

## **CURRICULUM & COURSE CONTENT FOR PG DIPLOMA –**

### **FIRST SEMESTER**

#### **SEM-I**

**Course Name:** organization behavior

**Course Code:**

**Course Objectives:**

After reading this lesson, you should be able to:

- Understand the Nature of Management
- Identify and Describe the Functions of Management
- Understand the Social Responsibilities of Business
- Appreciate the Interests of Various Stakeholders in The Business.

#### **Module 1:**

- Nature of Management - Social Responsibilities of Business - Manager and Environment Levels in Management - Managerial Skills
- Planning - Steps in Planning Process - Scope and Limitations
- Short Range and Long-Range Planning - Flexibility in Planning
- Characteristics of a sound Plan
- Management by Objectives (MBO) - Policies and Strategies - Scope and Formulation - Decision Making - Techniques and Processes.

#### **Module 2:**

- Organizing - Organization Structure and Design
- Authority and Responsibility Relationships - Delegation of Authority and Decentralization
- Interdepartmental Coordination - Emerging Trends in Corporate Structure
- Strategy and Culture - Impact of Technology on Organizational design
- Mechanistic vs Adoptive Structures - Formal and Informal Organization.

#### **Module 3:**

- Perception and Learning - Personality and Individual Differences
- Motivation and Job Performance
- Values, Attitudes and Beliefs
- Stress Management
- Communication Types-Process – Barriers
- Making Communication Effective.

#### **Module 4:**

- Group Dynamics - Leadership - Styles - Approaches - Power and Politics
- Organizational Structure - Organizational Climate and Culture - Organizational Change and Development.

#### **Module 5:**

- Comparative Management Styles and approaches
- Japanese Management Practices
- Organizational Creativity and Innovation - Management of Innovation
- Entrepreneurial Management
- Benchmarking
- Best Management Practices across the world
- Select cases of Domestic & International Corporations
- Management of Diversity.

#### **Reference:**

- Drucker, Peter, F., 1981. Management: Tasks, Responsibilities and Practices, Allied Publishers, New Delhi.
- Hodgets, Richard M., 1986, Management Theory: process and Practice, Academic Press, London.
- Stoner, James. A.F. and Freeman.E.R., 1989. Management, Prentice Hall of India, New Delhi.
- Katz R.L., 1974. Skills of an Effective Administrator, Harvard Business Review, 52(5) 90- 102.

### **Course Name: marketing Management**

#### **Course Code:**

**Course Objectives:** To make student understand the meaning of marketing, its importance and implementation in hospitality industry. To aware them about segmentation of marketing and various pricing strategies and to give information regarding various sources of promotion and communication and inform them about marketing research, data collection etc.

#### **Module 1: HOSPITALITY MARKETING FUNCTION**

- Introduction, meaning marketing vs. selling,
- 7 ps of marketing
- The customer: wants, needs, perception, buying capacity
- understanding services as Product: characteristics of services, challenges involved in service marketing.
- The buying decision process.
- The Hospitality Marketing Function
- Characteristics of hospitality business.
- The concept of marketing Mix

- Products life cycle
- The Hospitality products/services mix.

### **Module 2: MANAGING THE MARKETING SYSTEM**

- Strategic Marketing The concept of strategy
- The concept of strategic planning
- The strategic Marketing system
- Strategy selection
- Problems with strategic plan
- The Marketing Plan
- Marketing Management vs. strategic Planning
- Requirements for a marketing plan
- Step or Development of a Marketing Plan
- The marketing budgets

### **Module 3: MARKET SEGMENTATION**

- What is market segmentation, why segment market?
- Segment identification Segment selection Segment development
- Pricing Factors to consider when setting price
- General pricing approaches
- Pricing strategies

### **Module 4: MARKETING COMMUNICATION AND PROMOTION**

- Advertisement: media, frequency and budget Measuring Advertisement effectiveness.
- Publicity, Public Relation
- Direct/Personal Selling, process of Personal Selling,
- E-commerce marketing.
- Sales Promotion, Merchandizing, Suggestive selling

### **Module 5: MARKETING RESEARCH**

- Meaning, Importance, Process of Research
- Data Collection – Types of Data, Sources of Data collection
- Sampling, Hypotheses – Meaning & Types
- Report Writing – Steps involved, Layout of report , precautions while writing research report

### **Reference:**

- Philip Kotler (1987) Marketing: An Introduction. ...
- Ramaswamy, V.S., 2002, Marketing Management, Macmillan India, New Delhi.
- Kotler P, Armstrong G, 2008, Principles of Marketing, 9th Edition, Prentice Hall, New Delhi.
- Gandhi J.C, 1985, Marketing –A Managerial Introduction, Tata McGraw-Hill , New Delhi.

Course Name: Quantitative Methods

**Course Code:**

**Course Objectives:** On completion of this course, the students will be able to

- Understand various quantitative & statistical methods
- Understand data and draw inference from data
- Calculate and interpret statistical values by using statistical tool (correlation & regression)
- Demonstrate an ability to apply various statistical tool to solve business problem

**Module 1:**

- Permutation and Combination, Matrices and Determinants, Functions.

**Module 2: Meaning and Classification of Quantitative techniques, Statistics:**

- Meaning, Scope and Limitations, Collection, Classification, Tabulation and Presentation of Statistical Data
- Characteristics of Frequency Distributions
- Measures of Central Tendency, Partition Values, Measures of Dispersion.

**Module 3: Probability:**

- Concepts, Sample Space, Rules of Probability
- Independent Events, Bayes' Rule, Random Variable
- Simple-Correlation and Regression analysis.

**Module 4: Time Series:**

- Analysis and its Components
- Measurement of Secular Trend
- Measurement of Seasonal Variation
- Forecasting with Moving Average.

**Module 5:**

- Linear Programming, formulation and Graphical Solution
- Transportation problems and Solutions by North-West Corner rule
- Least Cost method and Vogel's approximation method
- Optimum Solution by MODI method
- Assignment Problem and its solution.

**Reference:**

- Quantitative Methods: An Introduction for Business Management by Author(s): Paolo Brandimarte
- "Quantitative Methods for Decision Making Using Excel" by Branko Pecar and Glyn Davis
- "Quantitative and Decision Making Techniques" by A K Bewoor and D R Waghole

**Course Name:** human resource management

**Course Code:**

**Course Objectives:** The primary concern of this course is to develop an appreciation effective of effective management of human resources and to enable the students to meet HR challenges in present scenario.

**Module 1:**

- Strategic importance HRM; objectives of HRM; challenges to HR professionals; role, responsibilities and competencies of HR professionals;
- HR department operations;
- Human Resource Planning - objectives and process;
- Human resource information system.

**Module 2:**

- Talent acquisition; recruitment and selection strategies, career planning and management, succession planning, socialization and induction of new employees;
- Training and development, investment in training, training need assessment, designing and administering training program; executive development program, evaluation of T & D program.

**Module 3:**

- Appraising performance; developing and instituting performance appraisal system, assessment and development centers, potential appraisal;
- Rewarding performance; linking rewards to organizational objectives,
- Determine compensation structure, pay for performance and incentive plans, ESOP, executive compensation, designing and administering benefits and services.

**Module 4:**

- HR in knowledge era; HR in knowledge industry, HR in virtual organizations, HR in mergers and acquisitions, outplacement, outsourcing HR functions, employee leasing,

**Reference:**

- Human Resource Management by Gary Dessler
- HR from the Outside In: Six Competencies for the Future of Human Resources by Dave Ulrich, Jon Younger, Wayne Brockbank, Mike Ulrich



## **CURRICULUM & COURSE CONTENT FOR PG DIPLOMA –**

### **SECOND SEMESTER**

**Course Name:** MANAGERIAL ECONOMICS

**Course Code:**

**Course Objectives:** The course in Managerial Economics attempts to build a strong theoretical foundation for Management students. The course is mainly analytical in nature and focuses on clarifying fundamental concepts from microeconomic viewpoint. The students are expected to study and analyse the dynamics of managerial decision making through this course. Also wherever possible, students are expected to study, analyse and interpret empirical evidence and case studies available currently on various basic concepts.

#### **Unit 1. Introduction of Managerial Economics and Demand**

- Definition, Nature and Scope of Managerial Economics
- Managerial Economics and Microeconomics and macroeconomics
- Managerial Economics and decision-making
- Uses and Significance of Managerial Economics

#### **Unit 2. Introduction of Demand**

- Meaning and Determinants of Demand
  - Demand Function
  - Law of Demand Market Demand
  - Elasticity of Demand
  - Types and Measurement of Elasticity
- Demand Forecasting
  - Meaning, Significance
  - Methods of Demand Forecasting

#### **Unit 3. Production**

- Production Function
- Law of Variable Proportions
- Law of Supply
- Elasticity of Supply
- Measurement of Elasticity of Supply.
- Costs of Production.
  - Short run and long run costs
  - Economies of Scale
  - Cost estimation and cost forecasting
  - Breakeven analysis.



#### **Unit 4. Pricing Under Various Market Forms**

- Perfect competition
- Monopoly Monopolistic Competition
- Oligopoly
- Price Discrimination
- Pricing Strategies and Methods
  - Cost plus Pricing
  - Marginal cost Pricing
  - Price Leadership
  - Transfer Pricing
  - Seasonal
  - Cyclical Pricing

#### **Unit 5. Need For Government Intervention in Markets**

- Price Support
- Price Controls
- Prevention and Control of Monopolies
- System of Dual Prices

#### ➤ **Reference Books:**

- Managerial Economics – Analysis, Problems and Cases, P.L.Mehta, Sultan Chand and Sons, New Delhi.
- Managerial Economics - Varshney and Maheshwari, Sultan Chand and Sons, New Delhi.
- Managerial Economics – D. Salvatore, McGraw Hill, New Delhi.
- Managerial Economics – G.S. Gupta – T M H, New Delhi.
- Managerial Economics - Mote, Paul and Gupta T M H, New Delhi.
- Managerial Economics – H L Ahuja, S Chand & Co. New Delhi.

### Course Name **Business Communication**

#### Course Code:

#### Course Objectives:

To distinguish among various levels of organizational communication and communication barriers while developing an understanding of Communication as a process in an organization. CO5. To draft effective business correspondence with brevity and clarity.

#### **Unit 1. Communication and Mass Communication**

- Meaning, definition and scope
- Introduction to Communication Theory
- significance and objectives of communication in organizations



- Principles of Communication

## **Unit 2. Introduction to Business Communication, Effective Communication Skills and Process**

- Definition and importance of Business Communication
- Introduction, Objective of Business Communication
- Effective Communications Skills
- Process of communication

## **Unit 3. Channels and Media of Communication**

- Channels of communication
  - Means or media of communication
  - written communication
  - Oral communication
  - face to face communication
  - Visual communication
  - Audio-visual communication
  - Silence – as communication media
- Interpersonal/intrapersonal Business Communication
- Business correspondence
  - Business letters/reports (annual committee etc.) précis/summarizing etc.

## **Unit 4. Type of Communication**

- Organizational structure and patterns
- Downward communication; upward communication; horizontal communication;
- Grapevine; consensus and group communication committee, conference, listening, public speech and seminar

## **Unit 5. Barriers to Effective Communication**

- Concept of barriers
- types of barriers – Media barrier, physical barrier, semantic barrier, situation barrier, socio-psychological barrier
- Guidelines for effective communication
- Negotiation Skills: Introduction to Negotiation Skills

### ***Reference Books:***

- Business Communication by K. K. Sinha. Galgotia Publishing Company., New Delhi.
- Business Communication by C. C. Pattensheti. R. Chand and Company Publishers., New Delhi.
- Essentials of Business Communication by Rajindra Pal and J. S. Korlahalli. Sultan Chand and Sons., New Delhi.16
- Effective Business Communication by Herta A. Murphy and Charles E. Peck. Tata McGraw Hill Publishing Company Limited., New Delhi.
- Essentials of Business Communication by Pettett and Lesikar. Tata McGraw Hill Publishing Company Limited., New Delhi.



**Course Name: FINANCIAL AND MANAGEMENT ACCOUNTING**

**Course Code:**

**Course Objectives:** The objective of this course is to:

- Develop a thorough understanding of Accounts and Finance functions of an organization.
- Develop financial leadership qualities.
- Collate and integrate systems of Accounts and Finance.
- Become proficient in using information technology and accounting tools in decision making

### **Unit 1. Introduction – Accounting:**

- Basic Concepts of accounting transactions
- Principles, types of accounts, journal, ledger, trial balance
- final accounts (Emphasis on Clarification of account P & L account, Balance sheet
- Introduction to requirement of Schedule VI

### **Unit 2. Using Financial Statements**

- Statement of Financial Information
- Statement of Changes in Financial Position
- Financial Statement Analysis

### **Unit 3. Cost Accumulation/Determination**

- Cost Concepts
- Costing and Control of Materials
- Costing and Control of Labour
- Costing and Control of Factory Overheads
- Job order, batch and contract costing
- Process Joint and by-product costing
- Unit/single/output and operating costing
- Variable costing and absorption costing
- Uniform costing and interfirm comparison
- Reconciliation and integration

### **Unit 4. Profit Planning:**

- Cost-Volume-Profit Analysis
- Budgeting; Capital Budgeting

### **Unit 5. Cost Control & Decision Making**

- Standards costs
- Variance Analysis
- Cost Variances
- Variance Analysis: Revenue Variances
- Responsibility Accounting



➤ **Reference Books:**

- Introduction to Management Accounting –Horn green and Sundlem.
- Principles of Management Accounting – Manmohan & Goyal.
- Management Accounting – S.M. Inamdar.
- Management Accounting – Dr. Mahesh Kulkarni.
- Double Entry Book Keeping – T.S. Grewal. 6. Cost Accounting – Khan & Jain.
- Management Accounting 3rd Ed.- Khan & Jain.
- Theory & Problems in Management & Cost Accounting – Khan & Jain.
- Cost Accounting – Jawaharlal.

**Course Name:** Information Technology Management

**Course Code:**

**Course Objectives:**

To familiarize Students with the basic concepts of Information Technology. Students should be able to operate MS-Office independently and effectively.

**Unit 1. Fundamentals of Computer**

- CPU, Basic logic gates, Computer Memory and Mass storage devices,
- Computer Hierarchy, Input Technologies, Output Technologies
- Number Systems and Arithmetic: Decimal, Binary, Octal, and Hexadecimal Number Systems, Binary Arithmetic

**Unit 2. Introduction to Computers Software**

- System Software
- Application Software and Packages
- Introduction to Embedded Software

**Unit 3. Commonly used Software Packages like**

- Microsoft Word
- Microsoft Excel
- Microsoft Power Point
- Microsoft Access
- Tally

**Unit 4. Introduction to World Wide Web**

- Internet operations
- Introduction to Electronic Commerce and Electronic Business

**Unit 5. Functional and Enterprise Systems**



- Data, Information and Knowledge Concepts
  - Decision Making
  - Process, Physical Components of Information Systems
  - Classification of Information Systems
  - Overview of Security Issues in Information Technology
  - Emerging Trends in Information Technology
- 
- ***Reference Books:***
  - Management Information Systems by Ken J. Sousa, Effy Oz
  - “Essentials Of Information Technology As Per Cce Guidelines Vol 2, Pb” by Sharma V

# **Post Graduate Degree in Customer Relationship Management**

## **CURRICULUM & COURSE CONTENT FOR CRM – SECOND**

### **YEAR**

### **SEM - III**

**Course Name: CRM IN B2B MARKETS**

**Course Code:**

**Course Objectives:**

- Insights in to the dynamic nature of the business marketing environment and the basic similarities and differences between consumer-goods marketing and business marketing.
- Detailed understanding of organizational buying process across various types of organizations.
- Familiarization with the critical success factors in marketing products or services to business customers.

#### **Module I: Introduction to B2B Marketing**

- Business marketing
- Business market customers
- Characteristics of business markets
- Organizational buying and buying behavior
- The buying processes
- Strategic role of marketing
- Organizational markets of India
  - Organizational and business markets
  - Government as a customer
  - Commercial enterprises
  - Commercial and institutional customers

#### **Module II: Segmenting business markets**

- Managing innovation for business markets
  - Management of Innovation
  - Managing technology
  - Determinants of new product performance
- Product strategy
  - Product policy
  - Industrial product strategy
  - Technology adoption
  - Building B2B brands

- Holistic brand management
- Managing service for business markets:
  - Understanding the customer experience
  - Delivering effective customer solutions
  - Pre and post sales service

### **Module III: Pricing in B2B marketing:**

- Pricing process
- Competitive bidding
- Pricing of new products
- Managing marketing communications for business markets:
  - B2B Advertising
  - Digital marketing
  - Trade shows, exhibitions, business meets
  - Managing the sales force
    - ✓ Managing the sales force
    - ✓ Deployment analysis

### **Module IV: Marketing Channels & Customer care**

- Managing Channels:
  - Business marketing channels and participants
  - Channel design and management decisions
  - E-commerce for business marketing channels
  - Market logistics decisions
  - B2B logistics management
- Customer care for business markets:
  - Total delivered value
  - Relationship marketing and CRM
  - Customer Value Management

### **Module V: Marketing of Projects:**

- Marketing of Projects:
  - Characteristics of project management
  - Competitive bidding for projects
  - PPP Project
- Implementation of marketing strategy
  - Successful strategy implementation and the strategy implementation fit.
  - Building a customer driven organization
  - Strategy map
- Ethical issues in B2B Marketing.

### **Reference Book:**

- Michael D. Hutt, Dheeraj Sharma, Thomas W. Speh B2B Marketing: A South Asian Perspective Cengage 2014, 11th ed.
- Sharad Sarin Business Marketing: Concepts and Cases McGraw Hill 2013, 1st ed.
- Tom McMakin, Doug Fletcher How Clients Buy: A Practical Guide to Business Development for Consulting and Wiley Professional Services

- James C. Anderson, Das Narayandas, James A. Narus and D.V.R. Seshadri Business Market Management (B2B): Understanding, Creating, and Delivering Value Pearson 2010, 3rd ed.
- Robert Vitale, Waldemar Pfoertsch, Joseph Giglierano Business to Business Marketing Pearson 2011 6
- Krishna K Havaldar Business Marketing: Text and Cases McGraw Hill 2014, 4th ed

## **Course Name: CORPORATE COMMUNICATION**

### **Course Code:**

### **Course Objectives:**

- To understand the concepts and evolution of corporate communication in the context of organizations
- To discuss the role and scope of CC in corporate brand management and image factors
- To review media especially the trade media and its relevance to the practice of CC

## **Module 1: Understanding Organizational Communication**

- Defining structure of an organization
- Various kinds of organizations
- Management hierarchy
- Various kinds of communication in an organization
- Role and scope of corporate communication
- Interface of corporate communication department with various management disciplines.

## **Module 2: Understanding Corporate Communication**

- Definitions, concept and genesis of CC
- Difference and similarities between PR and CC
- CC and public affairs, CC and corporate affairs
- Publics in CC - Financial publics, media, opinion makers, government, elected representatives
- Present state of CC
- Organizing corporate communication activities
- Areas of strategic thinking in corporate communication
- Ethics and laws in corporate communication

## **Module 3: Corporate Communication Tools**

- Lobbying
- Sponsorship
- Financial communication
- Corporate reputation
- Corporate identity
- Media mileage

## **Module 4: Financial Communication**

- Defining financial communication
- Growth and role of financial communication in present context
- Overview of Indian financial system
- Capital market – stock exchanges, SEBI- functioning and mandate
- Financial institutions
- financial products (bonds, ` debentures, shares, esops et al)
- Legal and ethical aspects in financial communication
- Financial communication campaigns.

## **Module 5: Corporate Identity and Corporate Brand Management**

- Defining corporate identity
- Integrating corporate identity into communication process
- Making of house styles- the wherewithal
- Case studies in corporate identity
- Definition and role of corporate image
- Corporate brand management

### ➤ **Reference Book:**

- Richard R Dolphin The Fundamentals of Corporate Communication, Butterworth Heinmann
- Donald R G Corporate Reputation, London: Kogan page
- Tom Means Business communication, Thomson
- Pitman Jackson Corporate Communication for Managers, Pitman Publishing
- Paul Argentli Paul The Power of Corporate Communication, NY: McGraw Hill
- Clow E Kenneth Integrated Advertising, Promotion and Marketing Communication, New Jersey, Prentice Hall
- Jaishri N Jethwaney Public relations, ND: Sterling
- Kutlip Centre & Broom Effective Public Relations, Prentice Hall, New Delhi
- Sukul Lomash & P.K.Mishra Business policy and strategic management, Vidya Vikash Publishing house, New Delhi
- H.R. Machiraju Indian Financial System, Vidya Vikash Publishing house, Delhi
- Neeru Vashishth & Namita Rajput Business Organisation and Management, Kitab Mahal, Allahabad, 2005
- Charu Arora Indian Economy and Reforms, Authors Press, New Delhi, 2008

**Course Name: CONSUMER BEHAVIOR & MARKETING RESEARCH**

**Course Code:**

**Course Objectives:**

- To understand consumer behavior in an informed and systematic way.
- To analyze personal, socio-cultural, and environmental dimensions that influence consumer decisions making.
- To enable students in designing and evaluating the marketing strategies based on fundamentals of consumer buying behavior.
- To give the students a perspective to understand the application of market research in framing effective marketing strategies.

**Module I: Introduction**

- Consumer behavior: Concept and Implications
- Integration of consumer behavior in the marketing concept
- Consumer Decision Making Process
  - Levels of consumer decision making
  - Types of Consumer Decision Making
- Key Determinants of Consumer Behavior and Marketing Strategy
- Providing Customer Value and Retention.
- Market segmentation: Concept, Bases and Significance
- How market segmentation operates
- Criteria for effective targeting of market segments
- Target Marketing strategies

**Module II: Consumer Motivation**

- Dynamics of Motivation, type and systems of needs;
- Personality and theories of personality (relevant to marketing)
- Consumer diversity; Self and self-image;
- Consumer Perception; Dynamics of perception and consumer imagery;
- Consumer Learning; Behavioral and cognitive learning theories;
- Consumer Attitude; Attitude formation and behavior; Communication and consumer behavior.

**Module III: Family**

- Concept, Roles and influences;
- Reference groups and their influence;
- Social class and consumer behavior;
- Influence of culture on consumer behavior;
- Culture and core values;
- Influence of sub culture & cross culture on consumer behavior.

## **Module IV: Consumer Influence and the Diffusion of Innovations**

- Opinion Leadership
- WOM, e-WOM.
- New times, new consumers;
- Managing Consumer Dynamics
- Consumer decision making and beyond
- Consumer Satisfaction and Dissatisfaction: Mechanism; Managing Post-purchase behavior.

## **Module V: Market Research**

- Concept and significance
- Types of Research
- Research approach and Process
- Consumer research paradigms
- Combining qualitative and quantitative research
- Sampling, Data – Types and Collection
- Questionnaire and Schedule
- Scaling Techniques
- Data analysis & reporting research findings
- Barriers to market research

### ***Reference Book:***

- Loudon, D.L. and Bitta, A.J.D. (2005) Consumer Behavior Concepts and Applications, TMH. ISBN: 978-0070387676
- Solomon, Michael R. (2013) Consumer Behavior 10th Ed., Prentice Hall. ISBN: 978-0132672146
- Blackwell, R.D, Miniard, P.W, and Engel, J.F. (2006) Consumer Behaviour, Cengage. ISBN:9780030211089

## **Course Name: OPERATIONS MANAGEMENT**

### **Course Code:**

**Course Objectives:** In this unit students will learn the fundamentals of operations management as they apply to both production and service-based operations. This includes the day to day activities in organizations where supply chains and workflow interact with a business's operations. Students will learn how to manage these operations to improve business outcomes.

## **Module 1: Production Concept**

- Difference between Production and Operations Management
- Productivity, Work Study, Productivity measurement, Factors affecting Productivity
- Production Technology: Types of Manufacturing Processes

## **Module 2: Operations Concept**

- Difference between Product and Service
- Product and Service Design
- Characteristics of Service, Classification of Service
- Factors Affecting Service Operations
- Service Capacity Planning
- SERVQUAL Model of Measuring Service Quality.

## **Module 3: Material and Inventory Management**

- Types of production planning
- Process of Production planning and Control (PPC) Routing, Scheduling, Loading, Just-in-time (JIT)
- KANBAN
- Types of inventories
- Factors Affecting Plant Location
- Inventory Control Techniques
- Types of Plant layout

## **Module 4: Supply Chain Management**

- Conceptual model of SCM
- Supply Chain Drivers
- Demand Forecasting in Supply Chain, Simple Moving Average, Weighted Moving Average, Exponential Smoothing Method
- Supply Chain efficiency, Core and Reverse Supply Chain
- International Supply Chain
- Aggregate Planning
- Inbound and Outbound SCM
- Bullwhip Effect in SCM
- Latest Trends in Production and Operation Lean Manufacturing

## **Module 5: Productivity and Quality**

- TQM
- Deming's 14 Principles, Continuous Improvement (Kaizen)
- PDCA Cycle
- Quality Circles
- 7QC Tools and its Advancements
- ISO 9000-2000 clauses
- Six Sigma
- Total Productive Maintenance (TPM)
- 5S
  
- **Reference Book:**
- "Operations Management" by William Stevenson.
- "Operations Management" by Heizer
- "Operations Management : Theory and Pract" by B Mahadevan
- "Operations Management" by A P Verma

**Course Name: MARKETING RESEARCH**

**Course Code:**

**Course Objectives:** To introduce the basic concepts of research and methodology of conducting researches in marketing domain, and To provide a foundation to pursue a professional career in Marketing Research domain.

### **Module 1: The Marketing Research System**

- Definition of MR
- Basic and Applied Research
- The Marketing Research Process
- Types of Research
- Steps in Marketing Research Process
- Research Design
- Data Sources
- Marketing Information System
- International Market Research

### **Module 2: Sampling Process in Marketing Research**

- Sampling Design and Procedure
- Sampling Methods
- Non probabilistic sampling Techniques
- Probabilistic sampling Techniques
- Sample Size determination
- Sampling Errors.

### **Module 3: Measurement & Scaling in Marketing Research**

- Measurement concept
- Sources of variation in Measurement
- Validity & reliability of Measurement - Attitude measurement
- Scaling Procedure Quality
- Capacity and Demand management tactics.

### **Module 4: Data Instruments**

- Data Collection- Online data collection -
- Collection of Secondary Data – Collection of Primary Data Methods
- Field Operations - Errors and Difficulties in Data Processing,
- Coding and Editing.
- Data Analysis
- Hypothesis Testing
- Report Writing - Presentation of Data.

## Module 5: Application of Marketing Research

- Product Research
- Motivation research
- Advertising Research
- Sales Control Research
- Rural Marketing research
- Export Marketing research

➤ ***Reference Book:***

- Naresh K. Malhotra, MARKETING RESEARCH: AN APPLIED ORIENTATION, Pearson Education, Asia.
- Paul E. Green & Donald S. Tull, RESEARCH FOR MARKETING DECISIONS. PHI Learning Private Limited, New Delhi, 2009
- Donald R. Cooper & Schindler, MARKETING RESEARCH CONCEPT & CASES, Tata McGraw-Hill Publishing Company Limited, new Delhi, 2006
- S.C. Gupta, MARKETING RESEARCH, Excel Books India, 2007

## SEM- IV

**Course Name: MARKETING OF SERVICES**

**Course Code:**

**Course Objectives:**

- To provide an in-depth appreciation and understanding of the unique challenges inherent in managing and delivering quality services. Participants will be introduced to and have the opportunity to work with tools and strategies that address these challenges.
- To develop an understanding of the 'state of the art' service management thinking.
- To promote a customer service-oriented mindset.

### **Module I: Introduction to Service Marketing**

- Definition, Characteristics and Classification of Services
- Difference between Product and Services Marketing
- Paradigms in Services Marketing
- Present Marketing Environment
- Services Marketing Mix– Understanding the 7P's
- Strategies for Services Marketing– Segmentation, Targeting & Positioning, Differentiation

### **Module II: Understanding Consumer Behavior and Service Design**

- Understanding Consumer Behavior
- Services Vis-A -Vis goods
- Consumer Behavior in Services
- Customer Expectations and Perceptions of Services- Evaluation of services
- Service Development Design & Standards:
- New Service Development Process
- Basic Service to Potential Service
- Customer Defined Service Standards
- Demand and Capacity Managements

### **Module III: Delivering, Pricing And Managing Service Promise**

- Delivering Services: Role of Employees and Customers in service delivery
- Role of Intermediaries
- Service Process
- Service Blue Printing
- Physical Evidence
- Pricing of Services: Pricing Considerations and Strategies
- Revenue Management
- Managing Service Promise
- Role of Advertising
- Personal Selling
- Sales Promotion
- Publicity and Public Relations

## Module IV: Service Performance

- Evaluating Success of Service Offering
- Service Quality and Measurement
- Complaint Handling
- Recovery Management
- Service Guarantees
- Role of CRM
- The Gaps Model of Service Quality

## Module V: Overview Of Current Trends In Service Industries

- Understanding of Current Trends in Service Industries- Financial
- Current Trends in Hospitality Services
- Current Trends in Health Services
- Current Trends in Telecom Services
- Current Trends in Consultancy Services
- Current Trends in Logistic Services
- Current Trends in Education Service Industries
- Current Trends of NGO in Service Industries
- Current Trends in Public Utilities Service Industries
- Current Trends in ITES (IT enabled Services) Service Industries
- Current Trends in Travel & Tourism Service Industries
- Current Trends in e-Services and Professional Service e Industries

### ➤ *References:*

- Ravi Shanker, SERVICES MARKETING: THE INDIAN PERSPECTIVE, Excel Books, New Delhi, 2008
- Rajendra Nargundkar, SERVICES MARKETING: TEXT & CASES, Tata McGraw-Hill Publishing Company, New Delhi, 2008
- Christopher H. Lovelock, SERVICES MARKETING: PEOPLE, TECHNOLOGY, STRATEGY, Pearson Education Asia.
- R. Srinivasan, SERVICES MARKETING, Prentice Hall of India Private Limited, New Delhi.
- Zcithaml, Parasuraman & Berry, DELIVERING QUALITY SERVICE, The Free Press, Macmillan. 2008
- A. R. Hubbert, "CUSTOMER CO-CREATION OF SERVICE OUTCOMES: EFFECTS OF LOCUS OF CAUSALITY ATTRIBUTIONS", doctoral dissertation, Arizona State University, Tempe, Arizona, 1995.
- Adrian Buckley, THE ESSENCE OF SERVICES MARKETING, PRENTICEHALL OF INDIA PRIVATE LIMITED, New Delhi, 2003.
- B. H. Booms and M. J. Bitner, MARKETING STRATEGIES AND ORGANIZATIONAL STRUCTURES FOR SERVICE FIRMS, IN MARKETING OF SERVICES, ed. J. H. Donnelly and W. R. George (Chicago: American Marketing Association, 1981), pp.47-51.
- C. Gronroos, SERVICE MANAGEMENT, AND MARKETING, (Lexington, MA: Lexington Books, 1990).
- Christopher Lovelock, and Jochen Wirtz, SERVICES MARKETING—PEOPLE, TECHNOLOGY, Strategy, fifth Edition. Pearson Education.
- David L.Kurtz and Kenneth E.Clow, SERVICES MARKETING, John Wiley & Sons, New York, 1998.

- Deccan Herald, Bangalore.
- E. J. McCarthy and W. D. Perrault, BASIC MARKETING: A GLOBAL MANAGERIAL APPROACH, (Burr Ridge, IL: Richard D. Irwin, 1993).
- ECONOMIC TIMES, 25th July 2000.
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**Course Name: BUSINESS ENVIRONMENT & ETHICS**

**Course Code:**

**Course Objectives:** On completion of this course, learners will be able to:

- Familiarize with the nature of business environment and its components.
- The students will be able to demonstrate and develop conceptual framework of business environment and generate interest in international business.
- Understand the definition of ethics and the importance and role of ethical behavior in the business world today.

**Module 1: The Concept of Business Environment**

- Meaning of business environment
- Types of environment
- Nature and scope of business
- Business objectives and its characteristic
- Environmental Analysis and Forecasting
- Importance of business environment

**Module 2: Economic systems and their impact on business**

- Capital Market
- Money Market
- Investor Protection and role of SEBI
- Stock Exchange and its regulation
- Liberalization
- Privatization
- Globalization

**Module 3: Industrial Policies:**

- A brief review of industrial policies since independence
- Industrial policy of 1991 and recent developments
- Policy on foreign direct investment in Indian Industry
- Privatization and disinvestment

## **Module 4: Business Ethics**

- Nature of ethics
- Ethical Principles in Business
- Relationship between ethics and business
- Ethical organization – Characteristics of ethical organization
- Ethical corporate code
- Ethical leadership.

## **Module 5: Ethics in HRM**

- Ethics in Marketing - Ethics in Finance - Ethics at workplace
- Corporate Social Responsibility – Corporate Governance
- KM Birla Committee Report on Corporate Governance - Consumer Protection Act – Small Investor Protection.
  
- **Reference Book:**
- Justin Paul: Business Environment, 1e 2006, Tata MH.
- Misra and Puri: Indian Economy, Himalaya, 2007.
- Dutt and Sundaram, Indian Economy, S. Chand, New Delhi, 2007.

## **Course Name: SALES & DISTRIBUTION MANAGEMENT**

### **Course Code:**

**Course Objectives:** The objective of the course is to provide a customer centric approach to the sales and distribution function. ... Understand the roles and responsibilities of the Sales Managers. Manage and enhance the sales force productivity and performance. Plan and implement an effective sales strategy for their organizations.

## **Module 1: Introduction to Sales Role of Selling in Marketing**

- Personal Selling
- Salesmanship and Sales Manager
- Types of Sales Personnel
- Characteristics of a Successful Salesman
- Theories of Selling
- Process of effective Selling

## **Module 2: Sales Organization**

- Building Sales Organization
- Types of Sales organizations and their structure
- Functions and Responsibilities of Sales Person
- Filling Sales Positions

### **Module 3: Sales Force**

- Sales Force Motivation
- Sales Force Compensation
- Designing incentives and Contests
- Sales Forecasting, Sales Budget, Sales Quota
- Sales Territory
- Building Sales Reporting Mechanism and Monitoring
- Sales Force Productivity, Sales force Appraisal

### **Module 4: Marketing Channels**

- Channel Planning Marketing channels, Structure and functions, Marketing channel design, Service output
- Supply side channel analysis, Channel flow and efficiency analysis, Channel structure and intensity analysis
- Forward and reverse logistics
- Gap Analysis.

### **Module 5: Managing the Marketing Channel**

- Managing the Marketing Channel incentives and margins
- Channel power
- Managing channel conflict
- Motivating channel members
- Channel coordination
- Strategic alliances
- Vertical integration
- Overview of retailing, Wholesaling and franchising
  
- **References:**
- Sales and Distribution Management: An Indian Perspective (Response Books) Paperback – 16 September 2008 by Pingali Venugopal (Author)
- Fundamentals of Sales and Distribution Management: Text & Cases, 1/e
- Author : Bholanath Dutta

**Course Name: – RETAIL OPERATIONS MANAGEMENT**

**Course Code:**

**Course Objectives:**

To make students learn and understand the roles and responsibilities of a Store Manager which include:

- Store business operations - including managing profit and loss, facility management, safety and security, loss prevention etc.
- Selection of Human Resources - specifically recruiting, hiring, training and development, performance management, payroll, and schedule workplace scheduling.

- Product management - including ordering, receiving, price changes, handling damaged products, and returns.
- Team Development - facilitating staff learning and development.
- Problem solving - handling unusual circumstances

### **Module 1: Introduction**

- An Overview of retail operations
- Stores organization
- Selection of right Location
- Different layout & designs
- Pre-Store opening: Role of operations in opening a store, Filling the store with merchandise
- Concept of Distribution centre, various activities at the distribution centres

### **Module 2: Store opening and closing**

- Store opening and closing process
- Material identification system
- Receiving and inspection
- Storage system
- Preservation of materials in the storage
- Retail Arithmetic: Quantitative terms related with a retail store and its calculation.

### **Module 3: Stock management**

- Relevance of stock management to retail operations, Various types of stock checks, Taking care of quality inside a store
- The store audit: Store appearance, presentation, stock, cleanliness, HR in operations

### **Module 4: Store finance and controls**

- Stock Control
  - Stock valuating
  - Stock verification
  - Accounts receivable
  - Cash management
  - Budgeting
  - Day to Day cash management.
- Loss prevention and shrinkage control:
  - Importance of security measures
  - Methods & ways to reduce shrinkage
  - Reasons for shrinkage
  - Scrap and surplus management

## **Module 5: The customer service desk**

- Exchange of defective products
- Loyalty Programs for a store
- Different fixtures available for a retail store.
- Contemporary issues in store management
  
- **Reference Books:**
  - Berman B. Evans J. R., (2004), Retail Management, 9th Edition, Pearson Education
  - Berman, Barry. Evans, Joel R. Mahaffey Tom, (2005), Retail Management: A Strategic Approach, Pearson Education
  - Gopal, R. Manjrekar, Pradip, (2010), Retail Management, Excel Books, New Delhi
  - Iyer, B. Sriram, (2011), Retail Store Operations, Tata Mc Graw Hill
  - Levy I. M. and Weitz B.A., (2004), Retailing Management, 5th ed. Tata McGraw Hill
  - Levy, Michale & Barton. Weitz, A., (2003), Retailing Management, Tata Mc Graw Hill.3rd ed.
  - Menon, K. S., (2006), Stores Management, 2nd Ed. Macmillan India
  - Sivakumar, A., (2007), Retail Marketing, Excel Books, New Delhi

**Course Name: STRATEGIC CUSTOMER RELATIONS MANAGEMENT**

### **Course Code:**

**Course Objectives:** Objective of this course is to develop in students an ability to manage effective relationships with customers in a range of business settings. Students would be able to

- Design, develop & integrate CRM mechanism in everything organization does.
- Develop strategies to use CRM mechanism for a competitive edge.
- Develop a customer centric organization culture.

## **Module 1: Introduction to CRM**

- Definition, Scope, Evolution and Transformation of Customers, Touch Point Analysis
- Customer Value: Customer Relationship Styles, Types of Customer Value, Value Co-creation.

## **Module 2: Analyzing Profitability of Customer**

- Lifetime Customer Value, Base Profit Analysis, Value Chain Analysis, Customer Defection.
- Customer Retention: Importance, Stages, Measurement,
- Customer Expectations: Managing and Delivering
- Closed Loop Marketing (360 Degree Marketing) and, Data Mining, Cross-selling/up selling.

### **Module 3: Technology for Customer Relations**

- Contact centre Technology
- Front Desk Management Technology
- CRM Technology, Customer Data Management
- e-CRM ; Its Importance; Recognizing Barriers to Internet Adoption.
- Managing Customer Relationship: Stages, Techniques to Manage Relations, Customer Experience Management.
- Creating a Customer Profile; Knowing your Customers;
- Segmenting & Targeting Customers; Tools used for Segmenting & Targeting Customers.

### **Module 4: Delivering the Customer Offer**

- Developing and Deploying CRM Strategy: CRM Program Life Cycle, Building Blocks
- CRM Measurement: CRM Metrics, Loyalty Programs, Types of Customer Metrics, Customer Indices: Composite and Values, Application of Metrics.

### **Module 5: Customer Privacy**

- Need, Importance and its Various Elements.
- Analysis of CRM Strategies and Approaches Practiced by Successful Business Houses in India and Abroad.
- Emerging Trends in CRM, Sales Force Automation
  
- Reference Books:
  - Alex Berson, Stephen Smith, Kurt Thearling, Building Data Mining Applications, 2004.
  - Chaturvedi & Chaturvedi, Customer Relationship Management, 2005, Excel Books, New Delhi.
  - Mohammed, H. Peeru and A Sagadevan, Customer Relationship Management, 2004, Vikas Publishing House, New Delhi.
  - Paul Greenberge, CRM – Essential Customer Strategies for the 21st Century, 2005, Tata McGraw Hill.
  - William, G. Zikmund, Raymund McLeod Jr.; Faye W. Gilbert, Customer Relationships Management, 2003, Wiley.p.