tax Law*. New Delhi: Taxman Publications.
2. Jain & Jain (2010). *Tax Planning and Management/ Income Tax*, Bangalore: Path makers.
3. Hariharan, N. (2009). *Income Tax: Law & Practices*. New Delhi: TMH
4. Lal, B.B. (2010) *Income Tax*. New Delhi: Pearson.
5. Singhania, V. & Singhania, M. (2010). *Students' Guide to Income Tax*. Mumbai: Taxmann's.

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MEME304 CREATIVITY AND INNOVATION

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME							
		THEORY			PRACTICAL		L	T	P
		END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment			
MEME304	Creativity And Innovation	60	20	20	-	-	4	-	-

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit;

***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Course Objective

Assess creative development and prescribe a plan of action to enhance the ability to think more creatively and foster innovation.

Course Outcomes

1. Familiarize the students with difference between the creative person, process, product and environment.
2. Equip students with the key aspects of the innovative process.
3. Understand the process involved in managing creativity or innovation effectively and apply this knowledge to your own creative idea or innovation.

COURSE CONTENT

Unit I: Understanding the Innovative Mindset

1. Describe the Concept of Innovative Thinking
2. Differentiate between Creativity and Innovation
3. Explain the Challenges of Managing Innovative Individuals

Unit II: Corporate Innovation

1. The Process of Corporate Innovation
2. Identify the Obstacles to Corporate Innovation
3. Identify the critical elements of corporate innovation as a strategy
4. Explore how corporate innovation is sustained

Unit III: Understand Misconceptions about Creativity

1. Identify the three elements of creativity


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2. Explain the four phases of the creative process.
3. Myths about Creativity and Innovation.

Unit IV: Managerial Skills for the Innovation Process

1. Describe methods for enhancing innovation in the workplace
2. Explore the approaches to innovation and sources of opportunities to innovate
3. Explain how opportunities are converted into innovation

Unit V: Innovation Plan

1. Define the innovation plan
2. Describe the steps in innovation action planning
3. Describe the role of managers and the organization in sustaining the innovation strategy
4. Human Resource Management in Corporate Innovation.
5. Activities Based Innovation Plan

Suggested Readings

1. Kuratko, D., and Goldsby, F. (2012) *Innovation Acceleration: Transforming Organizational Thinking*. New Jersey; Prentice Hall.
2. Mauzy, J., Harriman, R. (2003). *Creativity, Inc.: Building an Inventive Organization*. Massachusetts; Harvard Business School Press.

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MBAIEM305 SALES AND DISTRIBUTION MANAGEMENT

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	CREDITS
		END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MBAIEM 305	Sales and Distribution Management	60	20	20	-	-	4	-	-	4

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit;

*Teacher Assessment shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Course Objective

The objectives of this course are to expose the students to various aspects of sales and distribution management as an integral part of marketing management, and provide abilities in sales and distribution system.

Course Outcomes

1. Provide an understanding of the concepts, attitudes, techniques and approaches required for effective decision making in the areas of Sales and Distribution.
2. Develop skills critical for generating, evaluating and selecting sales and distribution strategies.

COURSE CONTENT

Unit I: Introduction

1. Personal Selling: The Role of personal selling in marketing mix
2. The personal selling process
3. Personal selling objectives
4. Personal selling process (pre-approach, approach, presentation, handling objections, closing a sale & follow-up)

Unit II: Theories of Sales Management

1. Objectives, Nature and Scope
2. Buyer - Seller Dyads, Theories of selling
3. AIDAS Theory, "Right set of circumstances" Theory
4. "Buying Formula" Theory and Behavioral Equation Theory of selling

Unit III: Planning and Organizing Sales and Sales Force

1. Sales Planning, Sales Organization

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2. Sales Forecasting, Sales Budgeting
3. Territory Design and Setting Quotas
4. Recruiting and Selecting Sales persons
5. Training and Development

Unit IV: Channel Management

1. Design of Distribution Channel
2. Types of channel intermediaries –wholesalers, distributors, stockists, sales agents brokers, franchisers, C&F agents, and retailers
3. Management of Channels
4. Conflict and Competition
5. Vertical and Horizontal Marketing Systems

Unit V: Wholesaling and Retailing

1. Wholesaling-Introduction, Functions of Wholesalers, Types of Wholesalers, Strategic Issues in Wholesaling
2. Retailing: Importance, Types, Retail Format
3. Physical Distribution & Logistics: Goals, function, Organizing for Physical Distribution
4. Warehousing
5. Internet as a medium for order processing and Information

Suggested Readings

1. Gupta, S L (2010). *Sales and Distribution Management*. New Delhi: Excel Books.
2. Cron, Willam L (2010). *Sales Management: Concepts and Cases*. India: Wiley.
3. Krishana, Havaladar (2009) . *Sales & Distribution Management*. New Delhi: TMH.
4. Spiro, Stanton (2008). *Management of a Sales Force*. New Delhi: McGraw-Hill.
5. Tanner, Jeff (2010). *Sales Management*. New Delhi: Pearson publishing.
6. Cundiff Edward W& Still Richard R (2010). *Sales Management Decisions: Strategies and Cases*. New Delhi: Pearson publishing.
7. Cundiff, Edward W & Norman, A.P Govni (2010). *Sales Management - Decisions, Strategy and Cases*. New Delhi: Prentice Hall of India.
8. Thomas, Watuba (2007). *Sales Management-Texts and Cases*, New Delhi: Business Publication.
9. Johnson, Kurtz and Schevin (1994). *Sales Management: Concept practice& cases*. New Delhi: MacGrawHill.

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