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# UNIVERSITY OF MUMBAI



**Revised Syllabus for the MMM**

**Program: MMM**

**Course: MMM**

**Second Year (Semester II)**

**&**

**Third Year (Semester I &II)**

**(Part Time)**

(As per Credit Based Semester and Grading System  
with effect from the academic year 2012–2013)

## MMM Second Year Second Semester

### 4.1) ADVERTISING AND SALES PROMOTION MANAGEMENT 100 Marks (15 Sessions of 3 Hours Each)

#### OBJECTIVES:

- 1) To expose students to the principles and practices of advertising and sales promotion and develop the conceptual abilities in this functional area of marketing.
- 2) To develop the skills of the students, which will help them to prepare effectively for a career in the advertising and sales promotion function of any company or in the advertising agency.

SL.No	Particulars	Sessions
1	Communication Process - Communication models for rural communication and urban communication.	1 Session of 3 Hours
2	Advertising - Organisational structure of advertising agency and its functions. Evaluation of agency functioning.	1 Session of 3 Hours
3	Advertising objectives with specific reference to DAGMAR, Brand objectives and consumer attitudes and market structures.	2 Sessions of 3 Hours
4	Brand position and brand image strategy development.	1 Session of 3 Hours
5	Persuasion and attitudinal change through appropriate copy development.	1 Session of 3 Hours
6	Copy decision - creation and production of copy.	1 Session of 3 Hours
7	Advertising budget.	1 Session of 3 Hours
8	Media planning and media research.	1 Session of 3 Hours
9	Measuring the effectiveness of advertising campaign.	1 Session of 3 Hours
10	Public relations.	1 Session of 3 Hours
11	Planning and designing sales promotion programme with specific reference to sales contest, trade-in discount, coupons etc.	2 Sessions of 3 Hours each
12	Case Studies and Presentations	2 Sessions of 3 Hours each

#### 4.2) MARKETING RESEARCH 100 Marks (15 Sessions of 3 Hours Each)

**OBJECTIVES:** Use of M R as an effective tool in marketing decision-making with emphasis on M R concepts.

SL.No	Particulars	Sessions
1	Fitting M R into marketing framework.	2 Sessions of 3 Hours each
2	What is MR and is not MR.	1 Session of 3 Hours
3	Defining problems and structure of survey.	1 Session of 3 Hours
4	Primary data/secondary data collection.	1 Session of 3 Hours
5	Sample decisions/Field Work/Tabulation.	2 Sessions of 3 Hours each
6	Analysis and Interpretations of Data Analysis.	2 Sessions of 3 Hours each
7	Factor Analysis - using computer based techniques like SPSS packages, special emphasis on Cluster Analysis and Determinant Analysis.	2 Sessions of 3 Hours each
8	Application of M R to advertising research / industrial marketing research.	2 Sessions of 3 Hours each
9	Case Studies and Presentations	2 Sessions of 3 Hours each

#### **METHODOLOGY:**

1. Introduction to concepts and techniques through classroom teaching.
2. Projects and assignments.
3. Presentation at the end.
4. Continuous evaluation based on projects, assignments and term end examination.

**4.3) CONSUMER/INDUSTRIAL BUYER BEHAVIOUR 100 Marks (15 Sessions of 3 Hours Each)**

**OBJECTIVES:**

1. To understand and analyze psychological aspects of consumer decision-making processes including the industrial buying behaviour.

<b>SL.No</b>	<b>Particulars</b>	<b>Sessions</b>
1	Introduction - why consumer behaviour including economics of consumer behaviour?	2 Sessions of 3 Hours each
2	Social psychology and its impact on marketing.	2 Sessions of 3 Hours each
3	Influence on consumer behaviour, environmental and individual determinants; organisational influence.	2 Sessions of 3 Hours each
4	Models and theories of consumer behaviour.	2 Sessions of 3 Hours each
5	Consumer research and market segmentation.	2 Sessions of 3 Hours each
6	<b>Specifics of decision process:</b> (a) Problem recognition. (b) Search and evaluation of alternatives. (c) Purchase behaviour. (d) Post purchase behaviour.	2 Sessions of 3 Hours each
7	Consumerism in India.	1 Session of 3 Hours
8	Case Studies and Presentations	2 Sessions of 3 Hours each

**METHODOLOGY:**

Teaching/Case Study/Presentation/Projects.

**4.4) RETAIL MANAGEMENT & SOCIAL MARKETING 100 Marks (15 Sessions of 3 Hours Each)**

**4.4a) RETAIL MANAGEMENT 50 Marks (8 Sessions of 3 Hours Each)**

<b>SL.No</b>	<b>Particulars</b>	<b>Sessions</b>
1	Place of Retailing in the Marketing Mix Trends in retailing	1 Session of 3 Hours
2	Retail Economics Retail Merchandising and Shop Displays	1 Session of 3 Hours
3	Retail Advertising and Sales Promotions Managing People at Work - Recruitment and Motivation	1 Session of 3 Hours
4	Communication and Customer Relations Inventory Control and Financial Management	1 Session of 3 Hours
5	Retail Strategies Retail Marketing	1 Session of 3 Hours
6	Retail Management Information Systems - Use of New Technology. Comparative Retailing across the World.	1 Session of 3 Hours
7	Case Studies and Presentations	2 Sessions of 3 Hours each

**4.4b) SOCIAL MARKETING 50 Marks (7 Sessions of 3 Hours Each)**

1. Sensitizing the participants to:

- a) The social issues in India and
- b) The dynamics of marketing these social issues.

<b>SL.No</b>	<b>Particulars</b>	<b>Sessions</b>
1	Rational of social issues on the Indian Context.	1 Session of 3 Hours
2	Attitude formation and change.	1 Session of 3 Hours
3	Marketing of family planning.	1 Session of 3 Hours
4	Marketing of literacy, health management. Small savings, afforestation.	1 Session of 3 Hours
6	Measurement of effectiveness of social marketing programme.	1 Session of 3 Hours
7	Case Studies and Presentations	2 Sessions of 3 Hours each

#### 4.5) SALES MANAGEMENT 100 Marks (15 Sessions of 3 Hours Each)

##### OBJECTIVES:

To develop the conceptual plans of students in the subject and also make them acquainted with the latest developments in the subject.

SL.No	Particulars	Sessions
1	Sales Organisation and its evolution -job and role of Sales Management in organisation.	1 Session of 3 Hours
2	The selling functions - the importance of systems selling in contemporary environment, selling services as opposed to selling of tangible products - selling process.	2 Sessions of 3 Hours each
3	Sales Management Planning - Sales Management Information Systems, Sales Management Planning - Forecasting.	2 Sessions of 3 Hours each
4	Sales budgeting and planning for quotas.	1 Session of 3 Hours
5	Manpower Planning for the sales organisation and Development of sales organisation.	2 Sessions of 3 Hours each
6	Recruitment and selection and training and development of Sales Personnel.	1 Session of 3 Hours
7	Time and Territory Management – territory planning, establishing and revising territories, bases of Territory design, methods of territory design including computer models, assigning sales people to territories route planning and territory coverage.	2 Sessions of 3 Hours each
8	Sales incentives and sales compensation.	1 Session of 3 Hours
9	Sales force performance evaluation and control.	1 Session of 3 Hours
10	Case Studies and Presentations	2 Sessions of 3 Hours each

**PART-TIME MASTER'S DEGREE IN FINANCIAL MANAGEMENT  
(MMM) THIRD YEAR**

**Third Year First Semester**

**5.1) INTERNATIONAL MARKETING 100 Marks (15 Sessions of 3 Hours Each)**

<b>SL.No</b>	<b>Particulars</b>	<b>Sessions</b>
1	Financial transactions between exporter and importer Open account D/P, D/A, Letters of Credit etc. - Exchange control regulations regarding export and foreign exchange expenditure on export promotion, Pre-shipment and Post-shipment Finance from banks - Policies of ECGC.	2 Sessions of 3 Hours each
2	Decision and need to enter into International Marketing Organisation problems - International Marketing environment - Institutions in the world economy, GATT/UNCTAD - Trade groups in different countries	2 Sessions of 3 Hours each
3	Legal environment of International Marketing - Political environment - Cultural environment - Economic environment - India's trade relations with > other countries - Government assistance for export.	2 Sessions of 3 Hours each
4	International Marketing intelligence and task - Appraising opportunities and risks – Product Planning and development - Managing channels of distributions, Foreign market channels and global logistics	2 Sessions of 3 Hours each
5	Study of U S A, Canada, Latin America, Middle East, Africa, South East Asia and Europe for export potential - Marketing Research and export promotion - International Marketing Operations and Communications - Export pricing and costing - Case Studies.	2 Sessions of 3 Hours each
6	Export Procedures and Documentation - Registration with various agencies – compulsory quality control and pre-shipment with inspection - Processing export orders – Export production and packing - Procedure for claim of Central Excise duty on export goods. Customs and shipment procedure - Duty drawback - Procedures to claim REP license and cash assistance -Export Houses etc.	3 Sessions of 3 Hours each
7	Case Studies and Presentations	2 Sessions of 3 Hours each



## **5.2) PRODUCT MANAGEMENT/INDUSTRIAL MARKETING / SERVICES MARKETING 100 Marks (15 Sessions of 3 Hours Each)**

### **OBJECTIVES :**

1. To develop concepts, tools and techniques, which could help students take decisions in product management area and thus make them, function effectively.

### **METHODOLOGY :**

- 1 To make the course effective, this course will be split up in two parts viz.
  1. Concepts, tools and techniques.
  2. Seminar led by students on the basis of project work done by them in Product Management area.

### **PRODUCT MANAGEMENT**

<b>SL.No</b>	<b>Particulars</b>	<b>Sessions</b>
1	Role of Product Management in marketing and its interface with other corporate functions.	1 Session of 3 Hours
2	New product development. Brand decision and legal aspects determining brand and product decisions.	1 Session of 3 Hours
3	Strategic portfolio analysis. Product launch strategy.	1 Session of 3 Hours
4	Services and their importance in Indian economy. Salient features of service marketing. Development and training of service personnel.	1 Session of 3 Hours

## **INDUSTRIAL MARKETING:**

### **OBJECTIVES**

The objectives of this course is to provide to the student concepts, techniques and tools used in Industrial Marketing. Another objective is to bring out clearly the distinction between Consumer Marketing and Industrial Marketing.

<b>SL.No</b>	<b>Particulars</b>	<b>Sessions</b>
1	The nature of Industrial Marketing, Products in Industrial Markets, Characteristics of Industrial Markets.  Organisational customer - Buying behaviour, Buying decision making, Processes and procedures, Buy phases; Measuring customer values and creating value for the customer.  Value Analysis and measurement in Industrial Measurements.	1 Session of 3 Hours
2	Segmentation in Industrial Marketing.  Marketing Research in Industrial Markets.  Competition Analysis and issues in Competitive Advantage. Marketing planning for industrial markets.	1 Session of 3 Hours
3	Demand forecasting for industrial product marketing - nature of demand in industrial market and demand measurement techniques and their application.  Product policy and decisions in context of industrial markets - R & D and marketing interface differentiation strategy in industrial product marketing.	1 Session of 3 Hours
4	Marketing communications - role of direct mailers. Exhibitions, trade fair, advertising in trade journals, couponing etc.  Direct Selling - application of need satisfaction theory in marketing industrial products.  Dealer Management - appointment, motivation, leadership, communication and control of dealers.	1 Session of 3 Hours
5	Logistics management with specific reference to inventory management at dealers' showrooms.  Marketing strategies - development of interactive marketing strategy, competition oriented strategy and cost oriented strategies.	1 Session of 3 Hours

### **RECOMMENDED READINGS:**

1. J. Webster - Industrial Marketing.
2. Alexander, Cros and king - Industrial Marketing.

## **SERVICE MARKETING:**

<b>SL.No</b>	<b>Particulars</b>	<b>Sessions</b>
1	Nature of the service industry Products and service market Production line and industrialisation approach for service	1 Session of 3 Hours
2	Matching supply and demand in service industry Quality of customer's service Strategy management for service industry	1 Session of 3 Hours
3	OFD in service industry Quality control in service industry Financial management of service industry	1 Session of 3 Hours
4	Management of services market personnel Service recovery strategy	1 Session of 3 Hours
5	Case Studies and Presentations	2 Sessions of 3 Hours each

### 5.3) MARKETING STRATEGY 100 Marks (15 Sessions of 3 Hours Each)

SL.No	Particulars	Sessions
1	Components of the Competitive Marketing Strategy	2 Sessions of 3 Hours each
2	Generic Competitive Strategies - Cost Leadership, Differentiation and Focus	2 Sessions of 3 Hours each
3	Product Strategies	2 Session of 3 Hours each
4	Pricing Strategies	2 Session of 3 Hours each
5	Advertising & Sales Promotion Strategies	1 Session of 3 Hours
6	Distribution Strategies	1 Session of 3 Hours
7	Overview of Strategic Planning: Strategic Planning Models The PIMS Programme	2 Sessions of 3 Hours each
8	Market Segmentation Strategies	1 Session of 3 Hours
9	Case Studies and Presentations	2 Sessions of 3 Hours each

## 5.4) DISTRIBUTION MANAGEMENT & MARKETING FINANCE

100 Marks (15 Sessions of 3 Hours Each)

### DISTRIBUTION MANAGEMENT

SL.No	Particulars	Sessions
1	Techniques of modern Physical Distribution Management - Logistics Management - Distribution as a link between production and marketing - Distribution as a service function - Measuring service needs and levels - Information Systems for Physical Distribution	1 Session of 3 Hours
2	Distribution Budgeting and Control Systems - Distribution Budget as a basis for Management Control - Key Ratios - Standard Costs and Control of key activities - Designing a Distribution System.	1 Session of 3 Hours
3	Warehouse Management - Basic Inventory Control Techniques - Developing Multi-depot Net-works - Consideration of Cost and Service - Approaches to Depot Location - Operation Research 57 Techniques and Computers in Depot Control - Warehouse Operations And Materials Handling - Storage Methods and warehouse Equipment Warehouse Design and Layout.	1 Session of 3 Hours
4	Road Transport - Freight Rate Structure and Suitability for Movement of Goods - Operation of a Road Transport Organisation - Route Planning and Vehicle Scheduling for Optimal Results - Productivity Studies for Road Transport Operations.	1 Session of 3 Hours
5	Management of Company Owned Vehicles - Purchasing, Replacement and Costing - Vehicle maintenance - Operating Costs and Control System for efficiency.	1 Session of 3 Hours
6	Rail Transport - Freight rate Structure - Container service Door Delivery and Pick up Service - Marketing of Rail Transport Services. Transporting by Air - Air Cargo Tariff Structure -Cost benefit Analysis - Air Freight Handling by Indian Airlines – System Improvement. Sea Transport - Freight Rate Structure - Indian Coastal Shipping - Handling of Cargo, Passengers and Ships at Harbors	1 Session of 3 Hours
7	Operation Research Techniques. Containers and Packaging for Distribution - packing Materials and techniques - Preservation - New Trends. Techniques for mass distribution of consumer goods - designing and controlling large chains of retail outlets –a system approach to operations control in mass retailing.	2 Session of 3 Hours

## MARKETING FINANCE

SL.No	Particulars	Sessions
1	Impact of marketing policies on a Firm's working capital - Credit policy, credit rating, credit recovery & overall receivables management	1 Session of 3 Hours
2	Finished stock policy, stock out & loss Of profit, optimal stock-holding - Break Even Analysis and Marketing Decisions like pricing, products mix, expansion etc.	1 Session of 3 Hours
3	Marketing Cost Control & Analysis - Marketing Investment Appraisal using DCF Techniques	1 Session of 3 Hours
4	Appraisal of Distribution Channels, Advertisement Strategies - Marketing Performance Evaluation	1 Session of 3 Hours
5	Leasing & Bill Discounting Concepts -Brand Valuation.	1 Session of 3 Hours
6	Case Studies and Presentations	2 Session of 3 Hours

### 5.5) SPECIAL STUDIES IN MARKETING (PROJECT)

## PART-TIME MASTER'S DEGREE IN FINANCIAL MANAGEMENT (MMM) THIRD YEAR

### Third Year Second Semester

### 6.1 ENTREPRENEURSHIP MANAGEMENT 100 Marks (15 Sessions of 3 Hours Each)

SL.No	Particulars	Sessions
1	Concept of entrepreneurship, Difference between an entrepreneur and an executive qualities of a successful entrepreneur Indian styles of entrepreneurship business ethics and entrepreneurship	3 Sessions of 2 Hours Each
2	Theories of Entrepreneurship Analysis of business opportunities environmental scanning, sectoral studies, process of generating business ideas, screening and selection	3 Sessions of 2 Hours Each
3	International Variations in entrepreneurship (with cultural and political differences) Risk & Return Management and Business Vision for an entrepreneur	2 Sessions of 2 Hours Each
4	Small and Big Size Entrepreneurs Entrepreneurship for building Indian Multinational Companies	2 Sessions of 2 Hours Each
5	Government's role for entrepreneurship development in India Institutes and non-government organisations imparting training on entrepreneurship.	3 Sessions of 2 Hours Each
6	Case Studies and Presentations	2 Sessions of 3 Hours each

**6.2 MANAGEMENT OF ENVIRONMENT & PRODUCTIVITY**  
**MANAGEMENT OF ENVIRONMENT 100 Marks (15 Sessions of 3 Hours Each)**

<b>SL.No</b>	<b>Particulars</b>	<b>Sessions</b>
1	Significance of Environment Management - Broad outline of National Environment - Policy Definition of Environment with particular reference to Management.	2 Sessions of 3 Hours each
2	Environmental issues relevant to India. Present status of Environment Management Major issues	1 Session of 3 Hours
3	Scope of Environment Management, Role and functions of the government as a planning, organising, directing, implementing and controlling agency. Managerial aspects involved in Environment management. Environment Quality Management - Overview of the role and responsibilities of the industries.	2 Sessions of 3 Hours each
4	<b>PRODUCTIVITY TECHNIQUES</b>  Concept of Productivity - application in manufacturing and service industries, application in different functional areas.	1 Session of 3 Hours
5	Measurement of Productivity - partial, Multifactor and Total Factor Models, Sumath's Total Productivity Model, Sink's Multifactor Model, Productivity by Objectives, American productivity Center Models. Value Analysis & Value Engineering.	2 Sessions of 3 Hours each
6	Approach to Productivity Improvement - Classic ILO approach, Modern TQC approach, Sumath's 5-pronged approach - product based, technology based, people based, and material based and task based techniques.	2 Sessions of 3 Hours each
7	Quality Circles - Relationship with total quality management, objectives, seven tools - fishbone diagram, Pareto, Analysis, Scatter diagrams, checklists, control charts, etc. - use in solving chronic problems, Organising for Quality Circles, Structure, method of implementation of Quality Circles.	2 Sessions of 3 Hours each
8	Creativity Based Techniques - Brain Storming, Synectics, Whole Brain Thinking, Nominal Group Techniques, use in Creative problem solving with practical applications.	1 Session of 3 Hours
9	Case Studies and Presentations	2 Sessions of 3 Hours each

### 6.3) PROJECT MANAGEMENT 100 Marks (15 Sessions of 3 Hours Each)

SL.No	Particulars	Sessions
1	Total Project Management - Concept, relationship with other function and other organisations, organising for project management - matrix organisation - the project manager is an entrepreneur	1 Session of 3 Hours
2	Project Identification - Scouting for project ideas and promoters, identification of investment opportunities, basis of governmental regulatory framework, various acts and laws affecting project identification.	2 Sessions of 3 Hours each
3	Locational Decisions - Objectives, factors affecting location, concept of Industrially Backward Areas, Incentives available for appropriate location.	1 Session of 3 Hours
4	Project Appraisal - Market Appraisal, Demand Estimation and Forecasting, Technical Appraisal - Raw materials technology - product mix-plant capacity – distribution channels.	2 Sessions of 3 Hours each
5	Project Financing - Basic concepts of cost of project, profitability Analysis, Means of Financing, raising capital, assessing tax burdens and using Financial projections. Appraisal criteria used by lending institutions.	2 Sessions of 3 Hours each
6	Risk Analysis of Project - measures of risk, use of subjective probabilities, mathematical analysis, sensitivity analysis, simulation analysis, decision tree analysis.	2 Sessions of 3 Hours each
7	Project Planning, Monitoring & Control - network Techniques - Gantt charts, network cost system, resource allocation and scheduling, progress reports, updating. Management information system for projects.	2 Sessions of 3 Hours each
8	Use of computer in network Analysis - project management packages - choosing and using them.	1 Session of 3 Hours
9	Case Studies and Presentations	2 Sessions of 3 Hours each



## 6.4) STRATEGIC MANAGEMENT 100 Marks (15 Sessions of 3 Hours Each)

### OBJECTIVE :

The market scenario is undergoing a significant -change contributed to by changing consumer life style, increase in interfirm rivalry, which is further contributed to by Liberalized Policies Of Government of India. The Global changes, advances in technology and travel have brought the world closer today. Such that the national borders have ceased to have any significance. In this context it is this strategic orientation that is going to make firms survive.

SL.No	Particulars	Sessions
1	The concepts of strategy - Five P'S for strategy (strategy as plan, as pattern, as position, as perspective and as purpose). The strategic management process, organisation of strategic management function.	2 Sessions of 3 Hours each
2	Environmental Analysis, Mission and Definition of Goals : Corporate philosophy, corporate governance.	1 Session of 3 Hours
3	Industry structural analysis and identification of opportunities and threads : Porter's five forces model.	1 Session of 3 Hours
4	Internal analysis - identification of distinctive competencies : value chain analysis.	1 Session of 3 Hours
5	Business strategy, customer needs and product differentiation/customer groups and market segmentation: Development of competitive strategy - cost leadership strategy/ differentiation strategy/focus strategy.	2 Sessions of 3 Hours each
6	Strategy and industry structure - strategy in fragmented industries, strategy in for industries in growth stage : strategy in mature industry and strategies in decline industries.	2 Sessions of 3 Hours each
7	Vertical integration and diversification. Global strategy	1 Session of 3 Hours
8	Strategic implementation - organisations dealing with a problem of organizational structure, systems, culture and power.	2 Sessions of 3 Hours each
9	Managing change The strategic management in entrepreneurial organizations.	1 Session of 3 Hours
10	Case Studies and Presentations	2 Sessions of 3 Hours each

### RECOMMENDED READINGS;

1. Michael Porter - Competitive Advantage
2. Michael Porter - Competitive Strategy
3. Samuel C Certo and J Paul Peter - Strategic Management Concepts and Applications - McGraw Hill
4. Henry Mintzberg and James Brian Quinn - Strategic Process, Concepts, Contexts, Cases - Prentice Hall.

### **6.5) BUSINESS ETHICS 100 Marks (15 Sessions of 3 Hours Each)**

<b>SL.No</b>	<b>Particulars</b>	<b>Sessions</b>
1	Evolution of thought of Ethics in Business	1 Session of 3 Hours
2	Culture and Ethics - Overview of Ethics Value Systems, Attitudes, Beliefs & Life Patterns	1 Session of 3 Hours
3	Social and Economic Values and Responsibilities - Trusteeship Management	2 Sessions of 3 Hours each
4	Gandhian Philisophy of Wealth Management Ethics and Indian Management	2 Sessions of 3 Hours each
5	Basic Framework of Normative Ethics, Ethics and Decision Making, Social Responsibility of Business	2 Sessions of 3 Hours each
6	Ethical Aspects of Corporate Policy, Morality and Rationally in Formal Organisation	2 Sessions of 3 Hours each
7	Moral Relationship between Individual and Organisations.	1 Session of 3 Hours
8	Relationship between Ethics and Corporation Excellence	1 Session of 3 Hours
9	Approaches for Developing various Orientations towards Ethical Business Behaviour.	1 Session of 3 Hours
10	Case Studies and Presentations	2 Sessions of 3 Hours each