

LECTURE PLAN

BBA

SEMESTER VI

FOR PRIVATE CIRCULATION

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LECTURE PLAN

PROJECT MANAGEMENT

BBA - 302

COURSE OUTLINE
BBA-VI SEMESTER
PROJECT MANAGEMENT – BBA 302

OBJECTIVES:

The primary objective of the course is to familiarize the students with the basic concepts, problems in an Project Planning and how these difficulties can be dealt by applying different theories, models developed by researchers. An attempt is made to aware them about the practical applications of different theories and models.

1. INTERNAL ASSESSMENT AND ASSIGNMENT	25 marks
1. Class Test-I - (Written Test)	15 marks
2. Class Assessment + Attendance	10 marks

COURSE CONTENTS:

UNIT I

- Projects
- Projects Management
- Objectives & Importance of Projects Management
- Tools & Techniques for Projects Management
- Project Team
- Roles & Responsibilities of Project Manager
- Determinants of Project Success
- Project Life Cycle
- Classification of Projects
- Generation of ideas
- Monitoring the Environment
- Preliminary Screening

(14 Hours)

UNIT II

- Technical Analysis
- Factors considered in Technical Analysis
- Factors affecting selection of Locations
- Need for considering alternatives
- Technology Selection
- Sources of Technology
- Appropriate Technology
- Conduct of Market Survey
- Characterization of Market
- Market Planning
- Network Techniques

- Network Analysis
 - PERT Model
 - CPM Model
 - Identifying Critical Path
 - Probability of Completing the Project within given time
- (14 Hours)**

UNIT III

- Financing of Projects
 - Capital Structure
 - Sources of Long-Term Finance
 - Debt Financing
 - Characteristics of Debt
 - Types of Debts
 - Equity Financing
 - Preferential Shares
 - Equity Shares
 - Retained Earnings
 - Short Term Sources of Working Capital
 - Newer Sources of finance
 - Venture Capital
- (14 Hours)**

UNIT IV

- Project Evaluation & Control
 - Project Monitoring & Controlling
 - Project Evaluation
 - Post Project Evaluation (Post Audit)
 - Abandonment Analysis
 - Social Cost Benefit Analysis
 - Social Cost
 - Social Benefit
 - Emerging Concepts & Issues in Project Management
 - Role of IT in Project Management
 - Future of Project Management
- (14 Hours)**

STUDY MATERIAL FOR THE SUBJECT

Following will be the study material for topics of Project Planning and Evaluation and students are advised to go through the material for thorough understanding of the subject:

➤ MAIN TEXT BOOKS:

- 1 **Author's Name(s):** Pinto
 Title: Project Management
 Edition: V, **Year:** 2018
 Publisher: Pearson Education (ibid 1)

2 **REFERENCE BOOKS**

Author's Name(s): R, Panneerselvam and P, Senthilkumar
Title: Project Management
Edition: VIII, **Year:** 2018
Publisher: Prentice Hall of India (ibid 2)

Author's Name(s): S.N. Maheshwari
Title: Management Accounting & Financial Control
Edition: XVI, **Year:** 2018
Publisher: Sultan Chand & Sons (ibid 3)

Author's Name(s): Prasanna Chandra
Title: Project: Planning, Analysis, Financing, Implementation and Review
Edition: VII **Year:** 2019
Publisher: McGraw Hill Education (ibid 4)

➤ JOURNALS/ MAGAZINES:

1. Today's Manager: Who's really in Control?
2. Professional Manager: Serious Leadership, The Chartered Management Institute Magazine
3. Harvard Business Review
4. TM ISSUE
5. Annual Review of Psychology
6. Management of Labour Studies
7. The IUP Journal of Management Research
8. BVIMR Management Edge

UNIT I

LECTURES 1-2

INTRODUCTION

OBJECTIVE:

The objective of these lectures is to provide basic knowledge about Project Management including Concept, Nature of Project Planning and Evaluation.

CONTENTS:

- Projects
- Projects Management

ASSIGNMENTS FROM QUESTION BANK:

SHORT ANSWER TYPE QUESTIONS: Q 2, 5, 20

LONG ANSWER TYPE QUESTIONS: Q 10, 12, 24

SUGGESTED READING:

TEXT BOOK:

1 ibid 1 - Page No. 2 to 25

REFERENCE BOOK:

1 ibid 4 - Page No.3 to 20

LECTURES 3-5

PROJECT ANALYSIS AND DECISION MAKING

OBJECTIVE:

The objective of these lectures is to provide basic knowledge about Project Analysis and making them understand the Objectives and Techniques of Project Management.

CONTENTS:

- Objectives & Importance of Projects Management
- Tools & Techniques for Projects Management

ASSIGNMENTS FROM QUESTION BANK:

SHORT ANSWER TYPE QUESTIONS: Q 3, 8 to 10, 12, 13, 15

LONG ANSWER TYPE QUESTIONS: Q 3, 7, 8, 10

SUGGESTED READING:

TEXT BOOK:

1 ibid 1 Page No.10 to 30

REFERENCE BOOK:

1 ibid 4 Page No. 21 to 52

ARTICLE:

1 Mohammed Benlemlih “Corporate Social Responsibility and Firm’s financing decisions: A literature review” Journal of Multinational Financial Management, Volumes 41 - 42 (2017), pp. 1-10.

LECTURES 6-8

PROJECT SUCCESS

OBJECTIVE:

The objective is to have knowledge about success of Projects and roles and responsibilities of Project Manager.

CONTENTS:

- Project Team
- Roles & Responsibilities of Project Manager
- Determinants of Project Success

ASSIGNMENTS FROM QUESTION BANK:

SHORT ANSWER TYPE QUESTIONS: Q 6, 7, 11, 14

LONG ANSWER TYPE QUESTIONS: Q 1, 2

SUGGESTED READING:

TEXT BOOK:

1 ibid 1 Page No.25 to 35

REFERENCE BOOK:

1 ibid 4 Page No.53 to 76

ARTICLE:

Goyal, P.K. (2016). A Study of Ratio Analysis as a technique of Financial Performance Evaluation. KAAV Internal Journal of Law, Finance and Industrial Relations, 3(2), 56-65.

LECTURES 9-10

PROJECT LIFE CYCLE

OBJECTIVE:

The objective is to make them able to understand the concepts and relevance and estimation of life of projects.

CONTENTS:

- Project Life Cycle
- Classification of Projects

ASSIGNMENTS FROM QUESTION BANK:

SHORT ANSWER TYPE QUESTIONS: Q 7,11,13,14

LONG ANSWER TYPE QUESTIONS: Q 1, 2, 5, 6, 7, 8, 9, 10

SUGGESTED READING:

TEXT BOOK:

1 ibid 1 Page No.20 to 40

REFERENCE BOOK:

1 ibid 4 Page No.77 to 90

ARTICLES:

- 1 R. Zeitun,G. G. Tian, “Capital structure and corporate performance: evidence from Jordan”, Australasian Accounting Business and Finance Journal, Vol. 1 ,No. 4, December, 2007, pp 40-61.
- 2 Nagesha H G & T P Renuka Murthy, “The Effect of Capital Structure on Profitability (An Empirical Study on Indian Cement Industry in BSE)”, International Journal of Multidisciplinary Research, Vol-2, Issue-II, February 2017, pp 28-38.
- 3 Aggarwal, D. and Padhan, P.C. (2019) Impact of Capital Structure on Firm Value: Evidence from Indian Hospitality Industry, Theoretical Economics Letters, 2017, 7, pp 982-1000.
- 4 Yogendrarajah, R (2019). Impact of Capital Structure on Profitability – Evidence from selected Trading Companies in Colombo Stock Exchange, Sri Lanka, International Journal in Management and Social Science. Vol. 03

LECTURES 11-14

PROJECT IDEAS

OBJECTIVE:

- The objective of these lectures is to provide knowledge about determinants and development of Project ideas.

CONTENTS:

- Generation of ideas
- Monitoring the Environment
- Preliminary Screening

ASSIGNMENTS FROM QUESTION BANK:

SHORT ANSWER TYPE QUESTIONS: Q 4, 9 to 11, 15, 19

LONG ANSWER TYPE QUESTIONS: Q 8, 18

SUGGESTED READING:

TEXT BOOK:

- 1 ibid 1 Page No. 66 to 128

REFERENCE BOOK:

- 1 ibid 4 Page No. 93 to 112

UNIT II

LECTURES 15-19

TECHNICAL ANALYSIS

OBJECTIVE:

- The objective of these lectures is to provide basic knowledge about Market and Demand Analysis and Conduct of Market Survey

CONTENTS:

- Technical Analysis
- Factors considered in Technical Analysis
- Factors affecting selection of Locations
- Need for considering alternatives

ASSIGNMENTS FROM QUESTION BANK:

SHORT ANSWER TYPE QUESTIONS: Q 13, 14, 16, 20, 24

LONG ANSWER TYPE QUESTIONS: Q 1, 3 to 7, 9, 19, 20, 24, 25

SUGGESTED READING:

TEXT BOOK:

1 ibid 1 Page No.160 to 193

REFERENCE BOOK:

1 ibid 4 Page No.113 to 130

LECTURES 20-21

TECHNOLOGY SELECTION

OBJECTIVE:

The objective is to have knowledge about the technology selection and the sources of technology.

CONTENTS:

- Technology Selection
- Sources of Technology
- Appropriate Technology

ASSIGNMENTS FROM QUESTION BANK:

SHORT ANSWER TYPE QUESTIONS: Q 12

LONG ANSWER TYPE QUESTIONS: Q 2, 13

SUGGESTED READING:

TEXT BOOK:

1 ibid 1 Page No.66 to 92

REFERENCE BOOK:

1 ibid 4 Page No.131 to 149

LECTURES 22-24

MARKET SURVEY

OBJECTIVE:

The objective is to make them able to understand about Market Survey and its characteristics.

CONTENTS:

- Conduct of Market Survey
- Characterization of Market
- Market Planning

ASSIGNMENTS FROM QUESTION BANK:

SHORT ANSWER TYPE QUESTIONS: Q 17, 25

LONG ANSWER TYPE QUESTIONS: Q 10 to 12

SUGGESTED READING:

TEXT BOOK:

1 ibid 1 Page No. 92 to 194

REFERENCE BOOK:

1 ibid 4 Page No.164 to 170

LECTURES 25-28

NETWORK TECHNIQUES

OBJECTIVE:

The objective is to give them knowledge about Plant Capacity and Location & Site

CONTENTS:

- Network Techniques
- Network Analysis
- PERT Model
- CPM Model
- Identifying Critical Path
- Probability of Completing the Project within given time

ASSIGNMENTS FROM QUESTION BANK:

SHORT ANSWER TYPE QUESTIONS: Q 1 to 3, 18, 22

LONG ANSWER TYPE QUESTIONS: Q 14 to 17, 25

SUGGESTED READING:

TEXT BOOK:

1 ibid 1 Page No.194 to 230

REFERENCE BOOK:

1 ibid 4 Page No. 171 to 212

ARTICLES:

- 1 Erik Simanis, "Reality check at the Bottom of the Pyramid", Harvard Business Review, June 2017, Page No. 21-25
- 2 The Hawthorne Experiments by Frederick J. Roethlisberger, Classic Readings in OB.3rd ed., J. Steven Ott. Sandra Parke, Richard B.Simpson. 2019, Page No. 142-150

UNIT III

LECTURES 29-33

PROJECT FINANCING

OBJECTIVE:

The objective of these lectures is to provide knowledge about Project Financing and the Capital Structure.

CONTENTS:

- Financing of Projects
- Capital Structure
- Sources of Long-Term Finance

ASSIGNMENTS FROM QUESTION BANK:

SHORT ANSWER TYPE QUESTIONS: Q 10 to 22

LONG ANSWER TYPE QUESTIONS: Q 8 to 16

SUGGESTED READING:

TEXT BOOK:

1 ibid 1 Page No.231 to 260

REFERENCE BOOK:

1 ibid 4 Page No. 213 to 249

LECTURES 34-38

DEBT FINANCING

OBJECTIVE:

The objective of these lectures is to provide knowledge about the means of Finance and debt as a source.

CONTENTS:

- Debt Financing
- Characteristics of Debt
- Types of Debts

ASSIGNMENTS FROM QUESTION BANK:

SHORT ANSWER TYPE QUESTIONS: Q 1 to 9, 21, 23

LONG ANSWER TYPE QUESTIONS: Q 1 to 7, 17, 22, 25

SUGGESTED READING:

TEXT BOOK:

1 ibid 1 Page No.294 to 321

REFERENCE BOOK:

1 ibid 4 Page No.250 to 264

LECTURES 39-45

EQUITY FINANCING

OBJECTIVE:

The objective is to have knowledge about equity financing and new sources as a source for Project financing.

CONTENTS:

- Equity Financing
- Preferential Shares
- Equity Shares
- Retained Earnings
- Short Term Sources of Working Capital
- Newer Sources of finance
- Venture Capital

ASSIGNMENTS FROM QUESTION BANK:

SHORT ANSWER TYPE QUESTIONS: Q 24, 25

LONG ANSWER TYPE QUESTIONS: Q 17

SUGGESTED READING:

TEXT BOOK:

- 1 ibid 1 Page No.260 to 293

REFERENCE BOOK:

- 1 ibid 4 Page No.250 to 264

ARTICLES:

- 1 Pradeep Kumar Singh, “Intangible Assets and market capitalization – A case study of FMCG companies in India”, The Chartered Accountant, Vol. 59, No. 11, pp. 78 – 82.
- 2 Richard Lambert, Christian Leuz ,Robert E. Verrecchia,” Accounting Information, Disclosure, and the Cost of Capital”, August 2006, pp. 90-110.
- 3 Jakub W. Jurek, Erik Stafford, “The Cost of Capital for Alternative Investments”, Harvard Business Review, Vol. 9, 2019, pp. 134-145
- 4 M. Waliuddin Wong Yik Fui, S. Shaharuddin, A. Hisham, “Corporate social responsibility disclosure and cost of equity capital in industrial product industry, “Journal of Humanities, Language, Culture and Business (HLCB) Vol. 1: no. 2 (2019) pp.168-180.

UNIT IV

LECTURES 46-51

PROJECT EVALUATION & CONTROL

OBJECTIVE:

The objective of these lectures is to provide knowledge about Project Evaluation, Project Monitoring & Controlling.

CONTENTS:

- Project Evaluation & Control
- Project Monitoring & Controlling
- Project Evaluation
- Post Project Evaluation (Post Audit)
- Abandonment Analysis

ASSIGNMENTS FROM QUESTION BANK:

SHORT ANSWER TYPE QUESTIONS: Q 8, 10

LONG ANSWER TYPE QUESTIONS: Q 2, 15, 22

SUGGESTED READING:

TEXT BOOK:

1 ibid 1 Page No.450 to 468

REFERENCE BOOK:

1 ibid 4 Page No.481 to 492

LECTURES 52-56

EMERGING CONCEPTS & ISSUES IN PROJECT MANAGEMENT

OBJECTIVE:

The objective of these lectures is to provide knowledge about concept and the issue in Project Management.

CONTENTS:

- Social Cost Benefit Analysis
- Social Cost
- Social Benefit
- Emerging Concepts & Issues in Project Management
- Role of IT in Project Management
- Future of Project Management

ASSIGNMENTS FROM QUESTION BANK:

SHORT ANSWER TYPE QUESTIONS: Q 9, 10, 13, 18, 19

LONG ANSWER TYPE QUESTIONS: Q 3, 4, 19 to 21

SUGGESTED READING:

TEXT BOOK:

1 ibid 1 Page No.502 to 535

REFERENCE BOOK:

1 ibid 4 Page No.491 to 504

LECTURE PLAN

DIGITAL MARKETING

BBA - 304

COURSE OUTLINE
BBA-VI SEMESTER
DIGITAL MARKETING – BBA 304

OBJECTIVES:

This course aims at creating an understanding of the concepts and techniques of internet and digital marketing so as to exploit the opportunities of this medium to support the organization's marketing activities.

1. INTERNAL ASSESSMENT AND ASSIGNMENT	25 marks
1. Class Test-I - (Written Test)	15 marks
2. Class Assessment + Attendance	10 marks

COURSE CONTENTS:

UNIT I

- Introduction to Digital Marketing
- Digital Marketing meaning scope and importance,
- Internet versus traditional marketing communication
- internet microenvironment;
- Use of Business to Consumer and Business to Business
- Internet Marketing
- Internet marketing strategy

(14 Hours)

UNIT II

- Online buyer behavior and Models
- The Marketing Mix (7- Ps) in online context.
- Managing the Online Customer Experience
- Planning website design
- Understanding site user requirement
- site design and structure
- developing and testing content
- Integrated Internet Marketing
- Communications (IIMC); Objectives and Measurement of Interactive marketing communication

(14 Hours)

UNIT III

- Digital Promotion Techniques I: Email Marketing
- Opt-in-e-mail-Permission Marketing
- Online PR
- Interactive Advertising
- Online Partnerships
- Viral Marketing, Blogs
- Search Engines- Search Engine Marketing (SEM)
- Search Engine Optimimtion
- Website Optimization
- Content Marketing

(14 Hours)

UNIT IV

- Digital Promotion Techniques II: Social Media Marketing
- Designing content for social media marketing
- Campaign management
- tracking SMM performance
- Mobile Marketing — advertising on mobile devices, mobile apps
- tracking mobile marketing performance
- Introduction to Web Analytics — Meaning, types, Location and Site
- Key Metrics and tools

(14 Hours)

STUDY MATERIAL FOR THE SUBJECT

Following will be the study material for topics of Digital Marketing and students are advised to go through the material for thorough understanding of the subject:

➤ MAIN TEXT BOOKS:

- 1 **Author's Name(s):** Ellis chadwick
 Title: Internet Marketing
 Edition: V, Year: 2009
 Publisher: Pearson Education (ibid 1)

2 **REFERENCE BOOKS**

- Author's Name(s):** Judy and Fross
Title: E-Marketing
Edition: VIII, Year: 2011
Publisher: EHI Learning Pvt Ltd (ibid 2)

- Author's Name(s):** Robert M.L
Title: Internet Marketing
Edition: XVI, Year: 2013
Publisher: Cengage (ibid 3)

➤ JOURNALS/ MAGAZINES:

9. Journal of digital media and marketing
10. Journal of marketing and education
11. Harvard Business Review
12. TM ISSUE
13. The drum magazine
14. Digiday magazine
15. The IUP Journal of Management Research
16. BVIMR Management Edge

UNIT I

LECTURES 1-3

INTRODUCTION

OBJECTIVE:

The objective of these lectures is to provide basic knowledge about Digital marketing including Concept, Nature of Digital marketing.

CONTENTS:

- Introduction to Digital Marketing
- Digital Marketing meaning scope and importance,
- Internet versus traditional marketing communication

ASSIGNMENTS FROM QUESTION BANK:

SHORT ANSWER TYPE QUESTIONS: Q 2, 5, 20

LONG ANSWER TYPE QUESTIONS: Q 10, 12, 24

SUGGESTED READING:

TEXT BOOK:

1 ibid 1 - Page No. 2 to 25

REFERENCE BOOK:

1 ibid 4 - Page No.3 to 20

LECTURES 4-7

OBJECTIVE:

The objective of these lectures is to provide basic knowledge about Digital marketing and Internet Marketing

CONTENTS:

- Internet microenvironment;
- Use of Business to Consumer and Business to Business

ASSIGNMENTS FROM QUESTION BANK:

SHORT ANSWER TYPE QUESTIONS: Q 3, 8 to 10, 12, 13, 15

LONG ANSWER TYPE QUESTIONS: Q 3, 7, 8, 10

SUGGESTED READING:

TEXT BOOK:

1 ibid 1 Page No.10 to 30

REFERENCE BOOK:

1 ibid 4 Page No. 21 to 52

ARTICLE:

1. Shu-Fei Yang, “An eye-tracking study of the Elaboration Likelihood Model in online shopping”, Elsevier, Electronic commerce- Research and application, December 2016.

LECTURES 8-11

Internet Marketing Strategy

OBJECTIVE:

The objective is to have knowledge about Internet Marketing Strategy

CONTENTS:

- Internet Marketing
- Internet marketing strategy

ASSIGNMENTS FROM QUESTION BANK:

SHORT ANSWER TYPE QUESTIONS: Q 6, 7, 11, 14

LONG ANSWER TYPE QUESTIONS: Q 1, 2

SUGGESTED READING:

TEXT BOOK:

1 ibid 1 Page No.25 to 35

REFERENCE BOOK:

1 ibid 4 Page No.53 to 76

ARTICLES:

1. Chin-Lung Hsua, Judy Chuan-Chuan Linb,” What drives purchase intention for paid mobile apps? – An expectation confirmation model with perceived value”, Elsevier, Electronic Commerce Research and Applications, December 2016.
2. Paul Gerhardt Schierza, Oliver Schilkeb, Bernd W. Wirtzc, “Understanding consumer acceptance of mobile payment services: An empirical analysis”, Electronic Commerce Research and Applications, May–June 2017, Vol. 9, No. 3, pp. 209–216.

LECTURES 12-15

ONLINE BUYER BEHAVIOUR

OBJECTIVE:

The objective is to make them able to understand the concepts and relevance Online Buyer Behaviour

CONTENTS:

- Online buyer behavior and Models
- The Marketing Mix (7- Ps) in online context.
- Managing the Online Customer Experience

ASSIGNMENTS FROM QUESTION BANK:

SHORT ANSWER TYPE QUESTIONS: Q 7,11,13,14

LONG ANSWER TYPE QUESTIONS: Q 1, 2, 5, 6, 7, 8, 9, 10

SUGGESTED READING:

TEXT BOOK:

1 ibid 1 Page No.20 to 40

REFERENCE BOOK:

1 ibid 4 Page No.77 to 90

ARTICLES:

- 5 Anil Bilgihana, Milos Bujisicb, “The effect of website features in online relationship marketing: A case of online hotel booking”, *Electronic Commerce Research and Applications*, July–August 2016, Vol. 14, No. 4, pp. 222–232.
- 6 Tomi Dahlbergb, Jie Guoa, b, Jan Ondrus, “A critical review of mobile payment research”, *Electronic Commerce Research and Applications*, September–October 2015, Vol. 14, No. 5, pp. 265–284.

LECTURES 16-19

PLANNING WEBSITE DESIGN

OBJECTIVE:

- The objective of these lectures is to provide knowledge about Planning website design

CONTENTS:

- Planning website design
- Understanding site user requirement
- site design and structure
- developing and testing content

ASSIGNMENTS FROM QUESTION BANK:

SHORT ANSWER TYPE QUESTIONS: Q 4, 9 to 11, 15, 19

LONG ANSWER TYPE QUESTIONS: Q 8, 18

SUGGESTED READING:

TEXT BOOK:

1 ibid 1 Page No. 66 to 128

REFERENCE BOOK:

1 ibid 4 Page No. 93 to 112

UNIT II

LECTURES 20-23

INTEGRATED INTERNET MARKETING

OBJECTIVE:

- The objective of these lectures is to provide basic knowledge about Integrated Internet Marketing

CONTENTS:

- Integrated Internet Marketing
- Communications (IIMC); Objectives
- Measurement of Interactive marketing communication

ASSIGNMENTS FROM QUESTION BANK:

SHORT ANSWER TYPE QUESTIONS: Q 13, 14, 16, 20, 24

LONG ANSWER TYPE QUESTIONS: Q 1, 3 to 7, 9, 19, 20, 24, 25

SUGGESTED READING:

TEXT BOOK:

1 ibid 1 Page No.160 to 193

REFERENCE BOOK:

1 ibid 4 Page No.113 to 130

LECTURES 24-27

DIGITAL PROMOTION TECHNIQUES

OBJECTIVE:

- The objective is to have knowledge about the Digital Promotion Techniques

CONTENTS:

- Digital Promotion Techniques I: Email Marketing
- Opt-in-e-mail-Permission Marketing
- Online PR

- Interactive Advertising

ASSIGNMENTS FROM QUESTION BANK:

SHORT ANSWER TYPE QUESTIONS: Q 12

LONG ANSWER TYPE QUESTIONS: Q 2, 13

SUGGESTED READING:

TEXT BOOK:

1 ibid 1 Page No.66 to 92

REFERENCE BOOK:

1 ibid 4 Page No.131 to 149

LECTURES 28-30

INTERACTIVE ADVERTISING

OBJECTIVE:

- The objective is to make them able to understand about Interactive Advertising

CONTENTS:

- Interactive Advertising
- Online Partnerships
- Viral Marketing & Blogs

ASSIGNMENTS FROM QUESTION BANK:

SHORT ANSWER TYPE QUESTIONS: Q 17, 25

LONG ANSWER TYPE QUESTIONS: Q 10 to 12

SUGGESTED READING:

TEXT BOOK:

1 ibid 1 Page No. 92 to 194

REFERENCE BOOK:

1 ibid 4 Page No.164 to 170
LECTURES 31-35

SEARCH ENGINES

OBJECTIVE:

The objective is to give them knowledge about Search Engine Marketing (SEM)

CONTENTS:

- Search Engines- Search Engine Marketing (SEM)
- Search Engine Optimization
- Website Optimization
- Content Marketing

ASSIGNMENTS FROM QUESTION BANK:

SHORT ANSWER TYPE QUESTIONS: Q 1 to 3, 18, 22

LONG ANSWER TYPE QUESTIONS: Q 14 to 17, 25

SUGGESTED READING:

TEXT BOOK:

1 ibid 1 Page No.194 to 230

REFERENCE BOOK:

1 ibid 4 Page No. 171 to 212

ARTICLES:

1 Hua Jonathan Ye, Yuanyue Feng, Ben C.F. Choi, “Understanding knowledge contribution in online knowledge communities: A model of community support and forum leader support”, Elsevier, Electronic Commerce Research and Applications, November 2016.

LECTURES 36-39

CONTENT MARKETING

OBJECTIVE:

- The objective of these lectures is to provide knowledge about Content Marketing

CONTENTS:

- Website Optimization
- Content Marketing

ASSIGNMENTS FROM QUESTION BANK:

SHORT ANSWER TYPE QUESTIONS: Q 10 to 22

LONG ANSWER TYPE QUESTIONS: Q 8 to 16

SUGGESTED READING:

TEXT BOOK:

1 ibid 1 Page No.231 to 260

REFERENCE BOOK:

1 ibid 4 Page No. 213 to 249

LECTURES 40-43

SOCIAL MEDIA MARKETING

OBJECTIVE:

The objective of these lectures is to provide knowledge about Social Media Marketing

CONTENTS:

- Digital Promotion Techniques II: Social Media Marketing
- Designing content for social media marketing

ASSIGNMENTS FROM QUESTION BANK:

SHORT ANSWER TYPE QUESTIONS: Q 1 to 9, 21, 23

LONG ANSWER TYPE QUESTIONS: Q 1 to 7, 17, 22, 25

SUGGESTED READING:

TEXT BOOK:

1 ibid 1 Page No.294 to 321

REFERENCE BOOK:

1 ibid 4 Page No.250 to 264

LECTURES 44-47**CAMPAIGN MANAGEMENT****OBJECTIVE:**

- The objective is to have knowledge about Campaign management

CONTENTS:

- Campaign management
- tracking SMM performance
- Mobile Marketing — advertising on mobile devices, mobile apps

ASSIGNMENTS FROM QUESTION BANK:

SHORT ANSWER TYPE QUESTIONS: Q 24, 25

LONG ANSWER TYPE QUESTIONS: Q 17

SUGGESTED READING:**TEXT BOOK:**

1 ibid 1 Page No.260 to 293

REFERENCE BOOK:

1 ibid 4 Page No.250 to 264

ARTICLES:

Himani Grewal, Shivani “A study of ethical and social issues in e-commerce” International journal of advanced research in computer science and software engineering, July 2017, Vol. 2, No. 7, pp. 167- 174.

LECTURES 48-51

MOBILE MARKETING

OBJECTIVE:

The objective of these lectures is to provide knowledge about Mobile Marketing

CONTENTS:

- Mobile Marketing — advertising on mobile devices, mobile apps
- tracking mobile marketing performance

ASSIGNMENTS FROM QUESTION BANK:

SHORT ANSWER TYPE QUESTIONS: Q 8, 10

LONG ANSWER TYPE QUESTIONS: Q 2, 15, 22

SUGGESTED READING:

TEXT BOOK:

1 ibid 1 Page No.450 to 468

REFERENCE BOOK:

1 ibid 4 Page No.481 to 492

LECTURES 52-56

Web Analytics

OBJECTIVE:

The objective of these lectures is to provide knowledge about concept of Web Analytics.

CONTENTS:

- Introduction to Web Analytics — Meaning, types, Location and Site
- Key Metrics and tools

ASSIGNMENTS FROM QUESTION BANK:

SHORT ANSWER TYPE QUESTIONS: Q 9, 10, 13, 18, 19

LONG ANSWER TYPE QUESTIONS: Q 3, 4, 19 to 21

SUGGESTED READING:

TEXT BOOK:

2 ibid 1 Page No.502 to 535

REFERENCE BOOK:

2 ibid 4 Page No.491 to 504

LECTURE PLAN

INTERNATIONAL BUSINESS MANAGEMENT

BBA-306

**COURSE OUTLINE
BBA-VI SEMESTER
INTERNATIONAL BUSINESS MANAGEMENT- BBA 306**

OBJECTIVES:

L - 4 Credits - 04

The basic objective of this course is to provide understanding to the students with the global dimensions of management.

INTERNAL ASSESSMENT AND ASSIGNMENT

25 marks

- | | |
|---|----------|
| 1. Class Test-I - (Written Test) | 15 marks |
| 2. Class Assessment - (Individual Presentation/Viva-Voice/Report) | 5 marks |
| 3. Attendance | 5 marks |

COURSE CONTENTS:

UNIT I

(14 Hours)

OVERVIEW & FINANCIAL PERSPECTIVES

A. OVERVIEW

- Introduction of International Business
- Concept of International Business
- Definition of International Business
- Scope of International Business
- Trends in International Business
- Challenges and Opportunities of International Business
- Nature of International Competitive Advantage
- Meaning of International Competitive Advantage
- Importance of International Competitive Advantage
- Multidimensional view of competitiveness
- International Monetary Systems and Financial Markets
- IMF, World Bank, IBRD, IFC, IDA
- Existing International Arrangements
- Globalization and Foreign Investment- Introduction FDI, national FDI Policy Framework, FPI, Impact of globalization.

UNIT II

(14 Hours)

GLOBALIZATION

B. Globalization

- Impact of Globalization
- Technology and its impact
- Enhancing Technological Capabilities
- Technology Generation
- Technology Transfer
- Diffusion
- Dissemination and Spill over
- Rationale for Globalization
- Liberalization and Unification of World Economies
- International Business Theories
- Trade Barriers- Tariff and Non-Tariff Barriers

UNIT III

(14 Hours)

STRATEGY MAKING AND INTERNATIONAL BUSINESS

C. Strategy making and International Business

- Structure of Global Organizations
- Types of Strategies used in Strategic Planning for achieving global competitive advantage
- Meaning of Distinctive competitive advantage
- Concept and Scope of Distinctive competitive advantage
- Financial Integration
- Cross border Merger and Acquisitions

UNIT IV

(14 Hours)

SOCIAL CULTURAL ENVIRONMENT AND GLOBAL HUMAN RESOURCE MANAGEMENT

D. Social Cultural Environment and Global Human Resource Management

- Managing Diversity within and across cultures
- Country Risk Analysis
- Macro Environmental Risk Assessment
- Need for Risk Evaluation
- Corporate governance
- Introduction of Social Responsibility
- Globalization with social responsibility

- Social responsibility of TNC
- Recent development in corporate social responsibility
- Policy implications
- Selection
- Development
- Performance Appraisal and Compensation
- Motivating employees in the global context
- Managing groups across cultures
- Multicultural Management

STUDY MATERIAL FOR THE SUBJECT

Following will be the study material for topics of International Business Management and students are advised to go through the material for thorough understanding of the subject:

The students are expected to actively participate in the discussions in the class, so that they may be able to gain sights and develop skills for handling inter personal and group processes, in addition to familiarizing themselves with concepts and theories.

➤ MAIN TEXT BOOK

1. **Author's Name(s):** P. Subba Rao.
Title: International Business, Text and Cases
Edition: III **Year:** 2013
Publisher: Himalaya Publishing House (ibid 1)
2. **Author's Name(s):** K Aswathappa
Title: International Business
Edition: VI **Year:** 2015 (Reprint)
Publisher: McGraw Hill Education. (ibid 2)
3. **Author's Name(s):** Rajendra P. Maheshwari
Title: International Business
Edition: II **Year:** 2013
Publisher: Pearson Education (ibid 3)
4. **Author's Name (s):** Sharan
Title: International Business
Edition: II **Year:** 2010
Publisher: Pearson Education (ibid 4)
5. **Author's Name(s):** Tamer, Cavusgil, Gary, Knight
Title: International Business: Strategy, Management and the New Realities
Edition: I **Year:** 2010
Publisher: Pearson Education. (ibid 5)

➤ **REFERENCE BOOKS**

1. **Author's Name(s):** Sinha P.K
Title: International Business Management
Edition: XII **Year:** 2019
Publisher: Excel Books (ibid 6)

2. **Author's Name(s):** Hodgetts, R., Luthans, F., Doh, Jonathan.
Title: International Management: Culture, Strategy and Behaviour
Edition: VI **Year:** 2018
Publisher: Pearson Education (ibid 7)

3. **Author's Name(s):** Deresky
Title: International Management: Managing Across Borders and Culture
Edition: III **Year:** 2017
Publisher: Pearson Education (ibid 8)

4. **Author's Name(s):** CB GUPTA
Title: International Business Management
Edition: XII **Year:** 2020
Publisher: MKM Publishers Pvt. Ltd. (ibid 9)

➤ **JOURNALS:**

1. Journal of International Management,
2. Vision, MDI Gurgaon
3. IIMB Management Review
4. Harvard Business Review
5. Professional Manager
6. The IUP Journal of Brand Management
7. Delhi Business Review
8. Journal of Small Business Strategy
9. View Point(An International Journal of Management & Technology)
10. Effulgence (Bi-Annual Management Journal)
11. SCMS Journal of Indian Management
12. BVIMR Management Edge
13. Review of Professional Management: A Journal of NDIM
14. Asian Journal of Management Technology and Cases

➤ **Websites**

1. <http://economictimes.indiatimes.com/>
2. <http://www.businessinsider.in/>
3. <http://www.thehindu.com/>
4. <http://www.business-standard.com/>

➤ **E-BOOKS**

- **Title:** .The Past, Present and Future of International Business and Management
By : Tihanyi, Laszlo; Pedersen, Torben; Devinney, Timothy M. Series: Advances in International Management, Vol. 23. Bingley : Emerald Group Publishing Limited. 2010. eBook.,
Database: eBook Collection (EBSCOhost)
- **Title:** Global Talent Management and Staffing in MNEs
By: Guo, Ying; Rammal, Hussain G.; Dowling, Peter J. Series: International Business and Management, volume 32. Edition: First edition. Bingley : Emerald Group Publishing Limited. 2016. eBook.,
Database: eBook Collection (EBSCOhost)
- **Title:** Cross-Cultural Management
By: Velo, Veronica. Series: The Human Resource Management and Organizational Behavior Collection. New York : Business Expert Press. 2011. eBook.,
Database: eBook Collection (EBSCOhost)
- **Title:** CSR Strategies in International Business. Concepts and Theories for a Competitive Edge
By: Feller, Jonas. [Place of publication not identified] : Anchor Academic Publishing. 2016. eBook.,
Database: eBook Collection (EBSCOhost)

UNIT-I

LECTURES 1-5

OVERVIEW OF INTERNATIONAL BUSINESS AND FINANCIAL PERSPECTIVES

OBJECTIVE:

The objectives of the lectures is to make the students understand the concept of international business, its origin and the drivers to International Business

CONTENTS:

- Introduction to International Business
- Evolution of International Business
- Drivers of International Business
 - Market Development
 - Low cost production
 - Demographic changes
 - Regional Trade blocks
 - Declining trade and investment barriers
 - Change in Technology
- Advantages of International Business
- Disadvantages of International Business
- International Management
 - International Management is for All
 - Focus on International-Business Firms
 - Who Are International Managers?
 - What Do International Managers Contribute?
- Stages of Internationalization
 - Domestic company
 - International Company
 - Multinational company
 - Global company
 - Transnational company

ASSIGNMENTS FROM QUESTION BANK:

MULTIPLE CHOICE QUESTIONS: Q 1-8

SHORT ANSWER TYPE QUESTIONS: Q 1-10

LONG ANSWER TYPE QUESTIONS: Q 1,6,7,8,9,10.

ARTICLES:

- 1 “Burger King Keen to Replicate its Indian Vegetarian Menu Globally.” The Times of India: The Economic Times. 28 June 2015. Web. 1 March 2016.
- 2 <http://www.financialexpress.com/industry/walmart-india-plans-50-more-outlets-by-2020/242310/>
- 3 Porter, M. E. (1986). Changing patterns of international competition. California management review, 28(2), 9-40.
- 4 Lazonick, W. (1993). Learning and the dynamics of international competitive advantage. In Learning and technological change (pp. 172-197). Palgrave Macmillan, London.

LECTURES 6-9

CONCEPT OF INTERNATIONAL COMPETITIVE ADVANTAGE

OBJECTIVE:

The lectures will help students understand how to achieve and sustain International competitive advantage through different sources.

CONTENTS:

- Achieving International Competitive Advantage
 - Meaning of Competitive Advantage
 - Attaining Competitive Advantage
 - Sources of Competitive Advantage include: -Porter’s Contribution
 - The Five force model
- Sustaining International Competitive Advantage
 - Meaning
 - Characteristics
 - Ways of achieving sustainability
- Multi-dimensional view of competitiveness

ASSIGNMENTS FROM QUESTION BANK:

SHORT ANSWER TYPE QUESTIONS: Q 17, 21.

LONG ANSWER TYPE QUESTIONS: Q 11,12.

SUGGESTED READINGS:

TEXT BOOK:

ibid 2, Page 386-399

LECTURES 10-12

FINANCIAL PERSPECTIVES

- International Monetary Systems and Financial Markets
- The International Monetary Fund
- World Bank
- International Board for Reconstruction and Development
- International Finance Corporation
- IDA
- Existing International Arrangements

ASSIGNMENTS FROM QUESTION BANK:

MULTIPLE CHOICE QUESTIONS: Q 1, 2, 10, 14, 23.

LONG ANSWER TYPE QUESTIONS: Q 19-25

SUGGESTED READINGS:

TEXT BOOK:

ibid 1, Page 389-410

LECTURES 13-14

FOREIGN DIRECT INVESTMENT

- Nature of Foreign Direct Investment
- Why FDI
- Advantages and Disadvantages of FDI
- Problems from FDI
- Theories of FDI
- Factors influencing FDI
 - Supply Factors
 - Demand Factors
 - Political Factors
- Extent of FDI
- National FDI Policy Framework
- FPI
 - Advantages
 - Disadvantages

ASSIGNMENTS FROM QUESTION BANK:

MULTIPLE CHOICE QUESTIONS: Q 16, 25

SHORT ANSWER TYPE QUESTIONS: Q 18

LONG ANSWER TYPE QUESTIONS: Q 4,7,8

SUGGESTED READINGS:

TEXT BOOK:

ibid 2, Page 113-134

ibid 3, Page 7.1-7.14

ARTICLES:

- 1 Suri Niti & Gupta Aanchal,” Linkage between FDI inflows and exports: The Indian Context.” NICE Journal of Business, Vol -7, No.1, Jan-June’12, pp. 1-10.
- 2 Nádia Campos Pereira Bruhn, Juciara Nunes de Alcântara, Dany Flávio Tonelli, Ricardo Pereira Reis, and Luiz Marcelo Antonialli, Why Firms Invest Abroad? A Bibliometric Study on OFDI Determinants from Developing Economies, Global Business Review April 2016, pp. 271-302.
- 3 Goldstein, I., & Razin, A. (2006). An information-based trade off between foreign direct investment and foreign portfolio investment. Journal of International Economics, 70(1), 271-295.
- 4 Agarwal, R. N. (1997). Foreign portfolio investment in some developing countries: A study of determinants and macroeconomic impact. Indian Economic Review, 217-229.

UNIT II

LECTURES 15-18

GLOBALIZATION AND TECHNOLOGY AND ITS IMPACT

OBJECTIVE:-

The objectives of these lectures is to understand the concept of globalization and technology and their impact upon the international business.

CONTENTS:

- Impact of Globalization
- Technology and its impact
- Enhancing Technological Capabilities
- Technology Generation
- Technology Transfer
- Diffusion
- Dissemination and Spill over
- Rationale for Globalization
- Liberalization and Unification of World Economies

ASSIGNMENTS FROM QUESTION BANK:

MULTIPLE CHOICE QUESTIONS: Q 1-9.

SHORT ANSWER TYPE QUESTION: Q 1-15.

LONG ANSWER TYPE QUESTIONS: Q 1-5,9.

ARTICLES:

- 1 Harpreet Dusanjih, A.S. Sidhu, "Multi Spillover Effects of Multinational corporations on Host countries: A review of Literature, Global Business Review-Vol. 10, No. 2, July-Dec 2009 pp. 243-260".
- 2 Panitch, L., & Gindin, S. (2013). The integration of China into global capitalism. International Critical Thought, 3(2), 146-158.
- 3 Lee, E., & Vivarelli, M. (2006). The social impact of globalization in the developing countries. Int'l Lab. Rev., 145, 167.

LECTURES 19-22

INTERNATIONAL TRADE THEORIES

OBJECTIVE:-

The objectives of these lectures is to understand the concept of international trade theories and their impact upon the way international business is conducted.

CONTENTS:

- Mercantilism
- Theory of Absolute Advantage
- Theory of Competitive Advantage
- Factor Proportion's Theory
- Leon tiff Paradox
- New Trade Theory
- Heckscher-Ohlin Theory
- Product Lifecycle Theory

ASSIGNMENTS FROM QUESTION BANK:

MULTIPLE CHOICE QUESTIONS: Q 14-18, 21-25.

LONG ANSWER TYPE QUESTIONS: Q 20-25.

LECTURES 23-28

TRADE BARRIERS-TARIFF AND NON-TARIFF BARRIERS

OBJECTIVE:-

The objectives of these lectures is to understand the concept of tariff and non-tariff barriers and their impact on international business.

CONTENTS:

- Why barriers to Free trade
- Economic Arguments in favour of Trade Barriers
- Forms of Trade Barriers
- Financial Barriers
- Quantitative Barriers
- Qualitative Barriers

ASSIGNMENTS FROM QUESTION BANK:

MULTIPLE CHOICE QUESTIONS: Q 19, 20.

SHORT ANSWER TYPE QUESTION: Q 21-25.

LONG ANSWER TYPE QUESTIONS: Q15-19.

ARTICLES:

- 1 Pandey Bhawna,” Impact of Tariff Reduction in Trade between India & USA.” Delhi Business Review, Vol-13, No.2, July- Dec’12, pp. 31-42.
- 2 Lee, J. W., & Swagel, P. (1997). Trade barriers and trade flows across countries and industries. Review of Economics and Statistics, 79(3), 372-382.
- 3 Kaleka, A. (2002). Resources and capabilities driving competitive advantage in export markets: guidelines for industrial exporters. Industrial Marketing Management, 31(3), 273-283.

UNIT III

LECTURES 29-32

STRUCTURE OF GLOBAL ORGANIZATIONS

OBJECTIVE:

The objective of these lectures is to understand the structure of various global organizations.

CONTENTS:

- Nature of International Organizational Design
- Factors influencing Organisational Structure
- Organizational design reflects the way competition evolves
- Basic Organizational Structure
- Choosing a structure
- Related issues in global organizational design

ASSIGNMENTS FROM QUESTION BANK:

MULTIPLE CHOICE QUESTIONS: Q 4, 12, 21,22.

SHORT ANSWER TYPE QUESTION: Q 3, 5, 10, 11.

LONG ANSWER TYPE QUESTIONS: Q 3, 6, 10, 13.

ARTICLES:

1. W. Shi, R.E. Hoskisson and Y. A. Zhang, “A Geopolitical perspective into the opposition to globalizing state owned enterprise in target states”, *Global Strategy Journal*, February 2016, 06(01), pp. 13-30, DOI: 10.1002/gsj.1105.
2. H Berends, A Smits, I Reymen and KseniaPodoyntsyna, “Learning while (re)configuring: Business model innovation processes in established firms”, *Strategic Organization*, February 28,2016,DOI:10.1177/1476127016632758.(<http://soq.sagepub.com/content/early/2016/05/27/1476127016632758.full.pdf+html>)
3. George, V. P., & Allen, T. J. (1993). Relational data in organzational settings: an introductory note for using AGNI and netgraphs to analyze nodes, relationships, partitions and boundaries.

LECTURES 33-36

GLOBAL STRATEGIC MANAGEMENT PROCESS- TYPES OF STRATEGIES USED IN STRATEGIC PLANNING FOR ACHIEVING GLOBAL COMPETITIVE ADVANTAGE

OBJECTIVE:

The objectives of the lectures is to understand the strategic management process involving understanding of different corporate level strategies and strategic business unit level strategies that are used for achieving global competitive advantage.

CONTENTS:

- Global Strategic Management Process
- Types of Strategies
- Selection of the best strategy from amongst the alternatives
- Strategy Implementation
- Strategy Evaluation and Control

ASSIGNMENTS FROM QUESTION BANK:

MULTIPLE CHOICE QUESTIONS: Q 1-5.

SHORT ANSWER TYPE QUESTIONS: Q 1, 4 5, 9, 11, 13.

LONG ANSWER TYPE QUESTION: Q 3, 11.

ARTICLES:

1. T. Khanna, J. Song and K. Lee, “The Paradox of Samsung's Rise”, Harvard Business Review, July-August, (2011).
2. A. Arora, S. Belenzon and L. A. Rios, “Make, Buy, Organize: The interplay between Research, Interplay and firm structure”, Strategic Management Journal, March 14,35(3), pp. 317-471, DOI: 10.1002/smj.2098.
3. Bartlett, C. A., & Ghoshal, S. (1991). Global strategic management: impact on the new frontiers of strategy research. Strategic Management Journal, 12(S1), 5-16.
4. Roberts, E. B. (2001). Benchmarking global strategic management of technology. Research-Technology Management, 44(2), 25-36.

LECTURES 37-39

CONCEPT OF DISTINCTIVE COMPETITIVE ADVANTAGE

OBJECTIVE:

The lectures will help students understand how to achieve and sustain International competitive advantage through different sources.

CONTENTS:

- Achieving Distinctive Competitive Advantage
- Meaning of Distinctive Competitive Advantage
- Attaining Distinctive Competitive Advantage
- Sources of Distinctive Competitive Advantage
- Sustaining Distinctive Competitive Advantage

ASSIGNMENTS FROM QUESTION BANK:

MULTIPLE CHOICE QUESTIONS: Q 1, 7, 8.

SHORT ANSWER TYPE QUESTIONS: Q 2, 15.

LONG ANSWER TYPE QUESTIONS: Q 1, 4,10,11,12.

ARTICLES:

1 Sehgal kanika & N Malati, “Employer Branding: A potent Organizational Tool for enhancing Competitive Advantage”, The IUP Journal of Brand Management, Vol. X, No. 1, March, 2013, pp. 51-65.

2 Stoner, C. R. (1987). Distinctive competence and competitive advantage. Journal of Small Business Management, 25(2), 33.

3 Duasa, J., & Kassim, S. H. (2009). Foreign portfolio investment and economic growth in Malaysia. The Pakistan Development Review, 109-123.

LECTURES 40-42

FINANCIAL INTEGRATION AND CROSS-BORDER MERGERS AND ACQUISITIONS

OBJECTIVE:

The objective of lecture is to acquaint students with the impact of mergers and acquisitions on International Business.

CONTENTS:

- Introduction to mergers and acquisitions
- Cross Border M&As

- The Indian scene of mergers and acquisitions
- Classification of mergers and acquisitions
- Reasons for engaging in cross-border M&As
- Motivations for conducting M&As
- Cross border M&As v/s Greenfield FDI

ASSIGNMENTS FROM QUESTION BANK:

MULTIPLE CHOICE QUESTIONS: Q 24.

SHORT ANSWER TYPE QUESTIONS: Q 6, 7, 8, 24, 25.

LONG ANSWER TYPE QUESTIONS: Q 18, 21, 24, 25.

ARTICLES:

1. <http://economictimes.indiatimes.com/small-biz/startups/flipkart-completes-ebay-india-merger/articleshow/59858165.cms>
2. <http://economictimes.indiatimes.com/markets/stocks/news/hpcl-acquisition-would-be-negative-for-ongc-clsa/articleshow/59137134.cms>
3. Kumar, S., & Bansal, L. K. (2008). The impact of mergers and acquisitions on corporate performance in India. *Management Decision*, 46(10), 1531-1543.
4. Saboo, S., & Gopi, S. (2009). Comparison of Post-Merger performance of Acquiring Firms (India) involved in Domestic and Cross-border acquisitions.

UNIT IV

LECTURES 43-47

SOCIO-CULTURAL ENVIRONMENT

OBJECTIVE:

The objectivesss of the lectures is to understand the cross-cultural dimensions of the business environment and the concepts of risk-analysis and risk-assessment along with the concepts of corporate social responsibility of the business.

CONTENTS:

- Managing Diversity within and across cultures
- Need for Intercultural Communication Has Arisen Because:
 - Markets have become global
 - Work force in office or the factory has become multicultural
- Advantages of Culture Literacy
 - Harmony at the work place
 - Workers equally effective inside/outside the organization
 - Better qualified personnel can be hired

- No problems stemming from differences in behavior and perceptions
- Bargaining and negotiating easier
- Fulfilling professional and personal life
- Culture:
 - The aggregate of beliefs, values, and behavior patterns shared by a group.
- Components of Culture
 - Characteristics of Good Corporate Culture
 - Country Risk Analysis
 - Macro Environmental Risk Assessment
 - Need for Risk Evaluation
 - Corporate governance

ASSIGNMENTS FROM QUESTION BANK:

MULTIPLE CHOICE QUESTIONS: Q 1-10

SHORT ANSWER TYPE QUESTIONS: Q 8,9,10,12,14,15.

LONG ANSWER TYPE QUESTIONS: Q 4, 6, 7, 8, 9, 10, 11, 12.

ARTICLES

1. Rowden, R. W. (2002). The strategic role of human resource management in developing a global corporate culture. *International Journal of Management*, 19(2), 155.
2. Rowden, R. W. (2002). The strategic role of human resource management in developing a global corporate culture. *International Journal of Management*, 19(2), 155.

LECTURES 48-52

SOCIAL RESPONSIBILITY OF THE BUSINESS

OBJECTIVE:

The objective of the lectures is to understand the corporate social responsibility of the business.

CONTENTS:

- Introduction of Social Responsibility
- Globalization with social responsibility
- Social responsibility of TNC
- Recent development in corporate social responsibility
- Policy implications

ASSIGNMENTS FROM QUESTION BANK:

SHORT ANSWER TYPE QUESTIONS: Q 1, 6, 7

LONG ANSWER TYPE QUESTIONS: Q 1, 5, 20, 22.

ARTICLES:

- 1 <http://economictimes.indiatimes.com/news/politics-and-nation/arun-jaitley-urges-industry-to-spend-2-of-profits-on-corporate-social-responsibility/articleshow/59612651.cms>
- 2 Žičkienė, S., Potelis, N., Juozaitienė, L., & Potelienė, S. (2011). Corporate social responsibility disclosure in water supply companies. *Socialiniai tyrimai*, (4), 43-55.
- 3 Jenkins, R. (2005). Globalization, corporate social responsibility and poverty. *International affairs*, 81(3), 525-540.

LECTURES 53-56

GLOBAL HUMAN RESOURCE MANAGEMENT

OBJECTIVE:

The objective of the lectures is to emphasize upon the various human resource strategies in the context of managing global business.

CONTENTS:

- Nature of IHRM
- Introduction to International Human Resource Management
- Growing interest in IHRM
- Managing International HR Activities
- Global Recruitment and selection process
- Expatriates performance appraisal
- Training and development
- Compensation and benefits
- Women in international business
- Dual career groups
- International Industrial relations
- Quality circles
- Employment policy and instruments
- Employment creation
- Upgrading employment and skills
- Employee Relations
- Motivating employees in the global context
- Managing groups across cultures
- Multicultural Management

ASSIGNMENTS FROM QUESTION BANK:

SHORT ANSWER TYPE QUESTIONS: Q 21, 23, 25.

LONG ANSWER TYPE QUESTIONS: Q 13-25.

SUGGESTED READINGS:

TEXT BOOK:

ibid 1 Page 518-560

REFERENCE BOOKS:

ibid 2, Page 726-778

ARTICLES:

1. Christian Linder, Embeddedness and the International Workforce: Stylized Facts and Future Research Directions, *Global Business Review* June 2016 17: 541-565, first published on April 28, 2016
2. <http://economictimes.indiatimes.com/industry/services/education/aon-hewitt-ties-up-with-iim-bangalore-for-human-resource-programme/articleshow/58231106.cms>
3. Appelbaum, S. H., & Fewster, B. M. (2003). Global aviation human resource management: contemporary employee and labour relations practices. *Management research news*, 26(10/11), 56-69.
4. Moore, F., & Rees, C. (2008). Culture against cohesion: Global corporate strategy and employee diversity in the UK plant of a German MNC. *Employee Relations*, 30(2), 176-189.

LECTURE PLAN

BUSINESS POLICY AND STRATEGY

BBA- 308

**COURSE OUTLINE
BBA-VI SEMESTER
BUSINESS POLICY AND STRATEGY**

L - 4 Credits - 04

OBJECTIVES:

To develop an understanding of the Strategic Management process in a dynamic and competitive global environment.

LEARNING OUTCOME:

- To expose students to various perspectives and concepts in the field of Business Policy & Strategic Management.
- The course would enable the students to understand the principles of strategy formulation, implementation and control in organizations.
- To help students develop skills for applying these concepts to the solution of business problems.
- To help students master the analytical tools of strategic management.

INTERNAL ASSESSMENT AND ASSIGNMENTS

25 marks

1. Class Test-II - (Written Test)

15 marks

2. Class Assessment + Attendance

10 marks

COURSE CONTENTS:

UNIT I

(14 Hours)

- **Nature of Strategic Management**
- Nature of Business Policy;
- Scope of Business Policy;
- Importance of Business Policy;
- Evolution;
- Forecasting;
- Long-Range Planning;
- Strategic Planning and Management;

- **Strategic Management Process**
- Vision Mission, Goals and Objectives;
- External Environmental Analysis;
- Implementation Phase-Strategic Activities, Evaluation and Control.

UNIT II

(14 Hours)

- **Environmental Analysis**
- Need of Environmental Factors;
- Characteristics of Environmental Factors;
- Categorization of Environmental Factors;
- Approaches to the Environmental Scanning Process;
- Structural Analysis of Competitive Environment;
- ETOP- A Diagnosis Tool.
- **Analysis of Internal Resources**
- Analysis of Internal Resources;
- Strengths and Weakness;
- Resource Audit;
- Strategic Advantage Analysis;
- Value-Chain Approach to Internal Analysis;
- Methods of Analysis and Diagnosing Corporate Capabilities – Functional Area Profile and Resource Deployment Matrix,
- Strategic Advantage Profile;
- SWOT analysis;
- Creating corporate value and the issue of relatedness

UNIT III

(14 Hours)

- **Formulation of Corporate Strategies:**
- Formulation of Strategy
- Approaches to Strategy formation;
- Major Strategy options –
 - ✓ Stability,
 - ✓ Growth and Expansion,
 - ✓ Diversification,
 - ✓ Mixed Strategy,
 - ✓ Internationalization,
 - ✓ Cooperation,
 - ✓ Digitalization,
 - ✓ Retrenchment, and
 - ✓ Combination Strategies.

UNIT IV

(14 Hours)

- **Choice of Business Strategies**
- BCG Model
- Stop-Light Strategy Model;
- Directional Policy Matrix (DPM) Model;
- Product/Market Evolution;
- Matrix and Profit Impact of Market Strategy (PIMS) Model;
- **Major Issues involved in the Implementation of strategy**
 - Major Issues involved in the Implementation of strategy: Organization Structure;
 - Leadership and Resource Allocation.

STUDY MATERIAL FOR THE SUBJECT

Following will be the study material for topics of Strategic Management, and students are advised to go through the material for thorough understanding of the subject

The students are expected to actively participate in the discussions in the class, so that they may be able to gain sights and develop skills for handling inter personal and group processes, in addition to familiarizing themselves with concepts and theories.

➤ MAIN TEXT BOOKS

1. **Author's Name(s):** Azhar Kazmi
Title: Strategic Management and Business Policy
Edition: III **Year:** Reprint 2012
Publisher: Tata McGraw-Hill (ibid 1)
2. **Author's Name(s):** Ghosh, P. K.,
Title: Strategic Planning and Management
Edition: 8 **Year:** 2006
Publisher: Sultan Chand & Sons, New Delhi. (ibid 2)

➤ REFERENCE BOOKS

1. **Author's Name(s):** A Nag
Title: Strategic Management
Edition: I **Year:** 2011
Publisher: Vikas Publishing House (ibid 3)
2. **Author's Name(s):** Nitish Sengupta, J S Chandan
Title: Strategic Management
Edition: I **Year:** 2013
Publisher: Vikas Publishing House (ibid 4)
3. **Author's Name(s):** Michael A. Hitt, R. Duane Ireland, Robert E. Hoskisson, S. Manikutty
Title: Strategic Management
Edition: 9th **Year:** 2013
Publisher: Cengage Learning (ibid 5)

➤ JOURNALS:

1. DIAS Technology Review
2. Delhi Business Review
3. The IUP Journal of Business Strategy
4. Strategy+ Business,
5. Indore Management Journal
6. Harvard Business Review South Asia
7. The Journal of IIMT

UNIT-I

LECTURES 1-3

NATURE, SCOPE AND IMPORTANCE OF BUSINESS POLICY

OBJECTIVE:

The objective of these lectures is to make the students understand the evolution of the concept of strategic management and then understanding the concept of strategy. These lectures also introduce the students with the different levels of strategy.

CONTENTS:

- Introduction
 - Genesis of Strategic Management and Business Policy
 - Evolution of Strategic Management-Historical Perspective
- Concept of Strategy
 - Meaning of Strategy
 - Levels of Strategy (An Introduction)
 - Corporate Level
 - Business Level
 - Functional Level
- Scope of Business Policy
- Importance of Business Policy
- Mintzberg's 5Ps of Strategy
 - Plan
 - Ploy
 - Pattern
 - Position
 - Perspective

ASSIGNMENTS FROM QUESTION BANK:

UNIT 1

SHORT ANSWER TYPE QUESTIONS: Q1, 4, 6.

LONG ANSWER TYPE QUESTION: Q 1, 2.

ARTICLES:

- 1 Favaro Ken, Rangan Kasuri and Hirsh Evan, "Strategy: An executive Definition", Strategy+ Business, Summer 2012, pp. 17-19.

2. Tim Sullivan, “The Tyranny of Strategy”, Harvard Business Review South Asia, December 2013, pp. 126-127.
3. Ansoff H.I., Kiple D., Lewis A.O., Helm-Stevens R., Ansoff R. (2019) Societal Strategy for the Business Firm. In: Implanting Strategic Management. Palgrave Macmillan, Cham

LECTURES 4-5

STRATEGIC PLANNING, MANAGEMENT AND STRATEGIC DECISION MAKING

OBJECTIVE:

The objective of these lectures is to make student understand the concept of Strategic Decision Making and the strategic management process

CONTENTS:

- Evolution;
- Forecasting;
- Long-Range Planning;
- Strategic Planning and Management;
- Strategic Decision Making
 - Concept
 - Approaches
 - Rational-Analytical
 - Intuitive-Emotional
 - Political-Behavioral

ARTICLE:

Thomas F. Hellmann, Paul H. Schure, Chloe Tergiman and Dan H. Vo, Ownership dynamics within founder teams: The role of external financing, *Strategic Entrepreneurship Journal*, **13**, 3, (256-287), (2019).

UNIT 1

SHORT ANSWER TYPE QUESTIONS: Q12,17, 19.

LONG ANSWER TYPE QUESTION: Q 8,15.

LECTURES 6-8

STRATEGIC MANAGEMENT PROCESS

OBJECTIVE:

The objective of these lectures is to make student understand the concept of Strategic Decision Making and the strategic management process

- Strategic Management
 - Concept
 - Process (An Overview)
 - Strategic Intent
 - ✓ Vision
 - ✓ Mission
 - ✓ Goals and Objectives
 - Strategy Formulation
 - ✓ External Environmental Analysis
 - ✓ Organisational Appraisal
 - ✓ SWOT Analysis
 - ✓ Corporate Level Strategies
 - ✓ Business Level Strategies
 - ✓ Functional Level Strategies
 - ✓ Strategic Analysis and Choice
 - Strategy Implementation
 - ✓ Resource Allocation
 - ✓ Structural, Behavioural, Operational and Functional Procedures
 - Strategic Evaluation
- Strategists and their roles
 - CEO
 - Board of Directors
 - Entrepreneurs
 - SBU Executives
 - Strategic Management Consultants
 - Lower Level Participants

ASSIGNMENTS FROM QUESTION BANK:

UNIT 1

SHORT ANSWER TYPE QUESTIONS: Q6, 14, 16.

LONG ANSWER TYPE QUESTIONS: Q 9,10,11.

ARTICLES:

1. Yang, Y., Lau, A., Lee, P., Yeung, A. and Cheng, T. (2019), "Efficacy of China's strategic environmental management in its institutional environment", *International Journal of Operations & Production Management*, Vol. 39 No. 1, pp. 138-163.
2. David J. Teece (2019) A capability theory of the firm: an economics and (Strategic) management perspective, *New Zealand Economic Papers*, 53:1, 1-43
3. Teppo Felin, Alfonso Gambardella, Scott Stern and Todd Zenger, Lean startup and the business model: Experimentation revisited, *Long Range Planning*, 10.1016/j.lrp.2019.06.002, (2019).

LECTURES 9-10

MISSION, VISION, GOALS AND OBJECTIVES

OBJECTIVE:

The objective of these lectures is to acquaint the students with the first phase of the Strategic Management Process by explaining them the concept of Strategic Intent and also explains the procedure of defining Mission, Vision, Goals and Objectives for any organization.

CONTENTS:

- Vision
 - Definition
 - Nature
 - Benefits
 - Process of Envisioning
- Mission
 - Definition
 - Characteristics
 - Formulation and Communication
- Goals and Objectives
 - Meaning
 - Characteristics
 - Need
 - Formulation of Objectives
 - Changing the Objectives
- Critical Success Factors (CSFs)
- Key Performance Indicators(KPIs)

ASSIGNMENTS FROM QUESTION BANK:

UNIT 1

SHORT ANSWER TYPE QUESTIONS: Q22,23,24,25.

LONG ANSWER TYPE QUESTION: Q 14.

ARTICLE

Gary Dushnitsky and Sharon F. Matusik, A fresh look at patterns and assumptions in the field of entrepreneurship: What can we learn?, Strategic Entrepreneurship Journal, 13, 4, (437-447), (2019).

LECTURES 11-14

STRATEGY IMPLEMENTATION

OBJECTIVE:

The objective of these lectures is to make the students understand the implementation of the strategies through resource allocation, the structural considerations and the organizational design.

CONTENTS:

- Strategy Implementation
 - Resource Allocation
 - Meaning
 - Factors affecting resource allocation
 - ✓ Objectives of Organization
 - ✓ Preference of Dominant Strategies
 - ✓ Internal Policies
 - ✓ External Influences
 - Difficulties in Resource Allocation
 - ✓ Scarcity of Resources
 - ✓ Restrictions on generating resources
 - ✓ Overstatement of Needs
 - ✓ Tendency to imitate Competitors
 - Structural Considerations and Organisational Design
 - Meaning of Structure
 - Structure and Strategy
 - ✓ Structure for Business Strategies
 - ✓ Structure for Corporate Strategies
 - ✓ Structure for Integration Strategies
 - ✓ Structure for Diversification Strategies
 - ✓ Structure for Internationalization Strategies
 - Types of organization Structures
 - ✓ Entrepreneurial
 - ✓ Functional
 - ✓ Divisional
 - ✓ SBU
 - ✓ Matrix
 - ✓ Network
 - Structures to support Inter-Organizational relationships
 - Organizational Design
 - Structural
 - Contextual

ARTICLE

Andrea Contigiani and Trevor Young-Hyman, Evaluation of Early-Stage Ventures: Coherent Combinations of Experimentation, Planning, and Structure, *SSRN Electronic Journal*, 10.2139/ssrn.3179697, (2018).

STRATEGY EVALUATION

OBJECTIVE:

It becomes essential to evaluate the strategies formulated and implemented by an organization to gain competitive advantage. This lecture will help students understand the importance and nature of Strategic Evaluation along with the different techniques for exercising strategic control.

CONTENTS:

- Strategy Evaluation
 - Importance and Nature of Strategic Evaluation
 - Overview
 - Nature
 - Importance
 - Participants
 - Barriers
 - ✓ Limits of Control
 - ✓ Difficulties in Measurement
 - ✓ Resistance to Evaluation
 - ✓ Short-Terminism
 - ✓ Relying on Efficiency vs Effectiveness

ARTICLE:

Ataullah Kiani, Ahmed Ali, Shamsa Kanwal and Dan Wang, How and when entrepreneurs' passion lead to firms' radical innovation: moderated mediation model, *Technology Analysis & Strategic Management*, 10.1080/09537325.2019.1667972, (1-14), (2019).

STRATEGIC CONTROL

OBJECTIVE:

The objective of these lectures is to make students understand the concept and process of strategic and Operational control.

CONTENTS:

- Strategy Control
 - Strategic and Operational Control

- Strategic Control
 - ✓ Premise Control
 - ✓ Implementation Control
 - ✓ Strategic Surveillance
 - ✓ Special Alert Control
- Operational Control
 - ✓ Meaning
 - ✓ Evaluation Process for Operational Control
 - ❖ Setting Standards of Performance
 - i. Quantitative Criteria
 - ii. Qualitative Criteria
 - ❖ Measurement of Performance
 - iii. Difficulties in Measurement
 - iv. Timings of Measurement
 - v. Periodicity in Measurement
 - ❖ Analysis of Variances
 - ❖ Taking Corrective Action

SHORT ANSWER TYPE QUESTIONS: Q 24,25.

UNIT II

LECTURES 15-20

ENVIRONMENTAL ANALYSIS

OBJECTIVE:

In current scenario, it's important for any organization to gain competitive advantage over others. This requires complete understanding and analysis of environment. These lectures will help the students to understand environment perspectives both external and internal.

CONTENTS:

- Environmental Analysis
 - Economic
 - Political
 - International
 - Market
 - Regulatory
 - Socio-Cultural
 - Technological

ASSIGNMENTS FROM QUESTION BANK:

UNIT II

SHORT ANSWER TYPE QUESTIONS: Q11,14,20.

LONG ANSWER TYPE QUESTIONS: Q 6,7,8.

LECTURES 21-23

ANALYZING COMPANIES RESOURCE IN COMPETITIVE POSITION

- Analysis of Internal Environment
 - Organisational Resources
 - Organisational Behaviour
 - Strengths and Weaknesses
 - Synergistic Effects
 - Competencies
 - Organisational Capabilities
 - Strategic and Competitive Advantage
- SWOT Analysis

ASSIGNMENTS FROM QUESTION BANK:

UNIT II

LONG ANSWER TYPE QUESTIONS: Q 17,18,19.

ARTICLE:

Regory Ferrell Lowe & Päivi Maijanen (2019) Making sense of the public service mission in media: youth audiences, competition, and strategic management, *Journal of Media Business Studies*, 16:1, 1-18

LECTURES 24-28

UNIT II

ANALYSIS OF INTERNAL RESOURCES

OBJECTIVE:

In current scenario, it's important for any organization to gain competitive advantage over others. This requires complete understanding and analysis of environment. These lectures will help the students to understand environment perspectives both external and internal.

CONTENTS:

- Strengths and Weakness;
- Resource Audit;
- Strategic Advantage Analysis;
- Value-Chain Approach to Internal Analysis;
- Methods of Analysis and Diagnosing Corporate Capabilities – Functional Area Profile and Resource Deployment Matrix,
- Strategic Advantage Profile;

- SWOT analysis.

ASSIGNMENTS FROM QUESTION BANK:

UNIT II

SHORT ANSWER TYPE QUESTIONS: Q 1-10.

LONG ANSWER TYPE QUESTIONS: Q 1-10.

ARTICLES:

1. Mehmet Ali Köseoglu, Rob Law, Fevzi Okumus, Mehmet Barca & Ismail Cagri Dogan (2019) Evolution of strategic management research lines in hospitality and tourism, Journal of Hospitality Marketing & Management, 28:6, 690-710
2. Grand, Simon & Betschart, Simon: Strategic Management of Disciplined Disruption - A Practice & Process View on Enacting Alternative Organizational Futures. 2019. - 35th EGOS Colloquium. - Edinburgh.

UNIT III

LECTURES 29-34

FORMULATION OF STRATEGY

OBJECTIVE:

The objective of these lectures is to make the students understand the formulation of strategies.

- Formulation of Strategy
- Approaches to Strategy formation;
- Overview of Major Strategy options –
 - ✓ Stability,
 - ✓ Growth and Expansion,
 - ✓ Diversification,
 - ✓ Retrenchment,
 - ✓ Mixed Strategy

ASSIGNMENTS FROM QUESTION BANK:

UNIT III

SHORT ANSWER TYPE QUESTIONS: Q 1-5.

LONG ANSWER TYPE QUESTIONS: Q 1-5.

ARTICLE:

1. Cescon, F., Costantini, A. & Grasseti, L. J Manag Gov (2019)
2. Ansoff H.I., Kipley D., Lewis A.O., Helm-Stevens R., Ansoff R. (2019) Strategic Dimensions of Internationalization. In: Implanting Strategic Management. Palgrave Macmillan, Cham

LECTURES 35-42

OBJECTIVE:

The objective of these lectures is to make the students understand the various types and levels of corporate level and business level strategies.

- Generic Strategies
 - Stability
 - Profit
 - Pause/Proceed with Caution
 - No Change
 - Growth/Expansion
 - Concentration (Ansoff's Product-Market Matrix)
 - ✓ Market Penetration
 - ✓ Market Development
 - ✓ Product Development
 - Integration
 - ✓ Horizontal
 - ✓ Vertical
 - Diversification
 - ✓ Concentric/Related
 - ✓ Conglomerate/Unrelated
 - Cooperation
 - ✓ Mergers and Acquisitions
 - ✓ Joint Ventures
 - ✓ Strategic Alliances
 - ❖ Pro-Competitive
 - ❖ Non-Competitive
 - ❖ Competitive
 - ❖ Pre-Competitive
 - Internationalization
 - ✓ Porter's Model
 - ✓ Barlett and S Ghoshal Model
 - ❖ Global
 - ❖ Transnational
 - ❖ International
 - ❖ Multi-Domestic
 - Digitalization
 - Retrenchment

- Turnaround
- Divestment
- Liquidation
- Combination
 - Simultaneous
 - Sequential
 - ✓ Simultaneous and Sequential combined

ASSIGNMENTS FROM QUESTION BANK:

UNIT III

SHORT ANSWER TYPE QUESTIONS: Q 6-10.

LONG ANSWER TYPE QUESTIONS: Q 6-10.

ARTICLES:

1. L'Écuyer, F., Raymond, L., Fabi, B. and Uwizeyemungu, S. (2019), "Strategic alignment of IT and human resources management in manufacturing SMEs: Empirical test of a mediation model", *Employee Relations*, Vol. 41 No. 5, pp. 830-850.
2. David J. Teece (2019) A capability theory of the firm: an economics and (Strategic) management perspective, *New Zealand Economic Papers*, 53:1, 1-43

UNIT IV

LECTURES 43-50

CHOICE OF BUSINESS STRATEGIES

OBJECTIVE:

The objective of these lectures is to make students understand how to analyze the different strategies and then choose the most applicable one for the growth and expansion of the organization.

- Strategic Analysis and Choice
 - Process of Strategic Choice
 - Focusing
 - Analyzing
 - Choosing
- Porter's Five Force model
- Tools and Techniques for Strategic Analysis
 - Choice of Strategy – BCG Model;
 - Stop-Light Strategy Model;
 - Directional Policy Matrix (DPM) Model;
 - Product/Market Evolution;
 - Matrix and Profit Impact of Market Strategy (PIMS) Model;

ASSIGNMENTS FROM QUESTION BANK:

UNIT IV

SHORT ANSWER TYPE QUESTIONS: Q15, 16, 19, 25

LONG ANSWER TYPE QUESTIONS: Q 18, 21, 22, 26

ARTICLES:

1. Pradhan Sudeepta and Ranajee, “Value Creation by Family owned Businesses: A Literature Review”, The IUP Journal of Business Strategy, Vol. 9, No.4, December 2012, pp. 35-45.
2. EdakkandiMeethalReli, “Value Chain for Integrating Small Producers into Market: Small- Scale Organic Turmeric Processing Enterprises in Orrisa”, The IUP Journal of Business Strategy, Vol. X, No.2, June 2013, pp. 38-49.

LECTURES 51-56

OBJECTIVE:

The objective of these lectures is to make students understand what the major issues are involved in the implementation of strategy.

MAJOR ISSUES INVOLVED IN THE IMPLEMENTATION OF STRATEGY

- Major Issues involved in the Implementation of strategy: Organization Structure;
- Leadership and Resource Allocation.

ASSIGNMENTS FROM QUESTION BANK:

UNIT IV

SHORT ANSWER TYPE QUESTIONS: Q1, 3, 4.

LONG ANSWER TYPE QUESTIONS: Q 1, 3, 4, 6.

ARTICLES:

1. Wallace Jacob, The Elephant Catchers: Key Lessons for Breakthrough Growth, Indore Management Journal, IIM Indore, Vol.4, Issue4, pp-68.
2. Josh Bendickson, Phillip E. Davis, East Carobina University, “Why Small Firms are Different: Addressing Varying Needs from Boards of Directors”, Journal of Small Business Strategy, Vol. 25, 2015.

LECTURE PLAN

SALES & DISTRIBUTION MANAGEMENT

BBA – 310

**COURSE OUTLINE
BBA-VI SEMESTER
SALES & DISTRIBUTION MANAGEMENT**

BBA - 310

OBJECTIVES:

Credits: 4 (L- 4, P-0)

To acquaint the students with knowledge and skills needed to manage the sales force and distribution functions in a business organization so as to help gain a competitive advantage.

INTERNAL ASSESSMENT AND ASSIGNMENT

25 marks

- | | |
|---|----------|
| 1. Class Test-I - (Written Test) | 15 marks |
| 2. Class Assessment - (Individual Presentation/Viva-Voice/Report) | 5 marks |
| 3. Attendance | 5 marks |

COURSE CONTENTS:

Unit I

- Introduction to Sales Management
- Nature of Sales Management
- Scope of Sales Management
- Importance of Sales Management
- Evolution of Sales Management
- Roles of Sales Managers
- Skills of Sales Managers
- Personal Selling Process
- Theories of Selling
- Psychology in Selling
- Buying Situations
- Sale Process
- Sales Forecasting
- Sales Territory Design

(14 Hours)

Unit II

- Sales Organization Structure
- Sales Force Size
- Recruitment & Selection of Sales force; Training, Motivation and Compensation of Sales Force

- Sales quotas & Contests
- Evaluation of Sales Performance (14 Hours)

Unit III

- Functions of Intermediaries; Types & Role of Channel for customer and Industrial Products
- Concept of Retail – Structure, Type and Role
- Performance Measures
- Franchising
- Retail & wholesaling – Features,
- Classification, Decisions, Trends and Future Scenario. (14 Hours)

Unit IV

- Channel strategy and Design
- Selection, Motivation and Evaluation of Intermediaries
- Concept of Channel; Relationships and conflict
- Physical Distribution system
- Logistic and supply Chain Management
- Integration sales and Distribution Strategy
- Ethics Issues in Sales and Distribution Management (14 Hours)

Study Material for the Subject

Following will be the study material for the subject Sales & Distribution Management and students are advised to go through the material for thorough understanding of the subject.

➤ **Main Text Books:**

1. **Author's Name(s):** Still.K.R. , Cundiff.E.W & Govoni.N.A.P
Title: Sales Management
Edition: 8th Ed **Year:** 2019
Publisher: Pearson Education (ibid 1)
2. **Author's Name(s):** Panda, T.K. and Sahadev, S
Title: Sales & Distribution Management
Edition: 9th Ed **Year:** 2019
Publisher: Oxford University Press, New Delhi (ibid 2)

➤ **REFERENCE BOOKS :**

- 1. Author's Name(s):** Donaldson Bill
Title: Sales Management, Principle, Process and Practice
Edition: I Year: 2007
Publisher: Palgrave Macmillan (ibid 3)
- 2. Author's Name(s):** Havaldar.K.K. & Cavale V.M
Title: Sales & Distribution Management-Text & Cases
Edition:II Year: 2012
Publisher: Tata McGraw Hill Publishing Company Ltd., New Delhi (ibid 4)
- 3. Author's Name(s):** Jobber, David and Lancaster,Geoffery
Title: Selling and Sales Management
Edition: 9th Year: 2014
Publisher: Pearson Education (ibid 5)
- 4. Author's Name(s):** Ingram, LaForge , Avila, Schwegker Jr, Williams
Title: Sales Management-Analysis and Decision Making
Edition: VI Year: 2007
Publisher: Thomson South-Western (ibid 6)
- 5. Author's Name(s):** Sukhvinder Singh
Title: Sales and Distribution Management
Edition: I Year: 2017
Publisher: K.V.Singh (ibid 7)

JOURNALS

1. The Journal of Personnel Selling and Sales Management(JPSSM)
2. International Journal of Sales and Marketing Management(IJSSM)
3. Indian Journal of Marketing
4. Journal of the Academy of Marketing Science And Sales Management
5. Journal of Marketing Management (JMM) & Sales
6. Industrial Marketing Management Journal(Elsevier)
7. The IUP Journal of Management Research
8. BVIMR Management Edge
9. Emerald
10. American Marketing Journal on Marketing & Sales
11. European Marketing Journal on Marketing & Sales Management
12. Journal of Retailing and Sales

UNIT I

LECTURES 1-7

INTRODUCTION TO SALES MANAGEMENT

OBJECTIVES: Sales Management is an essential part of understanding the selling process of any kind of an organization. The objective of these lectures is to gain a better understanding of sales management and other important selling aspects of an organization.

CONTENTS:

- Sales Management
- What is Sales management
- Introduction to Sales Management
- Nature of Sales Management
- Scope of Sales Management
- Importance of Sales management
- Evolution of Sales Management
- Sales Management Cycle
- Integration of Sales Management with Marketing Management
- Distinction between Sales Management and Marketing Management

ASSIGNMENTS FROM QUESTION BANK

SHORT ANSWER QUESTIONS: Q 1-10

LONG ANSWER QUESTIONS: Q 1-11

SUGGESTED READINGS

TEXT BOOK: ibid 1

REFERENCE BOOK: ibid 7

ARTICLES:

1. Jones, E., Brown, S.P., Zoltners, A.A. and Weitz, B.A. (2005) The changing environment of selling and sales management. *Journal of Personal Selling and Sales Management* 25 (2): 105–111. Google Scholar
2. Rackham, N. and DeVincentis, J. (1999) *Rethinking the Sales Force: Redefining Selling to Create and Capture Customer Value*. UK: McGraw-Hill. Google Scholar

LECTURES 8-14

ROLES OF SALES MANAGERS AND EMERGING TRENDS AND SALES STRATEGIES

OBJECTIVE: The objective of these lectures is to make the students understand the importance of various roles and skills of sales managers and discuss various sales strategies.

CONTENTS:

- Strategic sales manager
- Middle level sales manager
- First level sales manager
- Role of Modern sales managers
- Skills of a sales manager
- Sales Management Cycle
- Levels of sales management positions
- Key Decision Areas in Sales Management
- Sales planning
- Setting Sales objectives
- Sales Strategies
- Sales tactics and Sales policy
- Emerging trends in Sales Management

ASSIGNMENTS FROM QUESTION BANK

SHORT ANSWER QUESTIONS: Q 20-25

LONG ANSWER QUESTIONS: Q 16, 17, 24, 25

SUGGESTED READING:

TEXT BOOK: ibid 1

REFERENCE BOOK: ibid 3, ibid 4, and ibid 6

ARTICLES:

1. Piercy, N.F. and Lane, N. (2005) Strategic imperatives for transformation in the conventional sales organization. *Journal of Change Management* 5: 249-266. Google Scholar
2. Rogers, B. (2007) *Rethinking Sales Management*. Chichester: Wiley. Google Scholar

UNIT II

LECTURES 15-20

CONCEPT OF PERSONAL SELLING

OBJECTIVE: The objective of these lectures is to make the students understand the importance of personal selling process in the context of business organizations and the various steps included in the process.

CONTENTS:

- Personal Selling Process
- Steps in selling process
- Method for under leads
- Qualifying free
- Approach discovering
- Understanding buyers need
- Sales presentation
- Planning in conducting demonstration
- Demonstrating the product
- Types of demonstrations
- Handling objectives
- Trial close
- Close techniques
- Follow-up
- Negotiation skills
- Success factors in selling
- Communication skills
- Listening skills

ASSIGNMENTS FROM QUESTION BANK

SHORT ANSWER TYPE QUESTIONS: Q6, 8, 9, 16

LONG ANSWER TYPE QUESTIONS: Q 1, 2, 4

SUGGESTED READING

TEXT BOOK:

ibid 2, page no. 12-20

REFERENCE BOOK:

ibid 6, pg. no.19-39

ibid 7, pg. no 3.1-3.17

LECTURES 21-26

THEORIES OF SELLING AND SALES FORECASTING METHOD

Objective: The objective of these lectures is to understand various theories of selling and the importance of sales forecasting method for predicting expected level of sales for a competitive business organization.

CONTENTS:

- Various theories of selling
- Buying situation
- Types of selling
- Transactional and relationship selling
- Sales Forecasting
- Features of Sales Forecasting
- Importance of sales forecasting
- Factors affecting sales forecasting
- Steps in sales Forecasting
- Methods of Sales forecasting
- Limitations of Sales Forecasting

ASSIGNMENTS FROM QUESTION BANK:

SHORT ANSWER TYPE QUESTIONS: Q 1, 3, 4, 5, 13

LONG ANSWER TYPE QUESTIONS: Q 5, 13

SUGGESTED READING

REFERENCE BOOK

Ibid 7-pg. 5.1-5.6

ARTICLES:

1. Homburg, C., Jensen, O. and Krohmer, H. (2008) Configurations of marketing and sales: A taxonomy. *Journal of Marketing* 72 (2): 133–154. [CrossRefGoogle Scholar](#)
2. Hutt, M.D. and Speh, T.W. (1984) The marketing strategy center: Diagnosing the industrial marketer's interdisciplinary role. *Journal of Marketing* 48 (4): 53–61. [CrossRefGoogle Scholar](#)

UNIT-III

LECTURES 27-34

SALES FORCE RECRUITMENT, SELECTION AND TRAINING-EXECUTION AND EVALUATION

OBJECTIVE: Success in selling in organizations is driven by strong salesforce who support and encourage sales and capture value from customers in return. The objective of these lectures is to make students understand the various techniques through which sales force is recruited and selected in a business organization.

CONTENTS:

- Salesforce diversity
- Wearing sales positions
- Sales job Analysis
- Sales force recruitment
- Sources of recruitment
- Steps in selection process of a salesman
- Sales as a career rewards
- Sales career salesperson to sales manager changing roles of sales force
- Objectives of sales force training
- Importance of sales training
- Designing sales training programme
- Execution and evaluation of training effectiveness

ASSIGNMENTS FROM QUESTION BANK:

SHORT ANSWER TYPE QUESTIONS: Q 7, 9, 15, 21

LONG ANSWER TYPE QUESTIONS: Q2, 6, 16, 17, 25

SUGGESTED READING

TEXT BOOK

ibid 2-pg no. 134-188,300-306

REFERENCE BOOK

Ibid 7-pg. 6.1-6.18

ARTICLES:

1. Self, D.R., Armenakis, A.A. and Schraeder, M. (2007) Organizational change, content, process and context: A simultaneous analysis of employee reactions. *Journal of Change Management* 7 (2): 211–229. CrossRefGoogle Scholar
2. Rouziès, D., Anderson, E., Kohli, A.K., Michaels, R.E., Weitz, B.A. and Zoltners, A.A. (2005) Sales and marketing integration: A proposed framework. *Journal of Personal Selling and Sales Management* 25 (2): 113–122. Google Scholar

LECTURE 34-42

MOTIVATION AND COMPENSATION OF SALES PERSONNEL, DESIGN AND MAINTENANCE OF SALES TERRITORIES & QUOTAS

OBJECTIVE: The objective of these lectures is to make students understand the motivational and compensation techniques of organizational salesforce that will ensure success and timely completion of sales process. The students will also gain an understanding of the design and maintenance of various sales quotas and territories.

CONTENTS:

- Functions of Intermediaries; Types & Role of Channel for customer and Industrial Products
- Concept of Retail – Structure, Type and Role
- Performance Measures
- Franchising
- Retail & wholesaling – Features,
- Classification, Decisions, Trends and Future Scenario.

ASSIGNMENTS FROM QUESTION BANK

SHORT ANSWER TYPE QUESTIONS: Q1, 6, 12, 13, 14

LONG ANSWER TYPE QUESTIONS: Q1, 4, 5, 8, 12, 19

SUGGESTED READING:

TEXT BOOK:

ibid 2, page no 260-282

REFERENCE BOOK:

ibid 7, pg. no.7.1-7.15, 9.1-9.22

UNIT-IV

LECTURE 43-47

EVALUATION OF SALES PERSONNEL

OBJECTIVES: The objective of these lectures is to make students understand how to evaluate the sales personnel and preparation of sales budget and sales audit in organizational culture.

CONTENTS:

- Evaluating Sales Personnel Performance
- Importance of performance evaluation
- Principles of evaluation
- Process of salesforce evaluation
- Difficulties in evaluation
- Sales Budget
- Methods for determining sales budget
- Sales budgeting procedure
- Factors affecting sales budget
- Advantages of sales budget
- Sales audit
- Purpose of sales audit
- Sales analysis

ASSIGNMENTS FROM QUESTION BANK:

SHORT ANSWER TYPE QUESTIONS: Q1, 2, 3, 7, 8, 9,11,12,14

LONG ANSWER TYPE QUESTIONS: Q 6, 9, 11, 14, 25

SUGGESTED READING:

TEXT BOOK

ibid 2, pg.no. 314-342

REFERENCE BOOK

ibid 7, pg. no.10.1-10.12, 11.1-11.10

ARTICLES:

1. Dewsnap, B. and Jobber, D. (2000) The sales–marketing interface in consumer packaged-goods companies: A conceptual framework. *Journal of Personal Selling and Sales Management* 20 (2): 109–119.
2. Homburg, C., Jensen, O. and Krohmer, H. (2008) Configurations of marketing and sales: A taxonomy. *Journal of Marketing* 72 (2): 133–154. CrossRefGoogle Scholar

LECTURE 47-56

LEGAL ISSUES IN SALES MANAGEMENT and ROLE OF IT IN SALES MANAGEMENT

OBJECTIVES: The objective of these lectures is to make the students understand about the various legal and ethical issues in sales management and the role of information technology in sales management.

CONTENTS:

- Channel strategy and Design
- Selection, Motivation and Evaluation of Intermediaries
- Concept of Channel; Relationships and conflict
- Physical Distribution system
- Logistic and supply Chain Management
- Integration sales and Distribution Strategy
- Ethics Issues in Sales and Distribution Management

ASSIGNMENTS FROM QUESTION BANK

SHORT ANSWER TYPE QUESTIONS: Q4, 6, 10, 15, 17, 20

LONG ANSWER TYPE QUESTIONS: Q 4, 10, 23, 24

SUGGESTED READING:

TEXT BOOK

Ibid 2, pg. 300-306

REFERENCE BOOK

ibid 7, pg.no.15.1-15.6, 16.1-16.8