



**International Institute of Professional Studies**  
**Devi Ahilya University, Indore**  
**MBA (APR) SEM. III**  
**(JULY – DEC. 2013)**

**APR - 301**  
**Human Resource Management**

**Course Objective**

The course objective is to help the students help understanding of the dimensions of the management of Human Resource with particular reference to human resource management policies and practices in India. Efforts will also be directed towards developing communication and decision-making skills through case discussions, group discussion, role-playing, presentation and live and theoretical projects and assignments.

**Course Contents**

***Unit-I: Human Resource Management:***

Relevance and spectrum, concept and evolution, Organization of HR Department, Role, Status and competencies of HR Manager, HR Policies. Emerging dimensions in HRM

***Unit –II: Acquisition of Human Resource:***

Human Resource Planning- Quantitative and Qualitative dimensions; job analysis – job description and job specification; Concept and sources; recruitment – selection – Concept and process; test and interview; placement induction, Turnover, Retirement, layoff, retrenchment and discharge, VRS.

***Unit –III: Training and Development:***

Concept and importance; identifying training and development needs; designing training programmes; role specific and competency based training; evaluating training effectiveness; training process outsourcing; management development systems.

***Unit –IV: Performance Appraisal System:***

Nature and objectives; techniques of performance appraisal; potential appraisal and employee counseling; job changes - transfers and promotions.

***Unit –V: Compensation:***

Concept, policies and administration; job evaluation; methods of wage payments and incentive plans; fringe benefits; performance linked compensation. Maintenance: employee health and safety; employee welfare; social security; grievance handling and redressal.

***Unit –VI: Career planning and succession planning.***

Concept, need and process of Career planning. Difference between Career planning and succession planning. Concept, process and benefits of both types of planning.

***Unit –VII: Emotional Intelligence for Managers***

Emotions and the Tripartite Brain, Emotional Competencies, Executive EQ, Emotions and Enneagram, Rational Emotive Therapy, Fundamentals of Emotional Intelligence, The Emotional Competence Framework, Benefits of Emotional Intelligence, Kolb's Learning Styles, How to create a learning organization.



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#### Suggested Readings:

1-Human Resource Management Principles and Practice, [P.G. Aquinas](#), ISBN : 8125918097. Publication Year : 2011, Edition: First Reprint

2-Personnel Management, [Arun Monappa](#) , [Mirza Saiyadain](#), ISBN : 0074622643, Publication Year : 2011, Edition: Second

3-Human Resource Management , [V S P Rao](#), ISBN : 8174464484, Publication Year : 2005, Edition: Second

4-Human Resource Management, [Gary Dessler](#), ISBN : 8131754269, Publication Year : 2012, Edition: Twelfth

5- Emotional Intelligence: Why It Can Matter More Than IQ by Daniel Goleman

6- Get Better or Get Beaten: 31 Leadership Secrets from GE's Jack Welch by Robert Slater, Jack Welch , McGraw-Hill School Education Group

7- Jack Welch on Leadership : Executive Lessons from the Master CEO by John A. Byrne, Jack Welch Crown Publishing Group

#### Websites

- [http://www.unh.edu/emotional\\_intelligence/ei%20Reprints/EIpubs%201990-1999.htm](http://www.unh.edu/emotional_intelligence/ei%20Reprints/EIpubs%201990-1999.htm)
- <http://www.dirjournal.com/guides/emotional-intelligence/>
- <http://eqi.org/>
- <http://www.emotionalintelligencecourse.com/eq-blog/>
- <http://www.byronstock.com/emotional-intelligence-blog/>
- <http://completeintelligence.com/blog/just-what-is-emotional-intelligence/>

#### Journals

- Human Resource Development Quarterly
- Human Resource Management Review
- Journal of Applied Social Psychology
- Journal of Managerial Psychology
- Journal of Organizational Behavior
- American Psychologist
- Applied Psychology
- Current Directions in Psychological Science
- Research on Emotion in Organization



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**APR - 302**  
**COMMERCIAL DESIGNING**

**Course Objective**

To make students aware of the various aspects of designing, and create an understanding about the entire aspect of advertising, printing, packaging and designing so that they turn out to be complete professionals.

**Course Contents**

1. Art appreciation & aesthetics: Elements of Arts, Principle of Design, Computer Graphics Basic, Practical Application of Basic Design in Advertising.
2. Color Modes in digital media
3. Digital Typography its uses in communication design
4. Brand/Corporate Identity: Corporate Identity - Macro & Micro. Complete Information Design, Case Studies
5. Press Advertising: Intro to working on briefs. Creating bullet tips, concept finalization, The Big IDEA. Various forms of Press / Magazine print advertising. Difference between social/commercial advertising
6. Packaging Design: Study of Structures & forms, Surface Graphics, Packaging Material Study, Case Studies. Field Practicum Packaging Unit visit
7. Mechanical Production: Techniques, Printing/Folding/Cutting/Lamination/Binding/ prepress Field, Practicum
8. Designing for digital/social media, digital graphics.

Field visit to understand printing process.

**Suggested Readings**

1. Serious Creativity - Lateral Thinking - Edward De. Bono
2. Creative Visualization - Shakti Gwain
3. Ogilvy on Advertising - David Ogilvy
4. The language of Graphics - Edward Booth- Clibborn & Daniele Baroni
5. Type & color - Alan Cook



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**APR - 303**  
**Audio Visual Production**

**Course Objective**

1. To familiarize students with the Video-production- planning and production techniques.
2. To enable students to understand the skills of video production.

**Course Contents**

1. Production planning, pre production and post production planning, duties and responsibilities of producer/director
2. Production techniques-video format; documentary, serial, talk show, interview, demonstration, discussion, profiles, commercials.
3. Set designing and make up -visualization and composition - aesthetics-directing the actors directing the crew planning in career.
4. Planning and Production of indoor and outdoor shootings, planning and management of live shows.
5. Workflow of Ad Film Production House.

**Readings**

1. Lyver, D. and Shainson, G.: Basics of Video production, Focal Press, 1999.
2. Hart: Television Programme Making, Focal Press, 1999.



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**APR-304**  
**FINANCIAL & COST ACCOUNTING**

**Course Objective**

The objective of this course is to acquaint students with the accounting concepts, tools and techniques and preparation of accounts for certain businesses.

The course is designed to make students:

- Learn fundamental accounting concepts, elements of financial statements, and basic accounting vocabulary.
- To give an in-depth knowledge of all business transactions and how they should be recorded, classified & interpreted to get a meaningful judgment of viability & profitability of the industry.
- Learn the concepts of journal, ledger, final accounts, cash flow, fund flow and accounting ratio.
- To Develop an appreciation about the utility of cost information as a vital input for management information and decision making process

**Course Contents**

**UNIT I: Fundamentals of Financial Accounting:** Meaning and definition of accounting, Need and functions of accounting, users of accounting information, importance and limitations of accounting, Branches of Accounting.

**UNIT II:** Relationship of accounting with other disciplines, Accounting Principles - Concepts and Conventions, An introduction to Accounting Standards and US GAAPs, Basic terminology of accounting.

**UNIT III: Double Entry System-I:** Concept of DES, Accounting cycle, Types of Accounts, Types Journal, Golden rules of journalizing, Process of journalizing, Preparation of selected subsidiary books, Ledger posting and preparation of trial balance.

**UNIT IV: Double Entry System-II:** Concept of financial statements, preparation of Final A/c without adjustments, Adjustment entries and its needs, preparation of final a/c's with basic adjustments.

**UNIT V: Fundamentals Of Cost Accounting:** Concept of Cost, Classification of Cost, Elements of Cost, Need for Cost accounting, Advantages and Limitations of Cost Accounting, Installation of Cost Accounting system, Cost Reduction, Cost Control and Cost Management, Components of Total Cost, methods of costing, Preparation of Cost Sheet.

**UNIT VI: Marginal Costing & Strategic Decision Making :** Concept of Marginal Cost; Cost-Volume-Profit Analysis; Break-Even Analysis; Assumptions and Practical Applications of break-even Analysis; Margin of Safety.

**Reference Books:**

1. Introduction to accountancy, T.S. Grewal, S. Chand & co. Ltd.,
2. Accounting For Managers, Jain & Somani, Dreamtech Press.
3. Cost Accounting- J. Made Gowda (Himalaya Publishing House)
4. Cost Accounting by Maheshwari & Mittal



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**APR - 305**  
**Marketing Strategies**

**Course Objective**

This course aims at developing strategic thinking in students to inculcate strategic management skills.

**Course Contents**

1. Introduction to corporate plan, concept of SBU and profit center
2. Scope of strategic marketing Strategy Formulation &Implementation
3. Marketing Analysis, SWOT,
4. Strategic marketing planning process
5. Framework to improve marketing planning – BCG matrix, market-product grid, GE model
6. Requirements of an effective marketing program
7. Strategies for leaders, followers, nichers and challengers
8. Product and new product strategies, pricing, place, promotion, market,branding strategies
9. Problems in marketing planning and strategy
10. Internet as Strategic Marketing tool

**Text Readings**

1. Marketing Management: Philip Kotler
2. Strategic Marketing Management: Wilson
3. Strategic Marketing Management: Stauble



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**APR-306**  
**COMPUTER GRAPHICS I**

**Course objective**

The objective of the course is to make understand the Computer graphics for Advertising Industry. In today's Advertising world, **Computer Digital Graphics** is an integral part of all computer user interfaces and is indispensable for visualizing two-dimensional (2D), three-dimensional (3D) and higher dimensional objects. With the help of this, today's artist or designer can do so much of their endless creativity and work as professional artist, Freelancer, Art Director, Animator, and Website Designer.

**Course contents**

1. **Introduction:** Advantages & Applications of Computer Graphics. Types of Packages used in Computer Graphics, Streams of multimedia. Colour Modes, Resolution, Aspect ratio & File Formats.

**2. Corel Draw (8 weeks)**

- Study of vector graphics
- Working with shapes and curves and colour
- Creating artistic text and graphic
- Creating logos and branding
- Layout of magazine, brochures
- Printing techniques

**3. Adobe Photoshop (8 weeks)**

- Scanning procedure
- Study of Pixel graphics
- Layer system, different layouts (Development of boards)
- Study of tools to enhance the graphics
- Photo editing, Drawing toots
- Study of different colour modes, colour adjustment etc.
- Filters and different file formats



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- Printing techniques





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APR-308

Service Marketing

## Course Objectives

This paper emphasizes the importance of the service industry which is going through a period of revolutionary change. Service sector has become the most important space for business houses. The course equips the students to acquire core competencies & skill sets to make a successful career in the service sector. It inculcates a service culture among students interested in a career in service sector.

## Course Contents

### 1. Understanding Service Markets, Products and Customers

1) *Services Perspective*: service concept, service marketing triangle, and evolution of service marketing, reasons for growth of service sector, difference B/w Goods & services, and 5 I's of services, classifications of services.

2

2) Segmentation. Targeting & positioning in services.

### 2. Building the Service Model

1) *Service products*: meaning of service product, service product levels, PLC, new service, service product range, process of new service development, and reasons for success or failure of new services – products, service product elimination.

2

2) *Distributing Services*: elements of distribution, methods of distributing services.

3) *Pricing Services*: price terminologies, costs of service incurred by customers, pricing tripod, pricing objectives, formulating pricing strategy, price tactics.

4) *Services marketing communication*: Promotional objectives, developing the promotion mix, key aspects of communication for the service marketers.

### 2. Managing the Customer Interface

1) *Designing and managing service processes*: service blue –print, steps in service process, self reinforcing service cycle.

2

2) *Crafting the Service Environment*: elements of physical evidence, kinds of physical evidence, roles of service cape, approaches for understanding services cape effects, guidelines for physical elements strategy.

4

5

3) *Managing People for Service Environment*: service personnel, service personnel quality, maintaining improving services personnel quality & performance, personnel audit, models of customer's as users of services.



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**3. Implementing Profitable Service Strategies**

1 1) *Service quality*: impact of service quality, approaches to service quality, dimensions of service quality, models of service quality, SERVQUAL instrument, service productivity.

2 2) Designing a service strategy: internal marketing, external marketing, interactive marketing.

3

**Skill Development**

The course will use combinations of approaches such as:

1 1. Group presentation on various service management initiative from diverse business sectors

2 2. Case studies

3 3. Presentation on Service Management news update

**References**

1 1. Lovelock, C., Wirtz, J., Chatterjee, J. (2011). *Services marketing*. Pearson Prentice Hall.

2 2. Zeithaml, V.A. & Bitner, Mary, Jo. (2011). *Services marketing*. Tata- McGraw- Hill Edition.

3 3. Shankar, R. (2011). *Services marketing*. Excel Books.

4 4. Apte, G. (2011). *Services marketing*. Oxford University Press.

5 5. Services Marketing – Ravi Shanker



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APR-309 A

## Brand Management

### Course Objectives

This course aims to develop conceptual knowledge of branding as part of advertising and marketing decision making. It aims at building ability to design, implement and evaluate Branding strategies. The course further aims at creating an understanding how “strong” brands are created and what should be done to maintain strong brands over time.

### Course Contents

- 1. Brand Definition and Concepts:** Definition, Strategic Significance of Branding, Branding Challenges and opportunities
- 2. Brand Equity:** Customer-Based Brand Equity, Making a Brand Strong, Sources of Brand Equity, Cost based methods, Price based methods
- 3. Brand Identity:** Brand Identity, The Identity structure, Brand Objectives, Choosing brand Elements, Criteria for Choosing Brand Elements
- 4. Brand extension & Brand Portfolio strategy:** Types of brand extension, Need for brand extension Pros & Cons of brand extension, Category related extensions & unrelated extensions, Brand portfolio strategy.
- 5. Brand Personality & Brand Repositioning:** Importance of Brand Personality, Brand Personality Scale, Positioning and repositioning
- 6. Global Branding**

### **Skill Development**

1. Group presentations on various Branding initiatives from diverse business sector
2. Case studies
3. Presentations on Branding news updates

### **Prescribed Text**

1. Lane Kevin Keller., (2006). *Strategic Brand Management*. Pearson education

### **References**

1. Al Ries and Jack Trout . Brand Positioning.
2. Simon David A. Aaker & Shcuster, *Building Strong Brands*
3. Kapferer Jean Noel., (2007). *The New Strategic Brand management*. Kogan page

### **Internet Sites**

www.brandingasia.com www.brandchannel.com **Blogs** Thebrandingblog.com