



*ST. XAVIER'S UNIVERSITY, KOLKATA*

**SYLLABUS**  
FOR  
FOUR YEAR BACHELOR OF MANAGEMENT STUDIES  
(BMS)  
**SEMESTER 8**

**Academic Year 2026-2027**

Action Area IIIB, New Town  
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## Programme Outcomes for B.M.S.

PO No.	Program Outcome	Description
PO1	Critical Thinking	Take informed actions after identifying the assumptions that frame thinking and actions, checking the degree to which these assumptions are accurate and valid, and examining ideas and decisions (intellectual, organizational, and personal) from different perspectives.
PO2	Effective Communication	Speak, read, write and listen clearly in person and through electronic media in English and in one Indian language, and make meaning of the world by connecting people, ideas, books, media and technology.
PO3	Social Interaction	Elicit views of others, mediate disagreements and help reach conclusions in group settings.
PO4	Effective Citizenship	Demonstrate empathetic social concern and equity-centred national development, and the ability to act with informed awareness of issues and participate in civic life through volunteering.
PO5	Ethics	Recognize different value systems including one's own, understand the moral dimensions of decisions, and accept responsibility for them.
PO6	Environment and Sustainability	Understand the issues of environmental contexts and sustainable development.
PO7	Self-directed and Life-long Learning	Acquire the ability to engage in independent and life-long learning in the broadest context of socio-technological changes.

## Papers in Semester 8

Paper Type	Paper Title	Credits
Discipline Specific Core (Major)	Strategic Management	4
Minor	Operations Research	4
For Honours with Research	Dissertation Preparation & Presentation	12
For Honours (Non-Research)	<b>Any 3 Papers in lieu of Dissertation:</b> Performance and Reward Management Training and Development Rural Marketing International Marketing Banking and Financial Institutions Customer Relationship Management	3 x 4 = 12
<b>Total Credits</b>		<b>20</b>

# Strategic Management

[Discipline Specific Core Course]  
[4 Credits]

## Course Outcome:

**Upon successful completion of this course, students will be able to:**

**CO1:** Demonstrate conceptual clarity on the fundamentals of strategy, the nature and scope of strategic management, strategic intent, and strategic levels within organisations.

**CO2:** Conduct comprehensive external and internal strategic analyses using tools such as PESTLE, value chain, PLC, Mendelow's Matrix, SWOT, and industry/market assessments to identify key opportunities, threats, strengths, and weaknesses.

**CO3:** Evaluate and select appropriate strategic choices through the application of major models including Ansoff's Matrix, ADL Matrix, BCG Growth–Share Matrix, and the GE Matrix.

**CO4:** Develop the ability to implement strategies effectively by understanding the strategic management process, organisational frameworks (McKinsey 7S, structure, culture), and the challenges associated with strategy execution.

**CO5:** Apply strategic leadership, control mechanisms, and performance measurement systems to monitor, evaluate, and sustain organisational strategy.

## Course Content

Module No.	Module Name	Topic(s) Description	Description	No of Hours	Marks Allotted (%)	Credit Weight	Associated Course Outcomes
1	Introduction to Strategic Management	Meaning and Nature of Strategic Management	Fundamental concept of Strategic Management	10	17%	0.67	CO1
		Concept of Strategy, Importance and Limitations of Strategic Management					
		Strategic Intent (vision, mission, goals, objectives and values), Strategic Levels in Organisations and its interrelationships					
2	Strategic Analysis: Internal Environment	Introduction to Strategic Analysis, Understanding key stakeholders, Mendelow's Matrix	Covers internal strategic analysis through stakeholder assessment by using tools	12	20%	0.80	C02
		Strategic Drivers, Role of Resources and Capabilities: Building core competency, SWOT Analysis					
		Competitive Advantage: Using Michael Porter's Generic Strategies					

3	Strategic Analysis: External Environment	Strategic Analysis, Strategy and Business Environment, PESTLE Analysis	Overview of strategic analysis by examining the business environment (external environment) through tools	14	23%	0.93	C02
		International Environment, Understanding Product and Industry, Product Life Cycle, Value Chain Analysis by Michael Porter, Experience Curve					
	Market and Customer, Customer Analysis, Customer, Competitive Strategy						
4	Strategic Choices	Introduction & Strategic Choices	Focuses on evaluating and selecting strategic choices	10	17%	0.67	C03
		Strategic Exits, Strategic Options – Ansoff's Product Market Growth Matrix, ADL Matrix, BCG Growth – Share Matrix, Generic Electric Matrix					
5	Strategy Implementation & Evaluation	Concept of strategy implementation, Strategic Management Process	Understanding the concept of strategy implementation and the actions required to translate strategies into effective organizational outcomes	14	23%	0.93	CO4 & C05
		Stages in Strategic Management, Strategy Implementation					
		Difference between Strategy Formulation and Implementation, Linkage and Issues in Strategy Implementation					
	Organisational Framework – McKinsey 7 S Model, Organisational Structure, Organizational Culture						
		Strategic Leadership, Strategic Control, Strategic Performance Measures & Feedback					

### Suggested Readings

1. Fed R David, Strategic Management, New Jersey, Prentice Hall, 1997.
2. Gregory G. Dess, GT Lumpkin and ML Taylor, Strategic Management – Creating Competitive Advantage, McGraw-Hill, Irwin, NY, 2003.

3. Pearce JA and Robinson RB, Strategic Management, McGraw Hill, NY, 2000.
4. Vipin Gupta, Kamala Gollakota and R. Srinivasan, Business Policy and Strategic Management, Prentice-Hall of India, New Delhi, 2005.
5. Wheelen Thomas L, David Hunger J, Krish Rangaraja, Concepts in Strategic Management and Business Policy, New Delhi, Pearson Education, 2006

### CO-PO Mapping

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	M	H	M	-	-	H	-
CO2	L	H	H	-	M	H	H
CO3	H	M	H	-	H	M	M
CO4	-	H	M	-	H	H	-
CO5	H	M	H	M	H	H	M

Legend: H = High relevance, M = Medium relevance, L = Low relevance, – = No direct relevance.

### Evaluation Plan:

#### CIA Plan

Evaluation Components	Mode	Full Marks	% Weightage	Scale Value (A)	PO (Rubrics)
CIA Written Test (WT)	Individual	20	20%	20	
Other Component	Group /Individual	5	5%	05	
Attendance	Individual	5	5%	05	
Total				30	

#### End Semester Examination

Evaluation Components	Mode	Full Marks	% Weightage	Scale Value (A)	PO (Rubrics)
End Semester	Individual	100	70%	70	CO1, CO2, CO3, CO4, CO5

**Total Marks = 30 + 70 = 100**

# Operations Research

[Minor]  
[ 4 credits]

## Course Outcomes (CO)

At the end of this course, students will be able to

**CO1:** Understand the basic concepts and importance of Operations Research in managerial decision-making.

**CO2:** Apply simple quantitative techniques such as linear programming, transportation, and assignment methods to solve managerial problems.

**CO3:** Use Operations Research tools to analyze business situations involving resource allocation, queuing, and network analysis.

**CO4:** Apply basic decision-making techniques, including decision theory and introductory game theory, in situations of risk and uncertainty.

**CO5:** Compare and choose the most efficient and practical solution from alternatives generated using Operations Research methods.

## Course Content

Module No.	Module Name	Topic(s)	No. of Hours Allotted	Marks Allotted	Credit of Each Module	Associated Course Outcome (CO)
I	Linear Programming Problems	<b>1.1 Linear Programming:</b> Formulation of L.P. Problems; Graphical Solutions (Special Cases: Multiple Optimal Solution, Infeasibility, Unbounded Solution); Degeneracy Problems. <b>1.2 Simplex Method:</b> Special Cases (Multiple Optimal Solution, Infeasibility, Degeneracy, Unbounded Solution); Big-M Method; Two-Phase Method; Duality (Emphasis on Formulation & Economic Interpretation).	20	20	0.8	CO1, CO2, CO5
II	Transportation and Assignment Problems	<b>2.1 Elementary Transportation:</b> Formulation of a Transportation Problem; Solution by N.W. Corner Rule; Least Cost Method; Vogel's Approximation Method (VAM); Modified Distribution Method; Stepping-Stone Method (Special Cases: Multiple Solutions, Maximization Case, Unbalanced Case, Prohibited Routes); LPP Formulation of a Transportation Problem. <b>2.2 Elementary Assignment:</b> Hungarian Method (Special Cases: Multiple Solutions, Maximization Case, Unbalanced Case, Restrictions on Assignment – Travelling Salesman); LPP Formulation of an Assignment Problem.	16	25	1	CO1, CO2, CO5
III	Network Analysis	<b>3.1</b> Construction of the Network Diagram.	8	20	0.8	CO3, CO5

		<b>3.2 Critical Path – Float and Slack Analysis</b> (Total Float, Free Float, Independent Float). <b>3.3 PERT.</b>				
IV	Queuing Theory	Queuing Theory: Arrival Pattern; Service Pattern; Traffic Intensity; Finite and Infinite Capacity; Queuing Models – Single Server Models.	6	15	0.6	CO3
V	Decision Theory & Game Theory	<b>4.1 Decision Theory:</b> Payoff Table; Opportunity Loss Table; Expected Monetary Value (EMV); Expected Opportunity Loss (EOL). <b>4.2 Risk and Uncertainty in Decision-Making;</b> Decision Tree Analysis. <b>4.3 Introduction to Game Theory:</b> Payoff Matrix; Two-Person Zero-Sum Game; Pure Strategy; Saddle Point; Dominance Rule; Mixed Strategy; Reduction of $m \times n$ Game; Solution of $2 \times 2$ , $2 \times s$ , and $r \times 2$ Cases by Graphical and Algebraic Methods.	10	20	0.8	CO4, CO5

### Suggested Readings

1. N. D. Vohra: Quantitative Management, Tata McGraw-Hill.
2. P. K. Gupta, Man Mohan, Kanti Swarup: Operations Research, Sultan Chand.
3. V. K. Kapoor: Operations research, Sultan Chand & Sons.
4. J. K. Sharma: Operations Research Theory & Applications, Macmillan India Limited.
5. S. Kalavathy: Operations Research, Vikas Publishing House.
6. Mustafi, C. K. Operations Research: Methods and Practice. New Age International Ltd.
7. Natarajan, A. M., Balasubramani, P., & Tamilaras. Operations Research. Pearson Education.
8. Taha, H. Operations Research. Prentice Hall 8. Vohra, N. D. Quantitative Techniques in Management. Tata McGraw-Hill.

### CO-PO Mapping

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	L						L
CO2	M				L		M
CO3	M				L		M
CO4	M				L		M
CO5	M				L		M

\*\* H means high relevance  
M means medium relevance  
L means low relevance

## Evaluation Plan

### CIA Plan

Evaluation Components	Mode	Full Marks	% Weightage (in 100 marks)	PO (Rubrics)
CIA Written Test (WT)	Individual	20	20%	CO1, CO2, CO3
Other Component	Individual	05	5%	CO1, CO2, CO3
Attendance	Individual	05	5%	
<b>Total</b>				<b>30</b>

Evaluation Components	Mode	Full Marks	% Weightage	PO (Rubrics)
End Semester	Individual	70	70%	CO1, CO2, CO3, CO4, CO5

### End Semester Examination

**Full Marks (A + B) = 100      Pass Marks 40**

**Performance and Reward Management**  
**[Discipline Specific Elective]**  
**[Honours (Non-Research)]**  
**[4 Credits]**

**Course Outcomes**

At the end of this course, students will be able to

CO<sub>1</sub>: Critically examine contemporary performance management theories and practices

CO<sub>2</sub>: Develop and implement effective performance management systems in organizations

CO<sub>3</sub>: Design reward systems that motivate employees and enhance organizational performance.

CO<sub>4</sub>: Apply ethical considerations in managing performance and rewards.

CO<sub>5</sub>: Understand various perspective and global issues related to performance and reward management

Module No	Module Name	Topic(s)	Description	No of hours allotted	Marks allotted	Credit of each module	Associated course outcome (CO)
1	<b>Introduction to Performance Management</b>	Definition of performance management, performance appraisal vs. performance management, and the purpose of performance management systems	<b>Concepts and Definitions, Theoretical Foundations and Strategic Alignment</b>	8	10%	.13	CO1
		Understanding motivation engagement, and the psychological contract.					
		Planning, monitoring reviewing, and rewarding performance. Linking individual performance to organizational goals and strategies.					
2	<b>Performance Planning and Appraisal Methods</b>	Goal setting (SMART goals), Management by Objectives (MBO), and	<b>Setting Objectives, Performance Appraisal Techniques, Performance Review and Coaching,</b>	12	20%	.2	CO <sub>1</sub> , CO <sub>2</sub>
		Key Performance Indicators (KPIs).					

		360-degree feedback, graphic rating scales, behaviorally anchored rating scales (BARS), and assessment centers.	<b>Team Performance Management:</b>				
		Conducting performance reviews, constructive feedback, coaching, and counseling Measuring and managing team-based performance.					
3	<b>Introduction to Reward Management</b>	Financial (pay, bonus) vs. non-financial rewards (recognition, development).	<b>Concept of Total Reward, Strategic Reward, Factors Affecting Pay and Components of Reward Systems</b>	16	25%	.075	CO2, CO4
		Aligning reward systems with business goals, culture, and HRM strategies					
		Benchmarking, market rates, cost of living, competitiveness, and national wage agreements.					
		Base pay, contingent pay, and employee benefits					
4	<b>Designing and Implementing Reward Systems</b>	Determining the internal value of jobs, designing pay grades, and pay ranges. Linking performance to financial rewards, bonuses, and merit pay.	<b>Job Evaluation and Pay Structures, Team and Organizational Incentives</b>	16	25%	.26	CO3, CO4, CO5
		Gainsharing, profit-sharing, and stock option plans. Flexible benefits packages, private					

		pensions, and executive perquisites					
5	<b>Contemporary Issues and Ethics in Performance &amp; Reward</b>	Ethical issues in performance management, ensuring fairness, equity, and consistency in rewards, Compliance with labor laws regarding compensation and benefits.	<b>Ethical issues, Legal and Regulatory Frameworks: , International Reward Management, Performance Management in Specialized Contexts</b>	8	20%	.13	CO4 CO5
	Challenges in managing rewards in MNCs.						
	High-performance work cultures, project-based teams, and remote work						

### Suggested Reading

1. Aguinis, H. (2019). Performance Management (4th ed.). Pearson.
2. Milkovich, G. T., Newman, J. M., & Gerhart, B. (2014). Compensation (11th ed.). McGraw-Hill Education.
3. Armstrong, M. (2020). Armstrong's Handbook of Performance Management (6th ed.). Kogan Page.
4. Dessler. G. (2020). Human Resource Management (16th edition)
5. Brewster, C., Chung, C., & Sparrow, P. (2016).
6. Globalizing Human Resource Management. Routledge.

### CO – PO Mapping

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	M					M	
CO2	H					H	
CO3			H	H			
CO4		M	M		M	M	M
CO5	M			M			H

### Evaluation Plan

#### CIA Plan (out 30 marks)

Evaluation Components	Mode	Full Marks	% Weightage (in 100 marks)	PO (Rubrics)
CIA Written Test (WT)	Individual	20	20%	CO1, CO2
Other Component	Individual/Group	05	5%	CO3, CO4

Attendance	Individual	05	5%	
<b>Total</b>				<b>30</b>

**End Semester Examination**

<b>Evaluation Components</b>	<b>Mode</b>	<b>Full Marks</b>	<b>% Weightage</b>	<b>PO (Rubrics)</b>
End Semester	Individual	70	70%	CO1, CO2, CO3, CO4, CO5

# Training and Development

[Discipline Specific Elective]

[Honours (Non-Research)]

[4 Credits]

## Course Outcomes

At the end of this course, students will be able to

1. **CO1:** Understand the principles of learning and training and the process of training in an organization
2. **CO2:** Understand various off the job and on the job training methods and apply and analyze their effectiveness
3. **CO3:** Understand the technology implications on training and apply the training evaluation methods
4. **CO4:** Understand the management development factors, process and challenges in implementing
5. **CO5:** Understand various off the job and on the job management development methods and apply and analyze their effectiveness

## Course Content

Module No	Module Name	Topic(s)	Description	No of hours allotted	Marks allotted	Credit of each module	Associated course outcome (CO)
1	Introduction to the concept	Need for Training – Importance of training – Training Policy	Meaning, definition and principles	8	10%	.13	CO1
		Objectives of Training – Steps in training programs					
		Training for different employees – Principles of learning and training					
2	Training Methods	On the job – Vestibule training, Training by experienced workman, Training by supervisor, Demonstrations and examples, Simulation, Apprenticeship –	On-the-Job and Off-the-Job methods of training	12	20%	.2	CO <sub>1</sub> , CO <sub>2</sub>
		Off the job – Lectures, Conference method, Seminar or Team discussion, Case studies, Role Playing, Programmed instruction, T group trainings,					
		Audio visual aids in training					
3	Technological intervention	Instructor led online courses – Self paced courses –	Blended and online platforms	16	25%	.075	CO <sub>2</sub> , CO <sub>4</sub>

	s in Training	Blended learning - Corporate training -					
		Online training platforms – Social and micro learning - Gamification in learning -					
		Training evaluation – Retraining					
4	Meaning and purpose of Development	Development – Importance of development – Management development – Purpose and objectives – Stages – Components – Factors inhibiting development	Importance and stages, factors inhibiting development	16	25%	.26	CO3, CO4, CO5
5	Techniques of Management Development	Coaching and Counselling – Methods In Basket – Sensitivity – Special projects – Committee assignments – Conferences – Management games.	Methods, Approaches and special assignments	8	20%	.13	CO4 CO5

### Suggested Reading:

1. IP Subba Rao, VSP Rao – Human Resource Management, Konark Publishers
2. Subhash and SC Jain – Managing Human Resources, Arihant Publications
3. Beardwell and Hold men – Human Resource Management – Macmillan Publishers

### CO – PO Mapping

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	M					M	
CO2	H					H	
CO3			H	H			
CO4		M	M		M	M	M
CO5	M			M			H

### Evaluation Plan:

#### CIA Plan (out 30 marks)

Evaluation Components	Mode	Full Marks	% Weightage (in 100 marks)	PO (Rubrics)
CIA Written Test (WT)	Individual	20	20%	CO1, CO2
Other Component	Individual/Group	05	5%	CO3, CO4
Attendance	Individual	05	5%	
Total		30		

### End Semester Examination

Evaluation Components	Mode	Full Marks	% Weightage	PO (Rubrics)
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End Semester	Individual	70	70%	CO1, CO2, CO3, CO4, CO5
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**Rural Marketing**  
**[Discipline Specific Elective]**  
**[Honours (Non-Research)]**  
**[4 Credits]**

**Course Outcomes (COs)**

**Upon successful completion of the course, students will be able to:**

**CO1:** Explain the conceptual framework, evolution, and strategic importance of rural marketing in India's economy.

**CO2:** Analyse rural consumer behaviour, market environment, and segmentation techniques to identify opportunities and challenges.

**CO3:** Apply the 4Ps (Product, Price, Place, Promotion) of the marketing mix innovatively to rural markets.

**CO4:** Evaluate distribution channels, communication strategies, and research methods specific to rural contexts.

**CO5:** Assess emerging trends such as digital rural marketing, e-commerce, and sustainability, and integrate them into comprehensive rural marketing strategies.

**CO6:** Demonstrate critical thinking, ethical decision-making, and problem-solving skills for roles in FMCG, agribusiness, rural development, and marketing sectors.

**Course Content**

Module No.	Module Name	Topic(s)	Description	No. of Hours Allotted	Marks Allotted	Credit of each Module	Associated Course Outcome(s)
1	<b>Introduction to Rural Marketing</b>	Definition, Scope, and Evolution of Rural Marketing	Introduces the unique features, evolution, economic context, challenges, opportunities, and comparison with urban markets in rural India.	12	15%	0.8	CO1, CO2
Nature and Characteristics of Rural Markets: Size, Potential, and Diversity							
Overview of Indian Rural Economy: Demographics, Income Patterns, and Infrastructure							
Challenges and Opportunities in Rural Marketing, Rural vs. Urban Marketing: Key Differences and Models (e.g., 4As) Role of Government Initiatives (e.g., Digital India, Rural							

		Electrification)					
2	<b>Rural Consumer Behaviour and Market Research</b>	Rural Consumer Profile: Socio-Economic Classification (SEC), Influences (Family, Culture, Opinion Leaders)	Examines rural consumer profiles, decision-making, segmentation, targeting, positioning, and research approaches suitable for rural settings.	12	20%	0.8	CO2. CO4
	Buying Decision Process and Factors Affecting Rural Consumer Behaviour						
	Rural Market Segmentation: Geographic, Demographic, Psychographic, Behavioural Targeting and Positioning Strategies						
	Rural Marketing Research: Methods, Challenges, Tools (Qualitative & Quantitative)						
	Ethical Issues in Rural Research and Consumer Privacy						
3	<b>Product and Pricing Strategies for Rural Markets</b>	Product Strategy: Classification (FMCG, Durables, Agri-Inputs), Innovations (Small Packs, Sturdy Design)	Focuses on product classification, innovation, branding, pricing models, packaging, and counterfeit challenges tailored to rural consumers.	12	20%	0.8	CO3
	Branding in Rural Markets: Challenges and Successful Brands						
	New Product Development Pricing Strategies: Low-Cost Models, Penetration Pricing, Psychological						

		Pricing Counterfeit Products and Spurious Brands: Issues and Countermeasures Packaging Adaptations					
4	<b>Distribution and Promotion in Rural Markets</b>	Rural Distribution Challenges: Vast Geography, Poor Infrastructure Channels: Haats, Melas, Mandis, Village Shops, Cooperatives Innovative Models: Hub-and-Spoke, Stockists, Vans, Syndicated Distribution Role of Technology and SHGs in Distribution Promotion Strategies: Traditional (Wall Paintings, Folk Theatre), Mass Media, Non-Conventional (Demonstrations, Opinion Leaders)	Explores distribution logistics, innovative channel models, technology integration, and multi-layered promotion approaches for rural reach.	12	25%	0.8	CO3, CO4
5	<b>Emerging Trends, Services, and Future of Rural Marketing</b>	Digital and E-Rural Marketing: Mobile, Apps, Social Media E-Commerce Rural Services Marketing: Banking, Insurance, Telecom, Healthcare, Sustainability Social Responsibility Marketing of Rural/Non-Farm Products to Urban	Analyses contemporary trends, digital transformation, service marketing, sustainability, reverse marketing, and future directions.	12	20%	0.8	CO5, CO6

		Markets Future Trends: Omnichannel, AI, Government Policies Challenges and Global Perspectives Group					
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### Suggested Readings

1. Kashyap, Pradeep. *Rural Marketing*. Pearson.
2. Dogra, Balram & Ghuman, Karminder. *Rural Marketing: Concepts and Practices*. McGraw Hill.
3. Krishnamacharyulu, C.S.G. & Ramakrishnan, Lalitha. *Rural Marketing: Text and Cases*. Pearson.
4. Gopalaswamy, T.P. *Rural Marketing: Environment, Problems and Strategies*. Wheeler Publishing.
5. Indian Case Studies from journals like Vikalpa (IIM Ahmedabad), Harvard Business Review, or reports from NCAER/IRDA.

### CO-PO Mapping

CO / PO	PO1	PO2	PO3	PO4	PO5
CO 1	H	M	L	L	H
CO 2	M	H	M	M	M
CO 3	H	M	L	M	M
CO 4	M	H	M	H	H
CO 5	H	H	M	M	M

### Evaluation Plan

#### CIA Plan

Evaluation Components	Mode	Full Marks	% Weightage (in 100 marks)	Scale Value (A)	PO (Rubrics)
CIA Written Test (WT)	Individual	20	20 %	20	PO3, PO4, PO5
Other Component	Group/ Individual	05	5 %	05	PO1, PO2
Attendance	Individual	05	5 %	05	
<b>Total</b>				<b>30</b>	
Evaluation Components	Mode	Full Marks	% Weightage (in 100 marks)	Scale Value (B)	PO (Rubrics)
End-Semester	Individual	70	70 %	70	CO1, CO2, CO3, CO4, CO5, CO6
<b>Full Marks (A + B) = 100    Pass Marks 40</b>					

### End-Semester Examination

# International Marketing

[Discipline Specific Elective]

[Honours (Non-Research)]

[4 Credits]

## Course Outcome

At the end of the course, students will be able to

**CO1:** To identify different economic, social, cultural, and political-legal factors that have impact on marketing decision making in the context of the international market.

**CO2:** To understand the concept of international marketing in detail and how economic, social, cultural, political-legal factors, and different regional cooperations impact the decisions regarding marketing mix in the international market.

**CO3:** To apply the knowledge of international environmental factor in real context in international markets

**CO4:** To analyse the role of international trade and exchange rate in shaping the market for international marketers

**CO5:** To evaluate the impact of marketing mix strategies in international market

## Course Content

Module No.	Module Name	Topic(s)	Description	No. of Hours Allotted	Marks Allotted (%)	Credit of Each Module	Associated Course Outcome
1	Basics of International Marketing	<ul style="list-style-type: none"><li>• Concept of International Marketing</li><li>• Comparison of single-country marketing strategy and international marketing strategy</li><li>• Need for internationalisation</li><li>• Management Orientations in International Market: EPRG framework</li><li>• Driving forces behind international integration and international marketing</li><li>• Strategic mistakes by companies in international market</li><li>• Introduction to Globalisation (fundamental idea supported with real cases like McDonalds, Amazon, KFC etc)</li></ul>	Developing an understanding about international marketing and its importance	08	15%	0.75	CO2
2	International Marketing Environment	(a) <u>Economic environment</u> <ul style="list-style-type: none"><li>• Overview of major</li></ul>	Understanding the complexities in international	20	30%	1.25	CO1, CO2

		<p>changes in the world economy</p> <ul style="list-style-type: none"> <li>• Major Economic Systems: Market capitalism, Market socialism, Centrally planned capitalism, Centrally planned socialism</li> <li>• Stages of market development (OECD, Upper-middle-income, Lower-middle-income, Low-income countries)</li> <li>• Basic concept of Balance of payments (BOP) and its components</li> <li>• Exchange rate and its impact on price</li> </ul> <p>(b) <u>Cultural environment</u></p> <ul style="list-style-type: none"> <li>• Concept of culture and cultural differences (food, language, habits) and global consumer culture</li> <li>• Basic idea of Hofstede's cultural typology</li> <li>• High and low-context culture</li> </ul> <p>(c) <u>Political and Legal Environment</u></p> <p>Government policies and business</p> <ul style="list-style-type: none"> <li>• Political environment factors</li> <li>• Political risk, tax policies, expropriation risk</li> <li>• International law: Common law, Civil law, Islamic law</li> </ul>	marketing environment				
3	International Market-Entry Strategies and International Trade	<p>Reasons for entering foreign market,</p> <ul style="list-style-type: none"> <li>• Concept of exporting, licensing, and joint venture with examples</li> </ul>	Developing an understanding about how to enter the international market gradually and the idea of	10	10%	0.50	CO3, CO4, CO5

		<ul style="list-style-type: none"> <li>• International trade theories: Absolute advantage, Comparative advantage</li> </ul>	international trade				
4	Brand, Product, and Pricing Decisions in International Marketing	<ul style="list-style-type: none"> <li>• Basic product and branding concepts</li> <li>• New product development in international market</li> <li>• International Product Life Cycle</li> <li>• Product adoption and diffusion</li> <li>• International pricing objectives and strategies (Market skimming, Penetration pricing, Captive pricing, Target costing, Cost-plus pricing, Export price escalation)</li> <li>• How factors like currency and competition affecting pricing</li> </ul>	Relevance of product, price and branding in international market	12	25%	0.75	CO3, CO4, CO5
5	Promotion and Distribution-related Decisions in International Market	<ul style="list-style-type: none"> <li>• Channel establishment and working with Supply chain and logistics management</li> <li>Basics of logistics</li> <li>Direct versus indirect channel</li> <li>Role of intermediaries (simple understanding)</li> <li>• International advertising</li> <li>• Standardisation vs adaptation</li> <li>• Factors affecting international advertising</li> <li>• Basics of Social media and global digital marketing</li> </ul>	Intricacies of promotion and distribution in international market	10	20%	0.75	CO3, CO4, CO5

### Suggested Reading

1. W.J.Keegaan, Global Marketing Management, Prentice Hall
2. Sak Onkvisit, Michael A. Merz, John J. Shaw: International Marketing Strategy and Theory,

Routhledge

3. Joshi, Ramesh Mohan, International Marketing, Oxford University Press
4. Cateora, Philip R. &Graham John I, International Marketing, Tata McGraw Hill
5. Varshney & Bhattacharya: International Marketing Management, Sultan Chand & Sons
6. Muhlbatche, Hans: International Marketing-A Global Perspective, Cengage Learning

### CO-PO Mapping

CO / PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	1	1	2	2	1	1
CO2	3	2	1	1	1	1	2
CO3	3	2	2	1	1	1	2
CO4	3	2	1	1	1	–	2
CO5	3	2	2	1	1	1	2

- 3 = High contribution
- 2 = Moderate contribution
- 1 = Low contribution
- - = No direct contribution

### Evaluation Plan

#### CIA Plan

Evaluation Components	Mode	Full marks	Percentage of weight	Scale Value (A)	PO (Rubrics)
CIA written test (WT)	Individual	20	100%	20	CO1, CO2
Other component	Individual/Group	05	5%	05	
Attendance	Individual	05	5%	05	
Total				30	

#### End Semester Examination

Examination Components	Mode	Full Marks	Percentage of weightage	Scale Value (B)	PO (Rubrics)
End semester written test	Individual	70	100%	70	CO1, CO2, CO3, CO4.CO5

**Full Marks (Scale value A + Scale value B) = 100 (Pass Marks 40)**

**Banking And Financial Institution**  
**[Discipline Specific Elective]**  
**[Honours (Non-Research)]**  
**[4 Credits]**

**Course Outcomes (COs)**

After completing this course, learners will be able to –

- CO1.** Understanding the sector and getting an overview of the same and understanding the terminologies of banking
- CO2.** Understanding the process of banking services in form of lending and acting as custodian of clients
- CO3.** Understand the concepts of non-performing assets (NPA), the credit appraisal process, and effective strategies for credit recovery and monitoring in banking.
- CO4.** Gain an understanding of sound lending principles, KYC policies, securitization of standard assets, Basel III norms, and RBI guidelines on capital adequacy and related concepts
- CO5.** Gain an understanding of bank and financial institution balance sheets and profit and loss accounts, asset liability management, and the CAMELS model for assessing financial health.

**Course Content**

Module No.	Module Name	Topic(s)	Description	No. of Hours Allotted	Marks Allotted	Credit of each Module	Associated Course Outcome(s)
<b>1</b>	<b>Banking &amp; Financial Institutions- Overview</b>	Introduction to Banking	Overview	<b>12</b>	<b>20</b>	<b>0.8</b>	<b>CO1</b>
		Financial Sector Reforms in India: Narasimham Committee Recommendations (I & II)					
		Types of Banks and Financial Institutions (FIs): Commercial Banks, Development Financial Institutions, Microfinance Institutions, Regional Rural Banks, Payment Banks, Small Finance Banks					
		Important terms used in Banking and FIs					
<b>II</b>	<b>Banking products and</b>	Financial Services offered by banks, Asset-		<b>12</b>	<b>20</b>	<b>0.8</b>	<b>CO1</b>

	<b>services</b>	Liability Management, Liability Products – Types of Loans and Advances, Asset Products - Types of deposits, CASA Score, Role of the Central Bank as Regulator, RBI's Policies for commercial banks International Security Standards in Banking, Internet Banking :Meaning, Benefits, Home banking, Mobile banking, Virtual banking, E-payments, ATM Card/Biometric card, Debit/Credit card, Smart card, NEFT, RTGS, ECS (credit/debit), E-money, Electronic purse, Digital cash, Payment bank					
<b>III</b>	<b>Banking Lending and Monitoring Process</b>	Principles of sound lending, KYC Policy, Secured vs. unsecured advances, Advances against various securities, Securitization of Standard Assets, Anti-money Laundering Guidelines, Credit Information Bureau of India.		<b>12</b>	<b>20</b>	<b>0.8</b>	<b>CO2</b>
<b>IV</b>	<b>Credit Appraisal Process</b>	Non-Performing Assets (NPA): Definition of NPA, Provisioning of Asset Category, Reporting for NPA, Credit Appraisal Process, Credit Recovery and Monitoring		<b>12</b>	<b>20</b>	<b>0.8</b>	<b>CO3</b>
<b>V</b>	<b>Risk Management in Banks</b>	Risk Universe of banks, Measures for identifying and controlling risks, CAMELS Rating, Risk Architecture -Basel Regulations-Basel I, Basel II Migration to Basel II norms, Balance		<b>12</b>	<b>20</b>	<b>0.8</b>	<b>CO4, CO5</b>

		Sheet of a Bank: special items and off balance sheet items, Asset Reconstruction Company.					
<b>VI</b>	<b>Regulation and Challenges of Financial Institutions</b>	Regulatory framework of FIs,  Role of Regulatory Bodies,  Financial Sector Reforms in India,  Issues & Challenges faced by FIs.		<b>10</b>	<b>10</b>	<b>0.4</b>	<b>CO1</b>

### Suggested Readings

1. Pathak, B. V., "Indian Financial System", Pearson
2. Saha, S.S., "Indian Financial System", Mc Graw Hill
3. Bhole, L. M., "Financial Institutions and Markets", Mc Graw Hill Education
4. Machiraju, H. R., "Indian Financial System", Vikas Publishing
5. Ghosh, S., Dey, "Indian Financial System and Services", Law point Publications

\*\* The latest edition of the books should be referred by the students.

### CO-PO Mapping

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7
<b>CO1</b>	H			H			
<b>CO2</b>	H			H			
<b>CO3</b>	H			H		L	M
<b>CO4</b>	H			H			M
<b>CO5</b>	H		M	H			L

\* H means High relevance, M means Medium relevance, L means Low relevance.

### Evaluation Plan

<b>CIA Plan</b>					
Evaluation Components	Mode	Full Marks	% Weightage (in 100 marks)	Scale Value (A)	PO (Rubrics)
CIA Written Test (WT)	Individual	20	20%	20	
Other Component	Group/ Individual	05	5%	05	
Attendance	Individual	05	5%	05	
<b>Total</b>				<b>30</b>	

<b>End-Semester Examination</b>					
<b>Evaluation Components</b>	<b>Mode</b>	<b>Full Marks</b>	<b>% Weightage (in 100 marks)</b>	<b>Scale Value (B)</b>	<b>PO (Rubrics)</b>
End-Semester	Individual	70	70%	70	
<b>Full Marks (A + B) = 100    Pass Marks 40</b>					

## **Customer Relationship Management**

**[Discipline Specific Elective]**  
**[Honours (Non-Research)]**  
**[4 Credits]**

### **Course Outcomes (COs)**

**Upon successful completion of the course, students will be able to:**

**CO1:** Demonstrate in-depth knowledge of CRM concepts, frameworks, and their strategic importance in business.

**CO2:** Analyse customer lifecycle, segmentation, and profitability to formulate effective relationship management strategies.

**CO3:** Apply technological tools, including CRM software, databases, and analytics, for managing customer data and interactions.

**CO4:** Evaluate CRM implementation challenges, metrics (e.g., CLV, retention rates), and ethical considerations in customer handling.

**CO5:** Integrate emerging trends like e-CRM, social media CRM, and AI-driven personalization into business practices, aligning with NEP's focus on skill-based and industry-relevant education.

**CO6:** Exhibit critical thinking, problem-solving, and communication skills for customer-centric roles in marketing, sales, and service sectors.

### **Course Content**

<b>Module No.</b>	<b>Module Name</b>	<b>Topic(s)</b>	<b>Description</b>	<b>No. of Hours Allotted</b>	<b>Marks Allotted</b>	<b>Credit of each Module</b>	<b>Associated Course Outcome</b>
1	<b>Introduction to Customer Relationship Management</b>	Introduction to Customer Relationship Management	Introduces foundational concepts, evolution, importance, key frameworks, and drivers of CRM in the contemporary business environment.	12	15	0.8	CO1
Shift from Transactional to Relationship Marketing Objectives and Benefits of CRM							
Customer Profitability Segments (Strangers, Acquaintances, Friends, Partners)							
CRM Framework: Strategy, Processes, Technology, People Government							

		Initiatives (e.g., Digital India, Rural Electrification) Factors Driving CRM Growth					
2	<b>Understanding Customers and Relationship Strategies</b>	Customer Lifecycle: Acquisition, Retention, Development, Win-back Customer Segmentation (Demographic, Psychographic, Behavioural, Value-based)	Examines rural consumer profiles, decision-making, segmentation, targeting, positioning, and research approaches suitable for rural settings.	12	20%	0.8	CO2. CO4
		Customer Loyalty: Concepts, Loyalty Ladder, Drivers					
		Building Relationships: Trust, Commitment, Satisfaction					
		Customer Experience Management (CXM)					
		Ethical Issues: Privacy and Data Protection					
3	<b>CRM Processes and Analytics</b>	CRM Process Cycle: Knowledge Discovery, Market Planning, Interaction, Analysis, Refinement	Focuses on core CRM processes, analytical tools, performance metrics, and practical measurement of CRM effectiveness.	12	20%	0.8	CO3
		Key Activities: Sales Force Automation, Marketing Automation, Customer Service Customer Lifetime Value (CLV): Calculation and Importance					
		Metrics: Retention Rate, Churn Rate, NPS, RFM Analysis					
		Data Mining and Customer Analytics, Case Analysis: CRM in Indian Retail					

4	<b>Technology in CRM</b>	Role of IT: Operational, Analytical, Collaborative CRM, CRM Software: Salesforce, Zoho CRM, Microsoft Dynamics (overview)	Explores technological foundations, popular CRM platforms, digital channels, and emerging tools shaping modern CRM practices.	12	15%	0.8	CO4
		Social CRM and Mobile CRM Emerging Technologies: AI, Chatbots, Big Data Practical: Demonstration of Basic CRM Tools					
5	<b>Implementation, Challenges, and Emerging Trends</b>	Steps in CRM Implementation Challenges: Resistance, Data Quality, Integration	Analyses implementation strategies, sector applications, challenges, ethical aspects, and contemporary/future directions in CRM.	12	20%	0.8	CO5, CO6
		CRM in Different Sectors: Banking, Retail, B2B, E-Commerce (Indian context)					
		Future Trends: AI-Driven CRM, Omnichannel, Sustainability Case Studies: Successes/Failures (e.g., Tata Group, Flipkart) Group Project: CRM Strategy for Hypothetical Business					

### Suggested Readings

1. Buttle, Francis & Maklan, Stan. *Customer Relationship Management: Concepts and Technologies*. Routledge.
2. Kumar, V. & Reinartz, Werner. *Customer Relationship Management: Concept, Strategy, and Tools*. Springer.
3. Payne, Adrian. *Handbook of CRM: Achieving Excellence in Customer Management*. Butterworth-Heinemann.
4. Indian Case Studies from journals like *Vikalpa* (IIM Ahmedabad), *Harvard Business Review*, or industry reports.

### CO-PO Mapping

CO / PO	PO1	PO2	PO3	PO4	PO5
CO 1	H	M	L	L	H
CO 2	M	H	M	M	M
CO 3	H	M	L	M	H
CO 4	M	H	M	H	M
CO 5	H	H	M	M	M

## Evaluation Plan

### CIA Plan

Evaluation Components	Mode	Full Marks	% Weightage (in 100 marks)	Scale Value (A)	PO (Rubrics)
CIA Written Test (WT)	Individual	20	20 %	20	PO3, PO4, PO5
Other Component	Group/ Individual	05	5 %	05	PO1, PO2
Attendance	Individual	05	5 %	05	
<b>Total</b>				<b>30</b>	
Evaluation Components	Mode	Full Marks	% Weightage (in 100 marks)	Scale Value (B)	PO (Rubrics)
End-Semester	Individual	70	70 %	70	CO1, CO2, CO3, CO4, CO5, CO6
<b>Full Marks (A + B) = 100    Pass Marks 40</b>					

### End-Semester Examination

