

GRAPHIC ERA UNIVERSITY
DEPARTMENT OF DISTANCE EDUCATION
PROGRAM – MBA

CURRICULUM STRUCTURE AND EVALUATION SCHEME

MBA SEMESTER I

COURSE MODULE				TEACHING PERIODS			WEIGHTAGE: EVALUATION			
Code	Title	Component	Credits	L	T	P	CW	MS E	ES E	Total
MBA-D101	Principles and Practice of Management	CC	4	4	-	-	25	25	50	100
MBA-D102	Managerial Economics	CC	4	4	-	-	25	25	50	100
MBA-D103	Financial Accounting	CC	4	4	-	-	25	25	50	100
MBA-D104	Business Statistics	CC	4	4	-	-	25	25	50	100
MBA-D106	Human Resource Management	CC	2	2	-	-	25	25	50	100
	Total		18	18	-	-				500

MBA SEMESTER II

COURSE MODULE				TEACHING PERIODS			WEIGHTAGE: EVALUATION			
Code	Title	Component	Credits	L	T	P	CW	MS E	ESE	Total
MBA-D201	Marketing Management	CC	4	4	-	-	25	25	50	100
MBA-D203	Financial Management	CC	4	4	-	-	25	25	50	100
MBA-D204	Research Methodology	CC	4	4	-	-	25	25	50	100
MBA-D205	Management Accounting	CC	4	4	-	-	25	25	50	100
MBA-D206	Management Information System	CC	2	2	-	-	25	25	50	100
	Total		18	18	-	-				500

MBA SEMESTER III

COURSE MODULE				TEACHING PERIODS			WEIGHTAGE: EVALUATION			
Code	Title	Component	Credits	L	T	P	CW	MS E	ESE	Total
MBA-D302	Legal Aspects of Business	CC	4	4	-	-	25	25	50	100
Major 1	FIN/MKT/HRM	CC	4	4	-	-	-	-	-	100
Major 2	FIN/MKT/HRM	CC	4	4	-	-	25	25	50	100
Major 3	FIN/MKT/HRM	CC	4	4	-	-	25	25	50	100
MBA-D306	Project	PJ	2	2	-	-	25	25	50	100
			18	18	-	-				500

SPECIALISATION IIIRD SEMESTER

FINANCE

1. MBA-D 303 (F) Financial Services
2. MBA-D 304 (F) Security Analysis & Portfolio Management
3. MBA-D 305 (F) International Finance

HUMAN RESOURCE

1. MBA-D 303 (H) Human Resource Planning and Development
2. MBA-D 304 (H) Labor Laws
3. MBA-D 305 (H) Human Resource Information System and Analytics

MARKETING

1. MBA-D 303 (M) Marketing Strategy and Competitive Analysis
2. MBA-D 304 (M) International Marketing
3. MBA-D 305 (M) Marketing Research

MBA IV SEMESTER

COURSE MODULE				TEACHING PERIODS			WEIGHTAGE: EVALUATION			
Code	Title	Component	Credits	L	T	P	CW	MS E	ESE	Total
MBA-D401	Strategic Management	CC	4	4	-	-	25	25	50	100
MBA-D402	Entrepreneurship & Small Business Management	CC	4	4	-	-	25	25	50	100
Major 1	FIN/MKT/HRM	CC	4	4	-	-	25	25	50	100
Major 2	FIN/MKT/HRM	CC	4	4	-	-	25	25	50	100
Major 3	FIN/MKT/HRM	CC	2	2	-	-	25	25	50	100
			18	18	-	-				500

SPECIALISATION IVth SEMESTER

FINANCE

1. MBA-D 404 (F) Financial Derivatives
2. MBA-D 405 (F) Corporate Tax Planning
3. MBA-D 406 (F) Banking Management

HUMAN RESOURCE

1. MBA-D 404 (H) Corporate Leadership
2. MBA-D 405 (H) Performance and Compensation Management
3. MBA-D 406 (H) Counseling Skills for Managers

MARKETING

1. MBA-D 404 (M) Digital Marketing
2. MBA-D 405 (M) Product and Brand Management
3. MBA-D 406 (M) Customer Relationship Management

Course Name: Masters of Business Administration

Subject Name: Principles and Practices of Management

Subject Code: MBA - D101

1. Pre-Requisite Normal graduation level knowledge
2. Subject Area General Management
3. Credits: 4
4. **Course Objective:**Theaim of the course is to exposethe students to the basic concept of management and four functions of management in contemporary business environments: planning, organizing, leading, and controlling.

5. Learning Outcomes:

On successful completion of this course the student will be able to:

- i. Understand why managers are important to organisations and explain the value of studying management.
- ii. Discuss and communicate the management evolution and observe and evaluate the influence of historical forces on the current management practices.
- iii. Identify and evaluate social responsibility and ethical issues involved in business situations.
- iv. Understand four functions of management: planning, organizing, leading, and controlling.
- v. Integrate management principles into management practices.

6. Course Details

Sl.No.	CONTENT	CHAPTERS TO BE MADE
1.	INTRODUCTION TO MANAGEMENT AND INTEGRATIVE MANAGEMENT ISSUES Managers and Organizations, The Historical roots of Contemporary Management practices, Skills and Management Levels, Importance of studying management, Managing in global environment, managing diversity, managing social responsibility and ethics, managing change and innovation.Mangers as decision makers- the decision making process, types of decision making and decision making conditions, decision making styles, effective decision making in today's world	4
2.	PLANNING AND CONTROLLING Nature and purpose of planning, Setting Goals and Developing Plans, Contemporary Issues in Planning; Strategic Management- Strategic Management process.Introduction to controlling, tools for measuring organizational performance, contemporary issues in control; Managing Operations- the role of operations management,	4

	Value chain and its importance, Current issues in managing operations.	
3.	ORGANISING Organisational structure, Mechanistic and Organic structures, Contingency factors affecting structural choice, traditional organizational designs, contemporary organizational designs, flexible work arrangements, today's organizational design challenges; Managing Human Resources.	4
4.	LEADING Managers and communication- nature and functions of communication, Interpersonal and organizational communication, affect of technology on managers communication, communication Issues in today's organizations; Motivation- Early theories of motivation, contemporary theories of motivation, current issues in motivation; Managers as leaders, early and contemporary leadership theories, contemporary views on leadership.	4
	TOTAL	16

7. Suggested Books:

1. Schermerhorn, J.R., Bachrach, D.G. (2016), Exploring Management, 5th Edition, Wiley
2. Koontz, H. & Weihrich, H. (2012) Essentials of Management: An International and Leadership Perspective, 9th Edition, Tata McGraw-Hill.
3. Rao, P.S. & Kumar, V.J. (2010), Management, 1st Edition, Himalaya Publishing House.
4. Daft, R.L. & Marcic, D. (1998), Understanding Management, 2nd Edition, The Dryden Press.

MBA - D102: MANAGERIAL ECONOMICS

1. Course Objective: To familiarize students with the fundamentals of Economics, and their application in Business Decisions related to Demand, Supply, Production, Cost, Pricing and Strategy.

2. Learning Outcomes:

After completing this course, student will be able to:

- i. Identify the different goals and constraints that firms face, along with the interaction of various entities in the Circular flow of Income in an Economy

- ii. Analyze situations and take decision using fundamental principles of managerial economics like Opportunity cost, Marginal and Incremental Analysis, Time perspective, etc.
- iii. Understand how prices are determined in markets, the interplay of demand and supply forces, how market participants benefit in the form of consumer surplus and producer surplus, and what are the consequences of government intervention
- iv. Understand Central problems of an Economy related to What, How and For whom to produce, and the role of Economics in solving these problems through its concepts and tools
- v. Measure elasticity of a good or service and leverage the same for pricing and profit decisions
- vi. Understand production process and functions in the short, medium and long run
- vii. Understand how decisions are based regarding expansion, diversification, etc
- viii. Derive the equilibrium conditions for cost minimization and profit maximization
- ix. Understand economies of scale, diseconomies of scale, economies of scope, and cost complementarities, and how each affects the cost of production
- x. Understand the basic market models of perfect competition, monopoly, monopolistic competition, and oligopoly, along with emerging hybrid models, and how price and output are determined in each model
- xi. Understand various concepts of economics at micro & macro level, relate them to Business & Management, and apply the economic way of thinking to business decisions

3. Course Outline:

	CONTENT
Unit	<p><u>INTRODUCTION TO ECONOMICS & FUNDAMENTALS OF DEMAND & SUPPLY</u></p> <p>Introduction to Economics, Basic concepts and principles, Circular</p>
1.	<p>flow and Central Problems, Managerial Economics, Nature and scope of Managerial Economics, Fundamental principles of Managerial Economics. Concept of Utility, Law of Diminishing marginal utility; Demand & Supply: Demand & Supply functions, Law of Demand/Supply, Demand & Supply interplay, Elasticity.</p>

DEMAND, PRODUCTION AND COST ANALYSIS

2. Indifference curves – PCC, ICC and Engel Curves. Production Possibility Frontier, Production function, Law of Variable

	Proportions, Isoquant Analysis, Laws of Returns to scale, Cost Concepts - Types of production related costs, Cost – Output relationship, Short run & long run cost, Economies & Diseconomies of Scale, Break-even point.
	<u>MARKET STRUCTURE & PRICING PRACTICES</u> Types of market structures – Perfect & imperfect Competition
3.	(Monopolistic Competition, Oligopoly and Monopoly), Pricing and Equilibrium (short run and long-run) in Different Market Structures. Emerging trends and market forms. <u>MACROECONOMICS</u>
	Understanding concept of National Income, Real and Nominal GDP,
4.	GNP, NDP and NNP. Basic Aggregate Demand and Supply interplay, Money supply; Inflation, Business Cycles, Monetary and fiscal policy and measures; Balance of Payments and Foreign Exchange.

Suggested Readings:

- a) Dean, J. (2009). *Managerial Economics*, PHI.
- b) Salvatore, D. (2010). *Managerial Economics in a Global Economy*, Oxford University Press.
- c) Samuelson, P. & Nordhaus, W. (2011). *Economics*, TMH.
- d) Petersen, C. H., Lewis, W. C., & Jain, S. K. (2006), *Managerial Economics*, 4th Edition, Pearson.
- e) Ahuja, H.L. (2008). *Managerial Economics*, S. Chand.

Graphic Era University

Programme Name - MBA

1. Course Name: Financial Accounting
2. Course Code: MBA-D 103
3. Credits: 04

4. **Semester: I**
5. **Pre-Requisite:** Basic knowledge of Accounting
6. **Course Objective:** To familiarize students with the fundamentals of Accounts, and their application in Business Decisions related to financial decision making and Balance sheet.
7. **Course Outcomes:**
- i. To make them Understand about IAS (Indian Accounting Standards)
 - ii. To teach Different kinds of books of accounts
 - iii. To appraise deeply about financial Analysis of the company through various ratios this will be helpful from stock market point of view.
 - iv. To give In-depth knowledge of assets valuation.
8. **Course Outline:**

Sl. No.	CONTENT	CHAPTE R
1.	<u>INTRODUCTION TO FINANCIAL ACCOUNTING</u> ConceptsandConventionsofAccounting- thelanguageofbusiness;Accounting:an InformationSystem,UsersofAccountinginformation,AccountingStandards : An overview	4
2.	<u>BASIC ACCOUNTING PROCEDURE</u> AccountingEquation,TransactionsandtheireffectsonAccountingEquation, Classification of Accounts, Assets, Liabilities, Owners Equity, Revenues and Expenses, Double-Entry system of accounting, Capital revenues	4
3.	<u>BOOKS OF ACCOUNTS</u> Journal and its sub divisions, Ledger and Trial Balance, cash book and its types- single, double and triple column cash book	4
4.	<u>FINANCIAL STATEMENTS AND ANALYSIS</u> Final accounts with Adjustments and depreciation of fixed assets and methods of depreciation. The tools of analysis, Horizontal Analysis, Vertical Analysis, Trend Analysis, Ratio Analysis, Funds Flow and Cash Flow Analysis.	4
	TOTAL	16

Suggested Readings
1. Shukla, M. C., Grewal, T. S., & Gupta, S. C. (2010). <i>Advanced Accounts</i> , S. Chand.
2. Anthony, R. N., Hawkins, D. F., & Merchant, K. A. (2009). <i>Accounting: Text and Cases</i> , TMH.
3. Maheswari, S. N. (2012). <i>Financial Accounting</i> , 4 th Edition, Vikas Publishing House.
4. Bhattacharyya, A. K. (2010). <i>Essentials of Financial Accounting</i> , PHI

5. Gupta, A. (2010). *Financial Accounting for Management: An Analytical Perspective*, Pearson Education.

MBA - D104: BUSINESS STATISTICS

1. **Objective:** To familiarize students with the fundamentals of statistics, and their application in Business Decisions
2. **Course Outcomes:** Upon completion of the subject, students will be able to:
 - i. Translate data to graphical representations
 - ii. Understand properties of the discrete Probability distribution.
 - iii. Select appropriate statistical techniques for summarizing and displaying business data.
 - iv. Analyze and draw inferences from business data using appropriate statistical methods
 - v. Work out trend values and index number

3. Details of the Course

Unit	CONTEN T
No.	
	<u>INTRODUCTION & UNIVARIATE STATISTICS</u>
1.	Definition of statistics, characteristics, function, importance, limitation, use of statistics in functional area of management, Measures of Central Tendency, Measures of Dispersion, Skewness & Kurtosis
	<u>BIVARIATE STATISTICS</u>
2.	Correlation- Scatter Diagram, Karl Pearson's Coefficient of Correlation, S Rank Correlation; Concurrent Deviation; Regression- Method of Least Squares, Method of Regression Coefficient, Properties of Regression Coefficient

THEORY OF PROBABILITY

3. Classical and Axiomatic Approaches, Basic Theorems- Addition, Multiplication- Conditional and Baye's Theorem, Random variables and concept of Probability Distribution. Theoretical

Probability Distributions: Binomial, Poisson, and Normal,

TESTING OF HYPOTHESIS

4. Hypothesis Formulation: Types of Errors in Formulation of Hypothesis, Null and Alternate hypothesis: Test. T-test, Chi Square, F-test and Z Tests, Analysis of Variance

TOTAL

4. Suggested Readings:

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- a) Sharma, J. K. (2011). *Business Statistics*, Pearson Publication.
- b) Levin, & Rubin. (2012.) *Statistics for Management*, 7th Edition, Pearson Publication.
- c) Gupta, S. C. & Kapoor, V. K. (2013). *Fundamentals of Mathematical Statistics*, S. Chand.
- d) Goon, Gupta, & Dasgupta. (2001). *Fundamentals of Statistics*, The World Press.
- e) Medhi, J. (2007). *Statistical Methods- An Introductory Text*, New age International.

Programme Name - MBA

Course Name: Human Resource Management

Course Objective: To familiarize students with the fundamentals and practices of Human Resource Management, and their application in Organisation

Learning Outcomes:

1. Gain an understanding of key terms, theories/concepts and practices within the field of human resource management
2. Effectively manage and plan key human resource functions within organizations
3. Examine current issues, trends, practices, and processes in HRM
4. Contribute to employee performance management and organizational effectiveness
5. Identify and analyze problems in the field of HRM and be able to provide solutions.

Sl.No.	CONTENT	Chapter to be Made
1	<p><u>INTRODUCTION TO HUMAN RESOURCE MANAGEMENT</u></p> <p>Concept, Nature and Scope of Human Resource Management, Evolution of HRM, System Approach to HRM, HRM in Indian Context, Overview of Human Resource Development, Overview of Strategic Human Resource Management</p>	4
2	<p><u>HUMAN RESOURCE PLANNING AND DEVELOPMENT</u></p> <p>Human Resource Planning - HR planning process, Job analysis and design: job description and job specification, Recruitment: methods of recruiting. Selection: Concept/Objectives/Procedures, Type of Tests and Interviews; Induction, Orientation and Placement, Training and development, importance and methods, Management Development Methods (Overview) - In Basket Training, Sensitivity Training, Simulations, Managerial Grid Training,</p>	4

	Computer-based Training, Career planning and development: concept, career planning, and problems in career planning, succession planning.	
3	<u>REWARDING HUMAN RESOURCES</u> Performance Appraisal – Concept/Objectives/Uses; Overview of Appraisal Methods (Rating, Ranking, Critical incident, 360 degree, Behavioral Anchored Rating Scale (BARS), Forced Ranking, Balanced Score Card, Management by Objectives (MBO)etc); Problems in Performance Appraisals; Promotion and Transfer. Compensation: objectives, components of motivation, compensation decisions, methods of payment, issues in compensation administration, and employee retirement benefits and services	4
4	<u>EMPLOYEE RELATIONS AND CURRENT HR TRENDS</u> Overview of trade unions, collective bargaining, Managing employee discipline: approaches to discipline, and legal challenges, Promoting safety and health: causes of job accidents, problems of safety standards, Employee Turnover and Attrition; Employee Retention, Employee Engagement; Overview of HR Accounting and Audit, Global HRM Practices	4
	Total	16

Suggested Readings:

- a) Dessler, G. & Varkkey, B. (2009). Human Resource Management, 11th Edition, Pearson.
- b) Aswathappa, K. (2010). Human Resource Management, 6th Edition, TMH.
- c) Gomez-Mejia, Balkin & Cardy (2010). Managing Human Resources, 6th Edition, PHI.
- d) Rao, V. S. P. (2010). Human Resource Management, 3rd Edition, Excel Books.
- e) Rao, P. S. (2009). *Personnel & Human Resource Management, 4th Edition*, HPH.
- f) Ivancevich, John M. (2013). *Human Resource Management*; McGraw-Hill Education

MBA – D201: MARKETING MANAGEMENT

Objective: To familiarize students with the fundamentals of Marketing, and their application in Business Decisions related to Demand, Supply, Production, Cost, Pricing and Strategy.

1 Course outcomes:

- a. State the role and functions of marketing within a range of organisations.
- b. Describe key marketing concepts, theories and techniques for analysing a variety of marketing situations.
- c. Identify and demonstrate the dynamic nature of the environment in which marketing decisions are taken and appreciate the implications for marketing strategy determination and implementation.
- d. Use written formats to communicate marketing outcomes.
- e. Apply the introduced conceptual frameworks, theory and techniques to various marketing contexts.
- f. Analyse the relevance of marketing concepts and theories in evaluating the impacts of environmental changes on marketing planning, strategies and practices.
- g. Demonstrate the ability to carry out a research project that explores marketing planning and strategies for a specific marketing situation.
- h. Demonstrate the ability to justify marketing strategies and advocate a strategically informed position when considering marketing plan implementation.

2 Details of the Course:

Sl.No.	CONTENT
	<u>INTRODUCTION TO MARKETING</u>
	Nature and scope of Marketing Management, Marketing process,
1.	Marketing environment, Marketing Challenges, Marketing in 21 st century, Marketing Planning and Marketing Competitiveness, Developing marketing strategies and plans

DESIGNING A CUSTOMER-DRIVEN STRATEGY

Consumer Buying Behaviour, Organizational Buying Behaviour,

2. Identifying Market Segments and Targets, Branding, Creating Brand Equity, Crafting the Brand Positioning. Overview of social media marketing

PRODUCT & PRICING DECISIONS

Product: Concepts of Product, Product Planning & Policy, New Product Development, Test Marketing, Product Life Cycle, Product

3. Mix Decisions, Packaging and Labeling Decisions. Price: Objectives of Pricing, Pricing Policies, Pricing Methods, Managing Price Changes.
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3. Suggested Readings:

- 1 Kotler, P., Keller, Koshi&Jha (2012). *Marketing Management*, Pearson Education.

- 2 Saxena, R. (2009). *Marketing Management*.TMH.
- 3 Kotler& Armstrong (2012). *Principles of Marketing*.Pearson/PHI.
- 4 Solomon, (2010). *Marketing Real People Real Choices*. Pearson Education.
- 5 Ramaswamy V. S. &Namakumari (2011). *A Text Book of Marketing Management*. Macmillan.

Graphic Era University

Programme Name - MBA

1. Course Name: Financial Management

Course Objective: To familiarize students with the fundamentals of fund management, Debt-Equity management and their applications in Business Decisions related to utilization, generation and allocation of funds.

Course outcomes:

- i. to give everybody the ability and confidence to tackle common financial problems in practice,
- ii. to provide adequate preparation for future finance classes, especially the advanced corporate and investment problems
- iii. In this course, students will enhance their knowledge and understanding of financial management. Through class discussion, informal study groups, and formal group.

Finally, financial markets are globally integrated and we will discuss many cases and examples involving international companies,

Course Outline:

Unit	CONTENT
<u>1</u>	INTRODUCTION
	Natureandscope,Financefunctions,financialobjectives,rolesand responsibilitiesof thefinancemanager,introductiontoIndianfinancialsystem,So ursesoffinance:Equity capital, debenture, Preference

capital and term loans, Timevalueofmoney, Cost of capital

2 **CAPITAL BUDGETING**



Introduction,projectappraisal,techniques,Determinationofcashf
lowstreams,CapitalrationingandconflictsinNPVandIRR,Ca
pitalbudgetingunderriskanduncertainty

3 **FINANCIAL STRUCTURE AND DIVIDEND POLICY**



Leverage:Operating,financialandcombinedleverage,Capitalstru
cture:Theoriesof
capitalstructure(Netincomeapproach,netoperatingincomeap
proach,MMapproach, Traditional approach),
Determinantsof capital structure, EBIT-EPS
relationship.Introduction to dividend;
formsofdividend,stabilityofdividends,theoriesofdividendpo
licy
(RelevanceandIrrelevancetheories),determinantsofdividend
decision,implicationofbonus issue, rights issue, share split
and buy back of shares.

4 **WORKING CAPITAL MANAGEMENT**

Concept,Significance,Operatingcycle,Estimation,Risk-
returnTradeoff,Determinants, Workingcapitalpolicies
andworkingcapital financing.

Suggested Readings:

- (a) Khan & Jain (2008). *Financial Management*, 15th Edition, TMH.
- (b) Pandey, I. M. (2006). *Financial Management*, 9th Edition, Vikas Publishing.
- (c) Kothari, R. (2005). *Contemporary Financial Management*, Macmillan.
- (d) Brigham & Houston (2004). *Fundamental of Financial Management*, 10th Edition, Harcourt
- (e) Chandra, P. C. (2008). *Financial Management*, 7th Edition, TMH.

Graphic Era (Deemed to be University)**Course Name : Master of Business Administration****Subject Name: Research Methodology Course Code: MBA D-203**

- 1. Pre Requisite: None**
- 2. Subject Area: Decision Science**
- 3. Objective:** The objective of this course is to introduce students to methods of research and to develop a range of skills to facilitate independent research based learning and the interpretation of research findings
- 4. Learning Outcomes:** Upon completion of the subject, students will be able to:
 - i. Be able to formulate research questions and develop a sufficiently coherent research design.
 - ii. Be able to assess the appropriateness of different kinds of research designs and methodology, for instance in terms of their appropriateness, transparency and quality.
 - iii. Apply a range of quantitative and / or qualitative research techniques to business and management problems / issues.

5. Details of the Course

Unit No.	CONTENT	Chapters
1.	<u>INTRODUCTION:</u> Concept, nature, scope & Limitation of Research Methodology Types of Research, Types of Variables, Research Questions & Objectives	4
2.	<u>RESEARCH PROCESS ,DESIGN AND DATA COLLECTION METHODS</u> Research Process, Concept and types of Research Design–Exploratory, Descriptive and Experimental, Data Collection Methods:-Primary Data: Secondary Data	4
3.	<u>SAMPLING DESIGN, SCALING TECHNIQUES AND QUESTIONNAIRE DESIGNING</u> Sampling: Need and Concept, Sampling Design Process, Types of Sampling–Probability and Non-Probability Sampling; Sample Design Procedures of determining sample size. Measurement: Meaning and Approaches; Types of Scales, Scaling Techniques:-Comparative and Non Comparative	4
4.	<u>DATATABULATION, ANALYSIS AND REPORT WRITING</u> Questionnaire Designing, Fieldwork and tabulation of Data Processing and analysis of data, Purpose (Research Application) and Types of Research Report; Structure of Research Report; Report Writing, Use of Tables and	4

	Figures.	
	Total	16

6. Suggested Readings:

- (a) Cooper & Schindler, (2004). *Business Research Methods*, 8th Edition, TMH.
- (b) Malhotra, N. (2012). *Marketing Research*, 6th Edition, Pearson.
- (c) Sekaran, U. (2011). *Research Methods for Business*, 5th Edition, Wiley.

MBA-D204 Management Accounting

Objective: The objective of this course is to expose the students to the concepts, tools and techniques applicable in the field of accounting.

Course Outcome: Upon successful completion of this course students will be able:

- a. To have a thorough understanding of the role and function of management accounting in achieving the objectives of an organisation.
- b. Critically analyse and provide recommendations to improve the operations of organisations through the application of management accounting techniques.
- c. Demonstrate the need for a balance between financial and non-financial information in decision making, control and performance evaluation applications of management accounting.
- d. Evaluate complex ideas and tolerate ambiguity in managerial and organisational problem-solving.

Details of the course:

Unit No	CONTENT
1.	Nature, scope and importance of management accounting; difference between financial accounting and management accounting; difference

	<p>between cost accounting and management accounting. Classification of cost, cost control, and cost reduction.</p>
2.	<p>Concept of budget and budgetary control; objectives, merits, and limitations of budget administration; cash and flexible budgets, zero- base budget. Installation of budgetary control system. Concept and approaches to responsibility accounting. Steps involved in responsibility centres and their types;</p>
3.	<p>Concepts of standard cost and standard costing; advantages, limitations, and applications; Variance Analysis: material variance; labour variances and overhead variance.</p>
4.	<p>Concept of marginal costing, differential costing and absorption costing. Use of above costs in decision making; make or buy, change of product mix, pricing and determination of shut-down point. Cost– Volume–Profit (CVP) Analysis, Break even analysis, key factor and utility of CVP analysis.</p>

2. Suggested Books:

S.No	Name of Books	Year of Publication
1.	Khan and Jain, Management Accounting, 3/e , TMH, New Delhi.	2003

2.	Maheshwari S.N. Cost and Management Accounting. Vikas Publishing House	2005
3.	Hornngren, Charles T. Introduction to Management Accounting. Pearson/ PHI.	2003
4.	Anthony Robert N. &Govindrajan, Vijay. Management Control System.TMH.	2005

MBA-D402 Information Systems Management

Course Objective: The objective of this course is to introduce the students to the Management Information Systems and its application in organizations. The course would expose the students to the managerial issues relating to information systems and help them identify and evaluate various options in Management Information Systems.

Learning Outcomes:

- i. To Present statistical findings orally to audience
- ii. To Distinguish between descriptive and inferential statistics and their uses

- iii. Differentiate between good and bad data presentation
- iv. Develop an intuitive feel for statistical techniques and their appropriate applications
- v. Distinguish between descriptive and inferential statistics and their uses.

Course Outline:

Sl.No.	CONTENT
1.	<p>INTRODUCTION TO MANAGEMENT INFORMATION SYSTEM:</p> <p>Course Introduction; Proliferation of Information Systems in Organizations; Data, information and its attributes; Types of Decisions and information; Meaning and Role of Information Systems; Constituents of MIS; Classification of Information Systems: Transaction Processing System (TPS) – Office Automation System (OAS) – Management Information System (MIS) – Decision Support System (DSS) and Group Decision Support System (GDSS) – Expert System (ES) – Executive Support System (ESS).</p>
2.	<p>INFORMATION SYSTEMS FOR STRATEGIC MANAGEMENT: BUSINESS INTEGRATION</p> <p>Strategic Role of Information Systems. Integrating Information Systems with Business Strategy, Value Chain Analysis, and Strategic Information Systems Framework, Planning for Information Systems Business Application Planning; Nolan Stage Model in MIS.</p>
3.	<p>DEVELOPING INFORMATION SYSTEMS:</p> <p>System concepts, Types of System, System Development Process, Approaches to System Development, System Analysis of the existing</p>

	system and of new requirement, Structured System analysis and Design. System Implementation, System maintenance, Introduction to MIS Risks, System Evaluation, IT Procurement Options – Make or Buy decisions, Outsourcing as an Option for IS Procurement.
4.	<p>APPLICATION OF INFORMATION SYSTEMS IN BUSINESS</p> <hr/> <p>AND EMERGING CONCEPTS & ISSUES:</p> <hr/> <p>Enterprise Resource Planning, Supply Chain Management, Customer Relationship Management, Dealer Information Systems, Key issues in implementation.</p>
5.	Business Intelligence and MIS, Tools and Techniques of BI. Introduction to Data Warehousing; Types of Datawarehouse; Data Mining and its Applications

Suggested Readings:

- (a) Laudon, K., Laudon, J., & Dass, R. (2010). *MIS: Managing the Digital Firm*, Pearson.

- (b) O'Brien, J., A., Marakas, G. M., & Behl, R. (2010). *Management Information Systems*, TMH.
- (c) Goyal, D. P. (2007). *Management Information Systems*, Macmillan.
- (d) Turban, E., McLean, E., & Wetherbe, J. (2001). *Information Technology for Management: Making Connections for Strategic Advantage*. John Wiley.
- (e) Jawadekar, W. S. (2004). *Management Information Systems*, TMH.

Programme Name – MBA

1.Course Name: LEGAL ASPECTS OF BUSINESS

2. Course Code: MBA D 301

Semester: II

3. Pre-Requisite: Nil

4. Course Objective: To familiarize students about the legal environment impacts on business in India.

5. Learning Outcomes:

- i. Analyze the functions of the Indian legal system.
- ii. Describe how the general legal environment impacts on business in India.
- iii. Describe the basic legal structures that constitute businesses and the law that regulates businesses and the business environment.
- iv. Understand the meaning and nature of law & Classification of law.
- v. Identify legal issues and provide potential solutions to legal problems within the business environment.

6. Course Details

SNo	CONTENT	Credit
1.	<u>LAWS OF CONTRACT (THE INDIAN CONTRACT ACT, 1872)</u> Concept of Contract, Offer and Acceptance; valid contracts and its essential elements; void Agreements; classification of contracts; Quasi contract; performance of contract; discharge of contract; remedies for breach of contract. Special Contracts: Indemnity, Guarantee, Bailment, Pledge, and agency.	04
2.	<u>THE SALE OF GOODS ACT, 1930</u> Nature of Contract of Sale; Formation of Contract of Sale, Agreement to Sell, Conditions and Warranties, Transfer of Property in Goods, Performance of the Contract of Sale, Remedies for Breach, Unpaid Seller and his rights, rights of buyers, Sale by Auction.	04
3.	<u>THE NEGOTIABLE INSTRUMENTS ACT, 1881</u> Definition, Features and types of negotiable instruments; Methods of negotiation of Instruments; holder and holder in due Course; Endorsement and delivery of a negotiable Instrument; Presentation of Negotiable Instrument. Banker and Customer: An introduction; Crossing of a cheque; Types of crossing; Bouncing of cheques; Obligations of Banker and Customer; Dishonour and discharge of negotiable instruments.	04
4.	<u>THE COMPANIES ACT</u> An Overview; Nature and kinds of Companies; Formation of a company; MOA & AOA, Shares & Debentures, Company Management; Doctrine of Ultra Vires & Doctrine of Indoor Management, Company Meetings, Liquidation of company.	04

	TOTAL	16
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7. Suggested Readings:

- (a) Kumar, R. (2013). *Legal aspects of Business* (3rd Edition), Cengage Learning.
 - (b) Singh, A. (2012). *Business Law: Principles of Mercantile Law* (9th Ed.), Eastern Book Co.
 - (c) Kuchhal, M. C. (2012). *Business Law*, (8th Ed.), Vikas Publishing.
 - (d) Kapoor, N. D. (2013), *Elements of Mercantile Law*, (15th Ed.). S. Chand.
 - (e) Pathak, N. (2010). *Legal Aspects of Business*. (5th Ed.) TMH.
- Avtar Singh (2015), *Company Law*, (16th Ed.) EBC


MBA – D303 (F) Financial Institutions & Markets


Course Objective: This course is designed to introduce and analyze the structure, operations and functions of the financial markets and financial institutions. Its main objectives are to provide an overview of the major financial markets and financial institutions and to prepare the students for the next level of finance course.

Learning Outcomes:

- i. Understand the role financial institutions and financial markets in the economy.
- ii. Understand the regulations and structure of financial institutions.
- iii. Explain the structure and functions of domestic financial market.
- iv. Analyze the role of financial services institutions in the economy.
- v. Critically evaluate the use of financial instruments in investment decision.
- vi. Discuss the significance of stock exchanges in the economy.

Course Details

Sl.No.	CONTENT
1	<p>FINANCIAL MARKETS</p> <p></p> <p>Financial System and Financial Markets- Meaning, Functions, Structure, Classification of Financial, Markets, Money Market, Call money Market, Govt. Securities Market. Capital Market, Debt Market, Primary and</p>

	Secondary Market, Distinction between Primary market and Secondary market, Interlinking Financial Market- Indian and Global Financial Markets.
2	<p>FINANCIAL INSTITUTIONS</p> <p></p> <p>Broad Categories- Special Characteristics, Money Market Institutions; Kinds of Money Market Institutions, Capital Market Institution; Kinds of Capital Market Institutions, Indian Financial Institutions: Commercial Banks-Roles, Functions, Regulations, Public Sector, Private Sector and Foreign Banks, Development Banks: IFCI, IDBI, SFCs ,NABARD, RRBs, SIDBI, Non-Banking Financial Institutions(NBFCs), Insurance Companies- Public and Private, Regulatory Authority.</p>
3.	<p>STOCK EXCHANGES</p> <p>Stock Exchanges, Introduction, Benefits and Limitations, Functions, Constitution, control, Prudential Norms, Trading Mechanism in Stock Exchanges, SEBI Regulations, Sensitive Indices, Investor Services, Grievance Redressal Measures, Stock Exchanges in India.</p>
4.	<p>FINANCIAL SERVICE INSTITUTIONS</p> <p>Financial Services Institutions, Functions and Structure Introduced, Clearing Corporation of India Ltd, Discount and Finance House of India Ltd, Securities Trading Corporation of India Ltd., Credit Rating Agencies, Depository services. Venture Capital</p>
5	<p>FINANCIAL INSTRUMENTS</p> <p>Financial Instruments; Meaning and Definition, Types; Commercial Papers, Certificate of Deposits, Treasury Bills, Commercial Bills, Equity Shares, Preference Shares, Debentures, Warrants and Convertibles, Depository Receipts, Mutual Funds, Savings Accounts, Annuities Valuation of Financial instruments.</p>

1. Suggested Readings:

1. S Gurusamy, *Financial Markets and Institutions*, Thomson.
2. Gordon & Natrajan, *Financial Markets and Services*, Himalaya Publishing House.
3. R.M. Srivastava, *Management of Indian Financial Institutions*, Himalaya Publishing.
4. L M Bhole, *Financial Institutions and Markets*, TMH.
5. Meir Kohn, *Financial Institutions and Markets*, Oxford.

MBA-D 304 (F) Security Analysis and Portfolio Management

1. Course Objective: The objective of this course is to expose the students to the concepts, tools and techniques applicable in the field of security analysis and portfolio management.

2. Learning Outcomes

At the end of this course students should be able to:

1. Analyze and evaluate financial markets, how securities are traded, mutual funds, investment companies, and investor behavior.
2. Construct optimal portfolios and illustrate the theory and empirical applications of asset pricing models.
3. Explain macro and industry analysis, equity valuation, financial statement analysis and technical analysis.
4. Analyze bond prices and yields and fixed-income portfolios.
5. Explain what options and futures are and their use as hedging instruments.
6. Characterize the implications of the market efficiency evidence on active portfolio management.

3. Course Outline:

Sl. No.	CONTENT
1.	<p>OVERVIEW OF INVESTMENT AND MARKET</p> <hr/> <p>Overview of Capital Market: Market of securities, Stock Exchange and New Issue Markets - their nature, structure, functioning and limitations;</p>

Trading of securities: equity and debentures/ bonds. Regulatory Mechanism: SEBI and its guidelines; Investor Protection, Saving, investment, speculation. Type of investors, Aim & Approaches of security analysis.

2. **RISK AND RETURN ANALYSIS**



Risk & Return: Concept of Risk, Component & Measurement of risk, covariance, correlation coefficient, measurement of systematic risk. EMH (Efficient Market Hypothesis) and its implications for investment decision. Valuation of securities.

3. **FUNDAMENTAL AND TECHNICAL ANALYSIS OF EQUITIES**



Concept of intrinsic value. Objectives and beliefs of fundamental analysis: Economy - Industry-Company framework, Economic analysis and forecasting. Theory of Technical analysis, points and figures chart, bar chart, Confidence index, Moving average analysis,. The market mechanism: testable hypothesis about market efficiency.

4. **MODERN PORTFOLIO THEORY**



Asset allocation decision. Dominant and Efficient portfolio – simple diversification, Markowitz diversification model, Selecting an optimal portfolio – Sharpe single index model. CAPM, Process of portfolio management. Passive Investment Management: Index Funds and Exchange-Traded Funds. Arbitrage pricing theory.

Sl. No.	CONTENT	CHAPTERS
1	<p><u>INTERNATIONAL FINANCIAL SYSTEM & MARKET FOR FOREIGN EXCHANGES</u></p> <p>Growing Importance of International Finance & Global Financial Environment, International Monetary System & Evolvement of Floating Rate Regime, Foreign Exchange Markets, Spot, Forward, Swap Markets, Currency Futures & Option Market, Foreign Exchange Market in India. An Introduction to Exchange Rates, Inter-Bank & Merchants Rates, Determinants of Exchange Rates.</p>	4
2.	<p><u>INTERNATIONAL PARITY CONDITIONS</u></p> <p>International Parity conditions, Purchasing Power Parity, Interest Rate Parity & Concept of Covered Interest Arbitrage, Balance of Payment, Exchange Rate Forecasting.</p>	4
3.	<p><u>MANAGING FOREIGN EXCHANGE RISK</u></p> <p>Types of Foreign Exchange Exposure & Risk, Transaction Risk, Transaction Risk & Operating Risk; Corporate approach to Currency Risk Management & Hedging Philosophy; Management of Transaction Exposure, Internal & Contractual Hedge; Strategic Management of Operating Exposure; Interest Rate Risk Management, Interest Rate Swaps, Futures & Forward Rate Agreements.</p>	4
4.	<p><u>INTERNATIONAL INVESTMENT AND FINANCING</u></p> <p>Euro Currency Market; Financing the Global Firms, Availability & Cost of Capital; Sourcing Equity Globally, ADRs/GDRs, etc.; International Debt Market, Structuring International Debt; Foreign Investment Decisions, FDI & Portfolio Investment; International Trade Finance.</p>	4
	TOTAL	16

Suggested Readings:

a)	Apte, P G. (2011). International Financial Management, 6th Edition, Tata Mc-Graw Hill.
b)	Eitman (2007). Multinational Business Finance, 10th Edition, Stonehill, Mofett Pearson.
c)	Madhu, Vij (2003). International Financial Management, 3rd Edition, Excel Books.
d)	Sharan, V. (2012). International Financial Management, 6th Edition, PHI

MBA-D 304 (H) Human Resource Planning and Development

1. Course Objective: To help students to understand the concepts, methods and procedures involved in human resource planning process.

2. Learning Outcomes:

- i. Explain the strategic role and importance of HRD in organizations.
- ii. Critically evaluate and apply concepts of Human Resource Planning.
- iii. Demonstrate a practical knowledge of the HRD implementation process.

3. Course Details

Sl.No.	CONTENT
1	<p>INTRODUCTION TO HUMAN RESOURCE PLANNING</p> <p style="background-color: black; color: black;">[REDACTED]</p> <p>Concept, Importance, objectives, Types of HR plan, Approaches, Factors affecting Human Resource Planning, Role of IT in HRP (HRIS)</p>
2	<p>PROCESS & FUNCTIONS OF HRP</p> <hr/> <p>HRP Process, Models and Techniques of HR Demand and Supply Forecasting, Relation between HRP and other HR Functions, Succession Planning, Evaluation of HRP.</p>
3.	<p>INTRODUCTION TO HRD</p> <hr/> <p>Concept & Role of HRD, HRD Matrix, HRD Mechanism, HRD interventions, Roles & Competencies of HRD Professionals, Challenges in</p>

	HRD, Aligning HRD with Organizational culture & Climate
4.	<p>HRD PROCESS & ACTIVITIES</p> <p>[REDACTED]</p> <p>Assessing HRD needs, Designing Effective HRD Programs, Implementing HRD Programs, Evaluating effectiveness of HRD Programs, Action Learning, Assessment & Development Centers.</p>
5	<p>HRD PRACTICES & TRENDS</p> <p>[REDACTED]</p> <p>Coaching, Mentoring, Employee counseling, competency mapping, Balanced Scorecard, Appreciative Enquiry, HRD in Career Development, Integrating HRD with Technology, Emerging trends in HRD.</p>

4. Suggested Readings:

- a) Bhattacharya, Dipak Kumar – *Human Resource Planning*, Excel Books.
- b) T.V. Rao, *Human Resource Development* Oxford IBH Publication
- c) T. V. Rao. *Future of HRD*. McMillan Publishers.
- d) Aswathapa, K. *Human Resource and personnel management Text & Cases*, TMH.
- e) DeSimone & Harries – *Human Resource Development* – Thomson Learning
- f) Werner J. M., & DeSimon, R. L. *Human Resource Development*. Southwestern

Programme Name – MBA (DISTANCE LEARNING PROGRAM)

Course Name: Labor Laws

Course Code: MBA D 304(H)

Semester: III

Course Objective: To familiarize students with the fundamentals of Industrial Relations, methods to avoid industrial conflict and develop harmonious relations etc.

Learning Outcomes:

- i.** Analyze the degree to which forms of human difference shape a person's experiences of, and perspectives on, work
- ii.** Analyze a contemporary global issue in labor & employment relations from a multidisciplinary perspective
- iii.** Analyze issues of social justice related to work across local and global contexts
- iv.** Demonstrate an understanding of the perspectives, theories, and concepts in the field of labor welfare

Course Outline:

Block. No.	Contents	Four chapters to be added
1	Laws relating to Wages Payment of Wages Act, 1936 Minimum Wages Act 1948	4
2	Laws relating to Monetary Benefits Payment of Bonus Act, 1965 Equal Remuneration Act, 1976	4
3	Laws Relating to Working Conditions Factories Act, 1948 Contract Labor Act, 1970	4
4	Laws for Labor Welfare and Social Security –I The Workmen's Compensation Act, 1923 The Employee's State Insurance Act, 1961 Employees Provident Fund Act 1952	4
	Total Credits	16

1. Suggested Readings

- a) Malik, S. (2011). P L Malik's Industrial Law Volume1, 23rd Edition, Eastern Book Company.

- b) Malik S. (2011). P L Malik's Industrial Law Volume2 23rd Edition, Eastern Book Company
- c) Mishra, SN, Labour Laws, Central Law Publications

Programme Name - MBA

Course Name: HRIS AND ANALYTICS

Course Code: MBA-D303(H)

Semester: III

1. Pre-Requisite: Basic Knowledge of Human Resource Management

2. Course Objective: To provide the students understanding of concepts, tools and techniques of HRIS and Analytics that could be applied to make evidence –based decisions.

3. Learning Outcomes:

- i. Discuss the role of HRIS in making administrative decisions
- ii. Describe the importance and potential uses of HR Analytics in measuring human resources and how it drives an organization's performance
- iii. Employ measurement and analytical techniques around intangibles and identify ways to benchmark performance and create standards
- iv. Demonstrate the ability to use predictive modeling techniques
- v. Demonstrate how to connect HR results to business results

4. Course Details:

Sl. No.	CONTENT	Chapter to be Made
1.	Unit I- Introduction to IS Introduction to Computer Based Information Systems: Concepts, Characteristics and Classification – Information System: Role, Functions & Types – Organisations and Information Systems - System Development – Managerial Decision Making - Information Systems and Business Strategy	4
2.	Unit II – HRIS PLANNING AND APPLICATION H.R.I.S Planning & Designing, Hardware & Software of H.R.I.S. Implementation–Planning, Installation, Modification, Acceptance Tasking- Maintaining & Enhancing H.R.I.S.Application of HRIS in Employment Management, Compensation, Benefit, Training & Development, HRP, Grievance Redressal, Occupational Health & Safety and Payroll.	4
3	Unit I11 - Introduction to HR Analytics: Evolution of HR Analytics; HR Metrics and HR Analytics; Intuition versus analytical thinking; HRIS and data sources; Analytics frameworks like LAMP,HCM:21(r) Model. Creating business understanding for HR initiatives: Workforce segmentation and search for critical job roles; Statistical driver analysis – association and causation; Linking HR measures to business results; choosing the right measures for scorecards; Identifying and using key HR Metrics	4

4	Unit IV – Forecasting and Predictive Modelling Forecasting budget numbers for HR costs: Workforce planning; training and development and measuring the value and results of improvement initiatives; optimizing selection and promotion decisions, Predictive modelling in HR: Employee retention and turnover; workforce productivity and performance; scenario planning	4
	TOTAL	16

1. Suggested Readings:

1. Jaiswal& Mittal. *Management Information System*. Oxford University Press.
2. Vincent R. Ceriello, *Human Resource Management System –Strategies, Tactics and Techniques*, Lexington.
3. Michael J. Kavanagh, Mohan Thite, Richard D. Johnson (2014). *Human Resource Information Systems*. Sage.
4. Fitz-enz, J., & Mattox, J. (2014). *Predictive Analytics for Human Resources*. Wiley.
5. Phillips, J., & Phillips, P.P. (2014). *Making Human Capital Analytics Work: Measuring the ROI of Human Capital Processes and Outcomes*. McGraw-Hill.
6. Lahey, D. (2014). *Predicting Success: Evidence-Based Strategies to Hire the Right People and Build the Best Team*. Wiley.
7. Director, S. (2014). *Financial Analysis for HR Managers: Tools for Linking HR Strategy to Business Strategy*. Pearson FT Press.
8. Sesil, J.C. (2013). *Applying Advanced Analytics to HR Management Decisions: Methods for Selection, Developing Incentives, and Improving*. Pearson FT Press.

5.	<u>MARKETING STRATEGIES IN E-COMMERCE, BFSI, MEDIA & ENTERTAINMENT</u> Creating New Business Arenas, Overview of Pharma, E-Commerce and BFSI Industries in Indian context, Integration of Marketing Strategies - Application in Pharma, E-Commerce & BFSI sectors	7
	TOTAL	45

Learning Resources:

- a) Ranchhod&Gurau(2012). *Marketing Strategies, A contemporary approach*, Pearson India.
- b) David A Aaker (2011). *Strategic Market Management*, Wiley.
- c) Xavier (2010). *Strategic Marketing*, Response Books,
- d) Pride and Ferrell(2010). *Marketing: Planning, Implementation, Control*. Cengage,
- e) Kerin&Peterson(2012). *Strategic marketing problems: Cases & Comments*. Pearson

Programme Name – MBA

Course Name: Marketing Research

Course Code: MBA D306 (M)

Semester: III

Pre-Requisite: Business Research Methods and Business Statistics.

Course Objective: The objective of this course is to introduce students to methods of research and to develop a range of skills to facilitate independent research based learning and the interpretation of research findings.

Learning outcomes:

- i. Display problem analysis skills and an ability to translate a management problem into a feasible research question.
- ii. Demonstrate a working knowledge of the concepts and methods of marketing research.
- iii. Locate and identify information sources relevant to solving marketing problems;
- iv. Evaluate the marketing research process;
- v. Demonstrate skill to decide which multivariate techniques must be used for analyzing and interpreting marketing research data using available statistical Software

1. Course Outline:

Block No.	CONTENT	Chapters to be made
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1.	<u>INTRODUCTION TO MARKETING RESEARCH</u> Definition of Marketing Research, Classification of Marketing Research, Role of Marketing Research, Marketing Research Industry, Role of Marketing Research in MIS and DSS, Ethics in Marketing Research, Marketing Research Process, Research Design Formulation, Overview of Data Collection Methods and Sampling Theory	4
2.	<u>QUESTIONNAIRE DESIGNING AND APPLICATION</u> Questionnaire Design and Construction, Steps involved in Questionnaire Construction, Questionnaire Designs, Attitude Measurement, Types of Scales for Attitude Measurement.	4
3.	<u>APPLICATIONS OF MARKETING RESEARCH-I</u> Introduction to SPSS, Logistic Regression for Classification and Prediction, Cluster analysis for identifying market segments, Factor Analysis for data reduction, Conjoint analysis for Product research. Discriminant analysis for Classification,	4
4.	<u>APPLICATIONS OF MARKETING RESEARCH-II</u> Advertising research, Market and Sales Analysis, Test Marketing, Pricing Research, Brand Equity Research, Promotion research, Consumer Behavior Research, Distribution Research. Role of the Report, Type of Reports, Contents of the reports.	4
	TOTAL	16

Suggested Readings

- a) Nagundkar R - *Marketing Research*
- b) Boyd West Fall - *Marketing Research- Text and Cases*
- c) D A Aader and G S Dey - *Marketing Research*
- d) Churchill - *Marketing Research - Methodological Foundation* Tull and Hawkins
- e) Malhotra - *Marketing Research*

MBA-D305(M) International Marketing

1. Learning outcomes:

- i. understand and assess the challenges of turbulent business environments
- ii. be able to evaluate and design strategies in such environments either in marketing, international business and/or technology management fields and in their intersection
- iii. be able to apply relevant business skills

- iv. be able to choose relevant additional knowledge and skills to support subject-based expertise and international readiness
- v. be able to conduct and report on an independent scientific research project
- vi. be able to utilise strong analytical skills and apply tools required for professional practices
- vii. be able to develop a global, innovative, market-oriented and ethical mindset

2. Course Outline

Sl.No.	CONTENT
1.	<p>Introduction to International Marketing</p> <p>Nature Scope, Significance of International Marketing International Marketing Distinguished from Domestic Marketing, Exporting, International Trade & International Business, International Marketing Management Process an Overview.</p>
2.	<p>International Product/ Market Selection and Entry Modes Selection of Products & Selection of Market, a brief on Various Modes of Entry into International Markets , MNCs and Setting up Wholly Owned Subsidiary.</p>
3.	<p>International Product Planning and Pricing</p> <p>Product in International Context, Standardization vs. Adoption Decision, Other Considerations; Packaging, after Sales Services, Factors Influencing Price, Pricing Methods and Process, Price Quotations & Related Considerations</p>

4. **International Distribution and Promotion**

Types and Functions of Foreign Distribution Channels Selection of Middlemen, Distribution Logistics Transportation, Warehousing Decisions, International Advertising, Branding, Selection of Media, Selection of Agency & Measuring Advertising Effectiveness.

5. **International Marketing Environment**

Geographic, Demographic, Economic, Politic, Legal, Socio-cultural Environments & their Nature and Effect on International Marketing Operations, International marketing and the current WTO regime


Learning Resources


1. Phillip R. Cateora, John L. Graham and PrashaqntSalwan (2008). International Marketing, 13/e, Tata McGraw Hill, New Delhi.
 2. Rakesh Mohan Joshi (2005). International Marketing. OxfordUniversity Press, New Delhi.
 3. Masaaki Kotabe and Kristian Helen (2005). Global Marketing Management. John Wiley & Sons, New York.
 4. Warren J. Keegan (2007). Global Marketing Management, 7/e. Pearson Education, New Delhi.
- Johny K. Johansson (2008). Global Marketing, 4/e. Tata McGraw Hill, New Delhi

MBA – D401 Strategic Management

1. **Course Objective:** To familiarize students with the fundamentals of Strategic Management. To give a holistic perspective of an enterprise, critical from the point of view of top executives.
2. **Learning Outcomes:**
 - i. Able to formulate and implement strategic plans
 - ii. Generate and evaluate strategic alternatives
 - iii. Understand and apply the key tools of strategic management.

3. Course Details

Sl.No.	CONTENT
1	<p>INTRODUCTION TO STRATEGIC MANAGEMENT</p> <p></p> <p>The concept of strategy, Strategy as the art and science of creating value, Deliberate vs. emergent Strategy, Strategic choices, Levels of strategy,</p> <p>Strategy Vocabulary: intent, vision, mission, goals, objectives, Policies, Procedures. Strategic fit, Strategic managementprocess, Limitations of strategic management</p>
	<p>ANALYZING THE EXTERNAL AND INTERNAL ENVIRONMENT</p> <hr/> <p>Overview & Analysis of External Environment: PESTEL, ETOP, Porter’s 5-</p>

2	Forces Model, Overview and Analysis of Internal Environment: Types of Resources, Capabilities & Core Competencies, VRIO analysis, SWOT Analysis
3.	<p>SUSTAINABLE COMPETITIVE ADVANTAGE & VALUE</p> <hr/> <p>CREATION</p> <p></p> <p>The notion of core competence, distinctive competency, sustainable competitive advantage and profitability, Static vs. Dynamic Competitive Advantage, Industry life cycle, Value-Chain Analysis, The role of innovation, Competencies as barriers to change</p>
4.	<p>STRATEGIC FORMULATION & ANALYSIS</p> <hr/> <p>Business Level Strategy: Cost Leadership, Differentiation & Focus Strategy, Grand Strategies – Growth/Expansion, Stability & Retrenchment, Strategic analysis at corporate level: BCG Matrix, GE Nine Cell Planning Grid, Hofer's Product Market Evolution, Shell's Directional Policy Matrix, Mc Kinsey's 7s Framework.</p>
5	<p>STRATEGY IMPLEMENTATION AND EVALUATION</p> <hr/> <p>Project and Procedural implementation, Corporate Performance & Corporate Governance; Corporate Social Responsibility & Ethics, Operations Control and Strategic Control, Benefit and Limitations of control Techniques; Organizational systems and techniques of strategic evaluation.</p>

4. Suggested Readings:

- a) Hunger J David, Wheelen L Thomas, (2011), *Essentials of Strategic Management*, 5/e, Pearson.
- b) John. A. Pearce II, Richard.B. Robinson Jr, AmitaMital, (2008), *Strategic Management – Formulation, Implementation and Control*, 1/e, Tata McGraw-Hill, New Delhi.

- c) William F. Glueck, Lawrence R. Jauch, *Business policy & Strategic Management*, McGraw Hill.
- d) Thompson A Jr, A.J. Strickland, (2008), *Strategic Management*, Tata McGraw-Hill Publishing, New Delhi.
- e) Kazmi, Azhar *Strategic Management & Business Policy* – TMH

MBA-D402 Entrepreneurship and Small Business Management

1. Course Objective: The course aims at providing the students with a basic framework for understanding the process of entrepreneurship and developing capabilities in creation, development and operation of entrepreneurial ventures. The students will be imparted with the necessary skills for managing and facilitating growing business ventures.

2. Learning Outcomes:

- i. Ability to recognize a business opportunity that fits the individual student.
- ii. Demonstrate the ability to provide a self-analysis in the context of an entrepreneurial career.
- iii. Students will be better prepared to succeed in small business, whether as owners, managers or junior employees.
- iv. As an established business owner or manager, they will further grow those talents. It can lead to a career in sales, senior management, customer service, product development and many other areas.
- v. Understand the development of entrepreneurship as a field of study and as a profession.

3. Course Details

Sl.No.	CONTENT
1	<p style="text-align: center;"><u>INTRODUCTION TO ENTREPRENEURSHIP</u></p> <p>Definition, Role and Expectations; Entrepreneurial styles and types;</p> <p>Characteristics of an entrepreneur; Promotion of entrepreneurship – role of socio-cultural, economic and political environment; Growth of entrepreneurship in India; Constraints for the promotion of entrepreneurial culture; Entrepreneurial Revolution</p> <p style="text-align: center;"><u>BUSINESS MODELS</u></p> <p>Entrepreneurial Competencies; Developing competencies; Entrepreneurial leadership characteristics; McClelland’s theory of motivation in</p>

- 2 entrepreneurship; BRIE Model; Timmons model of entrepreneurial process; Creation and generation of wealth through ideas, creativity and innovation, Silicon Valley; creation, concept & model, Startup India Initiative.

SMALL BUSINESS AND CORPORATE ENTREPRENEURSHIP

Micro, Small and Medium Enterprises- Scope & Role in Economic

3. Development, The Environment of Small Business, Risk & Failure, Resolutions for Success, corporate entrepreneurship- Intrapreneurship; Corporate Risk Management, Managing for sustainability, The organizational Life Cycle, Changing Entrepreneurial Roles

WOMEN AND RURAL ENTREPRENEURSHIP

Growth of women entrepreneurship in India; Business opportunities for women in different sectors, Policy support for women Entrepreneurs, Need for

4. Rural Entrepreneurship, NGO's & Rural Entrepreneurship, Need for developing Agri-preneurship, Opportunities & Challenges involved in developing Agri-preneurship.

EXISTING SUPPORT FOR ENTREPRENEURS

Institutional Finance to Entrepreneurs, Institutional Support to Entrepreneurs,

- 5 Role of various government agencies at National and State level for development and support of entrepreneurship; Government policy for small scale enterprises, Sickness in small enterprises
-

4. Suggested Readings:


- a) *Entrepreneurship Development*- Dr. S.S.Khanka
- b) *Entrepreneurship: New Venture Creation* – David H. Holt.
- c) *Entrepreneurship*- Rajeev Roy
- d) *Entrepreneurship* – Hirsch Peters
- e) *The Culture of Entrepreneurship* - Brigitte Berger.
- f) *Dynamics of Entrepreneurship Development* – Vasant Desai.
- g) *Business Maharajas* – Gita Piramal
- h) *Business Legends* – Gita Piramal
- i) *Connecting the Dots*- Rashmi Bansal

MBA D404 (F)Financial Derivatives

Course Objective: The objective of this course is to explore the use of basic types of derivative instruments in the context of financial risk management by firms and financial institutions.

Course Outline:

S.No.	CONTENT
1.	FINANCIAL DERIVATIVES <hr/> Introduction, Definition of Financial Derivative, Features, Types of Derivatives, Basic Financial Derivatives, History of Derivatives Market, Use of Derivatives, Critiques of Derivatives. Traders in Derivative Markets, Factors contributing to the growth of Derivatives, Financial Derivatives Market in India.
2.	FUTURE MARKET, CONTRACTING & PRICING <hr/>

	<p>Introduction, Financial Future contracts, Specifications of a Futures Contract, Advantages and Disadvantages of Future contracts Types of Financial Future Contracts, Evolution of Futures Market in India, Operators/Traders in Future Market, Functions and growth in Future Market, Future Market trading Mechanism, The Clearing House, Theories of Future prices, Hedging Concepts – Long, Short, Cross.</p>
3.	<p>FORWARD AND FUTURE MARKET: PRICING AND TRADING MECHANISM</p> <hr/> <p>Introduction, Forward contract, Features of Forward contract, Classification of Forward Contracts, Advantages and disadvantages of Forward Contract, Payoff from Forward Contract, Trading Mechanism of Forward Contracts, Forward Contracts vs. Future Contracts.</p>
4.	<p>SWAPS</p> <hr/> <p>Introduction, Concept, Nature, Evolution and Functions of SWAPS, Major Types of Swaps; Interest Rate SWAPS; Concept, features, types and Valuation of Interest Rate SWAPS, currency SWAPS, Debt-Equity SWAPS</p>
5.	<p>FINANCIAL OPTIONS</p> <p></p> <p>Options; Introduction, concept and Types, Distinction between option and futures contracts, option valuation, Determinants of option pricing, Black–Scholes option pricing model, Binomial Option pricing model, Trading with option; Spread, Types of Spread, Straddle, Strangles, Hedging with option,</p>

Suggested Readings

- a) Vohra, N. D. & Bagri, B. R. *Futures and Options*, TMH
- b) David A. Dubofsky & Thomas, W. Miller J. R. *Derivatives: Valuation and Risk Management*, Oxford.
- c) Kumar. *Financial Derivatives*, PHI.

- d) Marshall & Bansal, *Financial Engineering, a complete guide to Financial Innovation*, PHI.
- e) Mishra, Bishnupriya, Debasis S. *Derivatives and Risk Management*, Excel Books.

MBA- D405 (F) Corporate Tax Planning

Course Objective: This paper gives an insight about the tax structure of Indian Economic System, various tax aspects related to functional and operational management of business concerns.

Learning Outcomes: This paper strengthens the knowledge of students from the practical application perspective. After studying this paper, the students will be able to understand the tax planning and issues related to corporate taxation.

Course Outline:

Sl.No.	CONTENT
1.	<u>INTRODUCTION</u>
	Basic concepts, Residential Status & Income exempt from tax from Companies point of view, Deductions relief, rebates, and exemption.
2.	<u>TAX PLANNING FOR BUSINESS</u>
	Profit & gain of business and professions, allowable expenditure on companies point of view, Set off & carry forward of losses.
3.	<u>CORPORATE TAX IN INDIA</u>
	Tax Deduction and Collection at Source, Capital gain and Tax planning, Taxation of companies.
4.	<u>TAX PLANNING FOR BUSINESS RESTRUCTURING</u>

Tax planning for Business Restructuring (Amalgamation, Demerger, conversion of sole proprietary business into company, conversion of firm into company, foreign companies and foreign collaboration), Advance payment of tax and penal interest.

5. **OTHER TAXES**

Basic knowledge/ understanding of Wealth Tax, Fringe benefit Tax, Securities Transaction Tax, Banking Cash Transaction Tax.

Suggested Readings

1. Singhanian, Vinod (2014). *Corporate tax Planning & Business Tax Procedure with case studies* (18th Edition), Taxman Publication.
2. Lall, Vashisht (2012). *Direct Tax: Income Tax, Wealth Tax and Tax Planning* (30th Edition), I K International Publishing House Pvt. Ltd
3. Agrawal, K. K, (2007). *Direct Tax Planning and Management* (5th Edition), Atlantic.
4. Ahuja, Girish, & Ravi Gupta (2011). *Corporate Tax Planning and Management* (1st Edition), Bharat Law House, Delhi.

MBA D406 (F) Banking Management

Course Objective: To prepare students to exploit opportunities being newly created in the field of Banking due to Globalization, Privatization and Liberalization, through adequate basic understanding about the Banking, and Other related financial services, among the students. To give adequate exposure to the operational environment in the field of the Banking, Insurance and Other related financial services.

Learning Outcome:

- i. Describe the dimensions of banking products.
- ii. Describe the general structure of Indian banking system.
- iii. Design hedging strategies to manage Non Performing Assets in banking.
- iv. Evaluate the economic environment and the impact of governmental economic policies on consumers and banking institutions.
- v. Describe the impact that financial innovation, advances in technology, and changes in regulations has had on the structure of the Banks and banking industry.

1. Course Outline:

Sl.No.	CONTENT
1.	<u>STRUCTURE AND ROLE OF INDIAN BANKING SYSTEM</u> Structure of Indian Banking System, Brief Introduction of Central bank, Commercial banks, Cooperative banks, Regional, Rural Bank, Local Area Banks:, Role of banking system in the economic growth and development.

2. **BANK DEPOSITS, NOMINATION, DEPOSIT INSURANCE
AND OTHER BANKING SERVICES**

Kinds of Deposits (Demand Deposits, Term Deposits Hybrid Deposits / Flexi Deposits), Non-Resident Accounts, Joint Accounts, Nomination ,Closure of Deposit Accounts Deposit Insurance Fund-based Services (For Business, For Individuals) Non-Fund-based Services (For Business, For individuals) Money Remittance Services (Demand Draft / Banker's Cheque / Pay Order NEFT, RTGS, SWIFT

	Banking Channels.
3.	<p><u>NPA AND SECURITIZATION</u></p> <p>Non-Performing Assets and its classification, NPA Provisioning Norms, SARFAESI Act (Securitization, Asset Re-construction, Enforcement of Security Interest, Central Registry, Resolution of Disputes, Debt Recovery Tribunal (DRT), Appellate Tribunal.</p>
4.	<p><u>BSEL, REGULATORY FRAMEWORK OF BANKS</u></p> <p>Bank for International Settlements, Basel Accords, Anti-Money Laundering and Know Your Customer (Money Laundering, Terrorist Financing, Know Your Customer (KYC), Customer Risk Categorization (CRC), Customer Identity and Due Diligence). Banking Ombudsman Scheme, 2006</p>
5.	BANKING SECTOR REFORMS & INNOVATIONS

Rationale and objectives of reforms, Banking beyond banking [Payment Banks, Small Banks, etc] Technology for value creations [Internet Banking, Mobile Banking etc]. Rural Banking

Suggested Readings:

1. IIBF, *Principles and Practices of Banking*, Macmillan Publication
2. H.R Machiraju, *Modern Commercial Banking*, New Age International Publisher
3. Gopal, V. S., & Sumathi, Gopal, (2005) *Principles and Practices of Banking and Insurance*, Himalaya Publications.
4. Satyadevi, C. (2010) *Financial Services Banking & Insurance*, S. Chand Group Publishers.

	and Influence.	
4.	<u>LEADING LEARNING ORGANIZATIONS & DEVELOPING PERFORMANCE TEAMS</u> Effective leadership behavior; Participative Leadership, Delegation and Empowerment; Creating and leading learning organizations; Coaching style; Developing performance teams;	7
5.	<u>STRATEGIS LEADERSHIP BY EXECUTIVES</u> Strategic leadership by executives, How leaders influence Organizational performance, Ethical Leadership; Leading Change, Disruptive Innovation.	7
	TOTAL	45

Suggested Readings:

- a) Garry Yukl (2009). *Leadership in Organizations* (7th Ed), Pearson Education
- b) J.R. Bhatti (2007). *Total Quality Leadership (Concept Values, Ethical Philosophy and Role Model)*, New Age International Publishers.
- c) *Bombay Chamber of Commerce and Industry, Value Based Leadership- A Compendium of Lectures on Leadership*(2001-2002), 2001-2002.
- d) Fred Luthans. *Organizational Behaviour*.
- e) James McGregor Burns (2010). *Leadership*. HarperCollins.
- f) Stephen P Robbins (2013). *Organizational Behaviour* (Latest Ed.). Pearson: New Delhi

Course Name: Masters of Business Administration

Subject Name: Performance and Compensation Management

Subject Code: MBA-D 405 H

1. Pre-Requisite Normal graduation level knowledge
2. Subject Area Human Resource Management
3. Credits: 4

4. Course Objective: To familiarize students with the fundamentals of performance and compensation management and their application in rewarding performance and designing compensation package.

5. Learning Outcomes:

- i. Develop the performance criteria for different levels of job
- ii. Develop and Execute the performance appraisal process
- iii. Illustrate different ways to strengthen the pay-for-performance link.
- iv. Design the compensation plan wrt different levels of job.

v. Exhibit the understanding of different theories related to wage/salary determination

6. Course Details:

Sl.No.	CONTENT	Chapters to be made
1.	<u>INTRODUCTION</u> Performance, Performance Dimensions, Performance Management – Importance, Objectives, Conceptual Framework of performance Management, Approaches to Measuring Performance, Prerequisites of Performance Management System, Factors Affecting Success of Performance Management.	4
2.	<u>PERFORMANCE MANAGEMENT PROCESS</u> Performance Planning, Performance Execution, Performance Appraisal, Performance Monitoring, Methods of Performance Appraisal, Performance Improvement Model, Modern performance measurement frameworks: Six Sigma, Performance Prism, HR Scorecard; Performance Audit.	4
3.	<u>INTRODUCTION TO COMPENSATION MANAGEMENT</u> Components of Compensation: Monetary & Non-Monetary, Definition of Reward System, Objectives of Compensation, Performance-based pay, Skill-based pay, Competency based pay; Compensation – Individual based & team-based; Incentives; Gain sharing plans; Profit sharing plans and Cafeteria plan Theory of Wage Determinants, Types of Wages, Wage Policy, Economic Theories and Employee Compensation, Behavioural theories related to wages; Employee’s acceptance of wage level.	4
4.	<u>WAGE & SALARY MANAGEMENT</u> Determinants for Formulating wage structures, Designing Compensation System, Executive Compensation, Employee benefits; Stock option plans; Employee pension; Factors affecting Executive compensation Job Evaluation: Process, Concepts of minimum wage, Pay Commissions, Designing pay ranges and bands; Salary progression curves; Pay structure in practice: Basic salary, DA, Allowances, Bonus; Fringe benefits.	4
	TOTAL	16

7. Suggested Readings:

1. DewakarGoel (2008). *Performance Management and Compensation Management*. PHI: New Delhi.
2. Kohli& Deb (2009). *Performance Management*. Oxford Publications: New Delhi.
3. Martocchio, J. J. (2009). *Strategic Compensation: A Human Resource Management Approach* (3rd Ed.). Pearson Education: New Delhi.
4. Aguinis, H. (2007). *Performance Management*. Pearson Education.

	Changing behavior through counseling- using rewards, providing mode, role playing, relaxation activities. Organizational application of counseling skills-changes management, downsizing, managing diversity, crisis, mentoring.	
5	Unit 05- Ethical Issues in Counselling (7 Hours) Need of Counseling Cell in the Organization, Performance Counseling: Conditions required for effective counseling: Tips for effective counseling, Ethics in counseling.	7

12. Suggested Readings:

1. Kavita Singh (2007). *Counseling Skills for Managers*. PHI Learning.
2. Premvir Kapoor (2011). *Counselling and Negotiation Skills for Managers*. Wiley publications
3. S. Narayana Rao (2013). *Counseling & Guidance*. McGraw Hill
4. Jeffrey A Kotter, *Counseling theories and practices*, Cengage Publishing, New Delhi.

	Online Marketing; Ethical and Legal Issues; Internet of the future: “Customerization”.	
	TOTAL	45

Learning Resources

- a) *Social Media Marketing, The next generation of business engagement* by David Evans
- b) *Social Media Marketing, Strategies for engaging in Facebook, Twitter and other social media* by Liana “Li” Evans
- c) Ryan, Damian & Jones, Calvin , *Understanding Digital Marketing (2012)* , Publisher: Kogan Page, Edition: 1st, ISBN: 978-0-7494-6427-1
- d) *Curious Digital Marketer 2.0* published by AgencyFaqs

Graphic Era University

Programme Name - MBA

1. Course Name: Product & Brand Management

2. Course Code: MBA 405(M)

3. Contact Hours: 45 L: 3 T: 0 P: 0

4. Examination Duration (Hrs): Theory 03 Hours Practical

5. Relative Weightage: TA 25 MTE 25 ESE 50

6. Credits: 03

7. Semester: IV

8. Pre-Requisite: Understanding of Marketing Management.

9. **Course Objective:** It would include: a framework for product management structure in an organization; an overview for the need for introducing new products; the importance of an innovation policy; new product strategy, a productive new product development process; market appraisal for opportunity identification; the design process, a focus on importance of the consumer, product positioning, testing and improving new products to meet competition, product introduction and profit management.

10. **Learning outcomes:**

- i. Compare and contrast the elements of a managing a product and managing a brand
- ii. Critique the different measures of brand equity, including brand salience
- iii. Assess and develop differing brand and product portfolio management strategies.

11. **Course Outline:**

Sl.No.	CONTENT	CONTACT HOURS
1.	<u>CONCEPTS OF PRODUCT MANAGEMENT</u> Defining competitive set - Category Attractiveness Analysis, Competitor Analysis, Customer Analysis, Corporate Strategy and Product Positioning, Product line Decisions, Product Lifecycle & Marketing Strategies	8
2.	<u>PRICING AND NEW PRODUCT DEVELOPMENT</u> Pricing Strategy, Channel Strategy, Push & Pull Strategies, Line Extension, New Product Forecasting, New Product Development and the Techniques of Idea Generation and Screening, Concept Development and Testing, Test Marketing, Launching and Tracking New Product Programmes	8
3.	<u>INTRODUCTION TO BRAND MANAGEMENT & CRAFTING OF BRAND ELEMENTS</u> Brand-concept: Nature and Importance of Brand; Types of brands, Strategic Brand Management Process; Brand Identity perspectives, Brand identity prism, Consumer Brand Knowledge, Concepts of Brand Equity, Tools for Building Brand Equity, Leveraging Brand	10

	Equity, Measurement of Brand Equity, Aaker's BE Model, Designing marketing programs to build brand Equity, customer based brand equity.	
4.	<u>BRAND STRATEGIES, PERSONALITY AND IMAGE</u> Brand Assets and liabilities, Brand Loyalty, Measures of Loyalty, Branding strategies – product, line, range and umbrella branding, Brand Personality: Definition, Measures and Formulation of Brand Personality; Brand Image dimensions, Stages of Concept Management for functional, symbolic and experiential brands.	10
5.	<u>BRAND POSITIONING AND EXTENSION</u> Brand Positioning: Concepts and Definitions, 3 Cs of positioning, Brand positioning and differentiation strategies, Repositioning, Celebrity Endorsements, Brand Extension; Managing brands over time, Brand reinforcement, brand revitalization, managing global brands, Branding in different sectors	9
	TOTAL	45

Learning Resources

- a) Jean-Noël Kapfer (2008). *The new strategic brand management*(4th Ed.).Kogan Page.
- b) Donald Lehmann and Russell Winer(2005) “*Product Management*”(4th Ed.). Tata McGraw Hill, New Delhi.
- c) Jock Busuttil (2015). *Practitioner Guide to product management*.Grand Central Publishing.
- d) Cook (2011). *Product Management: Value, Quality, Cost, Price, Profit and Organization*, Springer.

MBA-D304(M) Customer Relationship Management

1. **Course Objective:** To familiarize students with the fundamentals of Customer Relationship Marketing, dimensions of Technology in CRM and their application in Marketing
2. **Learning outcomes:**
 - i. Demonstrate the basic knowledge of CRM practices in business
 - ii. Analyze different customer relationships and the CRM of a company
 - iii. Write and plan customer loyalty programs in real business situations
 - iv. Awareness of key CRM software and database packages
3. **Course Outline:**

S.No.	CONTENT

1. **INTRODUCTION**

CRM – Definition, Evolution and scope; Transactional Marketing vs. Relationship Marketing; Emerging trends in Marketing; Enablers for Growth of CRM; Types of CRM: Operational, Collaborative and Analytical CRM; Types of Customers & relationship styles; Customer Lifecycle Management; Integrating CRM into strategic business planning; Customer-centricity vs. product centricity

TYPES OF CUSTOMERS AND CUSTOMER VALUE

Customer Segmentation & Selection of Profitable customer segments;

2. Customer Satisfaction and Customer perception & expectation of Quality; Customer value: Concept & Characteristics, Types of Customer Value: Economic, Functional & Psychological Value; Meaning & Dimensions of Customer Lifetime Value; Challenges faced by managers in measuring customer value; Traditional marketing metrics and Primary customer-based metrics

3. **NEEDS-BASED DIFFERENTIATION & CUSTOMER LOYALTY**

‘Needs-based segmentation’ vs. ‘traditional benefits-based segmentation’, Role of ‘needs differentiation’ to build customer value, Strategic Implications of needs-based differentiation: Issues faced by firms in executing CRM across customers of different social strata, Customer Equity and its key drivers; Customer Loyalty - Customer Acquisition, Retention and Loyalty, types of loyalty programs; Causes of failure of some loyalty programs, Designing effective loyalty programs

4. **TECHNOLOGY DIMENSIONS IN CRM**

E-CRM in Business - Features, Advantages, Technologies, Functional Components; Database Management - Database Construction, Data Warehousing, Architecture; Data Mining - Characteristics, Meaning, Significance, Advantages, Tools and techniques; Call Center, Multimedia Contact Center, Important CRM software

5. **ORGANIZING FOR CRM IMPLEMENTATION**

CRM readiness & maturity assessment - CRM vision, senior CRM sponsorship, Employee engagement, training and development, budgeting; Issues to be considered in implementing CRM globally

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Learning Resources

- a) Peelen, Ed (2006). *Customer Relationship Management*. Pearson
- b) Zikmund, William G. et al. (2008). *Customer Relationship Management: Integrating Marketing Strategy and Information Technology*, John Wiley.
- c) Sheth, Jagadish N. et al.(2007). *Customer Relationship Management: Emerging Concepts, Tools & Applications*. Tata McGraw Hill.
- d) Zikmund WG and Michael D'Amico (2001). *Marketing – Creating and Keeping Customers in an e- Commerce world, 7/e*. South – Western / Thomson Learning.