



## Shri Vaishnav Vidyapeeth Vishwavidyalaya, Indore

### IV Semester

#### MBAI401C STRATEGIC 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				
MBAI401C	Strategic 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 objective of teaching this course is to enable students to integrate knowledge of various functional areas and other aspects of management, required for perceiving opportunities and threats for an organization in the long run and second generation planning and implementation of suitable contingency strategies for seizing / facing these opportunities & threats.

#### Course Outcome

Students will develop understanding of project planning and ability to monitor and control projects and risk involved. In addition, they become familiar with tools and techniques used in managing projects.


#### **COURSE CONTENT**


##### **Unit I: Introduction**

1. Meaning, Need and Process of Strategic Management
2. Business Policy, Corporate Planning and Strategic Management
3. Single and Multiple SBU organizations
4. Strategic Decision-Making Processes – Rational-Analytical
5. Intuitive-Emotional, Political – Behavioral; Universality of Strategic Management
6. Strategists at Corporate Level and at SBU Level
7. Interpersonal, Informational and Decision Roles of a Manager

##### **Unit II: Mission, Business Definition and Objectives**

1. Need, Formulation and changes
2. Hierarchy of objectives, Specificity of Mission and Objectives
3. SWOT Analysis, General, Industry and International Environmental Factors
4. Analysis of Environment, Diagnosis of Environment – factors influencing it
5. Environmental Threat and Opportunity Profile (ETOP)
6. Internal Strengths and Weaknesses

  
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7. Factors affecting; Techniques of Internal Analysis; Diagnosis of Strengths and Weaknesses; Strategic Advantage Profile (SAP)

### Unit III: Strategy Alternatives, Grand Strategies and their Sub strategies

1. Stability, Expansion, Retrenchment and Combination
2. Internal and External Alternatives
3. Related and Unrelated Alternatives
4. Horizontal and Vertical Alternatives
5. Active and Passive Alternatives
6. International Strategy Variations

### Unit IV: Strategic Choice and Analysis

1. Managerial Choice Factors, Choice Processes – Strategic Gap Analysis
2. ETOP-SAP Matching, BCG Product – Portfolio Matrix
3. G.E. Nine Cell Planning Grid; Contingency Strategies
4. Prescriptions for choice of Business Strategy; Choosing International Strategies

### Unit V: Strategy Implementation, Concept, Barriers, Implementation Process

1. Project & Procedural Implementation
2. Resource Allocation; Structural Implementation
3. Plan and Policy Implementation; Leadership Implementation
4. Behavioral Implementation, Implementing Strategy in International Setting

### Suggested Readings

1. Kazmi, Ajhar (2009). *Strategic Management and Business Policy*. New Delhi: Tata McGraw Hill.
2. Lomash, Sukul & Mishra P.K. (2003). *Business Policy & Strategic Management*. New Delhi: Vikas Publication.
3. Trehan, Alpana (2010). *Strategic Management*. Dreamtech: Wiley.
4. Nag, A. (2011). *Strategic Management. Analysis. Implementation. Control*. Delhi: Vikas Publication.
5. Parthasarthy, Raghavan (2008). *Fundamentals of Strategic Management*. India: Wiley.
6. Pankaj, Ghemawat (2006). *Strategy and the Business Landscape*. Pearson.
7. Haberberg, Adrian & Rieple Alison (2010). *Strategic Management*. New York: Oxford Press.
8. Tushman (2010.) *Managing Strategic Innovation & Change*. New York : Oxford Press

  
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### MBAI402C SUPPLY CHAIN 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			
MBAI402C	Supply Chain 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

This course would help students develop an understanding about the strategic role of supply chain, key issues of supply chain and the drivers of supply chain performance. The course would acquaint the students with various concepts, models and decision making tools pertaining to supply chain network design, forecasting, inventory, transportation etc. and also enable them to apply the tools In real-life situation.

#### Course Outcomes


1. Understanding about the strategic role of supply chain, key issues of supply chain and the drivers of supply chain performance will be developed among students.
2. Familiarize students with various concepts, models and decision making tools pertaining to supply chain network design, forecasting, inventory, transportation etc. and also enable them to apply the tools In real-life situation.

#### **Unit I: Introduction to SCM**

1. Importance of materials management
2. Codification, Simplification
3. Value analysis, Value engineering, Vendor analysis
4. Concepts and importance of a Supply Chain (SC)
5. Evolution of Supply Chain Management (SCM)
6. Key issues of Supply Chain Management, Competitive and SC strategies

#### **Unit II: Dynamics of Supply Chain**

1. Supply Chain Interventions
2. Push-based, Pull-based and Push-Pull based supply chain
3. Network design and Operations in the Supply Chain
4. Demand Forecasting in a Supply Chain
5. The value of information, Bullwhip effect, its Causes and remedial measures

  
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### UNIT III: Managing inventory in SC environment

1. Basic and advanced inventory models
2. Multi-echelon inventory models

### Unit IV: Transportation in SC environment

1. Design options for a transportation network
2. Strategic Outsourcing and Strategic Alliances
3. Third party and fourth party logistics

### UNIT V: Retailing and Supply Chain Management

1. Retailer- Supplier partnerships (RSP)
2. Supplier evaluation and selection
3. Information Technology (IT) in Supply Chain Management
4. SC performance model: SCOR model

### Suggested Readings

1. Gopalakrishnan, P. (2008). *Purchasing and Materials Management*. New Delhi; Tata McGraw Hill.
2. Kachru, Upendra (2009). *Exploring the Supply Chain*. New Delhi; Excel Books.
3. Agrawal, D.K. (2010). *Supply Chain Management: Text and Cases*. Delhi; Macmillan Publishers
4. Shah, Janat (2010). *Supply Chain Management*. Chennai; Pearson Education.
5. Badi, N.V. (2010). *Supply Chain Management*. New Delhi; Vrinda Publications.
6. Levi, Simchi (2009). *Designing and Managing the Supply Chain*. New Delhi; Tata McGraw Hill.
7. Raghuram, G. (2006). *Logistic and Supply chain Management*. New Delhi; Macmillan Publishers
8. Shapiro (2007). *Modeling the Supply Chain*. New Delhi; Cengage Learning
9. Long, Douglas (2004). *International Logistics: Global Supply Chain Management*. New York; Springer Verlag.
10. Philippe-Pierre Dornier, Panos Kouvelis, Michel Fender (1998), *Global Operations and Logistics: Text and Cases*, Wiley John & Sons

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### MFB403 INDUSTRIAL MARKETING

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*			
MFB403	Industrial Marketing	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

To develop a deeper understanding of industrial marketing. This includes developing both practical skills and theoretical knowledge concerning industrial marketing issues of relevance for various firms.

#### Course Outcomes

1. Use different theories and models to critically analyze firm specific industrial marketing issues such as logistical problems, problems related to sales and purchasing and / or international marketing issues.
2. More thoroughly evaluate and discuss the financial side of industrial marketing management.

### COURSE CONTENT

#### **Unit I: Introduction to Industrial Marketing**

1. Definitions of Industrial Marketing
2. Nature of Industrial Marketing
3. Industrial marketing Vs. Consumer Marketing
4. Types of Industrial markets
5. Classifying Industrial Products
6. The Industrial Marketing Environment

#### **Unit II: Nature of Industrial Buying**

1. The nature of industrial buying
2. Organizational Buying
3. Buying models and buying center concept
4. Vendor analysis
5. Rating vendor performance

  
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### Unit III: Strategic planning In Industrial Markets

1. Assessing market opportunities
2. Marketing research for Industrial products
3. Micro & Macro variables for segmenting market
4. Target marketing and positioning
5. Differentiated and undifferentiated Marketing and positioning

### Unit IV: Product Strategy

1. Developing product strategy
2. Analyzing industrial product life cycle
3. Developing strategies for existing and new products
4. Service Strategy: Standardization V/S non standardization of parts

### Unit V: Industrial Distribution Channel

1. Industrial distribution Channels
2. Pricing Strategies: Price Determinants, Factors that Influence the Pricing Strategies
3. Promotional Strategies

### Suggested Readings

1. Hutt, M. and Thomas, W. (1997). *Industrial Marketing Management*. New York; Dryden Press.
2. Dwyer, R. F. and Tanner, J. F. (2004). *Business Marketing: Connecting Strategy, Relationships, and Learning*. New York; McGraw Hill.
3. Reeder, R., Brierty, E. and Reeder, B. (2001). *Industrial Marketing: Analysis Planning and Control*. New Delhi; Prentice Hall of India Ltd.
4. Havaladar, K. (2005). *Industrial Marketing: Text and Cases*. New Delhi; Tata McGraw-Hill Education.

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### MFBE404 BUSINESS DEVELOPMENT

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*			
MFBE404	Business Development	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

To equip students with the concept of entrepreneurs as well as managers or project leaders focused on national and international business development.

#### Course Outcomes

1. Appreciate diversity and multiculturalism and work effectively in multicultural teams.
2. Integrate knowledge and expertise from different fields for decision making in companies and organization and for identifying, analyzing and solving problems related to entrepreneurship and business development.
3. Exploring data patterns and choosing a forecasting technique, using standard business research methodology.

### **COURSE CONTENT**

#### **Unit I: Business Strategy Terminology**

1. Basic assumptions for marketing
2. Creating buy-in by using an effective presentation
3. Markets and market development
4. Innovation cycles, early market coupling and analysis of customer situations

#### **Unit II: Identifying the organization's needs**

1. Sources of information and information gathering
2. Business intelligence
3. Studies of market characteristics (size, segmentation, development)
4. Studies of market / customer function (market channels, buying behavior)

  
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5. Studies on the characteristics of the product (customer situations, customer demands for products / services)

### Unit III: Customer management and factors within the organization

1. Team management
2. Personal management

### Unit IV: Presenting the solution for implementation

1. Creating impact, selling the solution
2. Structure and order for the presentation of the solution
3. Negotiation Skills

### Unit V: Determinants of Demand

1. Elasticity of Demand, Revenue and Profit of a Firm
2. Selecting a Forecasting Technique
3. Purpose of Forecast, Type of Users
4. Patterns in the Data Series, Lead Time
5. Minimum Data Requirement, Desired Accuracy
6. Cost of forecasting, Simple and Multiple Linear Regression
7. Time Series Regression, Modeling and Forecasting Trend
8. Modeling and Forecasting Seasonality
9. Modeling Cycles, Forecasting with Trend, Seasonality and Cycles

### Suggested Readings

1. Osterwalder, Alexander & Pigneur Yves (2010). **Business model generation: a handbook for visionaries, game changers, and challengers**. New Jersey; John Wiley & Sons, Inc

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### MBAIEM403 RETAIL 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 403	Retail 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

To introduce the basic concepts of retail management and the latest developments in retailing in the Indian context, Retailing in the modern retail formats.

#### Course Outcomes

1. Provide a strategic perspective of the retailing industry .
2. Equip students with the framework of Retail mix and each of its elements.

#### COURSE CONTENT

##### Unit I: Retailing

1. Nature and Importance of Retailing
2. Types of Retailing- ownership based, store based
3. Non-store based, web based
4. Retail management decisions
5. Recent Trends in Retailing

##### Unit II: Marketing Channels and Supply Chains

1. Emergence, role and types of marketing channels
2. Channel members and their characteristics
3. Choosing various channel options
4. Factors affecting the choice
5. Supply chain management (SCM)
6. Physical flow of merchandise
7. Logistics of E-Retailing

##### Unit III: Strategic Planning in Retailing

1. Situation analysis, objectives
2. Identification of consumers and positioning
3. Overall strategy
4. Identifying and understanding consumer

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5. Consumer decision process
6. Retailer's action

### Unit IV: Location, Operation and Merchandise Management

1. Trading Area Analysis, site selection
2. store formation size and space allocation
3. Store security and credit management
4. Merchandise plans- forecasts, innovativeness
5. Assortment decisions, brand decisions, timing and allocation
6. Merchandise pricing

### Unit V: Retail Promotion

1. Building retail store image
2. Layout planning
3. Retail promotional mix strategy
4. Retail store sales promotional schemes

### Suggested Readings

1. Gupta, S.L (2008). *Retail Management*. New Delhi: Excel Books.
2. Gilbert, David (2003). *Retail Marketing Management*. New Delhi: Pearson Education.
3. Berman, Barry & Evans, Joel (2001). *Retail Management: A strategic Approach*. New Delhi : Prentice Hall
4. Cundiff, Edward W & Govin, Norman A.P (2007) *Sales Management - Decisions, Strategy and Cases*, New Delhi: Prentice Hall of India.
5. Michael, Levy (2008). *Retail Management*. New Delhi: Tata McGraw Hill.
6. Vedamani, Gibson .G (2010). *Retailing Management*. Mumbai: Jaico Publishing House.
7. Dunne, Patrick .M & Lusch, Robert. F (2013). *Retail Management*. Boston: Cengage Learning
8. Lincoln, Keith & Thomassen, Lars (2009). *How to succeed at Retail*. London: Kogan Page Limited.

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### MBAIEM408 CUSTOMER RELATIONSHIP 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 408	Customer Relationship 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

This course emphasizes the importance of customer relationships. It aims to teach the basic principles involved in managing customer relationships.

#### Course Outcomes

1. Describe methods to make your company's customer service more central.
2. Develop a winning customer service strategy

### COURSE CONTENT

#### Unit I: Customer Relationship Management Introduction

1. Meaning and Definition of CRM
2. Importance of CRM
3. Concept and Growth of Relationship Marketing
4. Scope of Relationship Marketing
5. concept of Lifetime Customer and Customer Loyalty
6. Benefits and difficulties of CRM

#### Unit II: CRM Process and Implementation

1. Introduction
2. Customer Development Process
3. Customer Retention
4. Customer satisfaction,
5. Customer Retention Strategies
6. Customer Life Time Value
7. CRM process for B2B markets

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### Unit III: Technological Support in CRM

1. Introduction, technological Applications in CRM
2. Types of Technological Applications in CRM
3. Customer Databases and Information Systems
4. Database Marketing Strategies
5. Customer Loyalty

### Unit IV: E-CRM – Emerging Trend in CRM

1. Introduction
2. Importance of E-CRM in Service Marketing
3. Challenges involved in formulating and implementing e-CRM strategies
4. Five engines of E-CRM
5. Evolution of e-customer and e-marketing
6. E-CRM for personalized services

### Unit V: Relationship Development Strategies

1. Organizational Pervasive Approach
2. Managing Customer Emotions
3. Brand Building through Relationship Marketing
4. Service Level Agreements
5. Relationship Challenges

### Suggested Readings

1. Mukerjee, Kaushik (2007). *Customer Relationship Management*. Delhi: PHI.
2. Mohamed, M. Peeru (2000). *Customer Relationship Management*. Delhi: Vikas Publication.
3. Gopal, V.V (2005). *CRM in Banking & Insurance*. Hyderabad: ICAI University Press.
4. Balasubramanian, K. *Essence of Customer Relationship Management*. learn Tech press

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### MFBE405 ENTREPRENEURIAL CASE STUDY

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*				
MFBE405	Entrepreneurial Case Study	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 course objective is to provide learning through one to one interaction and analysis of a real life entrepreneurial venture.

#### Course Outcome

The student would be exposed to the real life situations and would get hands on experience on how to manage a successful entrepreneurial startup.

#### **COURSE CONTENT**

The student is required to thoroughly study and analyse two entrepreneurs of his/her own choice. The students would be visiting the entrepreneurs and will gather information through questionnaires/interview schedules:

1. Background of the entrepreneur – Family, Social, Educational, Financial,
2. History of the enterprise
3. Formal/informal training in Entrepreneurship.
4. Process of starting an Enterprise
5. Which type of Enterprise?
6. Whether product or service?
7. Description of the production process.
8. Sources of Finance
9. Financial Control
10. BEP, gestation period, Net profit or loss
11. Marketing plans, policies and strategies
12. Evolution of the Enterprise
13. Obstacles faced
14. Family/Industry support or opposition
15. Future plans – The road ahead

  
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The students would map the life cycle of the Enterprise and carry out a SWOT analysis of the Enterprise as well as the Entrepreneur. The student will document all the information on the above mentioned points in the form of a report along with the certificate from the entrepreneur stating that all the information is collected by the student. The report is to be submitted both in hard copy (spiral binding) as well as soft copy. The submission of the report would be followed by an open house viva.

### Suggested Readings:

*Not Applicable*

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### MBAIEO408 STRATEGIC TECHNOLOGY 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*			
MBAIEO 308	Strategic Technology 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

This course will provide understanding of how to better select technological opportunities and understand organizational challenges that prevent these technologies from being successful.

#### Course Outcome

1. Familiarize the student's with drivers and barriers to technological innovation within an organization.
2. Understand what it takes to manage technological innovation.
3. Equip students with Election and Implementation of New Technologies.

### COURSE CONTENT

#### **Unit I: Introduction to Technology Management**

1. Concept and Meaning of Technology and Technology Management
2. Evolution and Growth of Technology
3. Role and Significance of Technology Management
4. Impact of Technology on Society and Business
5. Technology and competition
6. Forms of Technology-Process technology; Product technology

#### **Unit II: Technology Acquisition**

1. Technology Acquisition
2. Alternatives for Acquiring New Technologies
3. Reasons Compelling a Company for Obtaining a New Technology
4. Management of Acquired Technology
5. Economy of scale or Scale economy
6. Levels of scale; the measurement of scale
7. Factors affecting the choice of scale



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### Unit III: Technology Forecasting

1. Concept of Technology Forecasting
2. Characteristics of technology forecasting
3. Technology forecast method
4. Principles of technology forecasting
5. Technology Forecasting Process
6. Need and Role of Technology Forecasting

### Unit IV: Selection and Implementation of New Technologies

1. Automation Decisions
2. New Technologies
3. Selection of a New Technology
4. Implementation of New Technology
5. Automation and automation technology
6. Automation decisions

### Unit V: Aspects and Issues in Technology Management

1. Technological Change- Characteristics of technological change
2. Classification of technological change
3. Impact of technological change
4. Technology Transformation
5. Technology and Socio-Economic Planning

### Suggested Readings

1. Tarek, Khalil (2009). *Management of Technology*. Delhi: Tata McGraw Hill.
2. Burgelman, Robert (2009). *Strategic Management of Technology & Innovation* Boston: Tata McGraw Hill.
3. Narayanan, V.K (2010). *Managing Technology and Innovation for Competitive Advantage*: New Delhi: Pearson.
4. White, Margaret A (2008). *The management of Technology and Innovation* Boston: Cengage Learning.
5. Frenzel, C & Frenzel, J (2008). *Management of Information Technology*. Boston: Cengage Learning.
6. Tidd, Joe (2006). *Managing Innovation: Integrating Technological Market and Organizational Change*. Australia: John Wiley & Sons.
7. Drucker, Peter F (2010). *Technology Management and Society*. London: Pam Books
8. Schilling, Melissa A. (2016). *Strategic Management of Technological Innovation*. Europe; McGraw-Hill.

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