

BHARATHIAR UNIVERSITY: COIMBATORE – 641 046
SCHOOL OF DISTANCE EDUCATION (SDE)
for the SDE students admitted during the academic year 2011-12 & Onwards

M.B.A – Customer Relationship Management
(Annaul Pattern)

<u>Paper</u>	<u>Name of the Subject</u>	<u>Marks</u>
<u>First Year</u>		
1.1	Principles of Management and Organisational Behaviour	100
1.2	Managerial Economics	100
1.3	Accounting and Finance for Managers	100
1.4	Marketing Management	100
1.5	Human Resource Management	100
1.6	Quantitative Techniques for Management	100
1.7	Research Methods for Management	100
1.8	Corporate Communication	100
1.9	Operations Management	100
<u>Second Year</u>		
2.1	Retail Operations Management	100
2.2	Relationship Marketing	100
2.3	Strategic Customer Relations Management	100
2.4	Virtual Marketing	100
2.5	Customer Relationship Management	100
2.6	Sales and Distribution Management	100
2.7	Marketing of Services	100
2.8	Business Environment and Ethics	100
2.9	Strategic Management	100
Total		1800

1.1. Principles of Management and Organizational Behaviour

UNIT I

Management : Science, Theory and Practice - The Evolution of Management Thought and the Patterns of Management Analysis - Management and Society : Social Responsibility and Ethics - Global and Comparative Management - The Basis of Global Management – Functions of Management-The Nature and Purpose of Planning - Objectives - Strategies, Policies and Planning Premises - Decision Making - Global Planning.

UNIT II

The Nature of Organizing - Organizational Structure : Departmentation - Line/Staff Authority and Decentralization - Effective Organizing and Organizational Culture - Global Organizing. Co-ordination functions in Organisation - Human Factors and Motivation - Leadership - Committees and group Decision Making - Communication - Global Leading.

UNIT III

The System and Process of Controlling - Control Techniques and Information Technology - Global Controlling and Global Challenges – Direction Function – Significance.

UNIT IV

Organisational Behaviour : History - evolution, Challenges & opportunities, contributing disciplines, management functions and relevance to Organisation Behaviour. Organizational Behaviour responses to Global and Cultural diversity.

Personality - Determinents, structure, behaviour, assessment, psycho-analytical social learning, job-fit, trait theories.

Emotions and Emotional Intelligence as a managerial tool. Attitudes - relationship with behaviour, sources, types, consistency, work attitudes, values - importance, sources, types, ethics and types of management ethics. Perception - Process, Selection, Organisation Errors, Managerial implications of perception. Learning - classical, operant and social cognitive approaches. Implications of learning on managerial performance.

UNIT V

Stress - Nature, sources, Effects, influence of personality, managing stress- Conflict - Management, Levels, Sources, bases, conflict resolution strategies, negotiation. Foundations of group behaviour : team decision making. Issues in Managing teams.

Organisational change - Managing planned change. Resistance to change - Approaches to managing organisational change - Organisational Development - values - interventions, change management- Organisational culture - Dynamics, role and types of culture and corporate culture.

REFERENCE

1. Koontz & Weirich, Essentials of Management, Tata McGraw Hill Publishing Company, New Delhi.
2. Stoner, Freeman & Gilbert, Management, PHI, 6th Edition.
3. Robbins.S.P., Fundamentals of Management, Pearson, 2003.
4. Robbins.S. Organisational Behaviour, X edn., Prentice-Hall, India.
5. Umasekaran, Organisational Behaviour.
6. VSP Rao, V Hari Krishna – Management: Text and Cases, Excel Books, I Edition, 2004

1.2. Managerial Economics

UNIT I

Managerial Economics - meaning, nature and scope - Managerial Economics and business decision making - Role of Managerial Economist - Fundamental concepts of Managerial Economics- Demand Analysis - meaning, determinants and types of demand - Elasticity of demand.

UNIT II

Supply meaning and determinants - production decisions - production functions - Isoquants, Expansion path - Cobb-Douglas function.

Cost concepts - cost - output relationship - Economies and diseconomies of scale - cost functions.

UNIT III

Market structure - characteristics - Pricing and output decisions - methods of pricing - differential pricing - Government intervention and pricing.

UNIT IV

Profit - Meaning and nature - Profit policies - Profit planning and forecasting - Cost volume profit analysis - Investment analysis.

UNIT V

National Income - Business cycle - inflation and deflation - balance of payments - Monetary and Fiscal Policies

REFERENCE

1. Joel Dean - Managerial Economics, Prentice Hall/Pearson.
2. Rangarajan - Principles of Macro Economics, Tata McGraw Hill.
3. Athmanand.R., Managerial Economics, Excel, New Delhi, 2002.
4. P.L.Mehta, Managerial Economics, S.Chand and Sons Company Ltd., New Delhi, 2004.
5. Peterson Lewis, Managerial Economics, Prentice Hall of India, New Delhi, 2002.

1.3. Accounting and Finance for Managers

UNIT I

Financial Accounting - Definition - Accounting Principles - Concepts and conventions - Trial Balance – Final Accounts (Problems) - Depreciation Methods-Straight line method, Written down value method.

UNIT II

Financial Statement Analysis - Objectives - Techniques of Financial Statement Analysis: Accounting Ratios: construction of balance sheet using ratios (problems)-Dupont analysis. Fund Flow Statement - Statement of Changes in Working Capital - Preparation of Fund Flow Statement - Cash Flow Statement Analysis- Distinction between Fund Flow and Cash Flow Statement. Problems

UNIT III

Cost Accounting - Meaning - Distinction between Financial Accounting and Cost Accounting - Cost Terminology: Cost, Cost Centre, Cost Unit - Elements of Cost - Cost Sheet - Problems. Budget, Budgeting, and Budgeting Control - Types of Budgets - Preparation of Flexible and fixed Budgets, master budget and Cash Budget - Problems -Zero Base Budgeting.

Marginal Costing - Definition - distinction between marginal costing and absorption costing - Break even point Analysis - Contribution, p/v Ratio, margin of safety - Decision making under marginal costing system-key factor analysis, make or buy decisions, export decision, sales mix decision-Problems

UNIT IV

Objectives and functions of Financial Management - Role of Financial Management in the organisation - Risk-Return relationship- Time value of money concepts - Indian Financial system - Legal, Regulatory and tax framework. Sources of Long term finance - Features of Capital market development in India - Role of SEBI in Capital Issues. Capital Budgeting - methods of appraisal - Conflict in criteria for evaluation - Capital Rationing - Problems - Risk analysis in Capital Budgeting.

UNIT V

Cost of Capital - Computation for each source of finance and weighted average cost of capital - EBIT -EPS Analysis - Operating Leverage - Financial Leverage - problems. Capital Structure Theories - Dividend Policies - Types of Dividend Policy. Working Capital Management - Definition and Objectives - Working Capital Policies - Factors affecting Working Capital requirements - Forecasting Working Capital requirements (problems) - Cash Management - Receivables Management and - Inventory Management - Working Capital Financing - Sources of Working Capital and Implications of various Committee Reports.

REFERENCE

1. Advanced Accountancy - R.L.Gupta and Radhaswamy
2. Management Accounting - Khan and Jain
3. Management Accounting - S.N.Maheswari
4. Prasanna Chandra, "Financial Management – Theory and Practice", Tata McGraw Hill, New Delhi (1994).
5. I.M.Pandey, "Financial Management", Vikas Publishing, New Delhi.

Note : 80% of the questions shall be theory based
20% of the questions shall be problems.

1.4. Marketing Management

UNIT I

Marketing Concepts and Tasks, Defining and delivering customer value and satisfaction - Value chain - Delivery network, Marketing environment, Adapting marketing to new liberalised economy - Digitalisation, Customisation, Changing marketing practices, e-business - setting up websites; Marketing Information System, Strategic marketing planning and organization.

UNIT II

Buyer Behaviour, Market Segmentation and Targeting, Positioning and differentiation strategies, Product life cycle strategies, New product development, Product Mix and Product line decisions, Branding and Packaging, Price setting - objectives, factors and methods, Price adapting policies, Initiating and responding to price changes.

UNIT III

Marketing channel system - Functions and flows; Channel design, Channel management - Selection, Training, Motivation and evaluation of channel members; Channel dynamics - VMS, HMS, MMS; Market logistics decisions.

UNIT IV

Integrated marketing communication process and Mix; Advertising, Sales promotion and Public relation decisions. Direct marketing - Growth, Benefits and Channels; Telemarketing; Salesforce objectives, structure, size and compensation.

UNIT V

Identifying and analysing competitors, Designing competitive strategies for leaders, challengers, followers and nichers : Customer Relationship marketing - Customer database, Data warehousing and mining. Attracting and retaining customers, Customerism in India, Controlling of marketing efforts.

Global Target market selection, standardization Vs adoption, Product, Pricing, Distribution and Promotional Policy.

REFERENCE

1. Marketing Management - Philip Kotler - Pearson Education/PHI, 2003.
2. Marketing Management - Rajan Saxena - Tata McGraw Hill, 2002.
3. Marketing Management - Ramasamy & Namakumari - Macmillan India, 2002.
4. Case and Simulations in Marketing - Ramphal and Gupta - Golgotia, Delhi.
5. Marketing Management – S.Jayachandran - TMH, 2003.

1.5. Human Resource Management

UNIT I: Human Resource Function

Human Resource Philosophy – Changing environments of HRM – Strategic human resource management – Using HRM to attain competitive advantage – Trends in HRM – Organisation of HR departments – Line and staff functions – Role of HR Managers.

UNIT II: Recruitment & Placement

Job analysis : Methods - IT and computerised skill inventory - Writing job specification - HR and the responsive organisation.

Recruitment and selection process : Employment planning and forecasting - Building employee commitment : Promotion from within - Sources, Developing and Using application forms - IT and recruiting on the internet.

Employee Testing & selection : Selection process, basic testing concepts, types of test, work samples & simulation, selection techniques, interview, common interviewing mistakes, Designing & conducting the effective interview, small business applications, computer aided interview.

UNIT III: Training & Development

Orientation & Training: Orienting the employees, the training process, need analysis, Training techniques, special purpose training, Training via the internet.

Developing Managers: Management Development - The responsive managers - On-the-job and off-the-job Development techniques using HR to build a responsive organisation. Management Developments and CD-Roms - Key factor for success.

Performance appraisal: Methods - Problem and solutions - MBO approach - The appraisal interviews - Performance appraisal in practice.

Managing careers: Career planning and development - Managing promotions and transfers.

UNIT IV: Compensation & Managing Quality

Establishing Pay plans : Basics of compensation - factors determining pay rate - Current trends in compensation - Job evaluation - pricing managerial and professional jobs - Computerised job evaluation.

Pay for performance and Financial incentives : Money and motivation - incentives for operations employees and executives - Organisation wide incentive plans - Practices in Indian organisations.

Benefits and services : Statutory benefits - non-statutory (voluntary) benefits - Insurance benefits - retirement benefits and other welfare measures to build employee commitment.

UNIT V: Labour relations and employee security

Industrial relation and collective bargaining : Trade unions - Collective bargaining - future of trade unionism. Discipline administration - grievances handling - managing dismissals and separation.

Labour Welfare : Importance & Implications of labour legislations - Employee health - Auditing HR functions, Future of HRM function.

REFERENCE

1. Gary Dessler, "Human Resource Management", Seventh edition, Prentice-Hall of India P.Ltd., Pearson.
2. David A. DeCenzo & Stephen P.Robbins, Personnel/Human Resource Management, Third edition, PHI/Pearson.

3. VSP Rao, Human Resource Management: Text and cases, First edition, Excel Books, New Delhi - 2000.
4. Dr. R.Venkatapathy & Assissi Menacheri, Industrial Relations & Labour Welfare, Adithya Publications, CBE, 2001.
5. Robert L.Gibson and Marianne H.Mitchell, Introduction to Counseling and Guidance, VI edition, PHI, 2005.

1.6. Quantitative Techniques for Management

UNIT I

QT – Introduction – Measures of Central Tendency – Mean, Median, Mode.

Mathematical Models – deterministic and probabilistic – simple business examples – OR and optimization models – Linear Programming – formulation – graphical solution –simplex – solution.

UNIT II

Transportation model – Initial Basic Feasible solutions – optimum solution for non – degeneracy and degeneracy model – Trans-shipment Model – Assignment Model – Travelling Salesmen problem.

UNIT III

Network Model – networking – CPM – critical path – Time estimates – critical path – crashing, Resource levelling, Resources planning. Waiting Line Model – Structure of model – M/M/1 for infinite population.

UNIT IV

Probability – definitions – addition and multiplication Rules (only statements) – simple business application problems – probability distribution – expected value concept – theoretical probability distributions – Binomial, Poisson and Normal – Simple problems applied to business.

UNIT V

Inventory Models – Deterministic – EOQ – EOQ with Price Breaks – Probabilistic Inventory Models - Probabilistic EOQ model – Game theory-zero sum games: Arithmetic and Graphical Method.

Simulation – types of simulation – Monte Carlo simulation – simulation problems. Decision Theory – Pay off tables – decision criteria – decision trees.

REFERENCE

1. Statistics for Management – Richard L Levin & Daid S Rubin
2. Statistical Methods – S P Gupta
3. Operations Research – Kanti Swarup, Gupta And Man Mohan
4. Operations Research – Dr. J.K. Sharma Macmillan Indian Ltd.
5. U.K. Srivastava, G.V. Shenoy, S. C. Sharma, “Quantitative Techniques for Managerial Decision”, Second Edition, Prentice Hall of India

Note : 80% of the questions shall be theory based
20% of the questions shall be problems.

1.7. Research Methods for Management.

UNIT I

Research - meaning - scope and significance - Types of research - Research Process - Characteristics of good research - Scientific method - Problems in research - Identifying research problem – concepts, constructs and theoretical framework.

UNIT II

Hypothesis:- meaning - sources - Types - formulation Research design - Types - case study - features of good design - measurement - meaning - need Errors in measurement - Tests of sound measurement Techniques of measurement - scaling Techniques - meaning - Types of scales - scale construction techniques.

UNIT III

Sampling design - meaning - concepts - steps in sampling - criteria for good sample design - Types of sample designs - Probability and non-probability samples. Data collection:- Types of data - sources - Tools for data collection methods of data collection - constructing questionnaire - Pilot study - case study - Data processing:- coding - editing - and tabulation of data - Data analysis.

UNIT IV

Test of Significance:- Assumptions about parametric and non-parametric tests. Parametric Test - T test, F Test and Z test - Non Parametric Test - U Test, Kruskal Wallis, sign test. Multivariate analysis-factor, cluster, MDS, Discriminant ananlysis. (NO Problems). SPSS and its applications.

UNIT V

Interpretation - meaning - Techniques of interpretation - Report writing:- Significance - Report writing:- Steps in report writing - Layout of report - Types of reports - Oral presentation - executive summary - mechanics of writing research report - Precautions for writing report - Norms for using Tables, charts and diagrams - Appendix:- norms for using Index and Bibliography.

REFERENCE

1. Rao K.V.Research methods for management and commerce - sterling
2. Zikmund, Business Research Methods
3. Kothari C.R.- Research methodology
4. Donald R.Cooper and Pamela S.Schindler - Business Research Methods - Tata McGraw Hill.
5. Uma Sekaran, Research Methods for Business, Wiley Publications.

Note : 80% of the questions shall be theory based
20% of the questions shall be problems.

1.8. CORPORATE COMMUNICATION

Unit 1:

Communication basics – Business Communication – components – Types – formal communication network – Work team communication – variables – goal – conflict resolution – non – verbal communication – Cross cultural communication – Business meetings – Business Etiquette.

Unit 2:

Understanding Corporate Communication – Employee Communication – Managing Government Relations – Writing for Media and Media Relations

Unit 3:

Corporate Communication in Brand Promotion – Financial Communication – Crises Communication.

Unit 4:

Report writing: Characterizing & business reports – Types and forms & reports – Project proposals – collection of data – tables constitution – charts – writing the report – documenting the sources – proof reading.

Unit 5:

Business Presentation: Written and oral presentation – work – team presentation – Delivering the business presentation visual aids – slides – electronic presentation – hand-outs – delivering the presentation – career planning – preparing Resume – job applications – preparation for a job interview – employment interviews – follow-up.

References:

1. Scot Ober, Contemporary business communication, fifth edition, biztantra.
2. Lesiler & Flat lay, Basic Business communication. Tata Mc Graw Hill.

1.9. OPERATIONS MANAGEMENT

UNIT I : Operations Management – Meaning – Importance – historical contributions – System view of OM - Operation strategy and competitiveness - Functions of OM – types of production systems

UNIT II : Product design and process selection – Evaluation and Selection of appropriate Production and Operations technology. Product Design and process selection.

Types of layout – analysis and selection of layout – Product and / or Process layout, Cellular, Lean and Agile manufacturing systems – Computer Integrated Manufacturing Systems - Assembly line balancing.

UNIT III : Production planning and control – meaning – functions – aggregate planning – master production schedule (MPS) – Material requirement planning (MRP) – BOM – Capacity requirement planning (CRP) – Techniques – problems in MRP and CRP – an introduction to MRP II and ERP – Business Process Re-engineering - Total Productive Maintenance (TPM)

UNIT IV : Materials management – functions – material planning and budgeting – Value Analysis - purchase functions and procedure - inventory control – types of inventory – safety stock – order point – service level – inventory control systems – perpetual – periodic – JIT – KANBAN.

UNIT V : Total Quality Management Concept - Statistical Quality Control for Acceptance Sampling and Process Control – Concepts of O.C.C. Curve – Use of the O.C. Curve – Concept of Type I and Type II error – Quality movement – Quality circles — ISO Quality Certifications and types – Quality assurance – Six Sigma concept.

References :

1. Production and Operations Management – Everest E Adam & Ebert – PHI – publication forth edition.
2. Operations Management (Theory and Problems) – Joseph G Monks – McGraw Hill Intl.
3. Production and Operations Management – S N Chary – TMH Publications
4. Production and Operations Management – Pannerselvam, PHI
5. Lee J. Krajewski and Larry P. Ritzman, “Operations Management: Process and value Chains”, 7th Edition, PHI, 2007
6. Hunawalla and Patil – production and Operations Management, Himalaya.
7. Modern Production and operations management – E.S Buffa.
8. Lee J. Krajewski and Larry P. Ritzman, “ Operations Management: Strategy and Analysis”, Addison Wesley.
9. Chase, Aquilano & Jacobs “Production and Operations Management”, Tata McGraw Hill.

Questions : 40% of the questions shall be problems
60% of the questions shall be theory based.

II Year

2.1 RETAIL OPERATIONS MANAGEMENT

Objective: To make the student familiar with retail operations management.

UNIT I

Retail supply management – Definition & Scope – Integrated supply chain Planning

UNIT II

Merchandising – Definition – Steps in merchandise planning – Merchandise Hierarchy – Range planning – Buying process – Vendor development – Evaluating merchandise performance

UNIT III

Category management – definition & components – process – manufacturer’s Brands Vs private label brands.

UNIT IV

Store administration – Floor space management – Plano gram – Managing store Inventories – Quick response inventory Planning – Managing displays – Cashiering process – Managing in store promotions and events

UNIT V

CRM in retailing – process – planning and implementing loyalty programs. Managing retail loss and inventory shrinkage – Shoplifting – Employee theft.

Books Recommended

1. Retailing Management – Swapna Pradhan
2. Retail Marketing Management – Swapna Pradhan
3. Retail Management – Gibson Vedamani
4. Retail Management – Levy & Weitz
5. Channel Management & Retail Management – Meenal Dhotre
6. Retail Marketing Management – David Gilbert
7. Retail Management – Ron Hasty & James Reardon
8. The Art of Retailing – A.J. Lamba
9. Retail Management – W. Steward
10. Retail Management – Analysis, Planning & Control – David Walters

2.2. RELATIONSHIP MARKETING

***Objective:** To make the student familiar with relationship marketing and customer profitability design analysis*

UNIT I

Conceptual foundation of Relationship Marketing, evolution of relationship marketing, its significance in Indian context

UNIT II

Relationship marketing of Services Vs. Relationship marketing in Consumer markets. Buyer seller relationships.

UNIT III

Relationship marketing in Mass markets, relationship marketing and marketing strategy

UNIT IV

Relationship marketing and distribution channels. Role of Information Technology in building, maintaining and enhancing Relationships

UNIT V

Customer profitability design and analysis

References:

1. Handbook of Relationship Marketing - Jagdish Sheth, Atul Parvatiyar
2. Leading Through Relationship Marketing - Richard Batterley
3. Relationship Marketing - S. Shajahan
4. Customer relationship Management - Jagdish Seth, Atul Parvatiyar, G Shainesh

2.3. STRATEGIC CUSTOMER RELATIONS MANAGEMENT

Objective: *To make the student familiar with strategic customer relationship management.*

UNIT I

Introduction to CRM: what is a customer? How do we define CRM? CRM technology, CRM technology components, customer life style, customer interaction. Introduction to eCRM : difference between CRM & eCRM, features of eCRM.

UNIT II

Sales Force Automation(SFA) : definition & need of SFA, barriers to successful SFA, SFA : functionality, technological aspect of SFA: data synchronization, flexibility & performance, reporting tools. Enterprise Marketing automation (EMA) : components of EMA, marketing camping, camping, planning & management, business analytic tools. ,EMA components (promotions ,events , loyalty & retention programs), response management.

UNIT III

Call Centers Mean Customer Interaction: the functionality, technological implementation, what is ACD (automatic call distribution), IVR (interactive voice response), CTI (computer telephony integration), web enabling the call center, automated intelligent call routing, logging & monitoring.

UNIT IV

Implementing CRM : pre implementation, kick off meeting, requirements gathering, prototyping & detailed proposal generation, development of customization, Power User Beta Test & Data import, training, roll out & system hand off, ongoing support. system optimization and follow up.

UNIT V

Introduction to ASP (application service provider);who are ASP's?, their role & fuction, advantage & disadvantage of implementing ASP.

REFERENCES

1. e-CRM-Concepts & Cases: Madhavi Garikaparthi
2. e-CRM: Business & System Frontiers: M.P. Jaiswal & Anjali Kaushik
3. Prasad Gadkari's Guide to E-Marketing

2.4. VIRTUAL MARKETING

Objective: *(to make students familiar with internet marketing and mix)*

UNIT I

E Business Fundamentals: Internet Basics: Internet, Intranet, Extranet, Portals, Web and Wireless. Concept of e-Business & e-Marketing. Markets (including B2C, B2B and C2C) . The Virtual Value Chain: Marketplace vs. Market space - Visibility, Mirroring Capability and New Customer Relationships - The Network Economy - "Moore's Law" and "Gilder's Law" - E-Marketplaces and Economic Impacts

UNIT II

Consumer Behaviour on the Internet: Demographic, geographic, psychographic and behavioural factors important to e-Marketing. Motivations for shopping on the net - attributes of online shopping. Information for Competitive Marketing Advantage: Marketing Research on the Net - Using Data Tools to Enhance Performance & for marketing intelligence.

UNIT III

The Internet Marketing Mix: Continuum of purely virtual to purely physical products- Product in the Internet Marketing Mix - presenting product online, building a brand – Price in the Internet Marketing Mix - Importance of price competitiveness to e-Business - Place in the Internet Marketing Mix : the importance of fulfilment, logistical considerations- Promotion in the Internet Marketing Mix - reaching the econsumer Customer Experiences on the Web: The web's 'unique capabilities' – Interactive communications with customers for - organizational learning, service capability, convenience.

UNIT IV

e-Customer Relationship Management: The Economics of e-Loyalty – The importance of trust - The importance of focusing on the "right" customers – Price rational vs. price obsessive consumers, loyalists vs. butterflies - Upselling and crossselling. Relationship Capital – eCRM - Internet strategies facilitating CRM – including personalization, collaborative filtering, data mining, data warehousing and real-time profiling. Introduction to Operational, Collaborative, Analytical CRM.

UNIT V

Virtual Communities: Building Partnerships through Community - User-Generated Content, Blogs . Legal and Ethical Issues: Privacy and Security Concerns - Electronic Payment System - Different types of payment modes, e-cash, e-check, e-money - E-Security – Firewalls . The Future of e Marketing. (1)

Reference Books:

1. e-Marketing: Strass, El-Ansary, Frost
2. Digital Marketing for Dummies: Carter-Brooks-Catalano-Smith
3. e-Service-New Directions in Theory & Practice: Roland T. Rust and P.K. Kannan
4. e-CRM-Concepts & Cases: Madhavi Garikaparthi
5. e-CRM: Business & System Frontiers: M.P. Jaiswal & Anjali Kaushik
6. Prasad Gadkari's Guide to E-Marketing

2.5. CUSTOMER RELATIONSHIP MANAGEMENT

Objective: *To make the student familiar with CRM concepts, CRM in marketing, analytical CRM, CRM implementation process.*

UNIT I

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

UNIT II

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

UNIT III

Sales Force Automation - Sales Process, Activity, Contact, Lead and Knowledge Management. Field Force Automation. CRM links in e-Business: E-Commerce and Customer Relationships on the Internet, Enterprise Resource Planning (ERP), Supply Chain Management (SCM), Supplier Relationship Management (SRM), Partner relationship Management (PRM).

UNIT IV

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

UNIT V

CRM Implementation: Defining success factors, preparing a business plan - requirements, justification, processes. Choosing CRM tools: Defining functionalities, Homegrown versus out-sourced approaches.

Managing customer relationships: conflict, complacency, Resetting the CRM strategy. Selling CRM. Internally: CRM development Team, Scoping and prioritizing, Development and delivery, Measurement.

Reference Books:

1. Stanley A. Brown: Customer Relationship Management, John Wiley & Sons, Canada Ltd.
2. Jagdish Seth, et al: Customer Relationship Management
3. Paul Greenberg: CRM AT THE SPEED OF LIGHT: CAPTURING AND KEEPING CUSTOMERS IN INTERNET REAL TIME
4. Jill Dyche: THE CRM HANDBOOK: A BUSINESS GUIDE TO CUSTOMER RELATIONSHIP MANAGEMENT, Addison Wesley Information technology Series.
5. Patricia L. Ramaswamy, et al: HARVARD BUSINESS REVIEW ON CUSTOMER RELATIONSHIP MANAGEMENT
6. Kristin L. Anderson & Carol J Kerr: CUSTOMER RELATIONSHIP MANAGEMENT
7. Bernd H Schmitt : Customer Relationship Management: A REVOLUTIONARY APPROACH TO CONNECTING WITH YOUR CUSTOMERS.

2.6. SALES AND DISTRIBUTION MANAGEMENT

Objective: To make the student familiar with different types of sales and distribution management.

UNIT I**Personal selling**

Types of selling – Alternative Sales Structures: Network Marketing – Mail order selling – Elements of direct marketing – Teleshopping – Telemarketing – System selling. The selling process – Strategies and Styles – formulating sales objectives – Sales forecasting – Estimating market and Sales Potentials.

UNIT II**The sales force**

Size of the sales force, sales organization based on customer, geography, product and combinations and current trends – sales training programs and motivating the sales force – sales force compensation, sales incentives and sales force evaluation – controlling the sales effort – sales quotas, sales territories, sales audit.

UNIT III**Physical distribution**

Participants in the physical distribution function, the environment of physical Distribution – Channel Design strategies and structures, selecting channel members, setting distribution objectives and tasks – Target markets and channel design strategies.

UNIT IV**Managing the marketing channel**

Product, Pricing and Promotion issues in Channel Management and Physical Distribution – Motivating channel members – Evaluating channel member performance – Vertical marketing systems – Retail co-operatives, Franchise systems and corporate marketing systems.

UNIT V**E-enabled selling and distribution**

E-commerce and e-retailing as a channel of distribution, Electronic intermediaries, Disintermediation and Re-intermediation, e-enabled logistics management and tracking systems.

Text Books :

1. Futrell : Sales Management (Pearson Education)
2. Kapoor and Kansal : Basics of Distribution Management – A logistical approach (Prentice-Hall India)

Reference Books :

1. Johnson, Kurtz and Scheuing : Sales Management (Mc Graw-Hill)
2. Rosenbloom: Marketing Channels – a management view (Dryden)

2.7. MARKETING OF SERVICES

Objective: *To make the student familiar with marketing of services.*

UNIT I**MARKETING OF SERVICES**

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

UNIT II**MARKETING MIX IN SERVICES MARKETING**

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

UNIT III**STRATEGIC MARKETING MANAGEMENT FOR SERVICES**

Matching Demand and Supply through Capacity Planning and Segmentation - Internal Marketing of a Service - External versus Internal Orientation of Service Strategy. UNIT

UNIT IV**DELIVERING QUALITY SERVICES**

Causes of Service-Quality Gaps: The Customer Expectations versus Perceived Service Gap, Factors and Techniques to Resolve this Gap -Gaps in Service - Quality Standards, Factors and Solutions - The Service Performance Gap -Key Factors and Strategies for Closing the Gap - External Communication to the Customer: the Promise versus Delivery Gap - Developing Appropriate and Effective Communication about Service Quality.

UNIT V**MARKETING OF SERVICES WITH SPECIAL REFERENCE TO**

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

Reference Books:

1. Valerie Zeithaml & Mary Jo Bitner: SERVICES MARKETING, McGraw Hill.
2. Christopher H. Lovelock: SERVICES MARKETING: PEOPLE, TECHNOLOGY, STRATEGY, Pearson Education Asia.
3. Zeithaml, Parasuraman & Berry: DELIVERING QUALITY SERVICE; The Free Press, Macmillan.
4. Audrey Gilmore: Services marketing and Management. Response Books, Sage Publications.

2.8. Business Environment and Ethics

Objectives: To equip the students with the knowledge of emerging trends in social, political, ethical and legal aspects affecting business decisions.

UNIT 1 :- Business environment - The concept and significance - constituents of business environment - Business and society , Business & ethics - Social responsibility - Environmental pollution and control. Business and culture- Business and Government - Political system and its influence on business - Indian constitution - Directive Principles of State Policy.

UNIT II:- Managing Ethics- meaning and types – framework of organizational theories and sources – ethics across culture – factors influencing business ethics – ethical decision making – ethical values and stakeholders- ethics and profit. Corporate Governance – structure of Boards- reforms in Boards – compensation issues – ethical leadership.

UNIT III :- Globalisation of the economy – trends and issues, Politics and environment, MNCs and Government relationships- Introduction to GATT and WTO.

UNIT IV:- Fiscal policy - central finances and new fiscal policy - Direct and indirect Tax structure, VAT, MODVAT - Service Tax problems and reforms -Expenditure Tax - Public debts & deficit financing

UNIT V:- Legal environment of business – Monopolies – Company Law, Competition Act 2002. Foreign Exchange Management Act- Securities and exchange board of India Act - Customs and Central Excise Act - Central and State sales Tax - Consumer protection Act Patents Act.

REFERENCES:

Adhikari.m - Economic environment of Management
 Francis cherunnilam - Business environment
 Pruti s . economic & managerial environment in India
 Davis & Keith William c . frederik - business and society
 Amarchand d - Government and business
 Mankard _ Business Economics
 A.N Agarwal _ Indian economy
 Steiner and Steiner – Business Ethics – Mc-Graw Hill
 Raj Agarwal – Business Environment – Excel Books.

2.9. Strategic Management**UNIT I**

Corporate strategic planning - Mission - Vision of the firm - Development, maintenance and the role of leader - Hierarchical levels of planning - strategic planning process. Strategic management Practice in India, Family run corporates.

UNIT II**Environmental Analysis & Internal Analysis of Firm:**

General environment scanning, competitive & environmental analysis - to identify opportunities & threat - Assessing internal environment through functional approach and value chain - identifying critical success factors - to identify the strength & weakness - SWOT audit - core competence -Stakeholders' expectations, Scenario-planning - industry analysis.

UNIT III**Strategy formulation**

Generic strategies - Grand strategies - Strategies of leading Indian companies - The role of diversification -limit - means and forms. Strategic management for small organisations, non-profit organizations and large multi product and multiple market organisations.

UNIT IV**Tools of Strategy Planning and evaluation**

Competitive cost dynamics - experience curve -BCG approach - cash flow implication. IA -BS matrix - A.D Little's Life -cycle approach to strategic planning - Business portfolio balancing - Assessment of economic contribution of strategy - Strategic funds programming.

Unit V**Strategy implement & Control:**

Various approach to implementation of strategy - Matching organization structure with strategy - 7S model - Strategic control process - Du Pont's control model and other Quantitative and Qualitative tools - Balanced score card - M.Porter's approach for Globalization - Future of Strategic Management.

Reference

1. Pearce & Robinson, Strategic Management, All Indian Travellers N.D
2. A.C. Hax And Ns, Strategic Management: An Integrative Perspective, Majifu, Prentice Hall
3. Micheal Porter, Competitive Strategies.
4. Micheal Porter, Competitive Advantage Of Nations.
5. Samul C. Certo And J.Paul Peter, Strategic Management, Second Edition. Concept And Application, McGraw Hill.
6. Georgy G.Dess And Alex Miller, Strategic Management, McGraw Hill.
7. Gerry Jhonson & Keven Scholes, Exploring Corporate Strategy: Text And Cases, Ph
8. Jaunch .L, Rajive Gupta & William.F.Glueck, Business Policy And Strategic Management, Frank Bros & Co, 20003
9. Fred R.David, Strategic Management Concept & Cases, Pearson, 2003

QUESTION PAPER PATTERN

Time : 3 Hours**Max Marks : 100****Answer any Five Questions****(5 X 20 = 100 Marks)**

- 1.
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