





UNIVERSITY OF SARGODHA
OFFICE OF THE REGISTRAR
(ACAD BRANCH)

NOTIFICATION

On the recommendations of the Academic Council made in its 17th (2/2023) meeting held on 30.05.2023, the Syndicate in its 63rd (3/2023) meeting held on 31.07.2023 has approved the revised curriculum of MS Management Sciences for implementation w.e.f. Fall 2023.


(WAQAR AHMAD)
Additional Registrar (General)


No. SU/Acad/24/954

Dated: 20.12.2024

- Director, MFK Noon Business School
- Director Academics
- Controller of Examinations

C.C:

- Dean, Faculty of Social Sciences
 - Director, QEC
 - Additional Registrar (Affiliation & Registration)
 - Secretary to the Vice-Chancellor
 - PA to Registrar
- Notification File

Master of Science in Management Sciences (MSMS)

Revised Applicable w.e.f. Fall 2023



Malik Firoz Khan Noon Business School
University of Sargodha

Master of Science in Management Sciences (MSMS)

Program Learning Objectives: The MS Program in Management Sciences is designed primarily for candidates who have a background in business-related fields and are interested in pursuing research based management studies at a level beyond 16 years of education. The overall objective of the MS program is to develop management researchers with the vision, knowledge, creativity and research skills necessary for thorough understanding of the main features of organizational management and current comprehensive analysis of management theories and practices. The courses designed for MS program will enhance researchers' understanding of applied innovative learning and teaching practices also. The ability to think beyond the boundaries underpins the structure and content of our MS program. Moreover, it is a multidimensional program which intends to prepare graduates not only for academic positions but also for managerial and administrative roles in business, industry and government institutions on the national and international levels.

1. Eligibility/Admission criteria

- a) At least Sixteen years of relevant education (BBA-Hons/B.Com-Hons/M.Com-16 years/BBS 16 years) with graduation in Business/Commerce with CGPA of at least 2.00/4.00 (As per merit & Admission Policy)
- b) Department will conduct test (Passing % is 50%) of weightage 30% while remaining 70% would be taken from marks of terminal degree to constitute merit (Subject to revision as per university admission regulations).


2. Duration of the Program

Minimum 2 Years
Maximum 4 Years

3. Degree Awarding Requirements

- a) For award of M.S candidates will need to complete 27 credit hours of course work along with a 6 credit hours for research work/thesis.
- b) After completion of 24 credit hour course work, the Post Graduate Committee (PGC), comprising at least 5 members will allocate supervisor. PGC will submit name of supervisors and title of research thesis of students from approval of Advanced Studies and Research Board (AS&RB).
- c) Under the supervision each candidate will complete 6 credit hour research thesis.
- d) After successfully defending research thesis candidate will be awarded with the degree of MS in Management Sciences.

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MS Management Sciences

Semester I

Course Code	Course Title	Credit Hours
BUSM 7201	Statistics and Econometrics	3 (3+0)
BUSM 7202	Management Theory and Practice	3 (3+0)
BUSM 72XX	Elective – I	3 (3+0)
BUSM 72XX	Elective-I I	3 (3+0)

Semester II

Course Code	Course Title	Credit Hours
BUSM 7203	Advanced Research Methods and Designs	3 (3+0)
BUSM 7204	Applied Data Analysis	3 (3+0)
BUSM 72XX	Elective-III	3 (3+0)
BUSM 72XX	Elective-IV	3 (3+0)

Semester III

Course Code	Course Title	Credit Hours
BUSM 72XX	Elective -V	3 (3+0)

Semester IV

Course Code	Course Title	Credit Hours
BUSM 72XX	Research Thesis	6 (6-0)

Research Thesis 6 Credit Hours after 2nd Semester: Evaluated by External Examiner

Specializations:

Management

Course Code	Course Title	Credit Hours
BUSM 7205	Advance Studies in Organization Theory and Behavior	3 (3-0)
BUSM 7206	Career Planning and Management	3 (3-0)
BUSM 7207	Leadership and Change Management	3 (3-0)
BUSM 7208	International Human Resource Management	3 (3-0)
BUSM 7209	Advances in Performance & Appraisal Management	3 (3-0)
BUSM 7210	Scale Development and Validation	3 (3-0)
BUSM 7211	Strategic Business Management	3 (3-0)

Finance

Course Code	Course Title	Credit Hours
BUSM 7212	Advance Financial Management and Policy	3 (3-0)
BUSM 7213	Advance Financial Instruments & Markets	3 (3-0)
BUSM 7214	Portfolio Theories and Investment Analysis	3 (3-0)
BUSM 7215	Risk Management	3 (3-0)
BUSM 7216	Seminar in Finance	3 (3-0)
BUSM 7217	International Finance	3 (3-0)
BUSM 7218	Financial Modeling and Forecasting	3 (3-0)
BUSM 7219	Strategic Financial Management	3 (3-0)

Marketing

Course Code	Course Title	Credit Hours
BUSM 7220	Seminar in Marketing	3 (3 0)
BUSM 7221	Services Marketing	3 (3-0)
BUSM 7222	Product & Brand Management	3 (3-0)
BUSM 7223	Consumer Behavior	3 (3-0)
BUSM 7224	International and Export Marketing	3 (3-0)
BUSM 7225	Integrated Marketing Communications	3 (3-0)
BUSM 7226	Industrial and Agricultural Marketing	3 (3-0)
BUSM 7227	Strategic Marketing	3 (3-0)


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BUSM-7201

Statistics and Econometrics

3(3+0)

The objective of this course is to prepare the first-year graduate students for the study of econometrics, by providing a rigorous introduction to mathematical statistics, and the classical multivariate linear regression model. The course provides an opportunity to learn skills that are important for later stages of the Business program me, and many future career and life contexts. The course will include weekly lab sessions to reinforce lectures, with exercises which foster 'learning-by-doing'.

Course Learning Objectives

1. To prepare students to gain knowledge in the field of statistics and econometrics
2. It aims to ensure that all MS students have a sound grasp of the basic techniques of modern Statistics and Econometrics
3. The course provides an opportunity to develop and practice key practical skills in computing, data gathering, processing, analysis and presentation

Contents

- 1 Descriptive Statistics
- 2 Introduction to probability
- 3 Random Variables and Distributions
- 4 Multivariate Distributions
- 5 Hypothesis testing
- 6 Classical Linear regression model
- 7 Multiple regression model
- 8 Dummy variables
- 9 Multicollinearity
- 10 Heteroscedascity
- 11 Autocorrelation

Recommended Text:

1. Mann, P. S. (2020). *Introductory statistics*. John Wiley & Sons.
2. Asteriou, D., & Hall, S. G. (2021). *Applied econometrics*. Bloomsbury Publishing.
3. Gujarathi, D. M. (2022). *Gujarati: Basic Econometrics*. McGraw-hill.

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BUSM-7202

Management Theory and Practice

3(3+0)

This Course consist of applied concepts and theories of workplace management. It includes the study of workplace management and critical evaluation of management theorists work, who have significantly contributed in the development of management theory and practice form the late 18th century to present. Course will cover the main themes through the examination of lives and writings of management gurus. This course will lead the students toward the frontiers of management research.

Contents:

1. Introduction to Management and Decision Science
2. Management History
3. Basics of Managing in Today's Workplace: Managing the External Environment and the Organization's Culture; Managing in a Global Environment; Managing Diversity;
4. Managing Social Responsibility and Ethics; Managing Change and Innovation; Planning: Concepts, tools and techniques and Strategic Management Concepts and Theory.
5. Organizing: Designing Organizational Structure; Managing Human Resources; Creating and Managing Teams
6. Leading: Managing Communication; Understanding and Managing Individual Behavior; Motivating Employees; Being an Effective Leader
7. Controlling: Monitoring and Controlling; Planning and Control Techniques
8. Corporate Governance Concepts and theories
9. Western Vs Japanese School of management
10. Management Gurus
11. Contemporary management research literature review: Recent research article from top rated management journals are to be reviewed.

Recommended Text Book

1. Robbins, S. P., & Coulter, M. (2017). Management 13E. Noida, India: Pearson India.
2. Sheldrake, J. (2003). Management theory.


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The overall purpose of the course is to introduce vocabulary, concepts, and methods of educational research. Furthermore, the course will cover the concepts and use of qualitative and quantitative research methodologies in management sciences. Understand, distinguish and apply various types of research methods and designs in 'Management Sciences Research.

Course Learning Objectives

1. To enable students to conduct research in management sciences and other interdisciplinary topics.
2. To prepare students to learn the advance techniques of research, various methods for conducting research, how to identify and synthesize research literature,
3. To enable students to plan a research study and how to formally report research findings.

Contents

- 1 Epistemology of Management Research
- 2 Identifying, Developing and Stating Research Problems and Questions,
- 3 Types of Variables
- 4 Classification based on nature measurement; Classification based on level of measurement:
- 5 Building Theoretical/Conceptual Framework of the Study through Literature Review
- 6 Sampling Theory and Designs
- 7 Instrumentation --- Measurement and Data Collection
- 8 Internal Validity, Generalizability and Reliability of Research
- 9 Quantitative Research Methods and Designs
- 10 Qualitative Research Methods and Designs
- 11 Action Research – Research by Management Practitioners
- 12 Mixed, Modeling and Delphi Methods of Research
- 13 Preparing and Evaluating Research Proposals and Reports

Recommended Text:

1. Creswell, J.W. (2009). *Research Design: Qualitative, Quantitative, and Mixed Methods Approaches*. (3rded.). London: Sage Publications.
2. Eriksson, P. and Kovalainen, A. (2008). *Qualitative Methods in Business Research*. London.(2nded.). SAGE Publications Ltd.

Suggested Readings

1. Field, A. and Hole G. (2007). *How to Design and Report Experiments*. (1sted.). London: Sage Publications.

BUSM-7204

Applied Data Analysis

3(3+0)

Applied data analysis is an applied course focused on statistical inference and applied econometrics. This course emphasizes on thinking statistically, evaluating assumptions, and developing practical skills for real-life applications to different fields in management sciences.

Course Learning Objectives

1. To prepare students to understand the advanced knowledge regarding applied data analysis
2. To prepare students to gain a working knowledge of the statistical software for example SPSS, STATA, EViews for data analysis

Contents

- 1 Univariate, Bivariate and Multivariate Statistics
- 2 Analysis of Variance (ANOVA)
- 3 Multiple Linear Regression Analysis
- 4 Logistic Regression
- 5 Time Series Analysis
- 6 Panel Data Analysis
- 7 Mediation
- 8 Moderation
- 9 Principal Component Analysis
- 10 Hierarchical Linear Modeling
- 11 Multivariate Analysis Variance
- 12 Structural Equation Modeling: Path Models
- 13 Structural Equation Modeling: Structural Regression Models

Recommended Text:

1. Field, A. (2017). *Discovering Statistics Using SPSS*. (5th Edition.). London. Sage Publications Ltd.
2. Brooks, C. (2019). *Introductory Econometrics for Finance* (4th Edition.). Cambridge University Press.


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BUSM-7205

Advance Studies in Organization Theory and Behavior

3(3+0)

The aim of this course is to increase students' understanding of modern approaches used in organizational behavior and theory. The aim of this course is also to convey business management approaches to students on the basis of organizational theory. This course will also increase understanding of the need to develop managers' interpersonal or social skills that are essential to success in their positions. This course will aid in understanding, comprehension, and synthesis of the concepts and constructs. This course will also improve our understanding about personality, decision making perception, teamwork, ethics, and leadership role in the context of leader-, member exchange.

Course Learning Objectives

1. Analyze contemporary organizational behavior challenges, their causes, and their effects.
2. Critically evaluate the theories and models that underlie the issues.
3. Determine creative ways to expand these theories.
4. Identify the operationalization of these theories in empirically grounded studies of organizational phenomena.

Contents

1. Overview of the organization, structure, and function
2. Overview of the different organizational theories
3. Strategy, Organization Design, and Effectiveness
4. Advanced approaches in the organizational behavior and application of the theory.
5. Individual, Teamwork, and organizational perspective in organization studies.
6. Corporate culture, values, ethics and organizational justice
7. Interorganizational Relationships
8. Contemporary changes in the organizational environment.
9. Globalization, socialization and diversity
10. Dynamics of organizational behavior at individual and collective work setting
11. Technological and environmental challenges in organization studies.
12. Contemporary leadership role and decision making in modern organization
13. Scientific principles to improve organizational performance through behavior change.
14. New empirical directions in behavioral management.

Recommended books

1. Daft R.L Murphy, J and Willmott, H (2010). Organizational theory and design (12th edition), N.Y Cengage EMEA
2. Steven McShane, Mary Ann Von Glinow (2017), Organizational Behavior, McGraw-Hill Education
3. Wagner, J. A., & Hollenbeck, J. R. (2020). Organizational behavior: Securing competitive advantage. Routledge.

BUSM-7206

Career Planning and Management

(3+0)

This course is designed to help employees take responsibility for their careers by offering courses in career Planning (CP) and management and. Moreover, this course aims to provide an understanding of the strategic role that effective career planning and management plays in a successful career and life. Topics covered include self-assessment, decision making, personality, career pathways, inter-personal communication and behavior, as well as social issues surrounding careers.

Course Learning Objectives

1. To prepare students to gain knowledge in the field of career planning and management
2. To enabling them to understand the concepts such as self-assessment, decision making, personality, career pathways, inter-personal communication and behavior
3. To enable students linking the theory and research with practical lifelong skills

Contents

- 1 Career: Concept, Meaning and Importance
- 2 Career Theories and Models
- 3 Fundamentals of Career Planning
- 4 Career Management
- 5 Individual-based Career Planning and Management
- 6 Organization-based Career Planning and Management
- 7 Career Planning and Management Strategies
- 8 Career Anchor Theory
- 9 Protean Career Theory
- 10 Boundary Less Careers

Recommended Text:

1. Baruch, Y. (2004). *Managing careers theory and practice*. London: Prentice Hall.
2. Arthur, M. B., & Rousseau, D. M. (1996). *A career lexicon for the 21st century*. *Academy of Management Executive*, 10(4), 28-39.

Suggested Readings:

1. Erskine, M. A., Zaza, S., Brooks, S., & Armstrong, K. (2020, June). Developing an IT Career Anchor Fit Construct: An Organizational Equilibrium Theory Approach. *In Proceedings of the 2020 on Computers and People Research Conference* (pp. 99-100).
2. Chen, C. P., & Hong, J. W. L. (2020). The Career Human Agency Theory. *Journal of Counseling & Development*, 98(2), 193-199.
3. Holtschlag, C., Masuda, A. D., Reiche, B. S., & Morales, C. (2020). Why do millennials stay in their jobs? The roles of protean career orientation, goal progress and organizational career management. *Journal of Vocational Behavior*, 118, 103366.

An organization's ability to anticipate, plan for, manage, and navigate through mergers, acquisitions, downsizings and leadership changes and emerge stronger afterward is an important measure of the effectiveness of its leaders. Strategic communication plays a critical role in the change-management process, and students will examine best practices in organizational leadership and change management. Strategic communicators also need to understand organizations' business goals, the motivations of their leaders, and the framework in which business decisions are made.

Course Learning Objectives

1. Gain knowledge and leadership skills needed to help organizations chart a successful course through change.
2. Understand the major drivers of organizational change.
3. Understand the role leadership plays in anticipating, planning and navigating organizational change.
4. Understand the importance of effective change management.
5. Increase business literacy by learning essential business terms and concepts.

Contents

1. Organizational Fundamentals and Value
2. Role of Strategic Communication and the Communication Professional
3. Leadership Ethics and Information Literacy
4. Trait & Skills Approach
5. Behavioral & Situational Approach
6. Path-Goal Theory & Leader-Member Exchange Theory
7. Transformational, Authentic Coercive Leader & Servant Leadership
8. Strategic HR Leadership
9. Leadership and
10. Psychodynamic Approach, Adaptive & Team Leadership
11. Gender/Culture and Leadership
12. Change Process Leading Change
13. Guiding Team Change Communication
14. Changing Culture Role of Thinking & Feeling in Change Behavior
15. Change Management Models

Recommended Text:

1. Northouse, Peter G. (2016). Leadership Theory and Practice, 7th Edition. Sage Publications, Inc. Thousand Oaks, CA.
2. Kotter, John, & Rathgeber, Holger. (2006). Our Iceberg is Melting. Macmillan. London.
3. Daywelt, Drew. (2013). The Day the Crayons Quit. The Penguin Group. New York, NY.

The world of organizations is no longer defined by national boundaries and, hence, HRM is no longer involved with employees within only one national boundary. Globalization, growing presence of multinationals with expatriate managers, cross border mergers and acquisitions and increasing diversity of workforce demands human resource to be more sensitive to cross-cultural issues and understanding of international approaches to dealing with people in organizations. The course seeks to look at HRM in a broader, comparative and international perspective to deal with complex issues and manifold risks.

Course Learning Objectives

1. To prepare students to gain knowledge in the field of international human resource management
2. To enabling them to understand the international human resource functions
4. To equip students with skills to make informed decisions and effectively manage supervisors and subordinates for enhanced performance.

Contents

1. Introduction and Overview to Human Resource Management
2. International HRM as a Perspective
3. International HRM- Issues and Strategies
4. International HRM- Moving Beyond Models, Challenges and Implications
5. International HRM- The Paradigm of Cross-Cultural Management

Recommended Text:

1. West, M.A. (2012) *Effective teamwork: practical lessons from organizational research*. (3rded.). Chichester: The British Psychological Society Blackwell.
2. Cunha, M. P., Gomes, E., Mellahi, K., Miner, A. S., &Rego, A. (2020). Strategic agility through improvisational capabilities: Implications for a paradox-sensitive HRM. *Human Resource Management Review*, 30(1), 100695.

Suggested Readings:

1. Brewster, C., Sparrow, P.R., Vernon, C. and Houldsworth, L. (2011). *International human resource management*. (3rd ed). London: Chartered Institute of Personnel and Development.
2. Shahhoseini, M., Haghghi, M., &Moazen, S. (2020). Developing a Model for Alignment of Strategies of HRM with Macro-level Strategies in National Iranian Oil Company. *Human Resource Management in The Oil Industry*, 11(42), 93-126.

This course can help you better understand the concept of performance, performance appraisal, and overall performance management. Setting and articulating performance goals, give employees the resources they need to succeed, evaluating employees' performance, and paying employees in line with that performance are all aspects of the overall process known as performance management. In order to illustrate the full performance management process, the lectures in this course will be structured in a progressive manner. The most recent research on performance management and evaluation systems will also be covered in this course.

Course Learning Objectives

- The foundation of achieving goals is well-guided and directed employee behaviours, which can be accomplished through an accurate, timely, and fast monitoring mechanism.
- PMS provided the organization with such a monitoring mechanism for the purposes of directing employees, continuously monitoring their performance, identifying performance gaps, assisting to close those gaps, rewarding the employee for future leadership, and maintaining the organization strategically aligned with its goals.
- In the chain of events that is PMS, individual performance influences team performance, which in turn affects organizational performance. Since PMS is intrinsically linked to human performance, which in turn affects organizational performance, it is a crucial component of HRM.

Content

1. Performance and Performance Management Process
2. Performance Appraisal methods and tool
3. An overview of Performance management system (PMS)
4. Strategic Planning; Revising Mission, Vision, Goals
5. Significance of PMS
6. Performance Management Skills
7. Rewarding Performance
8. Different perspectives of Performance Management
9. Evaluating PMS
10. Coaching and Performance and Team Management
11. Modern and Contemporary Trends in Performance Management
12. Modern criticism on individual, team and organizational performance and appraisal

Suggestion for books and reading materials

1. Aguinis, H. (2009). Performance management: Pearson Prentice Hall Upper Saddle River, NJ.
- Bernard Marr (2017), Key Performance Indicators (KPI). The 75 measures every manager needs to know, Pearson

Proper measurement of constructs is of utmost significance in behavioral and social sciences. This workshop aims to give students a nuanced understanding of the foundations underlying the development and validation of multi-item scales. The workshop will present a non-technical, practical overview of the principles and practices involved in scale construction, use, evaluation and interpretation. Students will be exposed to relevant theoretical approaches, both classical and contemporary, guiding the development and evaluation of measurement scales.

Course Learning Objectives

1. Understand the measurement theory and its application in management sciences
2. Comprehend the basic concepts of instrument development and validation
3. Apply practically the basic concepts of instrument development and validation
4. Develop different types of research instruments and validate them

Contents

1. Historical Origins of Measurement in Social Science
2. Later Developments in Measurement, The Role of Measurement in the Social Sciences
3. Understanding the Latent Variable, Constructs Versus Measures
4. Latent Variable as the Presumed Cause of Scale Item Values
5. Path Diagrams, Parallel Tests
6. Scale Reliability, Methods Based on the Analysis of Variance
7. Internal Consistency, Coefficient Alpha, Remedies to Alpha's Limitations
8. Coefficient Omega, Reliability-Based on Correlations between Scale Scores
9. Reliability and Statistical Power
10. Scale Validity, Guidelines in Scale Development
11. Factor Analysis, Bifactor, and Hierarchical Factor Models
12. Interpreting Factors, Principal Components Versus Common Factors
13. Factor Analysis in Scale Development
14. The Index, How an Index Differs from a Scale
15. Rules of Thumb for Differentiating an Index from a Scale,
16. Formal Methods for Distinguishing Effect and Causal Indicators
17. Steps in Developing and Evaluating an Index
18. Hybrid Measures, Methods Based on Structural Equation Modeling,
19. Criticisms of Index Composites, Item Response Theory, Item Difficulty, Item Discrimination
20. Measurement in the Broader Research Context
21. Before Scale Development & After Scale Development Thoughts.

Recommended Text:

1. DeVellis, R. F., & Thorpe. C. T. (2021). *Scale development: Theory and applications*. Sage publications.

In this course all functional disciplines are integrated together in an attempt to look at and comprehend the wholesome business picture. The course is designed to give the basic ideas for the how the company as a whole is evolving over time. The senior managers should have good vision to shape up the company's destiny not just by exploiting the emerging opportunities in the surrounding environment, but also creating its own opportunities. When the market is intensely competitive, the managers must be able to run the company based on their wholesome integrated view of the company.

Course Learning Objectives

1. To prepare students to focus on strategy, its information and its implementation in organizations
2. To enabling them to monitor the company's external and internal-organizational environment to aware of the dynamics of the situation
3. To make students fully aware of the dynamics of strategic management

Contents

- 1 "What is Strategy?"
- 2 External Environment
- 3 How to do industry and Cost and Differentiation Analysis
- 4 Introduction to Business Unit Level Strategy
- 5 Discussion on competitive strategy (Cases)
- 6 Implementation and Control
- 7 Merger's Acquisitions
- 8 Strategy and Innovation
- 9 Industry Evolution
- 10 Strategic Management Tools: ARC, PEST, SWOT
- 11 Ethics

Recommended Text:

1. Abrams , R. and Doerr, J. (2010). *Successful Business Plan: Secrets & Strategies*. NY: Planning Shop Publisher.
2. Baye, M. (2009). *Managerial Economics & Business Strategy*. NY: McGraw-Hill/Irwin.

Suggested Readings:

1. David, Fred R. (2011). *Strategic Management: Concepts and cases*. (13thed). Ny: Prentice Hall, Inc.
2. Kim, W.C. and Mauborgne, R. (2005). *Blue Ocean Strategy: How to Create Uncontested Market Space and Make Competition Irrelevant*. Boston: Harvard Business Review Press.

The major objective of this course is to develop an understanding and appreciation of Finance theories as they apply to corporate financial decisions and to understand the implications for problem solving. To apply relevant knowledge, skills and exercise professional judgment as expected of a senior financial executive or advisor, in taking or recommending decisions relating to the financial management of an organization in private and public sectors. This is an advanced course in Financial Management.

Course Learning Objectives

1. To prepare students to gain knowledge on how financial management can create value for the firm
2. To enabling them to make decisions on managerial levels like decision about dividends and repurchases, mergers & acquisitions, corporate restructuring, risk management
3. To equip students with valuation techniques like corporate valuation, real option valuation.

Contents

- 1 Corporate Governance
- 2 Concepts in Valuation (Financial and Real Assets)
- 3 Efficient Market Hypothesis
- 4 Interest Rate Theories
- 5 Theories of Capital Structure
- 6 Dividend Policy Theories
- 7 Financial Ratios and working capital management.
- 8 Operating and Financial Leverage
- 9 Theory of Debt Maturity (Short and Long Term)
- 10 Theory of Financial & Operating Lease Contracts

Recommended Text

1. Michael Ehrhardt and Eugene Brigham, *Corporate Finance: A Focused Approach*, (2nded.). Thomson/Southwestern.

Suggested Readings

1. Jame C. Van Horne, *Financial Management and Policy*. (13thed.)

This course focuses on the role of financial markets and financial institutions in facilitating the flow of funds to finance investments by corporations and governments. This course systematically evaluates each market and describes the participants and types of instruments offered. We examine four key markets: equity markets, debt markets, foreign exchange markets, and derivative markets. We will also examine the role of financial institutions such as commercial banks and mutual funds.

Course Learning Objectives

1. To prepare students to explain the role of each financial market and compare the differences between each market
2. To enable them to describe the instruments in each market and how they are valued and traded
3. To make them learn the role of banks and other financial institutions

Contents

1. Why Study Financial Markets
2. Over view of Financial System
3. Interest Rate and Its Role in Valuation
4. Why Do Interest Rate Change?
5. How do Risk and Term Structure Affect Interest Rate
6. Why Do Financial Institutions Exist
7. Risk and Financial Market Crisis
8. Institution of Insurance
9. Institutions for Portfolio Diversification
10. Market for Government and Corporate Securities
11. Organization and Structure of Market
12. Introduction to Financial Instruments
13. Collateral Present Value and Vocabulary of Finance
14. Mechanics of Future Markets
15. Hedging Strategies using futures
16. Interest rates and Determinants of Forward and Future prices
17. Interest Rate Futures and Swaps
18. Mechanics of Option Markets(John C Hull)
19. Insurance: The Archetypal Risk Management Institution (John C Hull)
20. Financial Instruments and Major World Financial Crisis

Recommended Text

1. Mishkin and Eakins, Advance Financial Markets and Institutions 7th edition.
2. John C. Hull, Options, Futures and Other Derivatives, 6th Edition.

This course covers contemporaneous issues in investments and builds on knowledge acquired in earlier finance courses. This is a graduate course geared towards students who will conduct research in the form of dissertation or thesis. The course is designed to give students exposure to a wide variety of research in the area of empirical asset pricing. The course is based on seminars in which the students present assigned papers.

Course Learning Objectives

1. To prepare students to implement in practice the quantitative methods of investment decision making
2. To enabling them to understand and research the investment environment, different types of financial investment instruments and financial institutions
3. To equip students with use Excel's software skills during investment analysis and portfolio management calculations and researches

Contents

- 1 Risk and Return Concepts
- 2 Portfolio Selection Problem
- 3 Risk Free Lending and Borrowing
- 4 The Market Model
- 5 CAPM and factor models
- 6 Sharpe Single Factor Model
- 7 Conditional factor models
- 8 More on Asset pricing (MPT, APT etc.)
- 9 Security Analysis (Fundamental and Technical Analysis)
- 10 Tests of Market Efficiency
- 11 Portfolio Evaluation
- 12 Fundamentals of Behavioral Finance
- 13 Dynamics of expected returns
- 14 Prospect Theory

Recommended Text

1. Relevant research articles

Suggested Readings:

1. Maiti, M. (2020). A critical review on evolution of risk factors and factor models. *Journal of Economic Surveys*, 34(1), 175-184.
2. Ma, S., Lan, W., Su, L., & Tsai, C. L. (2020). Testing Alphas in Conditional Time-Varying Factor Models With High-Dimensional Assets. *Journal of Business & Economic Statistics*, 38(1), 214-227.
3. Meng, Q., Li, X., Chan, K. C., & Gao, S. (2020). Does short selling affect a firm's financial constraints?. *Journal of Corporate Finance*, 60, 101531.

This course deals with the ways in which risks are quantified and managed by financial institutions. Risk management course is of importance to business students expecting to deal with business and professional lives in the future. This course is designed to introduce and discuss various risk management concepts, tools, and techniques. Basically, it purports to help students realize, understand, and master various state-of-the-art risk management theories and practices.

Course Learning Objectives

1. To enable students to use different risk measurement models
2. To design and improve the implementation of contemporary risk management practices
3. To understand the risk of portfolios emanating from fluctuations in market prices, or market risk

Contents

1. The Regulatory Context, Precautionary Surveillance, Basel Committee
2. Financial Institutions and Their Trading
3. Market Risk and Credit Crisis
4. Risk Management in Bonds, Deterministic structure of interest
5. Credit Risk, Interest Rate Risk and Volatility
6. Operational Risk, Liquidity Risk and Financial Innovation
7. Valuation and Scenario Analysis: The Risk-Neutral and Real Worlds
8. Evaluation of Options, Black Scholes, More complex strategies
9. Theory of VaR, The concept of risk per share, VaR in Single Asset, VaR for a portfolio
10. Var Estimation Techniques, Monte Carlo Simulations in VaR
11. Theory of equilibrium, Probability of defaults and Scenario analysis
12. Portfolio Risk Management, Investment strategies, Risk Framework
13. Portfolio Risk Management, Sharp Simple Index Method

Recommended Text:

1. Hull, J. (2012). Risk management and financial institutions, + Web Site (Vol. 733). John Wiley & Sons.

Suggested Readings:

1. Schneeweis, T., Crowder, G. B., & Kazemi, H. B. (2010). *The New Science of Asset Allocation: Risk Management in a Multi-Asset World* (Vol. 551). John Wiley & Sons.

BUSM-7217

Seminar in Finance

3(3+0)

This particular seminar will focus on introducing students to theoretical research in finance. There are several goals in this seminar: Give students grounding in corporate finance theory, balancing exposure to the classic papers in the field with an introduction to modern contributions to corporate finance theory. The course allows students to develop ideas for their dissertations. Students will present papers related to their own interests as well as critical evaluation of the extant literature. The students are required to submit a paper at the end of course on one of the topics from the outline.

Course Learning Objectives

- To develop the ability to read and digest theory papers in the broad field of corporate finance
- Help you generate research ideas
- The ultimate goal is to enhance your skills in writing empirical papers by developing your theoretical intuition and placing your empirical work on a solid footing

Content:

- Separation, Ownership and Agency Cost
- Asymmetric Information
- Agency problems and financial decisions (in the context of managerial entrenchment, Outcome, substitution hypothesis, overinvestment, free cash flows, management compensations, stock options)
- The Market for Corporate Control (Control and Governance, Takeover, Liquidity Demand)
- Corporate Governance and Financial Decisions
- Behavioral Corporate Finance
- Bankruptcy Cost and Capital Structure
- Initial Public Offerings (IPOs): Introduction, Pricing, Long run Performance, Role of Institutional Investors, Problem with Pricing of IPO's
- Economic Theories of Financial Crises
- Islamic Finance

Recommended Books

1. Relevant Research Articles

Suggested Readings:

1. Tirole, J. (2010). *The theory of corporate finance*. Princeton university press.
2. Thaler, R. H. (1993). *Advances in behavioral finance* (Vol. 1). R. H. Thaler (Ed.). New York: Russell Sage Foundation.

The course aims at providing a solid understanding of international finance within a complex capital markets context. It emphasizes the managerial perspective of finance for a multinational corporation (MNC). The course further addresses international banking and money markets. Students will be prepared to and provided with the skills required for international investment management, cross-border acquisitions, international capital budgeting, and multinational cash management and trade financing.

Course Learning Objectives

1. To prepare students to gain knowledge about the balance of payments and its impact on exchange rates and country risk
2. To enabling them to understand various concepts of exchange risk and analyzes hedging with forwarding contracts and foreign currency options
3. To equip students with skills to value foreign investment projects

Contents

- 1 An Overview of International Finance and the Foreign Exchange Market
- 2 The Balance of Payment and Effective Exchange Rate, Exchange Rate Determination
- 3 Factors Affecting the Balance of Payment Position, The real effective exchange rate
- 4 Factors affecting demand and supply, speculation in the spot foreign exchange market
- 5 Purchasing power parity, the monetary model of exchange rates,
- 6 Determination of bid-offer spread and the forward spread.
- 7 The international monetary system and the exchange rate argument.
- 8 The euro currency market and international banking its regulations and Basel accord
- 9 Exchange rate forecasting, Technical Analysis, and Trading rules
- 10 Currency futures and swaps, Comparison of the forward and futures market, specification of currency futures, interest rate swap and International Arbitrage
- 11 Foreign exchange risk exposure: definition, value at risk, the definition of exposure

Recommended Text:

1. Moosa, I. A. (2004). *International Finance an analytical approach*. (2nd ed.).
2. Eun, C.S., &Resnick, B. G. (2015). *International Financial Management* (7thed.). McGraw-Hill.

Suggested Readings:

1. Krugman, P., Obstfeld, M. &Melitz, M. *International Economics: Theory and Policy* (11thed.). Global Edition.
2. Dreher, A., Lang, V. F., &Richert, K. (2019). The political economy of International Finance Corporation lending. *Journal of Development Economics*, 140, 242-254.

This comprehensive course gives you every sales and financial forecasting formula and modeling techniques you need to analyze your operation both as a whole and by segment. You'll be provided with proven techniques that help you identify and fix problem areas, analysis techniques that help you evaluate proposals for profit potential, proven methods that improve the accuracy of your short- and long-term forecasting.

Course Learning Objectives

1. To enabling them to understand the financial modeling and forecasting
2. To prepare students to gain knowledge about modeling techniques that simplify your most difficult business decisions
3. To provide students with analysis techniques, methods for improving forecasting accuracy, analysis tools for managing capital, and more

Contents

- 1 Break-Even and Contribution Margin Analysis and Analyzing Financial Statement for Financial Fitness, Analyzing Quality of Earnings
- 2 Analysis of Variance Analysis for Cost Control, Analysis of Segmental Performance and Profit Variance, Evaluating Divisional Performance
- 3 Analyzing Working Capital, Corporate Investments, Obtaining Funds: Short-Term and Long-Term Financing, Analyzing Mergers and Acquisitions
- 4 Financial Planning, Forecasting Methodology with Regression and Markov Methods
- 5 Financial Forecasting and Budgeting Tools, Forecasting Cash Flows
- 6 How to Use Corporate Planning Models, Financial Modeling for "What If" Analysis
- 7 Using Optimization Techniques to Build Optimal Budgets, Using Spreadsheet and Financial Modeling Packages, Using Management Games for Executive Training

Recommended Text:

1. Nguyen, D. K., & Walther, T. (2020). Modeling and forecasting commodity market volatility with long-term economic and financial variables. *Journal of Forecasting*, 39(2), 126-142.

Suggested Readings:

1. Karanasos, M., Yfanti, S., & Christopoulos, A. (2020). The long memory HEAVY process: modeling and forecasting financial volatility. *Annals of Operations Research*, 1-20. Luo, J.,
2. Chen, L. (2020). Modeling and Forecasting the Multivariate Realized Volatility of Financial Markets with Time-Varying Sparsity. *Emerging Markets Finance and Trade*, 56(2), 392-408

Strategic Financial Management will help you understand the advanced topics in finance. The focus of this course is to study the financial decisions making of firms working in different conditions. For instance, to study that how organizations make their financial decisions in different cultural settings. Likewise, firms working in different type of regulatory environments. How do organizations respond to threat of takeovers and what impact it may bring on the value of firm? This course also discusses new developments in the field such financial management and social responsibility and the current research on fintech.

Course Learning Objectives

- To prepare students to gain knowledge in the field of finance in more advanced context
- To gain knowledge on the financial decision making during different conditions such cultural differences, different macroeconomic/regulatory conditions, during takeover/merger and acquisitions transactions
- Also to learn some new topics in finance such as role of finance in social responsibility and current developments in fintech

Content:

- The strategic role of finance
- The cost of capital, Capital Structure, Dividend Policy and Value of Firm
- The impact of cultural differences on financial management practices
- Institutions, Public Policy, and the Political Economy of Finance
- Mergers and Acquisitions, and the Equilibrium Determination of Asset Values
- Leveraged Buyouts and Private Equity Financing
- Liquidity and Risk Management, Free Cash Flow, and Long-Term Finance
- Term Structure of Interest Rates
- Firms and Social Responsibility
- Fintech and Corporate Finance

Recommended Books

2. Relevant Research Articles

Suggested Readings:

1. Frankel, M. E., & Forman, L. H. (2017). *Mergers and acquisitions basics: the key steps of acquisitions, divestitures, and investments*. John Wiley & Sons
2. Van Horne James, C. (2002). *Financial management & policy, 12/E*. Pearson Education

In particular, this course aims to develop a high level of understanding and a critical analytic perspective across a diverse range of marketing scholarship by focusing on conceptual, theoretical and substantive research findings found in the academic research literature in marketing. The reason for the focus of this course on topics in marketing management and strategic marketing is that most if not all research students in the School of Marketing will be expected to complete a seminar in consumer research which would focus on more purely behavioral topics in marketing. The two courses combine to provide an exposure to a wide range of marketing scholarship. To achieve its objectives, this course involves a study and critique of published journal articles across a wide range of marketing topics.

Course Learning Objectives

1. To prepare students to use conceptual knowledge and analytical skills to develop marketing mix strategies
2. To develop the student's knowledge, skills, and abilities as a marketing scholar
3. To equip students with skills on theory construction and theory development in a number of substantive domains of marketing

Contents

- 1 Introduction of course and identification of viable research topics
- 2 Developing and Stating all steps involved in scholarly marketing research
- 3 Falsifiable Propositions, Testable Hypotheses, and Empirical Conjectures
- 4 The Research Domain of Marketing Strategy
- 5 Market Segmentation Theory: The Core Classics
- 6 Marketing Strategy or Competitive Business Strategy?
- 7 Theories of Marketing Information and Market Segmentation
- 8 Distribution Channel Structure and Relationships
- 9 Contingency and Transaction Cost Theories
- 10 Testing Theories of Marketing
- 11 Innovation Performance and Disruptive
- 12 Management and Marketing Strategy

Suggested Readings:

1. Bösehans, G., & Walker, I. (2020). Do supra-modal traveler types exist? A travel behavior market segmentation using Goal framing theory. *Transportation*, 47(1), 243-273.
2. Yang, H. (2020). Targeted search, endogenous market segmentation, and wage inequality. *Economic Theory*, 69(2), 367-414.
3. Yang, Y., Xue, R., & Yang, D. (2020). Does market segmentation necessarily discourage energy efficiency?. *Plos one*, 15(5), e0233061.
4. Bian, J., Zhao, X., & Liu, Y. (2020). Single vs. cross distribution channels with manufacturers' dynamic tacit collusion. *International Journal of Production Economics*, 220, 107456.

The course is designed to supplement basic marketing and marketing strategy courses by focusing on problems and strategies specific to marketing of services. Problems commonly encountered in marketing services -- such as inability to inventory, difficulty in synchronizing demand and supply, difficulty in controlling quality will be addressed.

Course Learning Objectives

1. To prepare students to gain knowledge in the field of services marketing
2. To enabling them to understand the Strategies used by successful services marketers
3. To equip students with skills to perform not only in services industries but also in goods industries with high service

Contents

- 1 Introduction - The services concept- Service Industry –Nature and Classification of Services
- 2 Importance of Services Marketing - The Growth in Services
- 3 Distinctive Characteristics of Services - Four I's of services - Intangibility
- 4 Inconsistency, Inseparability and Inventory
- 5 Services Market Segmentation – Positioning and Differentiation of Services
- 6 Issues in Marketing of services – Extended Services Marketing Mix
- 7 Going Beyond the 4 Ps. (7 Ps of Services Marketing)
- 8 Service Delivery Process – Service Blueprints – Service Mapping
- 9 Managing Employees for service orientation
- 10 Distribution Strategies for Services – Challenges in Distribution of Services
- 11 Personal Selling – Advertising and Sales Promotion in Service Industry
- 12 Customer Satisfaction & Service Quality in Service Marketing
- 13 Service Encounter -Role of HR & Internal Marketing
- 14 SERVQUAL & GAP model – Handling complaints effectively - Service Failure – Recovery
- 15 E-services – online Consumer Behavior – Self-service technologies
- 16 Marketing of Social Services of Non-Profit Organizations

Recommended Text:

1. Zainuddin, N., & Gordon, R. (2020). Value creation and destruction in social marketing services: a review and research agenda. *Journal of Services Marketing*.
2. Chatzigeorgiou, C., & Christou, E. (2020). Adoption of social media as distribution channels in tourism marketing: A qualitative analysis of consumers' experiences. *Journal of Tourism, Heritage & Services Marketing*, 6(1), 25-32.

Suggested Readings:

1. Farha, A. K. A., Koku, P. S., Al-Kwafi, S. O., & Ahmed, Z. U. (2019). Services marketing practices in diverse cultures: Canada compared to Qatar. *Journal of Services Marketing*.

The course considers how companies introduce and manage product portfolios and individual brands so as to meet the needs of consumers and the strategic goals of the organization. It provides students with insights into the management of products/services throughout their life cycles, including new product development, and the use of branding strategies through a consideration of the relevant literature and real-life examples in a variety of sectors.

Course Learning Objectives

1. To prepare students to gain knowledge in the field of product and brand management
2. To enabling them to understand the important issues in planning and evaluating product and brand strategies
3. To equip students with skills to make them able to work with the appropriate theories, models and other tools to ensure better branding decisions

Contents

- 1 Nature of Products and Brands
- 2 Importance of Strong Brands
- 3 Building Successful Brands
- 4 Powerful Brands and Competition
- 5 Global Branding
- 6 Corporate Identity Management
- 7 Managing Brands Over Their Life Cycle
- 8 Brand Evaluation
- 9 Financial Value of Brands and Measurement

Recommended Text:

1. Razak, M., Hidayat, M., Launtu, A., Putra, A. H. P. A. K., &Bahasoan, S. (2020). Antecedents and consequence of brand management: empirical study of Apple's brand product. *Journal of Asia Business Studies*.

Suggested Readings:

1. Cullinan. J. A., Abratt, R., &Mingione, M. (2020). Challenges of corporate brand building and management in a state-owned enterprise. *Journal of Product & Brand Management*.
2. Iyer, P., Davari, A., Srivastava, S., &Paswan, A. K. (2020). Market orientation, brand management processes and brand performance. *Journal of Product & Brand Management*.
3. Greco, F., &Polli, A. (2020). Emotional Text Mining: Customer profiling in brand management. *International Journal of Information Management*, 51, 101934.

Consumer behavior is a discipline that examines how and why people make purchases. This marketing discipline applies knowledge from such areas as psychology, sociology, anthropology, and economics to describe and understand how consumers are likely to behave in many different consumption situations. Knowledge of consumer behavior principles allows marketers and other managers to become more effective because they have a better understanding of their customers.

Course Learning Objectives

1. To prepare students to apply psychological, social and cultural concepts to marketing decision making
2. To enabling them to understand the consumer buying behavior
3. To equip students with skills to better predict consumer purchase decisions, determine the needs of target markets, and understand how consumers perceive and make use of marketing information

Contents

- 1 Introduction and application of Consumer Behavior (CB): Nature and Importance of CB
- 2 Consumer Research process, Psychographic and life style
- 3 Individual Determinants of CB: Perception: process, Consumer Imagery, perceived risk
- 4 Learning: principles, theories: Personality: nature, theories, self-concept
- 5 Attitude: Structural model of attitude, attitude formation & change
- 6 Motivation: needs/motives & goals, dynamic nature of motivation, Arousal of motives, theories
- 7 Group Determinants of CB: Reference group influence
- 8 Types of consumer relevant groups, factors affecting group influence
- 9 Family: functions of family, family decision making, family life cycle (FLC)
- 10 Opinion Leadership and Personal influence
- 11 Diffusion of Innovation: Adoption process. Diffusion process
- 12 Environmental Influences on CB
- 13 Consumer Decision making Process, Models of CB- Nicosia, Howard & Sheth, Engel-Kollat Blackwell, Green Consumer Behavior

Recommended Text:

1. De Mooij, M. (2019). *Consumer behavior and culture: Consequences for global marketing and advertising*. SAGE Publications Limited.

Suggested Readings

1. Miles, D. A., Garcia, J., Gerald, R., Goodnough, W., Mendez, L., Olagundoye, E., ...& Seay, E. L. (2019). Ethnic Consumer Markets and Movie Marketing: An Empirical Study on Marvel's 'Black Panther' and Predictive Analytics of Ethnic Consumer Behavior of Moviegoers. *Journal of Economics and Business*, 2(4).

Demonstrate knowledge and understanding within international marketing and export marketing, including both a broad command of the field and deeper knowledge of certain parts of the field, together with insight into current research and development work; and Demonstrate deeper methodological knowledge in the field of international marketing and brand management.

Course Learning Objectives

1. To prepare students to gain knowledge about key marketing concepts and the differences between export marketing and domestic marketing
2. To enabling them to understand the export process skill sets required
3. To equip students with skills toutilize e-exporting tools and understand contemporary issues in export marketing

Contents

- 1 Identify and analyze the impacts of the international marketing environment on strategic and tactical decisions
- 2 Understanding the methods for determining which overseas markets to target.
- 3 Evaluating the different approaches to internationalization and modes of market entry.
- 4 Benefits and limitations of standardization versus adaptation in international marketing strategy.
- 5 Identify and evaluate opportunities for international market development.
- 6 Research and design a market entry strategy for a selected international market opportunity.
- 7 Prepare an international market entry plan.
- 8 Export marketing (implementation of marketing strategies and the management of the firm).
- 9 Future challenges and main issues related to international marketing and exports.
- 10 Theories related to international and export marketing.

Recommended Text:

- 1 Cateora, P. R., Meyer, R. B. M. F., Gilly, M. C., & Graham, J. L. (2020). *International marketing*. (18thed.). McGraw-Hill Education.

Suggested Readings:

1. Avornyo, F., Mahmoud, M. A., Adeola, O., Hinson, R. E., & Boateng, R. (2020). Social Media Technologies and Export Marketing. In *Digital Transformation in Business and Society* (pp. 83-102). Palgrave Macmillan, Cham.
2. Martin, S. L., Javalgi, R. R. G., & Ciravegna, L. (2020). Marketing capabilities and international new venture performance: The mediation role of marketing communication and the moderation effect of technological turbulence. *Journal of Business Research*, 107, 25-37.

The course provides students with a contemporary view of the role and importance of integrated marketing communications in the planning and coordinating of the various communication functions. Thus, this course contributes to the development of the generic skills in the areas of effective communication, problem-solving, critical evaluation, creativity and innovation. Furthermore, ethical workplace and professional behavior will be promoted throughout the course. Students examine the promotional mix including advertising, publicity, personal selling and sales promotion from an integrative perspective..

Course Learning Objectives

1. To prepare students to gain knowledge in the field of marketing communications
2. To enabling them to understand the social and ethical considerations in marketing communications
3. To equip students with generic skills for oral communication, career and vocational skills, problem solving & decision-making

Contents

- 1 Journal of Advertising Research
- 2 International Journal of Advertising
- 3 Journal of Advertising
- 4 Journal of Marketing Communications
- 5 Advances in Consumer Research
- 6 Journal of Consumer Research
- 7 Journal of Marketing
- 8 Journal of the Academy of Marketing Science
- 9 Journal of Retailing
- 10 Psychology & Marketing
- 11 Recommended Trade Literature/Newspapers
- 12 Harvard Business Review
- 13 The Bulletin
- 14 Advertising Age, Marketing, B&T

Recommended Text:

1. Muhammedrisaevna, T. M. S., Bayazovna, G. N., &Kakhramonovna, D. A. (2020). Goal and objectives of integrated marketing communications. *Economics*, 2 (45).

Suggested Readings:

1. Whitburn, D., Karg, A., & Turner, P. (2020). The Effect of Digital Integrated Marketing Communications on Not-for-Profit Sport Consumption Behaviors. *Journal of Sport Management*, 1, 1-18.

The course is designed to equip students with fundamental terms, including market, marketing, Agri-marketing, agribusiness marketing, industrial marketing and E-commerce. They will create their skills in Identify the meaning and importance of consumers and consumer choices in industrial and agricultural marketing. Reading would apply information and concepts derived from printed materials of latest journal publications.

Course Learning Objectives

1. To prepare students to gain knowledge about new strategies applied in industrial and agricultural marketing in today's latest global business environment
2. To enabling them to understand how with the help of agricultural marketing a country can excel in global competitive environment
3. To enable them to understand environmental and international trade

Contents

- 1 Nature of Industrial Marketing: Industrial Marketing Vs. Consumer Marketing
- 2 Relational approach to Industrial Marketing
- 3 The Nature of Industrial Demand & Industrial Customer
- 4 Types of Industrial Products: Major Equipment; Accessory Equipment
- 5 Raw and Processed Materials; Component Parts and Sub- Assemblies
- 6 Operating Supplies; Standardized and Non-standardized parts, Industrial services
- 7 Factors influencing Organizational Buying: Buying Roles
- 8 Organizational Buying Decision Process; Environmental & organizational Influences
- 9 The Buy Grid Model; The Organizational Buying Decision Process
- 10 Industrial Product Decisions, Channel Structure for Industrial Products
- 11 Pricing for Industrial Products, Purchasing systems – Auctions-Documentation – bids
- 12 Order placement – follow up – receipt and inspection
- 13 Promotion for Industrial products, Agriculture Marketing –Definition, Scope,
- 14 Concept and Objectives, Differences in Agricultural and Consumer Marketing,
- 15 Constraints in Agricultural marketing, Agribusiness –Emerging Branches
- 16 Non-Conventional forms of Agribusiness Export potential for farm products
- 17 Supporting Services, Cooperative Marketing –Concept, History, Functions
- 18 Advantages & Limitations of Organized retailing in Agri Inputs and Outputs
- 19 Recruitment of Human Resources in Agri marketing and new trends in Agri Marketing
- 20 SCM In Agri Business i.e. Cold Chains, Organized procurement & warehousing

Recommended Text:

1. Pyzhikova, N., Smirnova, T., Chepeleva, K., & Shmeleva, Z. (2020). The Brand as a Tool for Agricultural Products Promotion in the Region. In Ecological-Socio-Economic Systems: Models of Competition and Cooperation (ESES 2019) (pp. 178-184). Atlantis Press.

Strategic Marketing Management encompasses marketing strategy elements and their integration. Focus will be upon developing your abilities to apply various principles and theories to specific problems. Competitive marketing strategies are introduced, and theories are applied to different economic environments as well as to different competitive environments.

Course Learning Objectives

1. To prepare students to gain knowledge about strategic marketing practices; the marketing plan; implementing, monitoring and controlling marketing strategy programs
2. To enabling them to understand the current strategic marketing practices in a changing environment
3. To equip students with skills to analyze marketing problems and opportunities and develop successful marketing strategies

Contents

- 1 Introduction to strategy, strategic concepts and strategic levels
- 2 Alternative marketing strategies: Generic, Specific
- 3 Strategy and the Marketing Planning process
- 4 Marketing strategy formulation: Industry and business definition
- 5 Product-market definition and analysis, Customer and stakeholder analysis
- 6 Competitor analysis
- 7 Strategy selection, adjustment or re-confirmation
- 8 Strategic application of the Marketing Mix
- 9 Product and packaging strategy
- 10 Pricing strategy
- 11 Positioning and Brand strategy
- 12 Marketing communication strategy
- 13 Distribution, selling and customer service strategies
- 14 The role of the Internet
- 15 Implementation and organizational strategic focus
- 16 Industry evolution, monitoring and strategic adjustments
- 17 Strategies for different environments

Recommended Text:

1. Cravens, D. W., & Piercy, N. (2006). *Strategic marketing*. (7thed.). Columbus: McGraw-Hill.

Suggested Readings:

1. Wilson, R. M., & Gilligan, C. (2012). *Strategic marketing management*. (3rded.).Routledge.
2. Kotabe, M. M., &Helsen, K. (2020). *Global marketing management*. (7thed.). John Wiley & Sons.