

# MANAGEMENT IN ACTION – SOCIAL, ECONOMIC AND ETHICAL ISSUES

**Course Code:**      **MBA 401**

**Credit Units: 04**

## **Course Objective:**

The course aims at bringing the students closer to reality by developing their understanding of the professional prerequisites to practice of management in terms of required skills and attitude to respond proactively to rapid discontinuous change in business environment. Integrative in approach, this course aims at developing not theoreticians but practitioners who are expected to sense the ongoing conflict between environmental change and internal desire of management for stability.

## **Course Contents:**

### **Module I: Introduction**

Modern Management Practices and Issues Involved, Outsourcing Management Services and Evolution of Management Consultancy, Skills-set required for Management Consultants. Consulting and performance counseling.

### **Module II: The Process of Management Consulting**

Consulting Proposals. Identification and Definition of Problem, Fact-Finding Leading to Solution Development and Implementation, Developing Strategic and Tactical Plans and Subcontracting, Pricing of Consultancy, Acquiring and Developing Talents for Consulting.

### **Module III: In-house Management versus Management Outsourced**

Why a Sense of Skepticism and Unease Towards Management Consultants. Cost versus Value of Advice, Separating Consulting Success from Consulting, Disaster. Some Revealing Situations.

### **Module IV: Cross Cultural Management Systems and Processes**

Types of organizational culture, Strength of organizational culture, Function of organizational culture, Importance of culture to the organization, Cultural Models, Cross- Cultural Perspectives, Geert Hofstede and Cross- Cultural Issues

### **Module V: Economic and Social Issues in Management**

Adaptation to Changing Environment in General and Economic Environment in Particular, Economic Growth and Change Areas, Emerging Opportunities in Various Sectors including Social Sector, Management Practice and Cultural Issues, The global Political Situation, The Global Competitive Environment and the internal scene in India, War Game.

### **Module VI: Ethical Issues in Management**

Relationship among Various Stakeholders, Reasons for Conflict of Interests Among Stakeholders, Corporate Governance and Ethics. Why Unethical Decisions Leading to Conflicts are Taken, Power and Politics, Initiatives on Corporate Governance by the Governments.

## **Examination Scheme:**

Components	C	A	CT	EE
Weightage (%)	10	5	15	70

## **Text & References:**

### **Text:**

- Lt. Gen. Ahluwalia J.S., Editor, 1997, Total Quality Management, Tata McGraw Hill India.
- Bareus S.W. & Wilkinson J.W., 1994, Management Consulting Services, McGraw Hill, 2<sup>nd</sup> Edition.

### **References:**

- Cadbury, Sir Adrian, “Ethical Managers Make Their Own rules”. Harvard Business Review, 65, September / October 1987.
- Cogner, Jay A, David Finegold and Edward E Lawler III, January-February 1998, ‘appraising Boardroom Performance. Harvard Business Review.
- Drucker, Peter F. Dutton 1992, “Managing the Future: The 1990s and Beyond”.
- Kumar Mangalam Birla Committee Report on Corporate Governance – “Legislation alone is not enough”, “activating adult committees”. “Shareholder – friendly steps” - The Hindu, October 10, 1999.
- Parekh, Deepak S, August 1999, “The Real Meaning of Corporate Governance”. Indian Management.

# MANAGING EXCELLENCE

**Course Code:** **MBA 402**

**Non Credit Course**

## **Course Objective:**

To help the students of Business Management believe in excellence and create an environment that cultivates the same. It aims at focusing on the basics and establishes a flexible strategic direction with a team-based organizational concept as they work to advance their team and their department.

This course is designed to provide hands on experience for professional success. This common sense approach combining self-examination surveys, class exercises, practical exposure and team work is applicable. The main area to provide the practical exposure include small activities to a mega event such as guest lectures, industry visits, placements, seminars, conferences, management competitions, corporate meet, alumni meet, publications etc. The course will be delivered as under:

Class room	20%
Practical	80%

## **Course Contents:**

### **Module I: Introduction to Excellence**

Self-evaluation, Definition of Excellence, Cultivating the Attitude &Developing the Habit for achieving excellence

### **Module II: Excellence for Everyone & Excellence for Everything**

Recognizing the Qualities, Excellence for Everything: External vs. Internal, Obstacles to Excellence, Excellence Ethics, Professional Characteristics

### **Module III: Achieving Excellence**

Instilling Excellence, Managing Excellence, Rewarding Excellence

### **Module IV: Excellence Indicators**

Types of Indicators, Building Models, Distinguishing Characteristics

### **Module V: Applying Excellence**

Application of Excellence, Practical Steps, Self-evaluation of achievements

## **Examination Scheme:**

Components	C	A	CT	EE
Weightage (%)	10	5	15	70

## **Text & References:**

- English, Gary, 'Phoenix without the ashes: achieving organization Excellence through common sense Management' CRC Press.

# **BUSINESS COMMUNICATION - IV**

**Course Code:** **MBA 442**

**Credit Units: 01**

## **Course Objective:**

The influx of multinationals, FDIs and Retail Management makes global communication a harsh reality and offers cultural communication challenges. This course is designed to inculcate transcultural communication skills among the young Amitians.

## **Course Contents:**

### **Module I: Importance of Culture in Communication**

Principles of effective cross cultural communication  
Developing Communication Competence

### **Module II: Barriers to effective communication**

Sender, Receiver and Situation related barriers  
Measures to overcome the barriers  
Listening skills

### **Module III: Cross cultural communication**

Characteristics of culture  
Social differences  
Contextual differences  
Nonverbal differences  
Ethnocentrism

## **Examination Scheme:**

<b>Components</b>	<b>CT1</b>	<b>CT2</b>	<b>CAF</b>	<b>V</b>	<b>GD</b>	<b>GP</b>	<b>A</b>
<b>Weightage (%)</b>	20	20	25	10	10	10	5

CAF – Communication Assessment File

GD – Group Discussion

GP – Group Presentation

## **Text & References:**

- Business Communication, Raman – Prakash, Oxford
- Business Communication for Managers: An Advanced Approach, Penrose, Thomson
- Understanding Human Communication,9/e, Adler R Oxford

# **BEHAVIOURAL SCIENCE - IV (PERSONAL AND PROFESSIONAL EXCELLENCE)**

**Course Code: MBA 443**

**Credit Units: 01**

## **Course Objective:**

This course aims at imparting an understanding of:

Build and leverage your professional reputation

Maintain focus in pressure situations

Make a balanced choice between professional and personal commitments

## **Course Contents:**

### **Module I: Individual, Society and Nation**

Individual Differences and Dimensions of Personality

Socialization Process

Relating to the Nation: Values, Culture, Religion

Sense of pride and Patriotism

Managing Diversity

### **Module II: Components of Excellence**

Personal Excellence:

Identifying long-term choices and goals

Uncovering the talent, strength & style

Analyzing choke points in your personal processes by analysis in area of placements, events, seminars, conference, extracurricular activities, projects etc.

Developing professional power: Goal-setting, time management, handling criticism, interruptions and time wasters

### **Module III: Career Planning**

Knowing one's Interest and Aptitude

Identifying available Resources

Setting goals to maintain focus:

Developing Positive attributes in personality

Self-reliance and Employability skills

### **Module IV: Stress Management for Healthy Living**

Meaning and Nature of Stress

Stages of stress

Causes and Consequences of stress: Personal, Organizational and Environmental

Personal Styles and strategies of coping

### **Module V: Professional Success**

Building independence & interdependence

Reducing resistance to change

Continued reflection (Placements, events, seminars, conferences, projects extracurricular Activities etc.)

### **Module VI: End-of-Semester Appraisal**

Viva based on personal journal

Assessment of Behavioural change as a result of training

Exit Level Rating by Self and Observer

## **Text & References:**

- J William Pfeiffer (ed.) Theories and Models in Applied Behavioural Science, Vol 2, Group (1996); Pfeiffer & Company
- Smith Robert D.; The Psychology of Work and Human Performance, 1994, Harper Collins College Publishers
- Raman, A.T. (2003) Knowledge Management: A Resource Book. Excel Books, Delhi.
- Kamalavijayan, D. (2005). Information and Knowledge Management. Macmillan India Ltd. Delhi

# GERMAN - IV

**Course Code:** **MBA 445**

**Credit Units: 02**

## **Course Objective:**

To enable the students to converse, read and write in the language with the help of the basic rules of grammar, which will later help them to strengthen their language.

To give the students an insight into the culture, geography, political situation and economic opportunities available in Germany.

Introduction to Advanced Grammar Language and Professional Jargon

## **Course Contents:**

### **Module I: Present perfect tense**

Present perfect tense, usage and applicability

Usage of this tense to indicate near past

Universal applicability of this tense in German

### **Module II: Letter writing**

To acquaint the students with the form of writing informal letters.

### **Module III: Interchanging prepositions**

Usage of prepositions with both accusative and dative cases

Usage of verbs fixed with prepositions

Emphasizing on the action and position factor

### **Module IV: Past tense**

Introduction to simple past tense

Learning the verb forms in past tense

Making a list of all verbs in the past tense and the participle forms

### **Module V: Reading a Fairy Tale**

Comprehension and narration

Rotkäppchen

Froschprinzessin

Die Fremdsprache

### **Module VI: Genitive case**

Genitive case – Explain the concept of possession in genitive

Mentioning the structure of weak nouns

### **Module VII: Genitive prepositions**

Discuss the genitive propositions and their usage: (während, wegen, statt, trotz)

### **Module VIII: Picture Description**

Firstly recognize the persons or things in the picture and identify the situation depicted in the picture;

Secondly answer questions of general meaning in context to the picture and also talk about the personal experiences which come to your mind upon seeing the picture.

## **Examination Scheme:**

Components	CT1	CT2	C	I	V	A
Weightage (%)	20	20	20	20	15	5

C – Project + Presentation

I – Interaction/Conversation Practice

## **Text & References:**

- Wolfgang Hieber, Lernziel Deutsch
- Hans-Heinrich Wangler, Sprachkurs Deutsch
- Schulz Griesbach, Deutsche Sprachlehre für Ausländer
- P.L Aneja, Deutsch Interessant- 1, 2 & 3
- Rosa-Maria Dallapiazza et al, Tangram Aktuell A1/1,2
- Braun, Nieder, Schmöe, Deutsch als Fremdsprache 1A, Grundkurs

# DISSERTATION

**Course Code:** **MBA 455**

**Credit Units: 09**

The aim of the dissertation is to provide you with an opportunity to further your intellectual and personal development in your chosen field by undertaking a significant practical unit of activity, having an educational value at a level commensurate with the award of your degree

The dissertation can be defined as a scholarly inquiry into a problem or issues, involving a systematic approach to gathering and analysis of information / data, leading to production of a structured report.

## **Selecting the Dissertation Topic**

It is usual to give you some discretion in the choice of topic for the dissertation and the approach to be adopted. You will need to ensure that your dissertation is related to your field of specialization.

Deciding this is often the most difficult part of the dissertation process, and perhaps, you have been thinking of a topic for some time.

It is important to distinguish here between 'dissertation topic' and 'dissertation title'. The topic is the specific area that you wish to investigate. The title may not be decided until the dissertation has been written so as to reflect its content properly.

Few restrictions are placed on the choice of the topic. Normally we would expect it to be:

- relevant to business, defined broadly;
- related to one or more of the subjects or areas of study within the core program and specialisation stream;
- clearly focused so as to facilitate an in-depth approach, subject to the availability of adequate sources of information and to your own knowledge;
- of value and interest to you and your personal and professional development.

## **Planning the Dissertation**

This will entail following:

- Selecting a topic for investigation.
- Establishing the precise focus of your study by deciding on the aims and objectives of the dissertation, or formulating questions to be investigated. Consider very carefully what is worth investigating and its feasibility.
- Drawing up initial dissertation outlines considering the aims and objectives of the dissertation. Work out various stages of dissertation
- Devising a timetable to ensure that all stages of dissertation are completed in time. The timetable should include writing of the dissertation and regular meetings with your dissertation guide.

## **The Dissertation plan or outline**

It is recommended that you should have a dissertation plan to guide you right from the outset. Essentially, the dissertation plan is an outline of what you intend to do, chapter wise and therefore should reflect the aims and objectives of your dissertation.

There are several reasons for having a dissertation plan

- It provides a focus to your thoughts.
- It provides your faculty-guide with an opportunity, at an early stage of your work, to make constructive comments and help guide the direction of your research.
- The writing of a plan is the first formal stage of the writing process, and therefore helps build up your confidence.
- In many ways, the plan encourages you to come to terms with the reading, thinking and writing in a systematic and integrated way, with plenty of time left for changes.
- Finally, the dissertation plan generally provides a revision point in the development of your dissertation report in order to allow appropriate changes in the scope and even direction of your work as it progresses.

## **Keeping records**

This includes the following:

- Making a note of everything you read; including those discarded.
- Ensuring that when recording sources, author's name and initials, date of publication, title, place of publication and publisher are included. (You may consider starting a card index or database from the outset). Making an accurate note of all quotations at the time you read them.
- Make clear what is a direct quotation and what is your paraphrase.

### **Dissertation format**

All students must follow the following rules in submitting their dissertation.

- Front page should provide title, author, Name of degree/diploma and the date of submission.
- Second page should be the table of contents giving page references for each chapter and section.
- The next page should be the table of appendices, graphs and tables giving titles and page references.
- Next to follow should be a synopsis or abstract of the dissertation (approximately 500 words) titled: **Executive Summary**
- Next is the 'acknowledgements'.
- Chapter I should be a general introduction, giving the background to the dissertation, the objectives of the dissertation, the rationale for the dissertation, the plan, methodological issues and problems. The limitations of the dissertation should also be hinted in this chapter.
- Other chapters will constitute the body of the dissertation. The number of chapters and their sequence will usually vary depending on, among others, on a critical review of the previous relevant work relating to your major findings, a discussion of their implications, and conclusions, possibly with a suggestion of the direction of future research on the area.
- After this concluding chapter, you should give a list of all the references you have used. These should be cross - references with your text. For articles from journals, the following details are required e.g.

Draper P and Pandyal K. 1991, The Investment Trust Discount Revisited, Journal of Business Finance and Accounting, Vol18, No6, Nov, pp 791-832.

For books, the following details are required:

Levi, M. 1996, International Financial Management, Prentice Hall, New York, 3rd Ed, 1996

- Finally, you should give any appendices. These should only include relevant statistical data or material that cannot be fitted into the above categories.

### **The Layout Guidelines for the Dissertation**

- A4 size Paper
- Font: Arial (10 points) or Times New Roman (12 points)
- Line spacing: 1.5
- Top and bottom margins: 1 inch/ 2.5 cm; left and right margins: 1.25 inches/ 3 cm

### **Guidelines for the Assessment of the Dissertation**

While evaluating the dissertation, faculty guide will consider the following aspects:

1. Has the student made a clear statement of the objective or objective(s)?
2. If there is more than one objective, do these constitute parts of a whole?
3. Has the student developed an appropriate analytical framework for addressing the problem at hand?
4. Is this based on up-to-date developments in the topic area?
5. Has the student collected information / data suitable to the frameworks?
6. Are the techniques employed by the student to analyse the data / information appropriate and relevant?
7. Has the student succeeded in drawing conclusion from the analysis?
8. Do the conclusions relate well to the objectives of the project?
9. Has the student been regular in his work?
10. Layout of the written report.

### **Examination Scheme:**

Contents & Layout of the Report	30
Conceptual Framework	10
Objectives & Methodology	15
Implications & Conclusions	15
Viva/ Presentations	30
<b>TOTAL</b>	<b>100</b>

# NETWORKING AND TELECOMMUNICATIONS

**Course Code:** **MBA 471**

**Credit Units: 03**

## **Course Objective:**

This course will expose the students to describe computer networking, which has changed enormously over the past decade.

## **Course Contents:**

### **Module I: The OSI Model**

**Physical Layer:-** Simplex, Half duplex & full duplex transmission, Serial & Parallel Communication, Analog and Digital Data Transmission, Characteristics of Transmission Media:- Twisted Pair(UTP, STP, SSTP), IBM Cable, Coaxial Cable, Twin Axial Cable, Optical Fiber (Single/Multi Mode), Radio , Infra red .

**Data Link Layer Fundamentals:-** Error Detection & Correction: - CRC, VRC, HRC, Flow Control: - Stop-&-Wait ARQ, Go-Back-NARQ, Selective Repeat ARQ, Pipelining, Carrier Sense Multiple Access (CSMA), CSMA with Collision Detection (CSMA/CD), Token Ring, Token Bus.

**Network Layer:-** Connection Oriented Vs Connectionless Services, Addressing, Concept of Congestion, Routing, Routing Algorithms:- Shortest Path Routing, Flooding, Distance Vector Routing, Broadcast Routing, Multicast Routing, Congestion Control, Load Shedding, Jitter Control, Internetworking & Network Layer in the Internet:- Tunneling, Fragmentation, IP Protocol, IP Addresses, IPv6

**Transport Layer:** - Type of Services, Quality of Service Guarantee, Data Transfer, Addressing, Multiplexing, Flow Control

**Other Layers of OSI Model:** - Application Layer, Session Layer, Presentation Layer.

### **Module II: Switching Systems & Telephone Networks**

Stroger Switching System, Step-by-Step Switching, Crossbar Switching, Touch Tone Dial Telephone, PSTN, ISDN, Circuit Switching, Store & Forward Switching, Electronic Space Division Switching:- Centralised and Distributed SPC, 2/3 Stage Networks, Numbering Plan.

### **Module III: Speech Digitisation, Transmission and Traffic Engineering**

Sampling, Quantisation, Sampling Error, PCM, AM, FM, PM, FDM, TDM, Networks Traffic and Load Parameters, Grade of service and Blocking Probability.

### **Module IV: Telecom Technologies**

3G, EDGE, GPRS, GSM Networks, CDMA Networks, VoIP.

## **Examination Scheme:**

Components	C	A	CT	EE
Weightage (%)	10	5	15	70

## **Text & References:**

- Computer Networks ,Andrew S. Tanenbaum , PHI
- Data communication & Networking by Behrouz A. Fourzan
- Telecommunication Switching Systems and Networks – T. Vishwanathan – PHI

# INFORMATION SECURITY AND RISK MANAGEMENT

**Course Code:**      **MBA 473**

**Credit Units: 03**

## **Course Objective:**

In today's competitive global economy, Information is the key resource which is growing day – by - day it is very critical to protect that information from all aspects. This course is designed to familiarize students with the importance of information, Risk involved in managing them and How to protect this information?

## **Course Contents:**

### **Module I: Introduction of Information Security**

Concept of Information and Information Security. Nature of Security, Information Security Architecture, Information Life Cycle Management: from creation to destruction, what should be protected in an organization? How to secure your intellectual property and business intelligence, Types of Information Security.

### **Module II: Managing Information Security**

Understanding Information Security Management, Information Security Process, Strategies for security management, Understanding & managing technology risks, Framework for managing technology risks. Legal risks faced by companies, Managing Anti trust issues by giving cases of Microsoft & Intel Pentium, Integrating risk mgmt. Activities with information systems.

### **Module III: Disaster Management**

Types of Disaster, Challenge in Global operations, Understanding disaster recovery & business continuity, Business Continuity Management, Preparing BCP – a 10 step process. A case of WTC- Sept 11 event- lesson learned, realistic recovery strategy.

### **Module IV: Cyber crimes**

Nature and scope of computer crime, types of cyber crimes-hacking, tampering with computer source documents, cyber stalking, cyber terrorism, cyber squatting, cyber contraventions,penalties under act, investigation, procedure for search and seizure, examine the effects of computer crime through the experiences of victims and law enforcement and look at the motives and attitudes of hackers and other computer criminals.

### **Module V: International Security Standards**

Setting up security policies, ISO 17799, Information protection & retention laws, Information Security Tools

## **Examination Scheme:**

<b>Components</b>	<b>P-1</b>	<b>C-1</b>	<b>CT-1</b>	<b>EE</b>
<b>Weightage (%)</b>	10	5	15	70

## **Text & References:**

### **Text:**

- A. V. Vedpuriswar, Enterprise Risk Management: A strategic approach to Derisking an Enterprise, Vision Books.

### **References:**

- Business Continuity Planning: Concepts and cases, ICFAI University.
- Jon William, Disaster Recovery Planning.
- Regis J. Bates, Disaster Recovery Planning for Networking, Telecommunication & Data Communication

# SOFTWARE QUALITY ASSURANCE

**Course Code:** **MBA 475**

**Credit Units: 03**

## **Course Objective:**

Quality is the essence of life. Information Technology by virtue of its various products, broadly software and hardware, is enabling quality in various aspects. It thus becomes more imperative that the software, which is actually becoming life line of any organization, adheres to certain quality norms. The students must understand the various aspects of quality, tools to implement quality in software development and monitoring the same.

## **Course Contents:**

### **Module I: Quality Concepts and Practices**

Why Quality?, Cost of Quality, TQM concept, Quality Pioneers Approaches to Quality.

### **Module II: Software Quality**

Software Development Process, S/w quality Attributes (Product Specific and Organization Specific, Hierarchical Models of quality. Concept of Quality Assurance and Quality Control

### **Module III: Software Quality Assurance**

Implementing an IT Quality function, Content of SQA Plan, Quality Tools, Quality baselines, Model and assessment fundamentals, Internal Auditing and Quality assurance.

### **Module IV: Software Quality Control**

Testing Concepts - ad hoc, white box, black box and integration, Cost Effectiveness of Software Testing – credibility & ROI, right methods, Developing Testing Methodologies- Acquire and study the test strategy, building the system test plan and unit plan , Verification and Validation methods, Software Change Control- SCM, change control procedure, Defect Management – causes, detection, removal and tracking,

### **Module V: Metrics and Measurement of Software Quality**

Measuring Quality, measurement concepts- Standard unit of measure, software metrics, Metrics Bucket, Problems with Metrics, Objective and subjective measurement, measure of central tendency, attributes of good measurement, Installing measurement program, Risk Management- defining, characterizing risk, managing risk, software risk management

### **Module VI: Quality Standards**

Introduction to various Quality standards: ISO-9000 Series, Six Sigma, SEI CMMi Model.

## **Examination Scheme:**

<b>Components</b>	<b>C</b>	<b>A</b>	<b>CT</b>	<b>EE</b>
<b>Weightage (%)</b>	10	5	15	70

## **Text & References:**

### **Text:**

- Mordehai Ben-Menachem, Garry, Software Quality, Thomson Learning (Vikas)

### **References:**

- Godbole, Nina S., Software Quality Assurance, Narosa
- Shafer & Shafer, Quality Software Project Management, Pearson Education

# ADVERTISING AND SALES PROMOTION

**Course Code:**      **MBA 476**

**Credit Units: 03**

## **Course Objective:**

At the outset, students will learn the Fundamentals of Advertising & its Strategies. They will learn how to use Advertising as a tool to Create Awareness, Position the Product, and make an impact in the Consumers' Minds. Students will also learn how effectively they can do Media Planning & Media Scheduling and handle different Media.

## **Course Contents:**

### **Module I: Introduction to Advertising, Advertising**

Advertising defined – Scope, Types & Limitations of Advertising, Ethics, Regulations, & Social Responsibility, Advertising & Marketing Process.

### **Module II: Advertising Planning & Strategy**

The Consumer Audience, Account Planning, How Advertising Works, Process of developing Ad Campaign, Advertising Evaluation: Pretest – Types of various Pretest Methods. Post-test – Various Tools & Applications

### **Module III**

Media Planning, Scheduling, & Buying; Print, Broadcast & Interactive Online Media

### **Module IV**

Creativity in Advertising, Copy Writing, Design & Production

### **Module V: Integrated Marketing Communication**

Sales Promotion, Concepts, Nature, Benefits and Limitation of Sales Promotion.

Types of sales Promotion Tools – Dealer Promotion, Consumer promotion and sales incentives.

Developing Sales Promotion Campaign, Public Relations, Retail & Business to Business Advertising, Direct Marketing

## **Examination Scheme:**

Components	C	A	CT	EE
Weightage (%)	10	5	15	70

## **Text & References:**

### **Text:**

- Well, Burnett, & Moriarty, Advertising Principles and Practice

### **References:**

- Magazines, A&M, Brand Equity, Business World
- Wright, Winter, Ziegler, Advertising
- David Ogilvy, Trout and Ries, Advertising,
- Sandage, Fryburger, Ratroll , Advertising Theory & Practice

# CUSTOMER RELATIONSHIP MANAGEMENT

**Course Code:** **MBA 477**

**Credit Units: 03**

## **Course Objective:**

Customer Relationship Management (CRM) is a comprehensive Business Strategy. CRM helps Organizations organize its activities around the customers. CRM strategies are not meant for service organizations only, it transcends almost in all business categories. In the present business paradigm, customers have taken the central stage and all business houses are centering on customers. Today we are into a new paradigm of Customer-Centric Management. Basic premise of survival for any organization is to centre on Customer.

## **Course Contents:**

### **Module I: Conceptual Foundation of CRM**

Introduction to CRM, Difference between transaction and CRM, Database Marketing, Relationship Marketing, Experiential Marketing, Framework of CRM and its Evolution, Elements of CRM, Different perspective of CRM, Types of CRM, Benefits of CRM, E-CRM.

### **Module II: Managing Customer Relationship**

Introduction (Pre Industrial age, Industrial age, Service Economy age, Knowledge Economy Age), Key Principles of Relationship marketing, Relationship marketing and Value chain, Managing the customer as an asset, Customer Touch points, Customer privacy, Customer Value: Concept and characteristics, Customer Segmentation as a prerequisite to CRM.

### **Module III: Managing different stages of CRM**

Customer Acquisition Strategies, Customer Retention Strategies (Zero defections), The add-on-selling, Customer Equity, Customer Metrics, Customer loyalty, Loyalty ladder, Life time value, The value of measuring customer satisfaction, Conflicts and Customer Complaint Management.

### **Module IV: Overview of CRM in service sector (B 2 C Market)**

Service Business Characteristics, Service Customer Classification, Service Marketing Mix, Service Recovery, Marketing of Services-Banking Industry, Retail Industry, Aviation Industry, Hospitality Industry, Pharmaceutical Industry, Telecom Industry. CRM in Product Markets

### **Module V: Overview of CRM in B2B Markets**

Characteristics of Business Markets, Importance of CRM in B2B Markets, Key Account Management, Supplier-Channel Management, Employee Management,

### **Module VII: Implementation of CRM**

CRM Implementation Road Map, CRM Roadblocks (4P's), Phased development, Avoiding the implementation problems with phased development (Preliminary Investigation, Analysis, Design and preliminary Construction, Final Construction, System test and Installation), Potential Rewards from CRM Implementation, Future of CRM.

## **Examination Scheme:**

<b>Components</b>	<b>C</b>	<b>A</b>	<b>CT</b>	<b>EE</b>
<b>Weightage (%)</b>	10	5	15	70

## **Text & References:**

### **Text:**

- G Shaines & Jagdish N Sheth, Customer Relationship Management-A Strategic Approach
- Zikmund, McLEOD, Gilbert, Customer Relationship Management

### **References:**

- John and Natalie L. Petouhoff, 2001, Prentice Hall
- Gosney JW, 2001, Customer relationship Essential, Prentice Hall India
- Ronald S, 2001, Accelerating Customer Relationships, Swift, PHI
- Gureja, Gopal E, 1997, Creating Customer Value, Tata-McGraw Hill
- JN Sheth, Atul Parvatiyar, G. Shaines, 2001, Customer Relationship Management, Tata McGraw Hill
- Brown, Stanley A 2001, Customer Relationship Management, John Wiley & Sons
- Gardial, Woodruff, 2001, Latest Approaches to understanding Customer Values & Satisfaction, Infinity Book
- Anderson, Kristin, 2002, Customer Relationship Management, Tata McGraw-Hill
- Payne, Adrian, Woburn-Butterworth-Heinemann 1996, Relationship Marketing

# SALES MANAGEMENT

**Course Code:** **MBA 480**

**Credit Units: 03**

## **Course Objective:**

To familiarize the students with the concepts of sales management and to equip them with the various tools required to be a success in the various techniques essential for sales staff management. To help them differentiate the nuances of personal, organizational and retail selling.

## **Course Contents:**

### **Module I**

Introduction to Sales Management, Historical Review, Professionalism in sales, Contribution of selling to social development, different types of sales jobs. Discussion of sales careers and qualifications and skills required for success.

### **Module II**

Role of the Sales Manager, Measuring effectiveness and success of the manager. Recruitment, selection and training. Motivation and retention of sales staff. Sales force compensation, tools for sales supervision and control, Examination and appraisal of sales staff. Understanding and mastery of two way communications. Communication and its role in professional selling Role plays.

### **Module III**

Tools and techniques of sales forecasting, sales territorialization, sales quotas, budgeting and costing, monitoring sales expenses, Sales promotion Strategies, Types and techniques of sales promotion

### **Module IV**

Adaptive selling, sales presentation, approaching the customer and gaining the commitment of the customer. Role play.

### **Module V**

The sales process - planning prospecting, planning the initial sales call, approaching the prospect and initiation of discussing, negotiation and closing Case study and role play. Developing and expanding the customer relationship through CRM and use of technology (database marketing), encouraging critical encounters.

## **Examination Scheme:**

<b>Components</b>	<b>C</b>	<b>A</b>	<b>CT</b>	<b>EE</b>
<b>Weightage (%)</b>	10	5	15	70

## **Text & References:**

### **Text:**

- Stanton, Bursnick and Spiro. Management of Sales force

### **References:**

- E Cundiff and N Govini, Sales Management - 5<sup>th</sup> Edition. Prentice Hall of India
- Ingram, Laforge, Avita, Professional Selling A trust based approach, Harcourt College Publications.
- Christopher Power, Smart Selling.
- David Mayer and H M Greenberg, What makes a good salesman.