

POST GRADUATE DIPLOMA IN MARKETING MANAGEMENT

As per National Education Policy (NEP)

ACADEMIC SESSION 2023 – 24

DEPARTMENT OF BUSINESS ADMINISTRATION FACULTY OF COMMERCE & MANAGEMENT STUDIES, JAI NARAIN VYAS UNIVERSITY, JODHPUR

The '**Department of Business Administration**' came into existence on 3rd February 1990 with the objective of imparting quality business education as well as to enable the student fraternity to broaden their base and sharpen their understanding with a view to mould them as future business leaders' administrators and executives. Initially the department commenced its activities within the 'Faculty of Commerce' but started functioning independently from February 1990. Since then the Department of Business Administration has grown both academically and professionally. We have had a long journey of two decades taking the department to greater heights over the years.

The Department of Business Administration focuses on integrated, interdisciplinary themes of fundamental importance to every aspect of decision making. The department and its expert faculty educate future business leaders. The department is dedicated to instilling the critical thinking necessary to succeed in business. A rich learning environment is enhanced by experiential learning opportunities.

VISION

To be recognized as knowledge hub of business education and research creating socially responsible citizens.

MISSION

To develop future business leaders and professionals from a cross-functional, crosscultural perspective with the consciousness, knowledge, and practical skills to assume responsible positions in organizations, and develop them into well-rounded, globally minded managers to be successful in dynamic, ever changing business environment.

OBJECTIVES

- To offer academic and research programmes in business and allied disciplines.
- To offer educational programmes at different levels in the field of business education.
- To provide opportunity to students to acquire skills for improving employability and entrepreneurial abilities.
- To undertake consultancy, research and extension activities with a focus on sustainable development.

COURSES FOR STUDIES

The department offers following programmes of teaching:

- Bachelor of Commerce (B.Com.) In combination with other department of the faculty.
- Bachelor of Commerce B.Com. (Honours) Business Administration

- Bachelor of Business Administration (BBA) In combination with other department of the faculty.
- Master of Commerce (M.Com.) Business Administration
- Master of Human Resource Management (MHRM)
- Master of Marketing Management (MMM)
- Post Graduate Diploma in Human Resource Management (PGDHRM)
- Post Graduate Diploma in Marketing Management (PGDMM)
- Certificate Course in Entrepreneurship & Managerial Skill
- Certificate Course in Office Management Skills

RESEARCH PROGRAM

The department provides facilities for full time M.Phil / Ph.D. / D.Lit. programmes in Business Administration. The research programs in the department promote innovation; focus on activities that can make a difference to problems that matter to industry & society. These research program continue to attract researchers of excellent caliber.

TEACHING FACULTY

The Department of Business Administration is headed by Dr. Ramesh Kumar Chouhan with rich teaching experience. The department is supported by six Assistant Professors. Our teaching faculties are widely acknowledged as leaders in research in varied business streams. They actively contribute in professional organizations and serve on influential editorial boards. The faculty members have authored various books, produce academic papers, and written an array of articles for general business publications. The research and consultancy are translated into a classroom experience that is theoretically grounded, evidence-based, practical and forward looking. The teaching team comprises of:

- Dr. Ramesh Kumar Chouhan, Assistant Professor and Head M.Com., M.T.A., Ph.D., PGDM&SM
- Dr. U.R. Tater, Assistant Professor M.Com., Ph.D.
- Dr. Asha Rathi, Assistant Professor M.Com., Ph.D., PGDM&SM
- Dr. Ashish Mathur, Assistant Professor M.B.A., Ph.D.
- 5. Dr. Manish Vadera, Assistant Professor M.B.A., Ph.D., LL.M.
- Dr. Ashok Kumar, Assistant Professor M.Com., M.Phil., Ph.D.
- Dr. Vandana Yadav, Assistant Professor M.B.A., Ph.D.

Medium of Instruction:

The language medium of instructions and examination in each course shall be English and Hindi.

Name of the Program: Post Graduate Program in Marketing Management (PGDMM)

Agency conducting the course: Department of Business Administration, Faculty of Commerce and Management Studies, Jai Narain Vyas University, Jodhpur

Program Structure:

The PGDMM Program is divided into two semesters i.e. Semester I and Semester II. As per the new structure, in the both semesters, there are 3 Discipline Centric Core (DCC) Papers where as there are 2 Discipline Specific Elective (DSE) Papers to choose for students from the available papers list. Student also gets an option to choose Discipline Specific Elective – Special Type (DSE*) in each semester in lieu of one DSE paper.

- There will be 4 lecture periods of 60 minutes each of teaching per week for each paper.
- Duration of End of Semester Exams (EoSE) of each paper shall be 3 hours.
- Each paper will be of 100 marks out of which 70 marks shall be allocated for End of Semester Exams (EoSE) and 30 marks for Continuous Assessment (CA).

Teaching Methods:

A combination of different teaching methods such as Lectures; Case Discussions; Seminars; Presentations, Individual and Group Exercises and Assignments etc will be used.

Teaching Faculties:

Faculty will be drawn from within the Jai Narain Vyas University of Jodhpur and outside subject to availability considering nature of the subject and availability of resources as the case may be. In addition, an attempt will be made to draw Professionals from Business, Industry to share their experience with Participants.

NOTE:

Jai Narain Vyas University NEP Ordinance and PG Guidelines issued by the university will be guiding for admission, examination and DSE* (Discipline Specific Elective – Special Type) courses.

The Schedule of courses of semester with level, course type, course code, workload, credits and maximum marks shall be as follows:

Level (NHEQF)	Semeste r	Course Type	Course Code	Course Title		Teaching Hours Per Week		Hours Per Week		Hours Per Week		Hours Per Week		Total Hours	Total Credits	CA Marks	EoSE Marks	Total Marks
						L	T	Р										
		DCC	BAD8007T	Fundamentals of Business Management	S	4	-	-	4	60	4	30	70	100				
			BAD8008T	Marketing Management		4	-	-	4	60	4	30	70	100				
			BAD8009T	Consumer Behaviour		4	-	-	4	60	4	30	70	100				
8			BAD8110T	Product and Brand Management		4	-	-	4	60	4	30	70	100				
(6)		DSE	BAD8111T	Logistics and Supply Chair Management	n	4	-	-	4	60	4	30	70	100				
			BAD8112T	112T Advertising Management		4	-	-	4	60	4	30	70	100				
			DPR8215S	Field Study		-	-	-	-	120	4	30	70	100				
		DSE*	DPR8216S	Project Work		-	-	-	-	120	4	30	70	100				
			SEM8213S	Seminar		-	-	-	-	60	2	30	70	100				
TOTAL CREDITS TO BE EARNED						20												
(2) If s	student cho R. Student	ose DSE* can choos		pecific Elective – Special T 8215S or DPR8216S course 30 hours.		-	-			-	one DSE fr	om the l	ist and o	ne of the				
			BAD80	015T Marketing Research	4	-	-		4	60	4	30	70	100				
8		DC	C BAD80	Customer 016T Relationship Management	4	-	-		4	60	4	30	70	100				
(6)			BAD80	017T Digital Marketing	4	-	_		4	60	4	30	70	100				
			BAD81	.24T Retail Marketing	4	-			4	60	4	30	70	100				
		DS	SE BAD81	.25T Marketing of Services	4	-	-		4	60	4	30	70	100				

	BAD8126T	Rural Marketing	4	-	-	4	60	4	30	70	100
	IOJ8215S	Internship	-	-	-	-	180	4	30	70	100
	IOJ8216S	On-Job Experience	-	-	-	-	180	4	30	70	100
DSE*	CEE8213S	Community Engagement Experience	-	-	-	-	180	4	30	70	100
	RCC8213S	Research Credit Course	-	-	-	-	180	4	30	70	100
	SEM8216S	Seminar	-	-	-	-	60	2	30	70	100
	TOTAL CRED	ITS TO BE EARNED	·			· ·			2	0	
 (1) Student to choose any two DSEs from the list. (2) If student choose DSE*(Discipline Specific Elective – Special Type) then he/she can choose any one DSE from the list and one of the IOJ. Student can choose only one of the IOJ type DSE* course because of time constraints. 											
)	ose any two ose DSE*(Disc	IOJ8215SIOJ8215SIOJ8216SDSE*CEE8213SRCC8213SSEM8216STOTAL CREEose any two DSEs from theose DSE*(Discipline Specifie)	IOJ8215S Internship IOJ8215S Internship IOJ8216S On-Job IOJ8216S Experience DSE* CEE8213S Engagement Experience Experience RCC8213S Research Credit Course SEM8216S Seminar TOTAL CREDITS TO BE EARNED ose any two DSEs from the list. DSE*(Discipline Specific Elective – Special	IOJ8215S Internship - IOJ8216S On-Job - IOJ8216S Experience - DSE* CEE8213S Engagement - Experience - - - RCC8213S Research Credit - - SEM8216S Seminar - - Ose any two DSEs from the list. - - - Secord Credit - - - Semar - - - Ses DSE*(Discipline Specific Elective – Special Type - -	IOJ8215S Internship - - IOJ8216S On-Job - - IOJ8216S Experience - - IOJ8216S Community - - DSE* CEE8213S Engagement - - RCC8213S Research Credit - - - SEM8216S Seminar - - - SEM8216S Seminar - - - ose any two DSEs from the list. - - - - SES*(Discipline Specific Elective – Special Type) the - - -	IOJ8215SInternshipIOJ8216SOn-Job ExperienceIOJ8216SCommunity EngagementDSE*CEE8213SEngagement ExperienceRCC8213SResearch Credit CourseSEM8216SSeminarTOTAL CREDITS TO BE EARNEDose any two DSEs from the list.DSE*(Discipline Specific Elective – Special Type) then he/she	IOJ8215SInternshipIOJ8216SOn-Job ExperienceIOJ8216SCommunity EngagementDSE*CEE8213SEngagement ExperienceRCC8213SResearch Credit 	IOJ8215SInternship180IOJ8216SOn-Job Experience180DSE*CEE8213SEngagement Experience180RCC8213SEngagement Experience180RCC8213SResearch Credit Course180SEM8216SSeminar180OTTAL CREDITS TO BE EARNEDose any two DSEs from the list.ose DSE*(Discipline Specific Elective – Special Type) then he/she can choose any colspan="4">conse any col	IOJ8215SInternship1804IOJ8216SOn-Job Experience1804DSE*CEE8213SOn-Job Experience1804DSE*CEE8213SEngagement Experience1804RCC8213SResearch Credit Course1804SEM8216SSeminar602TOTAL CREDITS TO BE EARNEDose any two DSEs from the list.ose any two DSEs from the list.	IOJ8215SInternship180430IOJ8216SOn-Job Experience180430IOJ8216SOn-Job Experience180430DSE*CEE8213SEngagement Experience180430DSE*CEE8213SEngagement Experience180430RCC8213SResearch Credit Course180430SEM8216SSeminar60230TOTAL CREDITS TO BE EARNED2ose any two DSEs from the list.DSE*(Discipline Specific Elective – Special Type) then he/she can choose any one DSE from the I	IOJ8215S Internship - - - 180 4 30 70 IOJ8216S On-Job - - - - 180 4 30 70 IOJ8216S On-Job - - - - 180 4 30 70 DSE* CEE8213S Engagement - - - - 180 4 30 70 DSE* CEE8213S Engagement - - - - 180 4 30 70 Experience - - - - 180 4 30 70 Experience - - - - 180 4 30 70 Experience - - - - 180 4 30 70 SEM8216S Seminar - - - - 60 2 30 70 Osee any two DSEs from the

(3) For IOJ, CEE and RCC, One Credit = 45 hours. For Seminar one credit = 30 hours.

Exit with PG Diploma in Marketing Management

Abbreviations:

NHEQF: National Higher Education Qualification Framework Level	DCC: Discipline Centric Core Course	DSE: Discipline Specific Elective Course
L: Lecture	T: Tutorial	P: Practical
H/W: Hours per week	EoSE: End of Semester Exams	CA: Continuous Assessment

SEMESTER I (PAVAS SEMESTER) JULY – DECEMBER, 2023

Level (NHEQF)	Course Type	Course Code	Course Title	Total Credits	н/w	Total Hours	CA Marks	EoSE Marks	Total Marks
	DCC	BAD8007T	Fundamentals of Business Management	4	4	60	30	70	100
	DCC	BAD8008T	Marketing Management	4	4	60	30	70	100
		BAD8009T	Consumer Behaviour	4	4	60	30	70	100
8		BAD8110T	Product and Brand Management	4	4	60	30	70	100
(6)	DSE	BAD8111T	Logistics and Supply Chain Management	4	4	60	30	70	100
		BAD8112T	Labour- Management Relations	4	4	60	30	70	100
		DPR8215S	Field Study	4	-	120	30	70	100
	DSE*	DPR8216S	Project Work	4	-	120	30	70	100
		SEM8213S	Seminar	2	-	60	30	70	100

Course Code	:	BAD8007T
Name of Course	:	Fundamentals of Business Management

: 1

Semester

Course Credits	No. of Hours Per Week	Total No. of Teaching Hours
6 Credits	6 Hours	90 Hours

Course Objective: The objective of this course is to provide students with a comprehensive understanding of principles, theories, and practical aspects of management.

Course Outcome: On successful completion of the course, the students will be able to:

- Understand the concept and significance of management
- Develop skills in planning and decision-making
- Comprehend the principles and techniques of organization and coordination
- Gain insights into motivation, leadership, and direction
- Acquire knowledge of managerial control and change management

SYLLABUS

UNIT 1: Introduction: Concept, Nature, Process and Significance of Management; Managerial Roles (Mintzberg); An Overview of Functional Areas of Management,

Development of Management Thoughts - Classical, Neo-Classical and Contingency Approaches.

UNIT 2: Planning: Concept, Process, Types, Levels, Advantages, Disadvantages and Principles of Planning. Decision- Making: Concept and Process; Management by Objective (MBO).

UNIT 3: Organisation: Concept, Nature, Process and Significance, Authority and Responsibility Relationships. Centralization and Decentralization; Span of Management. Coordination: Meaning, Importance, Principles and Techniques.

UNIT 4: Direction: Meaning & Principles. Motivation and Leading People at Work: Motivation- Concept, Importance, Theories of - Maslow, Herzberg, McGregor and Ouchi. Leadership- Concept and Leadership Styles; Likert's System of Management.

UNIT 5: Managerial Control: Concept and Process; Effective Control System; Techniques of Control. Management of Change: Concept, Nature, Types of Changes and Process of Planned Change, Resistance to Change and Methods of Reducing Resistance to Change.

SUGGESTED READINGS

- Harold Knootz & Heinz Weihrich: Essentials of Management, Tata McGraw Hill, New Delhi •
- Vijay Kumar Kaul: Business Management, Vikas Publishing House.
- R.D. Agarwal: Organization and Management, Tata McGraw Hill, New Delhi.
- Louis A. Allen : Management and Organisation, McGraw Hill, Tokyo
- Ansoff, H.I.: Corporate Strategy, McGraw Hill, New York
- Hampton David R. : Modern Management, McGraw Hill, New York
- James A.F. Stoner, R. Edward Freeman, Daniel R. Gilbert, Jr.: Management, Prentice Hall, New Delhi.
- Harsey, Paul and Blanchard Kenneth H: Management of Organizational Behaviour-Utilizing the Human Resources, Prentice Hall of India, New Delhi
- John M. Ivancevich, James H. Donnelly, Jr. James L. Gibson: Management Principles and Functions. AITBS Publishers and Distributors, New Delhi.
- George R. Terry, Stephgen G. Franklin: Principles of Management, AITBS Publishers and Distributors, New Delhi.

Note: Latest edition of textbooks and reference books may be used.

Course Code	:	BAD8008T
Name of Course	:	Marketing Management
Semester	:	I

emester

Course Credits	No. of Hours Per Week	Total No. of Teaching Hours
6 Credits	6 Hours	90 Hours

Course Objective: The objective of this course is to develop a comprehensive understanding of marketing principles and strategies, equipping students with the knowledge and skills to effectively analyze markets, design marketing plans, and make informed decisions to achieve organizational goals.

- Understand the fundamental concepts and importance of marketing. •
- Analyze the marketing environment and its impact on decision-making.
- Comprehend product planning, development, and life cycle.

- Understand various pricing strategies and promotion methods.
- Gain insights into distribution channels and their role in delivering products to consumers.
- Understand current issues and developments in marketing

UNIT 1: Introduction: Concept, Nature, Scope and Importance of Marketing; Marketing concept and its evolution; Marketing mix.

Market Analysis and Selection: Marketing environment – macro and micro components and their impact on marketing decisions; Market segmentation and positioning; Buyer behaviour;

Consumer versus organizational buyers; Consumer Decision Making Process

UNIT 2: Product Decisions: Concept of a product; Classification of products; Major product decisions; Product line and product mix; Branding; Packaging and labelling; Product life-cycle – strategic implications; New Product Development and Consumer Adoption Process.

Pricing Decisions: Factors affecting price determination; Pricing policies and strategies.

UNIT 3: Distribution Channels and Physical Distribution Decisions: Nature, functions, and types of distribution channels; Distribution channel intermediaries; Channel Management Decision; Retailing and Wholesaling.

UNIT 4: Promotion Decisions: Communication process; promotion mix – advertising, personal selling, sales promotion, publicity and public relations; Determining advertising budget; Copy designing and its testing; Media selection; Advertising effectiveness; Sales Promotion – tools and techniques.

UNIT 5: Issues and Developments in Marketing: Social, Ethical and Legal Aspects of Marketing; Services Marketing; Green Marketing; Sustainable Marketing; Relationship Marketing; and other development in marketing.

SUGGESTED READINGS

- Agarwal, P.K.: Marketing Management: An Indian Perspective, Pragati Prakashan, Meerut.
- RSN Pillai & Bagavathi: Marketing Management, S. Chand Publishers
- Arun Kumar & N Meenakshi: Marketing Management, Vikas Publishing House
- Kotler, Philip and Gary Armstrong: Principles of Marketing, Prentice Hall, New Delhi.
- Kotler, Philip: Marketing Management Analysis, Planning, Implementation and Control,
- Prentice Hall, New Delhi.
- Majumdar, Ramanuj: Product Management in India, Prentice Hall, New Delhi.
- Ramaswamy, V.S. and Namakumari, S: Marketing Management, MacMillan India, New Delhi.
- Srinivasan, R: Case Studies in Marketing: The Indian Context, Prentice Hall, New Delhi.
- Stanton, William J., and Charles Futrell: Fundamentals of Marketing, McGraw Hill Publishing
- Co., New York.
- Sontakki, C.N., Marketing Management: In the Indian Background, Kalyani Publishers, New
- Delhi.
- Verma V. Harsh & Duggal Ekta: Marketing, Oxford University Press, New Delhi.

Course Code	:	BAD8009T
Name of Course	:	Consumer Behaviour
Semester	:	I

Course Credits	No. of Hours Per Week	Total No. of Teaching Hours		
4 Credits	4 Hours	60 Hours		

Course Objective: The objective of this course is to provide students with a comprehensive understanding of factors influencing consumer decision-making process, enabling them to analyse & predict consumer behaviour in various marketing contexts.

Course Outcome: On successful completion of the course, the students will be able to:

- Analyze the different types of consumer behaviour models and understand their marketing implications.
- Evaluate the impact of environmental, cultural, and social influences on consumer behaviour and their marketing implications.
- Understand the individual consumer and buying behaviour and its marketing implications including their perceptions, attitudes, and motivations.
- Develop market segmentation strategies and positioning strategies for existing and new products using perceptual mapping techniques.
- Explore the borderless consumer market and buying behaviour, and the issues of privacy and ethics associated with direct marketing approaches. Students will also gain an understanding of consumer rights and marketers' responsibilities in the global marketplace.

SYLLABUS

UNIT 1: Consumer Behaviour and Marketing Action: An overview - Consumer involvement, decision making processes and purchase behaviour and marketing implications -Consumer Behaviour Models

UNIT 2: Environmental influences on consumer behaviour, Cultural influences - Social class, reference groups and family influences - Opinion leadership and the diffusion of innovations - Marketing implications of the above influences.

UNIT 3: The individual consumer and buying behaviour and marketing implications - Consumer perceptions, learning, attitudes, motivation and personality - psychographics, values and Lifestyles. Industrial Consumers, difference between ultimate and industrial consumer behaviour.

UNIT 4: Strategic marketing applications - Market segmentation strategies - Positioning strategies for existing and new products, Re-positioning, perceptual mapping - Marketing communications Source, message and media effects. Store choice and shopping behaviour - In-Store, store image and loyalty - Consumerism - Consumer rights and Marketers' responsibilities.

UNIT 5: The Borderless Consumer Market and buying behaviour - Consumer buying habits and perceptions of emerging non-store choices - Research and applications of consumer responses to direct marketing approaches - Issues of privacy and ethics.

SUGGESTED READINGS

- London and Della Bitta: Consumer Behaviour: Concepts and Applications, Tata McGraw Hill.
- Henry Assael: Consumer Behavior and Marketing Action, Kent Publishing Co.
- Assael, H.: Consumer Behavior and Marketing, South Western Publishing Co., Ohio.
- Berkman and Gilson: Consumer Behavior: Concepts and Strategies, Kent Publishing Co.

- Bennett, P.D. and H.H. Kassarijion: Consumer Behavior, Prentice Hall of India, New Delhi.
- Block and Roering: Essentials of Consumer Behavior, Dryden Press, Chicago.
- Hawkins, Best and Coney: Consumer Behavior, Tata McGraw Hill, New Delhi.
- Howard JA, Sheth JN: The Theory of Buyer Behavior, John Wiley, New York.
- Laudon, D.L.: Consumer Behavior, Tata McGraw Hill, New Delhi.
- Schiffan, Leon G. and Lealie Lazar Kanuk: Consumer Behavior, Prentice Hall, New Delhi.

Note: Latest edition of textbooks and reference books may be used.

Course Code	:	BAD8110T
Name of Course	:	Product and Brand Management
Semester	:	I

Course Credits	No. of Hours Per Week	Total No. of Teaching Hours
4 Credits	4 Hours	60 Hours

Course Objective: The objective of this course is to equip students with the knowledge and skills needed to successfully develop, position & manage products and brands in dynamic market environment.

Course Outcome: On successful completion of the course, the students will be able to:

- Understand the key concepts and principles of product management.
- Analyze the factors that influence the design of a product and identify the changes that can impact product management in a dynamic market environment.
- Develop effective product strategies.
- Evaluate the role of brands in the marketplace, differentiate between commodities and brands, and comprehend the concept of brand equity and its significance.
- Apply the knowledge of brand positioning & brand building and learn about brand measurement techniques.

SYLLABUS

UNIT 1: Product Management: Product Development, Product focused organization; Market focused organization, Factors influencing design of the product, Changes affecting product management.

UNIT 2: Developing Product Strategy: Setting objectives & alternatives, Product strategy over the life-cycle, Customer analysis, Competitor analysis, Design of manufacture, new product development.

UNIT 3: Brand & Brand Management: Commodities Vs Brands, The role of brands, The brand equity concept, Brand Equity Models– Brand Asset Valuation, Aaker Model, BRANDZ, Brand Resonance, Building Brand Equity, Brand Identity and Brand image.

UNIT 4: Brand Positioning & Brand Building: Brand knowledge, Brand portfolios and market segmentation, Steps of brand building, Identifying and establishing brand positioning, Defining and establishing brand values.

UNIT 5: Measuring and Managing Brand Equity: Brand Value chain, Brand Audits, Brand Tracking, Brand Valuation. Managing Brand Equity: Brand Reinforcement, Brand Revitalization, and Brand Crisis.

SUGGESTED READINGS

- Aaker, David A.: Managing Brand Equity, Free Press, New York. ٠
- Chaturvedi, M: New Product Development, Wheeler Publications, New Delhi. •
- Kapferer. J.N: Strategic Brand Management, Kogan Page, New York.
- Kuller, K.L: Strategic Brand Management, Prentice Hall, New Delhi.
- Majumdar, Ramanuj: Product Management in India, Prentice Hall, New Delhi.
- Moise, S: Successful Product Management, Kogan Page, New York.
- Moore, W.I: Product Planning Management, McGraw Hill, Boston.
- Moorthi, Y.L.R.: Brand Management, Vikas Publication House, New Delhi.
- Quelch, J.A: Cases in Product Management, Irwin, London.
- Sen Gupta, Subrato: Brand Positioning, Tata McGraw Hill, Delhi.
- Urban, Glen L., John R. Hanser and Nikilesh Dholakia: Essentials of New Product Management, Prentice Hall, Englewood Cliff, New York.
- Batra, R., John G. Myers and David A. Aaker . Advertising Management, 5 th Edition, Pearson Education.
- Wells W., Burnet J. and Moriarty S. Advertising: Principles & Practice, Pearson Education.
- Keller K. L., Strategic Brand Management, 2nd Edition, Pearson Education.
- Aaker, David, Managing Brand Equity, Prentice Hall of India.
- Belch, G. E. & Belch, M. A.. Advertising and Promotion, Tata McGraw Hill.

Note: Latest edition of textbooks and reference books may be used.

Course Code	:	BAD8111T
Name of Course	:	Logistics and Supply Chain Management
Semester	:	I

Semester

Course Credits	No. of Hours Per Week	Total No. of Teaching Hours
4 Credits	4 Hours	60 Hours

Course Objective: The objective of this course is to equip students with knowledge and skills necessary to effectively plan, manage and optimize the movement of goods, streamline supply chain processes, and enhance operational efficiency in the field of logistics and supply chain management.

Course Outcome: On successful completion of the course, the students will be able to:

- Understand the concept of supply chain management (SCM) and trade logistics.
- Analyze and evaluate logistic activities at both macro and micro levels, and recognize the contribution of logistics to the overall supply chain.
- Apply supply chain metrics (KPIs) for performance measurement and continuous improvement, and comprehend the strategic role of purchasing in the supply chain.
- Demonstrate knowledge of relationship marketing in SCM.
- Understand the importance of effective transportation systems, characteristics of different service choices, international shipping and trade, and warehousing and inventory management principles and techniques.

SYLLABUS

UNIT 1: Introduction: Concept of supply chain management (SCM) and trade logistics; Scope of logistics; Logistic activities - an Overview; Contribution of logistics at macro and micro levels; Process of integrated SCM.

UNIT 2: Supply chain metrics (KPIs), performance measurement and continuous improvement; Product development Process and SCM; Strategic role of purchasing in the supply chain.

UNIT 3: Managing Relationship: Role of Relationship marketing in SCM; Managing relationships with suppliers and customers; Captive buyers and suppliers; Strategic partnerships.

UNIT 4: Focus Areas of Logistics and Supply Chain management: Transportation-Importance of effective transportation system; Service choices and their characteristics; inter-modal services, World sea borne trade; International shipping- characteristics and structure; Development in sea transportation-Unitization, containerisation, inter and multimodal transport. Carriage of Goods by sea -Role and types of cargo intermediaries; Air transport: Set up for air transport and freight rates.

UNIT 5: Warehousing and inventory management: Reasons for warehousing; Warehousing location strategies; Inventory management principles and approaches; Inventory categories -EOQ, LT, ICC; Material management systems and techniques – JIT purchasing, manufacturing and in-bound logistics; Packing and marking.

SUGGESTED READINGS

- Ballau, R.H., Business Logistics Management, Prentice Hall, Englewood Cliffs. •
- Christopher, M., Logistics and Supply Chain Management, Prentice Hall.
- Murphy, Paul R. and Donald F. Wood, Contemporary Logistics, Prentice Hall.
- Shapiro, R., Logistics Strategy: Cases and Concepts, West Publishing, St. Paul.
- Coughlan, A., Anderson, E. and Louis W. Stern, Marketing Channels, Prentice Hall.
- Handfield and Nicholas, Jr., Introduction to Supply Chain Management, Prentice Hall.
- Jhon J Coyle, C. Jhonand Langley, Brian J Gibs, Logistics approach to Supply Chain Management, Cengage Learning.

Note: Latest edition of textbooks and reference books may be used.

Course Code	:	BAD8112T

Name of Course Advertising Management : :

Т

Semester

Course Credits	No. of Hours Per Week	Total No. of Teaching Hours
4 Credits	4 Hours	60 Hours

Course Objective: The objective of this course is to equip students with skills and knowledge necessary to develop and implement successful advertising campaigns, enabling them to effectively achieve marketing objectives.

- Understand the nature and importance of advertising, communication process and model, and types of advertising.
- Analyze mission and market objectives, determine target audience, and understand • segmentation and positioning for integrated advertising programs.
- Develop and test advertising message and copy, including headlines, visualization and layout, appeals, testimonials, celebrity endorsements, body copy, logo, and illustration.
- Plan media selection and scheduling for print, broadcasting, and non-media advertising, and understand media testing.

• Understand the role of advertising agencies and learn how to evaluate advertising effectiveness using pre and post-tests.

SYLLABUS

UNIT 1: Introduction to Advertising: Advertising - its nature and importance; Communication process and model; Advertising and communication; Types of advertising; Advertising management process - an overview.

UNIT 2: Integrated Advertising Program Analysis of Mission & Market Objective Setting & Determining Target Audience, Understanding Segmentation, Positioning.

Advertising Objectives and Budget: Determining advertising objectives; Methods of determining advertising budget.

UNIT 3: Understanding Message Strategy: Message & Copy in Advertising, Copy Development and Testing: Determining advertising message and copy - Headlines in Print & TV Advertising, Visualization & Layout, AD Appeals, Testimonials & Celebrity Endorsement, body copy, logo, illustration; Creative styles and advertising appeals; Copy testing

UNIT 4: Media Planning: Print media, broadcasting media; Non-media advertising; Media. Planning-media selection and scheduling; Media testing.

UNIT 5: Advertising Stake Holders – Advertising Organization, Evolution & History of advertising Agency, The working of AD agencies, Organization Structure of Advertising Department, Interface with other Departments, Functions of Advertising Agency

Role of advertising agencies; Advertising agency and client relationship; Evaluating advertising effectiveness- pre and post-tests.

SUGGESTED READINGS

- Aaker, David, et. al.: Advertising Management, Prentice Hall, New Delhi.
- Batra, Rajeev, John G. Myers and David A. Aaker: Advertising Management, Prentice Hall, New Delhi.
- Davis, J.J: Advertising Research, Prentice Hall, New Delhi
- Gunter, Barrie: Media Research Methods, Sage publications, London.
- Norris, James S.: Advertising, Prentice Hall, New Delhi.
- Sandage C.H. and Fry Burger: Advertising Theory and Practice, Richard D Irwin, Illinois.
- Sengupta, Subroto: Brand Positioning, Tata McGraw Hill Co., New Delhi.
- Sissors, Jack,z and Lincoln Bimba: Advertising Media Planning, NTC Business Books, Illinois, USA.
- Sontaki, C.N.: Advertising and Sales Management, Kalyani Publishers

SEMESTER II (BASANT SEMESTER) JANUARY – MAY, 2024

Level (NHEQF)	Course Type	Course Code	Course Title	Total Credits	н/w	Total Hours	CA Marks	EoSE Marks	Total Marks
		BAD8015T	Marketing Research	4	4	60	30	70	100
	DCC	BAD8016T	Customer Relationship Management	4	4	60	30	70	100
		BAD8017T	Digital Marketing	4	4	60	30	70	100
		BAD8124T	Retail Marketing	4	4	60	30	70	100
8	DSE	BAD8125T	Marketing of Services	4	4	60	30	70	100
(6)		BAD8126T	Rural Marketing	4	4	60	30	70	100
		IOJ8215S	Internship	4	-	180	30	70	100
		IOJ8216S	On-Job Experience	4	-	180	30	70	100
	DSE*	CEE8213S	Community Engagement Experience	4	-	180	30	70	100
		RCC8213S	Research Credit Course	4	-	180	30	70	100
		SEM8216S	Seminar	2	-	60	30	70	100

Course Code : BAD8015T

Name of Course : Marketing Research

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Semester

Course Credits	No. of Hours Per Week	Total No. of Teaching Hours
4 Credits	4 Hours	60 Hours

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Course Objective: The objective of this course is to equip students with the knowledge and skills necessary to conduct comprehensive market research, enabling them to make data-driven decisions and develop effective marketing strategies.

- Understand marketing research and its role in decision-making within an organization.
- Develop a comprehensive understanding of the marketing information system and its connection to marketing research.
- Acquire knowledge of the marketing research process.
- Gain familiarity with various data collection methods.
- Develop an understanding of data analysis techniques and learn how to prepare and present research reports.

UNIT 1: Introduction to Marketing Research: Importance, nature and scope of marketing research; Marketing information system and marketing research; Marketing research process and organization.

UNIT 2: Problem Identification and Research Design: Problem identification and definition; Developing a research proposal; Determining research type - exploratory, descriptive and conclusive research; Experimental designs.

UNIT 3: Data Resources: Secondary data sources and usage; Online data sources; Primary data collection methods - questioning techniques, online - surveys, observation method; Questionnaire preparation.

UNIT 4: Aptitude measurement and scaling techniques -elementary introduction to measurement scales. Sampling Plan: Universe, sample frame and sampling unit; Sampling techniques; Sample size determination. Data Collection: Organization of field work and survey errors - sampling and non-sampling errors. Data Analysis: Univariate, bivariate and multivariate data analysis; Report preparation and presentation.

UNIT 5: Market Research Applications: Product research; Advertising research; Sales and market research; International marketing research; Marketing research in India.

SUGGESTED READINGS

- Beri, G.C: Marketing Research, Tata McGraw Hill, New Delhi.
- Chisnall, Peter M.: The Essence of Marketing Research, Prentice Hall, New Delhi
- Churchill, Gilbert A.: Basic Marketing Research, Dryden Press, Boston
- Davis, J.J: Advertising Research, Prentice Hall, New Delhi.
- Green, Paul E., Donald S.Tull and Gerald Albaum: Research for Marketing Decision, Prentice Hall, New Delhi
- Hooda, R.P: Statistics for Business and Economics, Macmillan India, New Delhi
- Luck, D.J: Marketing Research, Prentice Hall, New Delhi

Note: Latest edition of textbooks and reference books may be used.

Course Code	:	BAD8016T
Name of Course	:	Customer Relationship Management
Semester	:	II

Course Credits	No. of Hours Per Week	Total No. of Teaching Hours
4 Credits	4 Hours	60 Hours

Course Objective: The objective of this course is to equip students with the knowledge and skills to effectively manage and nurture customer relationships, enhancing customer satisfaction, retention, and overall business success.

- Understand the fundamental concepts of Customer Relationship Management (CRM) and its importance.
- Understand the levels of Service/Sales Profiling and the key elements of Service Level Agreements (SLAs).
- Gain insights into the role of CRM in marketing and customer service.

- Understand the application of CRM in various business contexts and the integration of CRM with Enterprise Resource Planning (ERP), Supply Chain Management (SCM), Supplier Relationship Management (SRM), and Partner Relationship Management (PRM).
- Understand the concept of Analytical CRM and its role in managing and sharing customer data.
- Gain insights into the implementation of CRM and understand the challenges and strategies associated with selling CRM.

UNIT 1: CRM concepts: Acquiring customers, customer loyalty, and optimizing customer relationships. CRM defined: success factors, the three levels of Service/ Sales Profiling, Service Level Agreements (SLAs), creating and managing effective SLAs.

UNIT 2: CRM in Marketing: One-to-one Relationship Marketing, Cross Selling & Up Selling, Customer Retention, Behaviour Prediction, Customer Profitability & Value Modeling, Channel Optimization, Event-based marketing. CRM and Customer Service: The Call Centre, Call Scripting, Customer Satisfaction Measurement.

UNIT 3: Sales Force Automation - Sales Process, Activity, Contact, Lead and Knowledge Management. Field Force Automation.

CRM links in e-Business: E-Commerce and Customer Relationships on the Internet, Enterprise Resource Planning (ERP), Supply Chain Management (SCM), Supplier Relationship Management (SRM), Partner relationship Management (PRM).

UNIT 4: Analytical CRM: Managing and sharing customer data - Customer information databases, Ethics and legalities of data use. Data Warehousing and Data Mining concepts. Data analysis: Market Basket Analysis (MBA), Click stream Analysis, Personalization and Collaborative Filtering.

UNIT 5: CRM Implementation: Defining success factors, preparing a business plan - requirements, justification, processes. Choosing CRM tools: Defining functionalities, Homegrown versus out-sourced approaches. Managing customer relationships: conflict, complacency, Resetting the CRM strategy. Selling CRM internally: CRM development Team, Scoping and prioritizing, Development and delivery, Measurement.

SUGGESTED READINGS

- Stanley A.Brown: Customer Relationship Management, Jhon Wiley & sons, Canada, Ltd.
- Paul Greenberg: CRM at the speed of Light: Capturing and keeping customer in Internet real time.
- Jill Dyche: THE CRM HANDBOOK: A Business Guide to Customer Relationship Management, Addison Wesley Information technology Series.
- Patrica Ramaswamy, et al: Harward Business Review on Customer Relationship Management.
- Gosney, John W. and Thomas P. Boehm: Customer Relationship Management Essentials, Prentice Hall, New Delhi.
- Seth, Jagdish N.et. Al.: Customer Relationship Management, Tata McGraw Hill Publishing Co., New Delhi.
- Stone, Merlin and Neil Woodrock: Relationship Marketing, Kogan Page, London.

Course Credits		No. of Hours Per Week
Semester	:	II
Name of Course	:	Digital Marketing
Course Code	:	BAD8017T

Course Credits	No. of Hours Per Week	Total No. of Teaching Hours				
4 Credits	4 Hours	60 Hours				
Course Objective: The objective	e of this course is to equip students	s with the knowledge and skills to				
create and implement effective d	ligital marketing strategies.					
Course Outcome: On successf	ul completion of the course, the	e students will be able to:				
	of digital marketing and differentia	-				
	nd opportunities faced by digital r	marketers and gain knowledge of				
	dscape in the Indian market.					
	echniques to effectively reach and					
	of the internet in marketing, ex P.O.E.S.M. framework for strategic	•				
	g of ethical and legal issues in digit	_				
	SYLLABUS					
LINIT 1. Concept Scope and	Importance of Digital Market	ing Traditional Marketing vs				
	Digital Marketing, Digital Marketing Techniques. Challenges and opportunities for Digital Marketers, Digital Marketing landscape: an overview of Indian Markets					
	UNIT 2: Digital marketing-mix, Segmentation, Targeting, Differentiation and Positioning:					
Concept, Levels, and strategies in digital environment, Digital Technology and Customer						
Relationship Management, Digital Consumers and their Buying Decision process.						
UNIT 3: Concept and role of Internet in Marketing, Online marketing Domains, The						
P.O.E.S.M. Framework, Website design and domain name branding, Search Engine						
Optimization stages, Types of traffic, Online Advertising: Types, formats, requisites of a good						
online advertisement, Email marketing: types and strategies						
UNIT 4: Interactive Marketing	: Concept and options, Social r	media marketing: concept and				
tools, Online Communities and	tools, Online Communities and Social networks, Blogging: types and role, Video marketing:					
tools and techniques, Mobile marketing tools, PPC marketing, Payment options and						
Gateways						
UNIT 5: Ethical Issues and Legal Challenges in digital marketing, Regulatory framework for						
digital marketing in India. The Digital Divide						
SUGGESTED READINGS						
	F.E., Johnson, K., & Mayer, R	. Internet Marketing: Strategy,				
	ctice. New Jersey: Pearson Hall.					
Charlesworth, A. Digital Marketing: A Practical Approach. Abingdon: Routledge.						
Frost, R. D., Fox, A., & Strauss, J. E-Marketing. Abingdon: Routledge.						

- Gay, R., Charlesworth, A., & Esen, R. Online Marketing: A Customer Led Approach.
- Gupta, S. Digital Marketing. Delhi: Tata McGraw Hill Education
- Kapoor, N. Concept Building Approach to Digital Marketing. Delhi: Cengage Learning India Pvt. Ltd.
- Kotler, P., Kartajaya, H., & Setiawan, I. Digital Marketing: 4.0 Moving from Traditional to Digital. New Jersey: John Wiley & Sons.
- Maity M. Digital Marketing. Oxford University Press.

- Ryan, D., & Calvin, J. Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation. London: Kogan Page. Oxford University Press.
- Tasner, M. Marketing in the Moment: The Digital Marketing Guide to Generating More Sales and Reaching Your Customers First. London: Person.

Note: Latest edition of textbooks and reference books may be used.

Course Code	:	BAD8124T
Name of Course	:	Retail Marketing
Semester	:	II

Course Credits	No. of Hours Per Week	Total No. of Teaching Hours
4 Credits	4 Hours	60 Hours

Course Objective: The objective of this course is to provide students with a comprehensive understanding of marketing strategies and tactics specific to retail industry.

Course Outcome: On successful completion of the course, the students will be able to:

- Understand the concept of retailing both in India and from international perspectives.
- Analyze the consumer buying decision process and the various factors that influence consumer shopping behaviour.
- Develop knowledge of retail planning as well as the retail marketing mix and strategies for brand management, merchandise management, and inventory.
- Gain insights into retail location decisions.
- Explore the role of promotion in retailing. Understand human resource issues, customer service management, and the impact of information technology in retailing.

SYLLABUS

UNIT 1: Retailing - Definition, Functions, Importance, Types of Retailing, Organized & Unorganized, Store and Non-store; Retailing in India - Current Scenario, Retailing from International Perspectives; Consumer Buying Decision Process, Influencing Factors, Consumer Shopping Behaviour.

UNIT 2: Retail Planning - Purpose, Method, Structure and Monitoring the Plan; Retail Marketing mix - Strategies; Retail Brand Management - Positioning, Personality, Merchandise Management, Meaning, Methods, Assortment and Inventory; Purchase Negotiation, Supply Channel and Relationship, SCM Principles and Retail Logistics.

UNIT 3: Retail Location Decisions – Trading Area Analysis, Types of Locations; Site Evaluation; Store Design - Layout and Space Management; Visual Merchandising and Displays; Retail Pricing - Approaches, Influencing Factors.

UNIT 4: Retail Promotion - Setting Objectives, Role of Advertising, Sales Promotion, Personal Selling, Public Relations and Relationship Marketing in Retailing; Human Resource Issues and Considerations, Customer Service Management.

UNIT 5:: Impact of Information Technology in Retailing, Integrated Systems and Networking, EDI, Bar Coding, RFID, Customer Database Management. Electronic Retailing - Role of Web, Online Retailing, Factors to be considered in having a Online Store, Limitations of Web and Future Trends, Consumerism and Ethics in Retailing, Social and Green issues. Retail Audit.

SUGGESTED READINGS

- Michael Levy, Barton Weitz : Retail Management, McGraw Hill
- Chetan Bajaj, Rajnish Arya, Nidhi Varma Srivatava : Retail Management, Oxford Publishing
- Tapan K. Panda, Sunil Sahadev : Sales and Distribution Management, Oxford Publishing
- Suja Nair : Retail Management, Himalaya Publishing House
- Swapna Pradhan : Retailing Management, Tata McGraw Hill
- S.L. Gupta : Retail Management, Wisdom Publications
- Philip Kotler : Marketing Management, Prentice Hall
- Cox, Roger and Paul Brittain : Retail Management, Prentice Hall

Note: Latest edition of textbooks and reference books may be used.

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Course Code	:	BAD8125T
Name of Course	:	Marketing of Services

Semester

Course Credits	No. of Hours Per Week	Total No. of Teaching Hours
4 Credits	4 Hours	60 Hours

Course Objective: The objective of this course is to provide students with the knowledge and skills necessary to develop and implement effective marketing strategies specifically tailored for service-based businesses.

Course Outcome: On successful completion of the course, the students will be able to:

- Develop a comprehensive understanding of service marketing principles, strategies, and applications.
- Apply strategic marketing management principles to services.
- Comprehend the marketing mix in service marketing.
- Analyze & address service-quality gaps and gain insights into marketing various service sectors.
- Gain knowledge and skills necessary to analyze, plan, and implement effective marketing approaches in the service industry.

SYLLABUS

UNIT 1:Marketing of Services – Introduction, Growth of the Service Sector -The Concept of Service Characteristics of Services-Classification of Services - Designing the Service Blueprinting, Using Technology, Developing Human Resources, Building Service Aspirations.

UNIT 2: Strategic Marketing Management for Services - Matching Demand and Supply through Capacity Planning and Segmentation - Internal Marketing of a Service External versus Internal Orientation of Service Strategy.

UNIT 3: Marketing Mix in Service Marketing- THE SEVEN Ps - Product Decisions, Pricing Strategies and Tactics, Promotion of Services and Placing or Distribution Methods for Services Additional Dimensions in Services Marketing - People, Physical Evidence and Process

UNIT 4: Delivering Quality Services - Causes of Service-Quality Gaps: The Customer Expectations versus Perceived Service Gap, Factors and Techniques to Resolve this Gap, Gaps in Service - Quality Standards, Factors and Solutions - The Service Performance Gap

Key Factors and Strategies for Closing the Gap _ External Communication to the Customer: the Promise versus Delivery Gap - Developing Appropriate and Effective Communication about Service Quality

UNIT 5: Marketing of Services with Special Reference to:

(a) Financial Services.

- (b) Health Services.
- (c) Hospitality Services including Travel, Hotels and Tourism.
- (d) Professional Services.
- (e) Public Utility Services.
- (f) Communication Services.
- (g) Educational Services.

SUGGESTED READINGS

- Valerie Zeithaml & Mary Jo Bitner: Service Marketing, McGraw Hill.
- Christopher H. Lovelock: Service Marketing: People, Technology, Strategy, Pearson Education Asia
- Zcithaml, Parasuraman & Berry: Delivering Quality Service: The Free Press, Macmillan.
- Audrey Gilmore: Services marketing and Management. Response Books, Sage Publications.
- Christopher H. Lovelock: Service Marketing, Prentice Hall, New Jersey.
- Payne, Adrian: The Essence of Services Marketing, Prentice Hall, New Delhi.
- Shankar Ravi: Service Marketing The Indian Experice, South Asia Publication, New Delhi.
- Zeithami, V.A. and M.J. Bitner: Services Marketing, McGraw Hil, Inc., New York.

Note: Latest edition of textbooks and reference books may be used.

Course Code	:	BAD8126T
Name of Course	:	Rural Marketing
Semester	:	II

Course Credits	No. of Hours Per Week	Total No. of Teaching Hours
4 Credits	4 Hours	60 Hours

Course Objective: The objective of this course is to equip students with the knowledge and skills necessary to understand the unique characteristics and challenges of rural markets, enabling them to develop effective marketing strategies for rural consumers.

- Understand the concept of rural marketing, and understand the differences between rural and urban markets.
- Identify and analyze the problems faced by rural consumers and assess the challenges and future of rural marketing.
- Understand the role of government schemes.
- Gain insights into the role of banks in rural marketing and evaluate the importance of cooperatives and self-help groups in agricultural marketing.
- Understand recent trends in rural marketing and the role of information technology in agricultural marketing.

UNIT 1: Rural Marketing: Concept, Scope, Nature and Evolution of Rural Marketing, Rural Marketing Strategies-4P's, Rural Infrastructural Facilities – Warehousing, Cold Storage, Logistics.

Indian Rural Market: Profile, Rural Vs Urban Market, Importance of Branding, Scope and Importance of Transportation Networking in rural markets.

UNIT 2: Problems of Rural Consumer: Adulteration, Short Weight and Measures, Unfair Warranties and Guarantees, Unreasonable Pricing, Challenges and Future of Rural Marketing

Consumer Behaviour: Characteristics of Buying Behaviour Awareness, Understanding, Consumer Purchase Decision, Importance of Rural Marketing Communication, Salesmen Influence.

UNIT 3: Government Schemes: Rural Development Programmes and Schemes of Government, Entrepreneurship Development Programme, Role of Food Corporation of India (FCI), Role of Khadi and Village Industries Commission (KVIC).

Role of Banks in Rural Marketing: Role of Agricultural Cooperative Banks, Commercial Banking for Rural Marketing

UNIT 4: Agricultural Marketing- Importance, Prospects and Issues, Role of Cooperatives and Self Help Groups (SHG) in Rural Marketing

Commodity Boards: Role and Contribution of Commodity Boards in generating revenue to government and employment in rural India.

Agricultural Exports: Composition and Contribution of Agricultural Exports in generating revenue for India- Food Grains, Organic products, Marine Products, Role of Agricultural & Processed Food Products Export Development Authority (APEDA)

UNIT 5: Recent Trends in Rural Marketing: E- Commerce: Importance of E-Commerce and Impact of E-Marketing on rural consumers, Concept of Digital Village, Role of Social Media in rural marketing.

Information Technology: Impact of IT in Agricultural Marketing, E-Chaupal, Project Shakti, Web-casting-online training and guidance to farmers.

Online Marketers: Role of Online Marketers, Growth and Challenges

SUGGESTED READINGS

- Badi R.V. Badi N.V. Rural Marketing Himalaya Publishing House
- Acharya S.S. Agarwal N.L. Agriculture Marketing in India Oxford & IBH Publishing Company Pvt. Ltd.
- Understanding Rural Buyer Behaviour, Jham, IIM B Management Review Vol. 15 No. 3 2003
- Dantwala M.L Indian Agriculture Since Independence Oxford & IBH Publishing Co.Pvt.Ltd.
- Habeeb U.R., Rahman K.S. Rural Marketing in India Himalaya Publishing House
- Gopalaswamy Rural Marketing, Vikas Publishing House
- Kashyap Pradeep, Raut Siddhartha The Rural Marketing, Biztantra