UNIVERSITY OF PUNE
FACULTY OF MANAGEMENT
POST GRADUATE DIPLOMA IN MARKETING MANAGEMENT (PGDMM)
ONE YEAR, TWO SEMESTER PART TIME PROGRAMME
REVISED CURRICULUM w.e.f. A.Y.2013-2014

1. **TITLE OF THE PROGRAMME: POST GRADUATE DIPLOMA IN MARKETING MANAGEMENT (PGDMM)**

2. **PREAMBLE:** The revised curriculum for the PGDMM Programme is developed keeping in mind the evolution in marketing principles in line with global and domestic practices, changing trends in the society, impact of technology on the marketing function and the expectations of industry, students and faculty members at large.

3. INTRODUCTION: The Programme comprises of 2 Semesters.

3.1 Credits
The Programme is a combination of:
   a) Full Credit Courses (100 Marks each) : 3 Credits each
   b) Half Credit Courses (50 Marks each) : 2 Credits each

Total Credits: 31 Credits (1000 Marks)
   a) 9 Full Credit Courses * 3 credits per course = 27 Credits
   b) 2 Half Credit Courses *2 credits per course = 4 Credits

In terms of credits, for a period of one semester of 15 weeks:
   a) every ONE hour session per week of L amounts to 1 credit per semester
   b) a minimum of TWO hours per week of T amounts to 1 credit per semester,
   c) a minimum of TWO hours per week of P amounts to 1 credit per semester,

In the Credit system the emphasis is on the **effort put in by the learner and not on the workload of the teacher**. Each credit can be visualized as a combination of **3 components viz. Lecture (L) + Tutorials (T) + Practicals / Project Work (P) i.e. LTP Pattern.**

The effort of the learner for each Credit Point may be considered under two parts –
   a) The hours actually spent in class room / practical / field work instructions and
   b) The notional hours spent by the Learner in self-study, in the library, peer interactions, case study, writing of journals and assignments, projects etc. for the completion of that course.

Teaching / learning sessions are to be interpreted in a broader perspective as follows:
   a) Teaching – Learning Processes: Classroom sessions, Group Exercises, Seminars, Small Group Projects, etc.
   b) Evaluation: Tutorials, Class Tests, Presentations, Field work, Assignments, etc.

3.2 Adoption of Credit and Grading System: As per national and international trends, it is proposed to adopt the Credit and Grading System for the PGDMM programme.

Salient features of the grading system:
   1. Learners are placed in ability bands that represent a range of scores. These ability bands may vary according to the number of categories for the classification of the performance of the learners. This ability range may be designated with alphabetical letters called as GRADE.
   2. The system of awarding grades would provide a more realistic picture of learner's ability than the prevailing marking system.
   3. Grading is a far more satisfactory method than the numerical marking system as it reflects an individual learner's performance in the form of a certain level of achievement.
   4. The Grading system ensures natural classification in qualitative terms rather than quantitative terms since it expresses a range /band of scores to which a learner belongs such as O,A,B,C,D,E & F
   5. The award of grades provides a permanent record of the learner's growth and development that might be helpful for institutions of higher education for allocating seats for prospective employers.
   6. Grading does not require making fine distinctions in performance when no such distinctions actually exist.
   7. It is based on a realistic concept of 'errors of measurement'.
   8. Grades are relatively free from extraneous factors like difficulty of the examination, examiner bias, nature of the subject being examined, etc.
   9. Grades can be interpreted easily and directly and can be used to prepare an accurate 'profile' of a learner'

Basics of Credit and Grading System: Grading, is a method of reporting the result of a learner's performance subsequent to his evaluation. It involves a set of alphabets which are clearly defined and designated and uniformly understood by all the stake holders. A properly introduced grading system not only provides for a comparison of the learners' performance but it also indicates the quality of performance with respect to the amount of efforts put in and the amount of knowledge acquired at the end of the course by the learners.

It is proposed to use the **Indirect and Absolute Credit and Grade Point System for the PGDMM programme,** i.e. the assessment of individual Courses in the concerned examinations will be on the basis of marks, but the marks shall later be converted into Grades by some mechanism wherein the overall performance of the Learners can be

reflected after considering the Credit Points for any given course. However, the **overall evaluation shall be designated in terms of Grade.**

3.3 Session Duration: Each teaching-learning, evaluation session shall be of 60 minutes.

4. ELIGIBILITY: A student seeking admission to this course must have the following qualifications:
1) Bachelor's degree of any statutory University or other recognized foreign university.
2) Any diploma awarded by Board of Technical Education of any State Government or Central Government (post SSC three years' Diploma with 2 years post Diploma experience or post HSC two years' Diploma with one year post Diploma experience)

5. EXAMINATION: Pattern of Examination: The evaluation scheme comprises of:
   a) University Evaluation (50 Marks)
   b) Concurrent Evaluation (50 Marks)

5.1 University Evaluation: There shall be University evaluation for each full credit course as per the time table announced by the University. There shall be a Written Examination (subjective – concept plus case study / application oriented type) for 50 marks by the University for each Full Credit Course.

5.1.2 Instructions to External Paper Setters / Chairman / Examiners
For University evaluation (Written Examination – subjective type of 50 marks) of each full credit course the question pattern shall be as follows:

Question Paper Pattern:-
1) There shall be five questions each of 10 marks.
2) All questions shall be compulsory with internal choice within the questions.
3) A Question may be subdivided into sub-questions a, b, c… and the allocation of marks depends on the weightage of the topic.

Questions shall be set to assess knowledge acquired, standard application of knowledge, application of knowledge in new situations, critical evaluation of knowledge and the ability to synthesize knowledge. The question paper setter shall ensure that questions covering all skills are set. The question paper setter shall also submit a model answer and detailed scheme of evaluation along with the question paper.

The duration of written examination shall be 2 hours. Students shall be provided a single answer sheet of 16 pages. They must ensure that their responses fit within the provided answer sheet. Additional supplements shall not be provided.

5.2 Concurrent Evaluation: There shall be Concurrent evaluation for 50 marks for each full credit course. Half credit courses shall be evaluated for 50 marks through Concurrent evaluation. As a part of concurrent evaluation the students shall be

evaluated on a continuous basis by the Institute to ensure that student learning takes place in a graded manner. *There shall be no University evaluation for half credit courses*.

Suggested components for Concurrent Evaluation (CE) are:
1. Case Study / Caselet / Situation Analysis – (Group Activity or Individual Activity)
2. Class Test
3. Open Book Test
4. Field Visit / Study tour and report of the same
5. Small Group Project & Internal Viva-Voce
6. Learning Diary
7. Scrap Book
8. Group Discussion
9. Role Play / Story Telling
10. Individual Term Paper / Thematic Presentation
11. Written Home Assignment
12. Industry Analysis – (Group Activity or Individual Activity)
13. Literature Review / Book Review
14. Model Development / Simulation Exercises – (Group Activity or Individual Activity)
15. In-depth Viva
16. Quiz

Detailed record of the Concurrent Evaluation shall be maintained by the Institute. The same shall be made available to the University, on demand. Marks for the concurrent evaluation must be communicated by the Institute to the University before the commencement of relevant Semester Examination.

5.3 Project: During the Second Semester each student shall undertake a *Project*. The student shall submit a written structured report based on work done during this period.

Project may be research project – based on primary / secondary data or may be an operational assignment involving working by the student on a given task / assignment / project / etc. in an organization / industry.

Since most students enrolled for the PGDMM Programme are expected to be working students, such working students may complete the Project at their workplace.

The report should be well documented and supported by –
1. Executive Summary
2. Organizational profile
3. Outline of the problem/task undertaken
4. Research methodology & data analysis (in case of research projects)
5. Relevant activity charts, tables, graphs, diagrams,
6. Learning of the student through the project

7. Contribution to the host organization
8. References in appropriate styles.

The report should reflect the nature and quantum of work undertaken by the student. *The learning outcomes and utility to the organization must be specifically highlighted.* The completion of the Project shall be certified by the Faculty Guide & approved by the Director of the Institute. The external organization (Corporate / NGO/ SME/ etc.) shall also certify the Project work.

The student shall submit **TWO hard copies & one soft copy (CD)** of the project report before 31st March in Sem IV.

In the interest of environmental considerations, students are encouraged to print their project reports on both faces of the paper.

There shall be an external viva-voce for the Project for 100 marks. The examiner's panel for the same shall include one external faculty member nominated by the University and one internal faculty member nominated by the Director.

The External viva-voce panel shall evaluate the project based on:
1. Actual work undertaken by the student
2. Student's understanding of the organization and business environment
3. Outcome of the project
4. Utility of the project to the organization
5. Basic analytical capabilities

Copies of Project report and records of evaluation shall be maintained by the Institute for a period of 3 academic years.

5.4 Standard of Passing: Every candidate must secure at least Grade E in Concurrent Evaluation as well as University Examination as separate heads of passing for each course.

Diploma Requirements:
a) **Earned Credits:** The Diploma requirements for the PGDMM Programme is completion of 31 earned credits.
b) **Final Grade Point Requirement:** A student must obtain the Final Grade Point of a minimum of 00.50 to be eligible for the award of the PGDMM diploma.

5.4.1 Conversion of Marks to Grade Points & Grades: The marks shall be converted to grade points and grades using Table I below.

Table I: Points Grading System

Sr. No.	Marks	Grade	Grade Point
1	100 – 75	O - Outstanding	06
2	74 – 65	A – Very Good	05
3	64 -55	B – Good	04
4	54 – 50	C – Average	03
5	49 – 45	D – Satisfactory	02
6	44 – 40	E – Pass	01
7	39 - 0	F – Fail	00

The description of the final grades shall be as follows:

O: Outstanding (Excellent Analysis of the topic - 75% and above)
Accurate knowledge of the primary material, wide range of reading, logical development of ideas, originality in approaching the subject. Neat and systematic organization of content, elegant and lucid style.

A: Very Good (Excellent Analysis of the topic - 65 to 74 %)
Accurate knowledge of the primary material, acquaintance with seminal publications, logical development of ideas. Neat and systematic organization of content, effective and clear expression.

B : Good (Good Analysis and treatment of the topic - 55 to 64 %)
Basic knowledge of the primary material, logical development of ideas. Neat and systematic organization of content, effective and clear expression.

C : Average (Some important points covered – 50 to 54%)
Basic knowledge of the primary material, logical development of ideas. Neat and systematic organization of content, good language or clear expression.

D: Satisfactory (Some points discussed – 45 to 49%)
Basic knowledge of the primary material, some organization of content, acceptable language or expression.

E: Pass (Any two of the above – 40 to 44%)
F: Fail (None of the above – 0 to 39%)

The performance of a student will be evaluated in terms of two indices, viz.
   a) *Semester Grade Point Average (SGPA)* which is the Grade Point Average for a semester
   b) *Cumulative Grade Point Average (CGPA)* which is the Grade Point Average for all the completed semesters at any point in time.

Semester Grade Point Average (SGPA): At the end of each semester, SGPA is calculated as the weighted average of GPI of all courses in the current semester in which the student has passed, the weights being the credit values of respective courses.

SGPA = Grade Points divided by the summation of Credits of all Courses.

$$SGPA = \frac{\sum \{C * GPI\}}{\sum C} \quad \text{for a semester.}$$

Where GPI is the Grade and C is credit for the respective Course.

Cumulative Grade Point Average (CGPA): Cumulative Grade Point Average (CGPA) is the grade point average for all completed semesters. CGPA is calculated as the weighted average of all GPI of all courses in which the student has passed up to the current semester.

Cumulative Grade Point Average (CGPA) for the Entire Course

$$CGPA = \frac{\sum \{C * GPI\}}{\sum C} \quad \text{for all semesters taken together.}$$

Where GPI is the Grade and C is credit for the respective Course.

IMPORTANT NOTE:

If a student secures F grade in either or both of Concurrent Evaluation or University Evaluation for a particular course his /her credits earned for that course shall be ZERO.

5.5 Scaling Down of Concurrent Evaluation Scores: The marks obtained by the student for the Concurrent Evaluation components conducted by the Institute, in the Full Credit Courses, in Sem I and Sem II, shall be scaled down, to the required extent, if such percentage of marks are more than 20% of the marks scored in the University Examination for the respective course.

The marks obtained by the student in Half Credit Courses are not subject to scaling down.

5.6 Attendance: The student must meet the requirement of 75% attendance per semester per course for granting the term. The Director shall have the right to withhold the student from appearing for examination of a specific course if the above requirement is not fulfilled.

5.7 ATKT Rules: Candidate has to earn credits for a course in not more than 4 attempts. Admission for the PGDMM Programme shall be valid for 3 Academic Years.

5.8 Award of Grade Cards: The University of Pune under its seal shall issue to the students a grade card on completion of each semester. The final Grade Card issued at the end of the final semester shall contain the details of all courses taken during the entire programme for obtaining the degree.

Final Grades: After calculating the SGPA for an individual semester and the CGPA for entire programme, the value shall be matched with the grade in the Final Grade Points

Table (as per Table II) and expressed as a single designated GRADE such as O, A, B, C,D,E,F.

Table II: Final Grade Points

Sr. No.	Grade Points	Grade
1	05.00 to 6.00	O - Outstanding
2	04.50 to 04.99	A – Very Good
3	03.50 to 04.49	B – Good
4	02.50 to 03.49	C – Average
5	01.50 to 02.49	D – Satisfactory
6	00.50 to 01.49	E – Pass
7	00.00 to 00.49	F – Fail

A student who secures grade E or above in a course is said to have completed /earned the credits assigned to the course. A student who has completed the minimum required 31 credits for the PGDMM programme shall be declared to have completed the programme.

NOTE:
The Grade Card for the final semester shall indicate the following, amongst other details:
a) Grades for concurrent and university evaluation, separately, for all courses offered by the student during the entire programme along with the grade for the total score.
b) SGPA for each semester.
c) CGPA for final semester.
d) Total Marks Scored out of Maximum Marks for the entire programme, with break-up of Marks Scored in Concurrent Evaluation and University Evaluation.
e) Marks scored shall not be recorded on the Grade Card for intermediate semesters.
f) The grade card shall also show the 7 point scale and the formula to convert GPI, SGPA, and/or CGPA to percent marks.
g) The final GPA shall not be printed unless the student earns the minimum 31 credits required for earning the PGDMM diploma.
h) B Grade is equivalent to atleast 55% marks.
i) If the GPA is higher than the indicated upper limit in the three decimal digit, then the student may be awarded higher final grade e.g. a student getting a GPA of 4.492 may be awarded grade A.

5.9 External Students: There is no provision of external students.

5.10 Verification / Revaluation: Students can avail the verification / revaluation facility as per the prevailing policy, guidelines and norms of the University of Pune.

6. STRUCTURE OF THE PROGRAMME

The programme is a combination of:
  a) Full Credit Courses (100 Marks each) : 3 Credits each
  b) Half Credit Courses (50 Marks each) : 2 Credits each

Spread of Full & Half Credit Courses:

Semester	Full Credit Courses (100 Marks) (A)	Half Credit Courses (50 Marks) (B)	Total Courses (C = A + B)
I	4	2	6
II	5	0	5
Total	9	2	11

The programme has 9 Full Credit Courses (100 Marks each) and of 3 Credits each.
The programme has 2 Half Credit Courses (50 Marks each) and of 2 Credits each. Thus the entire programme has 11 Courses of 31 credits in all.

6.1 Programme Structure for Post Graduate Diploma in Marketing Management (PGDMM)

	Semester I				
Course Code	Course	Concurrent Evaluation	University Evaluation	Total	Credits
101	Marketing Management	50	50	100	3
102	Marketing Research	50	50	100	3
103	Consumer Behaviour	50	50	100	3
104	Integrated Marketing Communications	50	50	100	3
105	Business Communication	50	0	50	2
106	MS Office and Advance Excel	50	0	50	2
	TOTAL	300	200	500	16
	Semester II				
Course Code	Course	Concurrent Evaluation	University Evaluation	Total	Credits
201	Services Marketing	50	50	100	3
202	Sales and Distribution Management	50	50	100	3
203	Customer Relationship Management	50	50	100	3
204	Strategic Brand Management	50	50	100	3
205	Project	00	100	100	3
	TOTAL	200	300	500	15

6.2 Medium of Instruction: The medium of Instruction & Evaluation shall be English.

7. EQUIVALENCE OF PREVIOUS SYLLABUS WITH THE REVISED SYLLABUS: The equivalence of the previous syllabus with the revised syllabus is provided below.

	Existing Pattern		Revised Pattern
	SEMESTER I		
101	Basics of Marketing	101	Marketing Management
102	Sales Management & Personal Selling	202	Sales and Distribution Management
103	Laws Relating To Marketing	103	Consumer Behaviour
104	Communication Skills	105	Business Communication
105	Research Methodology	102	Marketing Research
	SEMESTER II		
201	Retail & Distribution Management	203	Customer Relationship Management
202	Integrated Marketing Communication	104	Integrated Marketing Communications
203	Services Marketing	201	Services Marketing
204	Principles of Management	204	Strategic Brand Management
205	Project Report	205	Project

8. UNIVERSITY TERMS: The dates for the commencement and conclusion of the first and the second term shall be as determined by the University Authorities. The terms can be kept only by duly admitted students. The present relevant ordinances pertaining to grant of terms will be applicable.

9. COURSE WISE DETAILED SYLLABUS: Course wise detailed syllabus along with recommended text books, reference books, websites, journals, etc. is provided in Annexure I.

Note:
  1. *In the detailed syllabus, the Number of Sessions mentioned against each unit are indicative and not prescriptive.*
  2. *Faculty members and students should refer to the latest edition of the relevant books, wherever such latest editions are available.*

ANNEXURE I

Semester	I	Credits	3
Course Code	101	Course Type	Full Credit Course
Course Title		Marketing Management	

Course Objectives:

1	To create awareness about basic Marketing concepts
2	To make the students understand the application of marketing concepts in real time
3	To help the learner the comprehend the marketing situation for effective decision making

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Marketing Concepts And Applications**: **Introduction to Marketing** – Nature and scope of marketing, the core concepts of marketing. Company orientation towards market place- Production-Product-Selling-Marketing-Societal concept, holistic concept, **Marketing of services** – Nature and characteristics of service, classification of services, importance of marketing in service sector, and the future of service marketing.	8
2	**Marketing Planning & Environment:** Marketing planning process. Planning of marketing mix – what is marketing mix? Elements of marketing mix, The place of marketing mix in marketing planning. The changing marketing environment - Analyzing needs and trends in Macro Environment, Economic Environment, Technical Environment, Political Environment and Socio-cultural Environment.	8
3	**Understanding the Consumer:** **Determinants of consumer behaviour** – Meaning and definition of consumer behaviour, importance, factors influencing consumer behaviour, buying process. **Marketing segmentation** – Meaning and concept, benefits of segmentation, Basis of segmentation, Selection of segments, Market segmentation strategies, Target marketing, Product positioning.	8
4	**Product Management:** **Product life cycle** concept, marketing mix at different stages. **New product development** and strategy. Stages in New Product Development. **Product decision and strategies** – What is product? Types of	8

		products, product mix decisions, product line decisions. **Branding and packaging decisions** – Brand name and trademark, branding decisions, advantages and disadvantages of branding, Pack, Packing, and packaging, features and functions of packaging.	
5	**Pricing And Promotion And Distribution Strategy:** **Policies and practices** – Pricing methods, objectives, price determination policies. **Marketing communications**– The promotion mix, Advertising and Publicity – 5 M's of advertising management. **Personal selling and sales promotion** – Personal selling – nature, process, importance, Sales promotion – nature and importance, techniques. Importance of channels of distribution, Alternative channel of distribution, selecting appropriate channels.	8

Learning Resources:		
1	Text Books	Marketing Management (Analysis, Planning, Implementation and Control) – Philip Kotler Marketing Management – S.A. Sherlekar Service Marketing – S.M.Zha
2	Reference Books	Marketing Management – Rajan Saxena Marketing Management – Arun Kumar, 2nd Ed., Vikas Publication Marketing Management, SHH Kazmi, Excel books
3	Supplementary Reading Material	Fundamental of Marketing – William J. Stanton and others. Marketing Management - V.S.Ramaswamy and S.Namakumari
4	Websites	www.pearsoned.co.in www.tatamcgrawhill.com www.agencyfaq.com
5	Journals	The IUP Journal of Marketing Management Harvard Business Review

Semester	I	Credits	3
Course Code	102	Course Type	Full Credit Course
Course Title		Marketing Research	

Course Objectives:	
1	To create awareness of Research Methodology basic concepts
2	To create familiarity among learners about statistical tools application in Marketing research.

Unit Number	Contents	Number of Sessions
1	Introduction to Market Research, Types of Research – Basic & Applied, Nature, Scope, Objectives, Importance & Limitations of Market Research.	8
2	Market Research Techniques. National readership survey, Retail Store Audit, Consumer Panels, Test Marketing, Research in Advertising Decisions, Marketing Audit, Data Base Marketing, Focus Group Interviews. Use of Internet in Marketing Research.	8
3	Questionnaire design and drafting. Scaling techniques like Nominal, Ordinal, Interval, Ratio, Perceptual Map, Semantic Differential, Likert, Rating & Ranking Scales.	8
4	Data Analysis - Use of Diagrams and Graphs. Use of various statistical tools – descriptive and inference statistics. Regression, multiple regression, chi square test. Statistical hypothesis testing tools. Multivariate analysis. Use of statistical software like MSEXCEL, SPSS, SAS, MINITAB.	8
5	Setting up & Implementation of Marketing Research Project. Steps in formulating Market Research Projects, One live marketing project to be discussed (Field visit and use of computer recommended)	8

	Learning Resources:	
1	Text Books	Marketing Research by DM Sarawate.
2	Reference Books	Marketing Research by Ramanuj Majumdar Marketing Research by Mishra Research for Marketing Decisions by Paul Green, Donald Tull. Marketing Research-Rajendra Nargundkar, Tata MGH Business Research Methods-Donald R.Cooper. Market Research - G.C.Beri Marketing Research, Concept & Cases – Cooper Schindler. Marketing Research – Aakar, Kumar, Day
3	Supplementary Reading Material	Business Statistics, A First Course, David M Levine at al. Pearson Publication Statistical Computing S.P. Gupta Statistics for Business & Economics, B.M.Aggarwal

Semester	I	Credits	3
Course Code	103	Course Type	Full Credit Course
Course Title	Consumer Behaviour		

Course Objectives:	
1	To highlight the importance of understanding consumer behavior in Marketing.
2	To study the environmental and individual influences on consumers
4	To understand the Consumer Decision Process
3	To understand consumer behavior in Indian context.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Environmental Influences on Consumer Behaviour** **Basics:** Meaning of Customers & Consumers, Consumer Roles, Consumerism & De-marketing **Culture & Sub- Culture:** Meaning, Characteristics & Relevance to Marketing Decisions **Social Class:** Meaning, Measurement, Effect on Lifestyles **Social Groups:** Meaning & Group Properties & Reference Groups **Family:** Family Life Cycle & Purchasing Decisions **Adoption and Diffusion of Innovations:** Adoption Process, Diffusion Process	12
2	**Individual Determinants of Consumer Behavior** **Personality & Self Concept:** Meaning of Personality, Influence on Purchase Decisions **Motivation & Involvement:** Types of Buying Motives, Motive Hierarchy, Dimensions of Involvement **Information Processing**: Information Acquisition & Marketing Implications **Learning & Memory:** Meaning & Principal Elements of Learning, Characteristics of Memory Systems, Recall **Attitudes:** Meaning & Characteristics, Strategies for Changing Attitudes, Intensions& Behaviors	11
3	**Consumer Decision Making Process** **Problem Recognition:** Types of consumer decisions, types of Problem Recognition, Utilizing problem recognition information **Search & Evaluation:** Types of information, Sources of Information Search, Search, Experience. The information Evaluation Process – Evaluative Criteria, Factors influencing the amount of evaluation **Purchasing Process:** Why do people shop? Store & Non-store Purchasing Processes, Purchasing Patterns.	10

	Post-purchase Evaluation & Behavior: Consumer Satisfaction, Dissatisfaction, Customer Delight, Consumer Complaint Behavior, Post- Purchase Dissonance. **Types of Buying Behavior: Complex, Extensive, Dissonance**		
4	**Consumer Behavior Models** Howard Sheth Model Engel – Blackwell – Miniard Mode Kino Model (source to be identified)	6	
5	**Indian Consumer** Demographic & Socio-economic Profile Measurement of social classes in India using Socio-Economic Classes (SEC) in Urban & Rural Markets Living Standards Measures (LSM). Characteristics of BoP Consumers. Impact of digital technologies & the challenges marketers face (Indian context)	6	

	Learning Resources:	
1	Text Books	Consumer Behaviour by David L. Loudon & Albert J. Della Bitta, Tata McGraw Hill, 4th Edition
2	Reference Books	Consumer Behavior by Leon Schiffman, Leslie Kanuk, S.Ramesh Kumar, Pearson, 10th Edition Consumer Behaviour by Engel, Blackwell &Miniard Consumer Behavior - An Indian perspective by Dr. S.L Gupta, Sumitra Pal, Sultan Chand and Sons Consumer Behavior - In Indian Perspective by Suja R. Nair, Himalaya Publishing House. Why we Buy: The Science of Shopping by Paco Underhill, Simon and Schuster Paperbacks.
3	Supplementary Reading Material	We are like that only by Rama Bijapurkar, Penguin The Marketing White Book, Business World Economic Times, Business Standard, Mint, Business world. (Brand equity & Brand wagon)
4	Websites	http://www.censusindia.gov.in/default.aspx http://www.ncaer.org/ http:// www.consumerpsychologist.com
5	Journals	The Disciplinary Status of Consumer Behavior: A Sociology of Science Perspective on Key Controversies by Macinnis, Deborah J.; Folkes, Valerie S., Journal of Consumer Research. Apr2010, Vol. 36 Issue 6, p899-914. Consumer Learning and Its Impact on Store Format Selection-Detail Only by van Waterschoot, Walter; Kumar Sinha, Piyush; Van Kenhove, Patrick; De Wulf, Kristof., Journal of Retailing & Consumer Services. May2008, Vol. 15 Issue 3, p194-210. Interpersonal Influence on Consumer Behavior: An Attribution

		Theory Approach by Calder, Bobby J.; Burnkrant, Robert E. Journal of Consumer Research. Jun77, Vol. 4 Issue 1, p29-38. 10p. Satisfaction Attributions and Consumer Complaint Behavior by Krishnan, S.; Valle, Valerie A., Advances in Consumer Research. 1979, Vol. 6 Issue 1, p 445-449. Consumer Online Shopping Attitudes and Behavior: An Assessment of Research by Li, Zang, 2002

Semester	I	Credits	3
Course Code	104	Course Type	Full Credit Course
Course Title	Integrated Marketing Communications		

Course Objectives:	
1	To have a working knowledge of the tactical and strategic aspects of IMC
2	Be able to apply specific tools and approaches to common marketing communications challenges
3	Be able to assess the progress of IMC efforts over time
4	To have an opportunity to analyze IMC programs and build innovative programs

Syllabus:

Unit Number	Contents	Number of Sessions
1	**IMC FOUNDATION:** Overview of Communication and IMC programs - IMC Plan - IMC Components- Above the Line (ATL),Below the line (BTL) and Through The line (TTL) promotion - Promotional Mix, Push and Pull strategy, Significance of IMC, Ethical IMC Practices ,AIDA Model, Hierarchy of Effect Model, ELM Model.	08
2	**IMC ADVERTISING TOOLS** a) Introduction of Advertising- Functions & Types of Advertising - Institutions of Advertising Management – Objections on Advertising- Structure of Advertising Agency – Role and Services offered by Agency- Criteria for Selection – Ad Traffic Manager- Agency of Record – Client Agency Relationship. b) Media Mix- Media Vehicle- Ad copy –Appeals in advertising- Advertising budget & Appropriation Methods - Design of Advertisement (Print Media) – creativity in message design- Media planning and execution.- TRP Ratings - Role of ASCI & other Professional regulatory bodies .	12

3	**IMC PROMOTIONAL TOOLS** a) Sales Promotion- Trade promotion -Consumer promotion-coupons, Premiums, contests, Sweepstakes, refund and Rebate, Sampling, Bonus , packs, price off- Sales force promotion -Database Marketing b) Public relation(PR), Types of PR- Publicity -Corporate Reputation, image building, crisis management, Sponsorship, Event Management & Marketing - word of mouth (WOM) Marketing, Direct Marketing	08	
4	**IMC CONTEMPORARY TOOLS** Recent Trends - Product placement in films, Product placement on television, Film Based Merchandising, Sponsorships for Reality Shows & TV serials, Ambush advertising, Surrogate advertising	04	
5	**IMC EVALUATING AND CONTROL** a) Need & Significance of IMC evaluation and control b) Message Evaluation- Copy Testing, Pre Testing & Post Testing Techniques. c) Methods for Measurement of Advertising effectiveness d) Behavioral Evaluations e) Evaluating PR activity f) Evaluating overall IMC programme g) Case studies in Indian context only	08	

Learning Resources:		
1	Text Books	Advertising and Promotions IMC Perspectives: Belch and Belch Tata McGraw Hill, 6/e, 2003 Advertising 'An IMC Perspective' - S. N. Murthy , U.Bhojanna -Excel Books, 2007. Advertising & Integrated Brand Promotion, O'Guinn, Allen, Semenik, 4/e, Thomson, 2007 Integrated Advertising, Promotion, and Marketing Communications, Clow, Black, 3/e, Pearson Education, 2007 Advertising and Promotion: S.A.Chunawalla
2	Reference Books	IMC: The Next Generation, by Don and Heidi Schultz, McGraw-Hill, 2004. Principles of Advertising and IMC, by Tom Duncan, McGraw-Hill, 2005 Advertising management Rajeev Batra, John G Myers & Aaker PHI, 5/e, 2007 Event marketing and management- Sanjaya Singh – Vikas Publication, 2003. Foundations of Advertising, Chunawalla & Sethia, HPH, 2007 Advertising & sales Promotion, Kazmi & Batra, Excel books

3	Supplementary Reading Material	Ogilvy on Advertising Brand Channel (by Interbrand): brandchannel.com Brand Forward: brandforward.com Building Brands: buildingbrands.com
4	Websites	http://www.afaqs.com/ http://jimc.medill.northwestern.edu/JIMCWebsite/site.htm http://www.vitaminimc.com http://www.imediaconnection.com/ http://www.exchange4media.com
5	Journals	Journal of Integrated Marketing Communications International Journal of Advertising Journal of Advertising Research Journal of Marketing Communications Journal of Advertising European Journal of Marketing Journal of Interactive Advertising

Semester	I	Credits	2
Course Code	105	Course Type	Half Credit Course
Course Title	Business Communication		

Course Objectives:	
1	To Create awareness about basic Business communication
2	To Make the students understand the application of marketing concepts in real time
3	To Help the learner the comprehend the marketing situation for effective decision making

Syllabus:

Unit Number	Contents	Number of Sessions
1	Communication - Meaning, Importance & objectives - Principles of Communication, forms of communication, Process of communication, Barriers of effective communication, Techniques of effective communication.	6
2	Inter – Personal communication , Group & Mass communication , Johari Window .	6
3	Written Communication : A) Business Letters - Types , inquiries , Circulars , Quotations , Orders , Acknowledgments Executions , Complaints , Claims & adjustments , Collection letter , Banking correspondence , Agency correspondence . B) Application Letter , Bio-data , Interview Letters, Letter of Reference , Letter of Appointments , Confirmation , Promotion, Retrenchment, Resignations , C) Report writing – Types of reports, Components of formal reports, Business Reports, Reports by individual, Report by committee . D) Meetings – Notice – Agenda , Resolution & minutes.	6
4	Oral Communication : A) Listening & Speaking, Meeting speeches, & techniques of electing response, probing questions, Recording and closing, Observations, methods. Group discussions & Interviews. B) Non verbal Expressions: Body Languages, Gestures, Postures, Facial Expressions, Dress codes .	6
5	Application of Electronics media & communications, Telecommunication, teleconferencing, FAX, E-mail. 1) Case study as a tool of learning , Types of Cases – Essentials of case writing Planning , Data collection & presentation , Methodology for case writing .	6

| | | 2) Solving the case study – Identifying the problem , Analyzing the situation , Developing alternative & making optimum choice(s) .Handling the case study Session . | |

Learning Resources:		
1	Text Books	Basic Business Communication: Robert MaArcher. Effective Business Communication: Murhy. Excellence in Business Communication: Thill . Handbook of Business Correspondence by: Frailey .
2	Reference Books	Business English & communication : Cleark . Business Communication : Pradhan & Thakur . Business Communication : Balsubramanium M. Handbook of case writing : Culliton & James W.

Semester	I	Credits	2
Course Code	106	Course Type	Half Credit Course
Course Title	Ms Office & Advanced Excel		

Course Objectives:	
1	To make students familiar with necessary MS office tools as per current requirement of the industry.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Microsoft Word** Introduction to the Tabs/Ribbon. Introduction to file formats. Setting Page Layout Inserting Watermarks. Adding/Deleting Pages/Page Break. Inserting Text boxes, Smart Art, Charts & Equations. Formatting: borders, colors, headers & footers. Formatting Body: indentation, bullets, Justification, Paragraph. Importing/Inserting pictures and Clip Art. Inserting & Formatting Tables. Sanitizing: Performing Spell checks. Protecting documents. Mail- Merge. LAB Session.	6
2	**Microsoft PowerPoint** Introduction to PowerPoint. Introduction to the Tabs/Ribbon. Introduction to file formats. Setting Page Layout. Creating a Presentation, Slides and Text format. Working with Layouts, Themes. Working with Tables and Charts. Using Smart Art Diagrams, Clip Art, Pictures & Videos. Building Animation Effects, Transitions. Hyper linking. Printing the Slides. LAB Session.	7
3	**Microsoft Excel (Basic)** Introduction to Excel. Introduction to the Tabs/Ribbon. Worksheets and Workbooks. Entering Information into MS Excel.	7

		Formatting Rows and Columns. Basic Formatting a Worksheet. Page Setup and Print. LAB Session.	
4	**Microsoft Excel (Moderate)** Getting started with Charts. Applying various formulas on Cells. How to use Functions. Enhancing Charts and Worksheets. Freezing Panes. Security of Datasheets. Comment Formatting. LAB Session.	5	
5	**Microsoft Excel (Advance)** Filtering the Data. H Lookup. V Lookup. Pivot Tables. Worksheet Sheet linking. LAB Session.	5	

Learning Resources:		
1	Text Books	MS office 2007 by Walkenbach, Tyson Microsoft Office 2010: Illustrated Introductory, (By- David W. Beskeen (Author), Carol Cram (Author), Jennifer Duffy (Author), Lisa Friedrichsen (Author), Elizabeth Eisner Reding (Author). Microsoft Office 2010 Plain & Simple(By- Katherine Murray) Office 2010 For Dummies (For Dummies (Computer/Tech))(By- Wallace Wang) Beginning Microsoft Office 2010 (By- Guy Hart-Davis)

Semester	II	Credits	3
Course Code	201	Course Type	Full Credit Course
Course Title	Services Marketing		

Course Objectives:	
1	To emphasize the significance of services marketing in the global economy.
2	To make the students understand the deeper aspects of successful services marketing.
3	To provide insights to the challenges and opportunities in services marketing.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction to Services: Nature of Services; Characteristics of Services – Intangibility, Inconsistency, Inseparability and Inventory; Search, experience and credence attributes, Classification of Services; Consumer versus Industrial Services. Goods and Service Continuum, Robert Johnton Model of Service segmentation strategy, Global and Indian Scenario in services sector: Service as key differentiator for manufacturing industries.	8
2	Services Marketing Mix: Introduction to the 7 Ps of Services Marketing Mix; **Product**-Service Continuum; Standalone service products; Service products bundled with tangible products; Service Life Cycle **Place** Place – Distribution Strategies for Services; Challenges in distribution of Services **Promotion**: Promotion objective for Services; Personnel Selling, Advertising and Sales Promotion; Role of Relationship Marketing in promoting services **Pricing**: Factors involved in pricing a service product; demand variation and capacity constraints; Measures to respond to changes in demand	8
3	**People**: role of service employees in a service business; Services marketing triangle; Service profit chain, Concept of Service encounter – Moment of Truth; Training and development of employees **Physical evidence**: Nature ,Importance of physical evidence in services; Service scapes.	8

	Process: Service as a process & as a system– Strategies for managing inconsistency –Customers as 'co-producers' of services; Self Service Technologies	
4	Customer Satisfaction & Monitoring and Measuring customer satisfaction, Order taking and fulfillment; Service Guarantee – Handling complaints effectively; Defects, Failures and Recovery.	8
5	a)Service Quality: Importance of quality in Services; How customers evaluate service performance, Service Quality Models Parsuraman-Zeithamal-Bitner (PZB) Gaps Model, SERVQUAL, and SERVPERF,**kino model** b)Technology & Service Strategy: Applying technology to service settings, e-services.	8

Learning Resources:		
1	Text Books	Zeithaml, Bitner, Gremler & Pandit, TMGH, Services Marketing Christopher Lovelock, Services Marketing Rampal & Gupta, Services Marketing Adrian Payne, Essence of Services Marketing

Semester	II	Credits	3
Course Code	202	Course Type	Full Credit Course
Course Title	Sales and Distribution Management		

Course Objectives:	
1	Objective The purpose of this paper is to acquaint the student with the concepts which are helpful in developing a sound sales and distribution policy.
2	Apart from this understanding of organizing and managing sales force and marketing channels.
3	Course also offers insights about Current trends in Sales and distribution management.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Definition meaning and Objectives of sales management and personal selling: Nature and importance of Sales Management - Role and skills of sales manager –current trends in sales management Concept of Personal selling: sales process –Transactional and relationship selling – Recruiting and Selecting Sales Personnel – Developing and Conducting Sales Training Programmes – Designing and Administering Compensation Plans – Leading and Motivating the Sales Force	10
2	Sales Organization: Need for Sales Organizations, their structure, Sales territory – Designing and managing sales territories – sales quotas. Planning and controlling: sales strategy –sales forecasting – Sales Budgets – Marketing audit – sales force audit – evaluating and controlling performance of sales force	10
3	Introduction of Distribution management: Physical distribution Definition need and scope – Marketing channels - Definition & Importance - Different forms of channels - Functions of Marketing Channels. Unconventional channels: Channels for Consumer goods, Industrial Goods & Services – Integrated Marketing Channels – Horizontal, Vertical, Multi channel marketing Systems - International Marketing Channels. Channel Management: - Channel Selection Process & criteria – Performance appraisal of Channel Members –- Channel Conflicts & Techniques to resolve channel conflicts.	10
4	Wholesaling – Importance & Types - Functions of Wholesaler – Wholesaler. Marketing Decisions – Trends in Wholesaling Supply Chain Management – concept – significance – components – Order processing – Material Handling –	6

		Transportation – Warehousing – Inventory Management – Reverse Logistics.	
5		Channel information system – use of IT in sale and distribution management –case studies on sales and distribution management.	4

Learning Resources:		
1	Text Books	Retailing Management – Swapna Pradhan Retail Management – Gibson Vedamani Sales And Distribution Management Text And Cases-Krishna K.Havaldar.
2	Reference Books	Building a Winning Sales Team – Gini Graham & Scott Professional Sales Management – Anderson, Hair and Bush Sales Management - Richard Still Edward W. Cundiff Sales Management – Thomas Strategies for selling-Gerald A.Michaelson Value added selling-Tom Reilly Channel Management –Stern – El Ansary Distribution Management – S. Eliton Sales and Distribution Management – S. L. Gupta Marketing Management – Philip Kotler

Semester	II	Credits	3
Course Code	203	Course Type	Full Credit Course
Course Title	Customer Relationship Management		

Course Objectives:	
1	Course endeavors to highlight needs and relevance of managing customer relationships.
2	Course equips students by covering various tools and techniques for building profitable customer relationships.
3	Largely the course is aimed at offering a broad framework customer relationship management

Syllabus:

Unit Number	Contents	Number of Sessions
1	Concept, Context & Overview of Customer Relationship Management (CRM). Relationship Marketing – concept & evolution; CRM – definition, evolution & scope; difference between transaction marketing and relationship marketing; difference between marketing and CRM; difference between CRM and relationship marketing; Types of CRM; Process of CRM.	8
2	Managing Customer Relationship: Key concepts in customer relationships - Characteristics of relationships, Promise, trust, commitment, satisfaction, quality, Service competition, customer defections , customer loyalty , Loyalty Management; Key principles of relationship management; Relationship building process; bonding for customer relationships; Customer Life cycle; Managing Customer relationship through customer life cycle stages; Analyzing customer defections;	14
3	Developing & implementing CRM strategy , Planning for CRM; Framework for building CRM strategy; CRM implementation	4
4	CRM Measurement: What needs to be measured; CRM Metrics; Assessment of Loyalty programmes; Customer metrics – types, approaches; Customer scorecard, Customer value – concept, characteristics; Customer life time value – meaning, dimensions & measurement; Analyzing customer profitability; Recency Frequency Monetary Value (RFM) Model	8
5	Technology enabled Relationship Management Contact Center Technologies; Front desk management technologies; eCRM; Customer data management – Data Mining, Data Warehousing; Database Marketing; Ethical issues in using IT in relationship Management – Customer privacy	6

	Learning Resources:	
1	Text Books	Relationship Marketing by S.Shajahan, Tata McGraw Hill Customer Relationship Management – A strategic approach to marketing by Kaushik Mukerjee, Prentice Hall India CRM by Makkar & Makkar, McGraw Hill CRM – a strategic perspective by Shainesh & Seth, McMillan India Limited CRM – Concepts & Applications by Alok Kumar, Chabbi Sinha, Rakesh Sharma, Biztantra India
2	Reference Books	Handbook of relationship marketing edited by Sheth and Parvatiyar, Sage Publications Customer relationship Management by Jagdish Seth, Atul Parvatiyar, G Shainesh Leading Through Relationship Marketing by Richard Batterley Customer Relationship Management by Zikmund, Macleod Gilbert, Wiley Pulications Collaborative customer relationship Management edited by Kracklauer, Mills and Seifert, Springer CRM by Dr. K. Govinda Bhatt, Himalaya Publishing House
3	Supplementary Reading Material	Sheth, & Parvatiyar (1995), "The evolution of relationship marketing", *International Business Review*, Vol. 4, No. 4, pp 397-418 Grönroos, C., "The Marketing Strategy Continuum: A Marketing Concept for the 1990s", *Management Decision*, Vol. 29 No. 1, pp. 7-13. Grönroos, Christian (1994) "From marketing mix to relationship marketing: towards paradigm shift in marketing", *Management Decision*, Vol. 32, No. 2, pp 4-20
4	Websites	www.destinationcrm.com
5	Journals	Journal for supply chain and customer relationship management International Journal for electronic customer relationship management

Semester	II	Credits	3
Course Code	204	Course Type	Full Credit Course
Course Title	Strategic Brand Management		

Course Objectives:	
1	To familiarize students with concepts and practice of Brand Management
2	To appreciate the importance of Brand Management in today's marketing environment and business climate
3	To know various concepts like Power Brands, Super Brands, Heritage Brands, Cult Branding
4	To understand the Brand Building Framework
5	How to develop a Brand strategy
6	To understand Brand Positioning
7	How to Measure Brand Performance and Brand Equity
7	To have an understanding of Brand elements and Brand Association
8	To understand the Brand Revitalization strategy

Syllabus:

Unit Number	Contents	Number of Sessions

1	**Introduction to Brands and Brand Management**
	  1. What is a Brand, why brands matter, can everything be branded?
	  2. Branding challenges and opportunities
	  3. Concepts like Cult brands, Heritage brands ,Power brands, Super Brands, online Brands
	  4. Branding Strategy
		8

2	**Identifying and Establishing Brand Positioning**
	I)Making a strong Brand
	  1. Brand Knowledge ,brand awareness-
	  2. Building a strong brand, Brand Portfolio- Brand Building Frame work by Kevin Keller, Brand building frame work by Ramanuj Mujumdar, Brand Building Approach by David Jobber
	  3. Building Global brands-Drivers, process ,
	  4. Brand Value and Brand Value Pyramid
	II)Brand positioning: Introduction, identify and establish brand positioning, positioning guidelines,- Frame of reference choose point of parity, choose point of difference , Establish points of parity and points of differences ,Positioning formula, 3Cs of Positioning ,Positioning strategy by Youngme Moon, Perceptual Map
		10

3	**Planning and Implementing Brand Marketing program**	8

	I)1. Brand elements
	   1. Choosing brand elements
	   2. Options for brand elements- Names, URL, Logo, Symbol, Characters, Slogan, Jingles, Colors, Packaging
	II) Leveraging secondary brand associations:-
	Cobranding, Ingredient branding , Licensing,
	Celebrity Endorsement –History, Multiple product , Endorsement , Brand and celebrity Relationship ,Measuring effectiveness of celebrity Endorsement	

4	**Measuring and Interpreting Brand Performance**
	   I) Qualitative Technique- Free Association Projective Technique, Brand personality
	   II) Quantitative technique – Brand Awareness, Brand identity, Brand Image, Brand Responses, Brand Relationships, Brand Attitude , Brand Loyalty , Brand Switching
	   III) Measuring outcomes of Equity
	     a) Models of Brand Equity-Aaker Model, Brandz model. Brand Equity Index model, Kevin Keller approach CBE Model, Young and Rubicam Model
	     b) Methods – cost based, price based, consumer based
	     c) Brand Equity Measurement System
	     d) Brand Valuation
		9

5	**Growing and Sustaining brand**
	   I) Design brand strategy
	   II) Brand Extensions
	   II) Managing brands over time –
	   a) Brand revitalization
	   b) Rebranding
	   c) Brand rationalization Process- Pruning portfolio, liquidating portfolio
	   d) Brand crisis Management
		5

Learning Resources:		
1	Text Books	Keller, K. L. (2007). Strategic brand management: Building, measuring, and managing brand equity (3rd ed.). Upper Saddle River, NJ: Pearson/Prentice Hall. Sengupta Subroto (2009),Brand Positioning Strategies for Competitive Advantage , Tata McGraw Hill. Moorthy and Y.L.R(1999),Brand Management –The Indian context, Vikas Publishing House Jacoby, J & R, w. Chestnut, Brand Loyalty: Measurement and Management, John Wiley and sons Brand Management, Harsh Verma, Excel Books Kapferer, Jean Noel, Strategic Brand Management Global

		Business press
		Harvard Business Review on Brand Management (1999),Harvard Business Review Paperback Series
		Pran K. Choudhary(2001) ,Successful Branding , University Press, New Delhi
		S. A. Chunawalla(2011),Compendium of Brand Management , Himalaya Publishing House, Mumbai
		U.C.Mathur (2006) ,Brand Management Text and Cases, McMillan India Ltd.
		Harsh Verma (2006) ,Brand Management , Text and cases, Excel books , New Delhi
2	Reference Books	Jagdeep Kapoor(2004) Brand Switch, Jaico Publishing House , Mumbai
		S. Ramesh Kumar(2007) Marketing and Branding –The Indian Scenario, Pearson Education, New Delhi
		N.M. Shanthi (2006) ,Branding Services, Global perspective, The ICFAI University Press, Hyderabad, India
3	Supplementary Reading Material	Neumeier, M. (2005). The brand gap: How to bridge the distance between business strategy and design (rev. ed.).Berkeley, CA: New Riders
		Robin Landa, Designing Brand Experiences, United States: Wadsworth: cengage Learning, 2006, 1st edition.
		Business standard newspaper
		Ecomonic Times newspaper
		Financial Express newspaper
		Business Line Newspaper
4	Websites	www.brandchannel.com
		www.brandweek.com
		www.allaboutbranding.com
		www.agencyfaqs.com
		www.copernicusmarketing.com
.5	Journals	Keller, Kevin Lane "Brand Report Card" (2000) Harvard Business Review, February
		Ritson, Mark (2009) "Should You Launch a Fighter Brand?" Harvard Business Review, October
		Aaker, David (2007) "Brand It or Lose It" California Management Review, Fall, 50(1), 8-24
		Kindley, James, Heide Abelli, and Indra Reinbergs (2007) "Mountain Man Brewing Co.: Bringing the Brand toLight" CASE, Harvard business publishing
		Rust, Roland T., Valarie A. Zeithaml, and Katherine N. Lemon (2004) "Customer-Centered Brand Management"Harvard Business Review, September
		Dev, Chekitan (2008) "The Corporate Brand: Help or Hindrance?" Harvard Business Review, February

Semester	II	Credits	3
Course Code	205	Course Type	Full Credit Course
Course Title	Project		

During the Second Semester each student shall undertake a *Project*. The student shall submit a written structured report based on work done during this period.

Project may be research project – based on primary / secondary data or may be an operational assignment involving working by the student on a given task / assignment / project / etc. in an organization / industry.

Since most students enrolled for the PGDMM Programme are expected to be working students, such working students may complete the Project at their workplace.

The report should be well documented and supported by –
1. Executive Summary
2. Organizational profile
3. Outline of the problem/task undertaken
4. Research methodology & data analysis (in case of research projects)
5. Relevant activity charts, tables, graphs, diagrams,
6. Learning of the student through the project
7. Contribution to the host organization
8. References in appropriate styles.

It should reflect the nature and quantum of work undertaken by the student. *The learning outcomes and utility to the organization must be specifically highlighted.* The completion of the Project shall be certified by the Faculty Guide & approved by the Director of the Institute. The external organization (Corporate / NGO/ SME/ etc.) shall also certify the Project work.

The student shall submit **TWO hard copies & one soft copy (CD)** of the project report before 31st March in Sem IV.

In the interest of environmental considerations, students are encouraged to print their project reports on both faces of the paper.
There shall be an external viva-voce for the Project for 100 marks. The examiner's panel for the same shall include one external faculty member nominated by the University and one internal faculty member nominated by the Director.
The External viva-voce panel shall evaluate the project based on:
1. Actual work undertaken by the student
2. Student's understanding of the organization and business environment
3. Outcome of the project
4. Utility of the project to the organization
5. Basic analytical capabilities