

## Executive MBA (Weekend) Programme

### Programme Curriculum

The Executive MBA program extends over a span of two years, organized into four semesters (with two semesters in each year). Meeting the stipulated criteria of various regulatory bodies, the program encompasses a minimum of 750 hours of in-class instruction distributed across the two-year duration. The curriculum comprises a blend of obligatory core courses and optional electives, allowing participants to tailor their learning experience. Additionally, research projects form an integral part of the program's structure.

**Table 1: Course Structure**

	Semester – Odd	Semester- Even
<b>First Year</b>	Semester – 1	Semester – 2
<b>Second Year</b>	Semester – 3	Semester – 4

The program operates on a credit-based system, where 1 credit is equivalent to 15 hours of classroom instruction. Most courses are designed as either 3-credit modules (45 hours) or 2-credit modules (30 hours). In each semester, the total credits range from 20 to 24, as outlined below.

During the initial two semesters, essential core courses are scheduled, amounting to a combined 32 credits (480 hours). The second year, third and fourth semesters consist of two mandatory core courses and seven elective courses. Participants in the program can select these seven courses according to their personal interests and professional needs from the provided list of elective options.

Across the elective courses in the third and fourth semesters, participants are required to accumulate a minimum of 21 credits (315 hours) to a maximum of 24 credits (360 hours). Beyond the core and elective coursework, students must also undertake additional academic endeavors. This includes completing two Minor Research Projects, each worth 5 credits, during the first and second semesters, engaging in a 7-credit Summer Internship Project in the third semester, and undertaking a 12-credit Major Research Project in the fourth semester.

Therefore, in total, a minimum of 88 credits (1320 hours) is necessary to fulfill the requirements of the Executive MBA program. These credits encompass 38 credits for core courses, 21 credits for elective courses, and 29 credits for research projects.

### Course Credit Scheme

Semester	Core Courses			Elective Courses			Projects			Total Credits
	No. of Papers	Credits	Total Credits	No. of Papers	Credits	Total Credits	No. of Projects	Credits	Total Credits	
<b>I</b>	5	3	15	0	0	0	1	5	5	20
<b>II</b>	6	3/2	17	0	0	0	1	5	5	22
<b>III</b>	2	3	6	3	3	9	1	7	7	22
<b>IV</b>	0	0	0	4	3	12	1	12	12	24
<b>Total credits of the Prog.</b>			<b>38</b>			<b>21</b>			<b>29</b>	<b>88</b>

**Semester: I**

S.No.	Code	Course	Credits
1	EMB- 101	Economics for Managerial Decisions	3
2	EMB- 103	Corporate Communication	2
3	EMB- 105	Accounting for Managers	3
4	EMB- 107	Consumer Oriented Market Planning	3
5	EMB- 109	Organisational Behaviour	3
6	EMB- 111	Minor Research Project-1	6
		<b>Total</b>	<b>20</b>

**Semester: II**

S.No.	Code	Course	Credits
1	EMB- 102	Strategic Financial Management	3
2	EMB- 104	Management Information System	3
3	EMB- 106	Strategic Human Resource Management	3
4	EMB- 108	Business Research Methodology	3
	EMB- 112	Business Environment & Ethics	3
5	EMB- 110	Business Statistics and Analytics for Decision making	3
6	EMB- 114	Minor Research Project-2	6
7	GP	General Proficiency	NC
8			
		<b>Total</b>	<b>24</b>

**Semester: III**

S.No.	Code	Course	Credits
1	EMB-201	Entrepreneurship	2
2	EMB-203	Operations Management for Executives	3
3		Elective I	3
4		Elective II	3
5		Elective III	3
6	EMB-205	Summer Internship Project (Industry- Based Project	6
7	GP	General Proficiency	NC
		<b>Total</b>	<b>20</b>

**Semester: IV**

S.No.	Code	Course	Credits
	EMB-202	Strategic Management	3
		Elective IV	3
		Elective V	3
1		Elective VI	3
2		Elective VII	3
3	EMB-204	Major Research Project	12
4	GP	General Proficiency	NC
		<b>Total</b>	<b>24</b>

NC= Non Credit

## Elective Courses

Functional Area	Course Code	Name of Subject
<b>Finance</b>	EMBA- 211	Security Analysis and Portfolio Management
	EMBA- 212	Managing Banks and Financial Institutions
	EMBA- 213	Corporate Valuation & Restructuring
	EMBA- 214	Financial Derivatives and Risk Management
	EMBA- 215	International Financial Management
	EMBA- 216	Behavioral Finance
	EMBA- 217	Taxation Planning
	EMBA- 218	Quantitative Analysis of Financial Decisions
	EMBA- 219	Merchant Banking and Financial Services
	EMBA- 220	Financial Modeling and Forecasting
<b>Marketing Management</b>	EMBA-221	Consumer Behaviour
	EMBA-222	Retail Management
	EMBA-223	Sales and Distribution Management
	EMBA-224	Integrated Marketing Communications
	EMBA-225	Digital and Social Media Marketing
	EMBA-226	Product and Brand Management
	EMBA-227	Services Marketing
	EMBA-228	International Marketing
	EMBA-229	Marketing Analytics
	EMBA-230	Advanced Marketing Research
<b>Human Resources Management</b>	EMBA-231	Corporate Social Responsibility
	EMBA-232	Manpower Planning, Recruitment, and Selection
	EMBA-233	Compensation and Benefits Management
	EMBA-234	International HRM
	EMBA-235	Organizational Change and Development
	EMBA-236	Human Resource Metrics and Analytics
	EMBA-237	Performance Management and Training Interventions
	EMBA-238	Management of Industrial Relations
	EMBA-239	Managing Diversity
	EMBA-240	Talent Management
<b>Operations Management</b>	EMBA-241	Supply Chain and Logistics Management
	EMBA-242	Operations Research Applications
	EMBA-243	Management of Manufacturing Systems
	EMBA-244	Supply Chain Analytics
	EMBA-245	Total Quality Management for Business Excellence
	EMBA-246	Predictive Analytics and Big Data
	EMBA-247	Technology Management
	EMBA-248	Advanced Excel for Business Decisions
	EMBA-249	Service Operations Management

### Data for Reference

Name of Institute	Teaching (No. of Hours)	Project (No. of Hours)	Total Hours
GBU	885	435	1320
FMS	1080	40	1120
DTU	900	120	1020
IIM Nagpur	750	0	750
IIM Sambalpur	720	30	750
IIT Kharagpur	800	150	950

*The Board of Studies of School of Management may amend the above list from time to time.*

**Gautam Buddha University,  
School of Management,  
Greater Noida**

**Program: MBA Executive**

Semester	: I	Academic Session	: 2023-24
Programme	: Executive MBA	Batch	: 2023-25
Course Code	: EMB-105	Credits	03
Course Name	: <b>Business Environment &amp; Ethics</b>		
Instructor	:	Email:	
Sessions	: Thirty	Each Session	: 90 Minutes

**COURSE OBJECTIVES:**

1. The Basic objective of this course is to familiarize the Working Professionals with the Nature and Dimensions of evolving Business Environment to influence managerial decisions;
2. To Identify Business opportunities;
3. To Improve Performance.

**COURSE OUTCOME: After completing this course Executives should:**

1. Be acquainted with Business Environment;
2. Be able to apply tools to various Business Problems;
3. It helps in Decision Making.

**PEDAGOGY:** The teaching pedagogy will combine lecture cum discussions, assignments and exercises. Classes will be interactive.

**ASSESSMENT/ EVALUATION:**

Component	Maximum Marks	Duration (Hr)
Mid-term	25	1.30 Hr
End-term	60	3.00 Hr
Internal Assessment (Quizzes/ Class Tests/ Assignments / Class Participation/ Presentations/ Discussions)	15	

## SUGGESTED READINGS:

### Text Book

- Essentials of Business Environment- Dr. C.B.GUPTA, Sultan chand & sons, N.Delhi
- Business Environment- Dr.V.C.Sinha, Sahitya Bhawan, Agra
- Business Environment- G.Upadhyay, R.L.Sharma, P.Dayal- Ramesh Book Depot, Jaipur
- Corporate Governance, Business Ethics and CSR- Dr. J.P.Sharma, Ane Books, N.Delhi

### Reference Readings:

- Morrison J, The International Business Environment, Palgrave.
- Francis Cherunilam, Business Environment-Himalaya Publishing House, New Delhi.
- Aswathappa, Essentials of Business Environment, Himalaya Publishing House, New Delhi.
- MISHRA AND PURI, Indian Economy, Himalaya Publishing House, New Delhi.

## TEACHING SCHEDULE:

Session Required (Hr.)	Topic to be covered	Reference Books
<b>Unit 1: An Overview of Business Environment</b>		
<b>8 Lectures</b>	Type of Environment- internal, external, micro and macro environment. Competitive structure of industries, environmental analysis and strategic management. Managing diversity. Scope of business, characteristics of business. Objectives and the uses of study. Process and limitations of environmental analysis.	Would be referred during session
<b>Unit 2: Economic Environment</b>		
<b>8 Lectures</b>	Nature of Economic Environment. Economic factors-growth strategy, basic economic system, economic planning, Economic policies- new industrial policy, FEMA, Monetary and fiscal policies. <b>Foreign Direct Investment</b> , Foreign Institutional Investment, WTO and India: an overview, Regulation of Foreign Trade, Disinvestment in Public Sector Units. Liberalization, Privatization and Globalization of Indian Economy, Trends and Issues.	Would be referred during session
<b>Unit 3: Socio-Cultural Environment</b>		
<b>8 Lectures</b>	Nature and impact of culture on business, culture and globalization, social responsibilities of business, social audit, business ethics and corporate governance. Demographic environment population size, migration and ethnic aspects, birth rate, death rate and age structure.	Would be referred during session

<b>Unit 4: Political Environment</b>		
<b>8 Lectures</b>	Functions of state, economic roles of government, government and legal environment. The constitutional environment, rationale and extent of state intervention.	Would be referred during session
<b>Unit 5: Natural and Technological Environment</b>		
<b>8 Lectures</b>	Innovation, technological leadership and followership, sources of technological dynamics, impact of technology globalization, transfer of technology, time lags in technology, introduction, status of technology in India. Management of technology, features and impact of technology.	Would be referred during session
<b>Unit 6: Business Ethics</b>		
<b>5 Lectures</b>	A Few Definitions, Why should Business Act Ethically?, Honesty and Integrity are the Benchmark of Business Ethics, Values and Ethics, Ethics is different from Feelings, Ethics is different from Religion, Ethical Standards are different from Cultural Traits, Ethics and Law, Business Ethics and Corporate Governance, Code of Ethics for Business Managers, Ethics Committee, Developing a Comprehensive Ethics Programme, Appointing Ethics and Compliance Officer (ECO), Benefits from Managing Business Ethics.	Would be referred during session

**Gautam Buddha University School of Management,  
Greater Noida**

Semester : I	Academic Session : 2023-24
Programme : Executive MBA	Batch : 2023-25
Course Code : EMB-105	Credits 03
Course Name : Accounting for Managers	
Instructor : Dr. Dinesh K Sharma	Email: dinesh@gbu.ac.in
Sessions : Thirty	Each Session : 90 Minutes

**COURSE OBJECTIVES:**

Financial Accounting is the language of business. It attempts to measure and report corporate performance. Users of financial statements demand the performance measure in a variety of decisions they make. Managers use accounting in making decisions; while investors use it for valuing stocks. Bankers and lenders rely on accounting information to decide whether to lend money to businesses. While, Management Accountants are integral members of planning and decision-making teams. Their role is not only to provide data but to facilitate decision making, behaviour and action amongst people and divisions in the best interest of the organizations' objectives.

This course is designed with the following main objectives:

- Help the participants to become intelligent users of accounting information
- Make the participants' comfortable looking through an annual report
- Develop the ability in participants' to use financial statements to assess a company's performance
- Develop students' understanding of management accounting concepts, methods and techniques and have opportunities to use cost information in management decisions.

**COURSE OUTCOME:**

After completing this course, students should be able to understand

- Understand the accounting process and accounting system in an organization.
- Prepare Financial Statements of the company.
- Analyze the financial performance of a company with the help of scanning the Balance Sheet and Profit & Loss Account.
- How cost information supports the planning, controlling, and decision-making process of the organization.
- Understanding of Break Even Analysis and the inferences that can be drawn.
- The students will be able to make the decision regarding the fixation of selling price, Make or Buy, maintaining a given level of profit, acceptance of an export order and Profit Planning etc.

**PEDAGOGY:**

A mix of instructional methods will be used, like lectures, discussions, exercises, and assignments. Efforts would be made to strengthen conceptual knowledge and application through cases and exercises. The emphasis of this course is on both intellectual stimulation and rigorous applications, through the cost-benefit analysis of projects.



**ASSESSMENT/ EVALUATION:**

Component	Maximum Marks	Duration (Hr)
Mid-term	25	1.5
End-term	60	3.0
Internal Assessment (Quizzes/ Class Tests/ Assignments / Class Participation/ Presentation & Discussions)	15	

**SUGGESTED READINGS:****Text Book:**

- Maheshwari, S.N. & Maheshwari, S.K. , Financial Accounting, Vikas Publishing House Pvt. Ltd.
- Ravi M. Kishore, (RM) Advanced Management Accounting, Textman Publishing House.

**Readings:**

- Tulsian, P.C., Financial Accounting, Pearson
- Ghosh, T.P., Financial Accounting for Managers, Taxmann Allied Services (P) Ltd.
- Gupta, Ambrish: Financial Accounting for Management
- Bhattacharyya, Asish K., Financial Accounting for Business Managers
- Charles T. Horngren, Gart L. Sundem, John A. Elliot and Donna R. Philbrick, Introduction To Financial Accounting, Pearson.
- M. E. Thukaram Rao (ME), Cost and Management Accounting –, New Age International (P) Ltd.
- Maheshwari, S.N., and Mittal, S.N. Cost Accounting: Theory and Problems,
- M. N. Arora, Management Accounting, Theory, Problems and Solutions, Himalaya Publishing House.
- Charles T. Horngren, Srikant M. Datar, George Foster (HG), Cost Accounting: (Indian Subcontinent Edition), Published by Pearson Education
- James Jambalvo (JJ), Managerial Accounting: John Wiley & Sons Pte Ltd, Second Edition
- Ronald W. Hilton, Managerial Accounting: Tata McGraw- Hill

**TEACHING SCHEDULE:**

Session Required	Topic to be covered	Reference Books
2	Introduction to Financial Accounting: Accounting as an Information System, Importance and Scope, Limitations; Users of accounting information, Concepts, Accounting Principles, Generally Accepted Accounting Principles;	SN-1-Chap-1 & 2 and Reading Material
4	Nature of Accounts, Rules of Debit and Credit; Recording Transactions in Journal; The Accounting Equation; Preparation of Ledger Accounts; Preparation of Trial Balance. Concept and Objectives of Depreciation, Fixation of Depreciation Amount, Straight Line Method and Diminishing Value Method, Method of Recording Depreciation	SN-1-Chap-3 to 5 and Reading Material

5	Preparation of Financial Statements: Trading Account, Profit & Loss Account and Balance Sheet, Adjustment Entries, Preparation of cash flow statement, Introduction to Indian Accounting Standards (Ind-AS) and International Financial Reporting Standards (IFRS)	SN-1-Chap-6, 7 & 10 and Reading Material
4	Financial Statement Analysis: Objective of financial statement analysis, sources of Information; Techniques of financial statement analysis: Horizontal analysis, Vertical Analysis and Ratio Analysis; Financial Ratios: Meaning and Usefulness of Financial Ratios.	SN-1-Chap-12 and Reading Material
2	Introduction to the domain of management accounting and control. Cost concepts, Classification of costs, Fixed, Variable, and Semi-variable, Segregation Methods for Semi-variable cost in Fixed and Variable Cost.	RM- Chap 1, Page-3; and Reading Material
3	Cost-Volume-Profit Analysis: Contribution, Breakeven- point, cost break-even-point, cash break-even-point, Key Factor, PV Ratio, Margin of safety, Break-even Analysis, Break-even Charts	RM- Chap 3, and Reading Material
4	Marginal Costing and its applications: Relevant Costs and Decision Making, Fixation of Selling Price, Product Profitability, Make or Buy, maintaining a given level of profit, introduction of new product, exploring new markets, shutting down or continuing, acceptance of an export order and Profit Planning etc.	RM- Chap and Reading Material
3	Budgets and Budgetary Control: Meaning, Types of Budgets, Fixed and Flexible Budget, Functional Budgets (Sales Budget, Production Budget, Purchase Budget, Material Consumption Budget, Cash Budget and Master Budget etc),	RM- Chap 4, and Reading Material
3	Standard Costing and Variance Analysis: Standard Cost, Material Cost Variance analysis, Labour Cost Variance analysis	RM- Chap 5, and Reading Material

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**Gautam Buddha University School of Management**  
**Greater Noida**  
**Master in Business Administration (Executive Programme)**  
**Course: EMB-107 Consumer Oriented Market Planning**

Semester	: I	Academic Session: 2023-24
Programme	: Executive MBA	Batch: 2023-25
Course Code	: EMB-107	Credits: 03
Course Name	: Consumer Oriented Market Planning	Phone: 2346162
Instructor	: Dr. Subhojit Banerjee	Email: subhojit@gbu.ac.in
Sessions	: Thirty	Each Session : 90 Minutes

**Introduction:**

There are a large number of factors which may cause markets to evolve . In a market ecosystem, a marketer’s job is to create and sustain a business that is meant to be strong, agile, and sustainable enough to survive even in the fastest-changing environment. Thus successful strategy development is crucial for a marketing manager just as it is for a manager at the top management level. Marketing carries the roles of strategic thinking, planning, and management by leading, creating, and providing energy as a power center to many organizations. A marketer has to have the vision to develop not just business, but also functional and operational strategies as well as marketing actions, constantly adjusting them all for the better.

Affected by both unwanted changes and/or desired developments in many circumstances, we observe today that the marketers who aim to create value are looking for different and more sustainable competitive methods. This helps businesses gain a relative advantage in the market. New trends are emerging with the help of technological developments which are affecting customers, cultures and values, the economy, budget limitations, other restrictions regarding businesses, and so on. Thus, marketing management needs to take a fresh look at market strategy development and implementation.

**Aims and Objectives:**

Aims: The course aims to impart skills and knowledge needed by working executives toto re-examine as well as formulate and successfully implement strategies that helps professional already in the field. The broad objectives of the course can be stated as

1. Gather conceptual clarity of Marketing and its nature that will be helpful for participant (executives) to develop a consumer oriented outlook in all facets of their firms operation enabling a sustainable market strategy.
2. To learn methods and techniques that help in assessment of the current state of affairs in the organization from a marketing perspective.
3. Help participants learn about tools to identify future directions that they may take.

- To learn about formulation of strategies, their types and the conditions under which each can be applied.

**Pedagogy:**

The pedagogy will be a mix of lectures, experience sharing, real life case discussion, assignments and industry/research based projects. In addition to the reading materials, additional readings and cases will be distributed in the class from time to time. Students are also expected to prepare and analyze all the cases as class participation is very important.

**Learning Outcomes:**

At the end of the course it is expected that the students will be:

- Proficient to understand and appreciate the concept of marketing management in theory and practice.
- To evaluate the marketing environment and reinvent marketing strategy tools and technique for organizational success.
- To understand and apply the contemporary strategic management technique
- To understand the various dimensions of marketing planning

**ASSESSMENT/ EVALUATION:**

<b>Component</b>	<b>Maximum Marks</b>	<b>Duration (Hr)</b>
<b>Mid-term</b>	25	1.5
<b>End-term</b>	60	3.0
<b>Internal Assessment</b> <i>(Quizzes/ Class Tests/ Assignments / Class Participation/ Presentation &amp; Discussions)</i>	15	

**Note:**Case Evaluation would be based on class discussion AND written case analysis. Written case analysis (maximum 3 pages of Times New Roman single space) is due for each case, BEFORE the class in which we discuss that case. Students shall not be evaluated for a case (zero out of 5 marks assigned to a case) if they do not submit the hard copy of the written analysis before the case is discussed in class.

**Text Books:**

- T 1.Wilson, R. M., & Gilligan, C. (2012). Strategic marketing management. Routledge.  
 T 2.Bennett, Anthony G., ‘**Big Book of Marketing : Lessons and Best Practices from the World's Greatest Companies**’(2010), McGraw Hill Publishers India Ltd.

**Additional Readings: (Compulsory)**

1. Ellet William, ‘How to write a Case based essay ‘, HBS Publishing (2007) – to be read before the end of the 3<sup>rd</sup> session.
2. Branstad, A., & Solem, B. A. (2020). Emerging theories of consumer-driven market innovation, adoption, and diffusion: A selective review of consumer-oriented studies. Journal of Business Research, 116, 561-571.

3. Berry, L. L., Conant, J. S., & Parasuraman, A. (1991). A framework for conducting a services marketing audit. *Journal of the Academy of Marketing Science*, 19, 255-268.

**Suggested Readings/websites:**

1. Marketing Management-A South Asian Perspective / Philip Kotler;Kevin Lane Keller;AbrahamKoshy;MithileshwarJha
2. Aesthetics in Marketing / Rajat K. Baisya ; G. Ganesh das (2008)
3. Applied Marketing / Githa S Heggde (2009)
5. Business to Business Marketing Management/Blythe Jim (2005)
6. ContemporaryMarketing:TheShift from Traditional to Digital/<https://ewm.swiss/en/blog/contemporary-marketing-shift-traditional-digital>

**Session Plan:***(Each session of 60 minutes)*

Session	Topic(s)	Reading(s)
1-4	<b>Introduction to Consumer Oriented Market Planning</b> <ul style="list-style-type: none"> <li>• The nature of marketing, The management process, Strategic decisions and the nature of strategy,</li> <li>• The marketing/strategy interface, The role of strategic marketing planning,</li> <li>• The three dimensions of planning</li> </ul>	T1 - Ch. 1,2, Add. Read. 1.
5	Case Study 1 (Xerox)	T2 – Pg 35
6-10	<b>Where are we now? Strategic and marketing analysis</b> <ul style="list-style-type: none"> <li>• Marketing auditing and the analysis of capability</li> <li>• Segmental, productivity and ratio analysis</li> <li>• Approaches to competitor analysis</li> <li>• Approaches to customer analysis</li> </ul>	T 1- Ch. 3,4,5,6 Add. Read. 2
11-15	<b>Where do we want to be? Strategic direction and strategy formulation</b> <ul style="list-style-type: none"> <li>• Missions and objectives</li> <li>• Market and environmental analysis</li> <li>• Market segmentation, targeting and positioning</li> </ul>	T 1-Ch. 7,8,9
16	Case Study 2 (Exxon Mobil)	T2 – Pg 54
17-20	<b>The formulation of strategy 1: analysing the product portfolio</b> <ul style="list-style-type: none"> <li>• The development of strategic perspectives</li> <li>• Models of portfolio analysis</li> <li>• Market attractiveness and business position assessment</li> <li>• Criticisms of portfolio analysis</li> </ul>	T 1-Ch. 10
21	Case Study 3 (Gillete)	T2 – Pg 300
22-25	<b>The formulation of strategy 2: generic strategies and the significance of competitive advantage</b> <ul style="list-style-type: none"> <li>• Types of strategy</li> <li>• Porter’s three generic competitive strategies</li> <li>• Competitive advantage and its pivotal role in strategic marketing planning</li> <li>• The influence of market position on strategy</li> </ul>	T 1-Ch. 11
26	Case Study 4 (Procter & Gamble)	T2 – Pg 356

26-29	<p><b>The formulation of strategy 3: strategies for leaders, followers, challengers and nichers</b></p> <ul style="list-style-type: none"> <li>• Strategies for market leaders</li> <li>• Strategies for market challengers</li> <li>• Strategies for market followers</li> <li>• Strategies for market nichers</li> <li>• The influence on strategy of product evolution and the product life cycle</li> </ul>	T 1-Ch. 12
30	Case Study 5 (Toysareus.com)	T2 - 448

**Gautam Buddha University**  
**School of Management, Greater Noida**

Semester : I	AcademicSession: 2023-24
Programme : EMBA	Batch: 2023-25
Course Code : EMB-109	Credits: 02
Course Name: : Corporate Communication	
Faculty : Kishor Kunal Kashyap	Email: kunalkashyapgbu8674@gmail.com
Sessions :30	Each Session:1 Hour

**COURSE OBJECTIVES:**

- When considering Executive Master of Business Administration (EMBA) programs, the course objectives for corporate communication would typically align with the advanced needs and responsibilities of experienced business professionals. Here are some course objectives tailored for an EMBA program:
- Strategic Leadership Communication: Develop advanced communication skills essential for strategic leadership roles within organizations.
- Executive-Level Presentation Skills: Presentation skills for effectively communicating complex ideas to high-level stakeholders.
- Global Business Communication: Enhance cross-cultural communication abilities to navigate international business environments successfully.
- Integrated Marketing Communication: Understand how communication aligns with marketing strategies and contributes to overall business objectives.
- Corporate Branding and Reputation Management: Develop skills in providing constructive feedback and coaching for effective leadership communication.
- Influence and Power Dynamics in Communication: Understand the dynamics of influence and power in communication at the executive level.
- An EMBA program's corporate communication objectives are designed to prepare experienced professionals for leadership roles, equipping them with the skills necessary to communicate strategically and navigate complex business environments effectively.

**COURSE OUTCOME:**

The course Outcome of Business Communications typically includes enhancing written and verbal communication skills, fostering effective workplace communication, mastering professional etiquette, and developing the ability to create clear and persuasive business messages.

- Enhance Written Communication: Develop proficiency in composing clear and concise business documents.
- Improve Verbal Communication: Build effective oral communication skills for presentations and discussions.
- Emphasize active listening and articulate verbal expression.
- Foster Effective Workplace Communication: Understand and navigate communication dynamics within organizational settings.
- Master Professional Etiquette: Learn and apply business etiquette in written and verbal communication. Gain cultural awareness for diverse business interactions.

## **PEDAGOGY:**

The pedagogy of corporate communication involves a multifaceted approach to equip students with both theoretical understanding and practical skills essential for navigating the dynamic landscape of organizational communication. Through case studies, role-playing, and simulations, students analyze real-world scenarios, honing critical thinking and problem-solving abilities. Guest lectures from industry professionals provide valuable insights into current practices, while group projects foster teamwork and collaboration, mirroring the corporate environment. Internships and practical experiences offer hands-on learning opportunities, and research assignments deepen understanding. Technology integration, debates, and ethical decision-making exercises further enhance communication skills. The incorporation of feedback and reflection encourages continual improvement, ensuring that students graduate with the comprehensive knowledge and competencies needed in the corporate communication sphere.

## **ASSESSMENT/EVALUATION:**

<b>Component</b>	<b>Maximum Marks</b>	<b>Duration (Hr)</b>
<b>Mid-term</b>	25	1.5
<b>End-term</b>	60	3.0
<b>Internal Assessment</b> <i>(Quizzes/Class Tests/Assignments/ Class Participation/ Presentation &amp; Discussions)</i>	15	

## **SUGGESTED READINGS:**

### **Text Book :**

- "Business and Professional Communication: Principles and Skills for Leadership" by Steven A. Beebe and Timothy P. Mottet - This book provides a comprehensive overview of communication skills in a business context, including topics relevant to corporate communication
- "Strategic Communication in Business and the Professions" by Dan O'Hair, Gustav W. Friedrich, and Lynda Dee Dixon - This book focuses on strategic communication and how it can be applied in various business and professional settings.

### **Reference Readings:**

- "Excellence in Business Communication" by John V. Thill and Courtland L. Bovee - This textbook covers the fundamentals of business communication and includes a section on corporate communication.
- "Effective Business Communication" by Herta A. Murphy, Herbert W. Hildebrandt, and Jane P. Thomas - This classic textbook provides a solid foundation in communication principles and their application in a business context.
- "Corporate Communication: A Guide to Theory and Practice" by Joep P. Cornelissen - This book offers a more in-depth look at corporate communication theories and practices, making it suitable for students and professionals interested in a deeper understanding of the subject.
- "Corporate Communication: Critical Business Asset for Strategic Global Change" by Sandra M. Oliver - This book provides insights into the strategic aspects of corporate communication in a global context.



## TEACHINGS SCHEDULE

Session 1.	Communication foundation and Analysis
Session 2,3.	Verbal and Non Verbal Communication
Session 4,5.	Communicating with Organization, Barriers to and Gateway of Effective Communication
Session 6.	Group communication: Characteristic of Effective Groups, from Groups to Teams, Meeting Management.
Session 7-9	Case Presentations, Attributes of Effective Communication
Session 10.	Language Skills: LSRW, . Strategies of Effective Listening
Session 11.	Effective Listening
Session 12.	Strategies for Effective Reading
Session 13.	Practice of Effective Reading, Strategies for Effective Writing
Session 14.	Strategy for Effective Speaking: Designing and Delivering Oral Presentation.
Session 15.	Case Presentations
Session 16.	Communicating Electronically, Report Writing, Business Proposals
Session 17	Business Letters,
Session 18	Communication for Employment: Preparing Resume and Application Messages.
Session 19-20	Notices, Office Memos, Minutes, Tender Notices and other Correspondence.
Session 21-24	Practice: Internal/External Correspondence, Communication and Negotiations, Nature of Negotiations, Process of Negotiations.
Session 25-28	Negotiation with Different Stakeholders, Attributes to Successful Negotiations.
Session 29-30	Case Presentations, Persuasive Communication



## Gautam Buddha University School of Management, Greater Noida

### Programme: Executive MBA Course: EMB-102, Strategic Financial Management

Semester	: II	Academic Session	: 2023-24
Programme	: Executive MBA	Batch	: 2023-25
Department	Business Management	Credits	: 03
Instructor	: Dr. Dinesh Kumar Sharma	Email	: dinesh@gbu.ac.in
Sessions	: Forty Five	Each Session	: 60 Minutes

#### COURSE OBJECTIVES:

- To familiarize the students with the principles and practices of financial management.
- To help the students understand the process and system of Financial Management in an organization, its necessity, structure, goals, and scope.
- To gain insights for financing decisions and to make students aware of the various long-term and short-term sources of finance along with concepts and approaches of capital structure, various techniques of project evaluation i.e., capital budgeting, methods and estimation of working capital management, and dividend theories & policy and its importance.
- To familiarize the students with different financial strategies used in an organization.

#### COURSE OUTCOME:

After completing this course, students should be capable of the following:

- Comprehending and scrutinizing a company's capital structure.
- Acquiring insights into long-term and short-term sources of financing in decision-making.
- Assessing diverse projects using capital budgeting techniques.
- Estimating and managing the working capital needs of a company.
- Making informed decisions regarding a company's dividend payouts.
- Developing financial strategies for diverse decision-making scenarios of company.

#### PEDAGOGY:

A mix of classroom instructional methods will be used, like lectures, case analysis, and exercises. Efforts would be made to strengthen conceptual knowledge and application through cases and exercises. Special emphasis will be given to helping the students to develop analytical ability to analyze corporate decisions.

#### ASSESSMENT/ EVALUATION:

Component	Maximum Marks	Duration (Hr)
Mid-term	25	1.5
End-term	60	3.0
Internal Assessment (Quizzes/ Class Tests/ Assignments / Class Participation/ Presentation & Discussions)	15	

## SUGGESTED READINGS:

### Text Book

- Pandey I M - *Financial Management* (Vikas Publishing) [ IMP]

### Reference Readings

- Van Horne, James C., & Wachowicz Jr, John M. *Fundamental of Financial Management*, Prentice Hall of India [VH]
- Van Horne, James C.- *Financial Management & Policy*, Prentice Hall of India
- Brealey, Richard A. Myers, & Stewart C.- *Principles of Corporate Finance*, Tata McGrawHill
- Damodaran, Aswath- *Corporate Finance – Theory & Practice* John Wiley & Sons
- Knott G - *Financial Management* (Palgrave,) [KnG]
- Sharma & Gupta, *Financial Management*, (Kalyani Publications) [SG]
- Prasanna Chandra- *Fundamentals of Financial Management* (TMH,) [PC]
- Khan M Y and Jain P K, *Financial Management* 6e, McGraw Hill
- Rustagi, R.P. *Fundamentals of Financial Management*. Taxmann Publication (RPG)

## TEACHING SCHEDULE:

Session Required (Hours)	Topic to be covered	Reference Books
<b>Unit 1: Introduction</b>		
1	Nature, scope, and objective of Financial Management	VH, Chap. 1, Page 1, Reading Material
2-5	Time value of money, Risk, and return (Including Capital Asset Pricing Model), <b>Case Study</b>	VH, Chap. 3, Page 41 VH, Chap. 5, Page 97
6-7	Valuation of securities – Bonds and Equities	VH, Chap. 4 Page 73 Reading Material
<b>Unit 2: Investment Decisions</b>		
8-11	<b>Capital Budgeting Decisions:</b> Nature and Types of Long-term Investment Decisions, Project evaluation Techniques: Non-Discounting and Discounting; The Capital Budgeting Process, Cash flow Estimation,	VH, Chap. 12, Page 307 Reading Material
12-14	Non-Discounting Techniques: Pay Back Period and ARR, project selection criterion and merits & demerits of these techniques,	VH, Chap. 13, Page 323 Reading Material
15-17	Discounting Techniques: Discounted Pay Back Period, NPV, IRR, and PI, the project selection criterion for conventional and unconventional cash flow projects, and the merits & demerits of these techniques, <b>Case Study</b>	VH, Chap. 13, Page 323 Reading Material
18-19	Capital budgeting under Risk – Certainty Equivalent Approach and Risk Adjusted Discount Rate.	VH, Chap. 14, Page 353 Reading Material
<b>Unit 3: Financing Decisions</b>		
20-21	Cost of Capital and Financing Decision: Sources of long-term financing,	VH, Chap. 15, Page 381 Reading Material
22-24	Estimation of components of cost of capital. Methods for Calculating the cost of equity capital, Cost of Retained Earnings, Cost of Debt and Cost of Preference Capital, Weighted Average cost of capital (WACC), and Marginal cost of capital. <b>Case Study</b>	VH, Chap. 15, Page 381 Reading Material

25-26	Operating and financial leverage; Determinants of capital structure	VH, Chap. 16, Page 419 Reading Material
27-28	Capital structure –Theories of Capital Structure (Net Income, Net Operating Income, MM Hypothesis, Traditional Approach).	VH, Chap. 17, Page 451 Reading Material
<b>Unit 4: Dividend Decisions</b>		
29-30	Theories for Relevance and irrelevance of dividend decision for corporate valuation (Walter’s model; Gordon’s Model and Modigliani Miller model); Cash and stock dividends;	VH, Chap. 18, Page 475 Reading Material
31-35	Dividend policies in practice, Constant Dividend per Share or Dividend Rate, Constant Payout, Constant Dividend per Share plus Extra Dividend, Factor affecting dividend decision & Stability of Dividends, Forms of Dividends; Bonus shares, Buyback of Shares <b>Case Study</b>	VH, Chap. 18, Page 475 Reading Material
<b>Unit 5: Working Capital Decisions</b>		
36-37	Concept of Gross Working Capital & Net Working Capital, the risk-return trade-off, Motives of Holding working capital, Various Approaches to WorkingCapital Management,	VH, Chap. 8, Page 205 Reading Material
38-39	Sources of short-term finance, Estimation, and Factors affecting the working capital requirement	VH, Chap. 9, Page 221 Reading Material
40-41	Cash management, Motives of Holding Cash, Cash Planning; Investing Surplus Cash <i>Optimum Cash Balance under Certainty: Baumol’s Model, Optimum Cash Balance under Uncertainty: The Miller–Orr Model, Case Study</i>	VH, Chap. 10, Page 249 Reading Material
42-43	Receivables Management, Credit Policy; formulation and execution, Costs involved in receivables, factoring	VH, Chap. 10, Page 249 Reading Material
44-45	Inventory management, Motives, Use and Importance, Levels of Inventory, Inventory Mgt. Systems; EOQ, ABC, JIT, etc., and payables management.	VH, Chap. 10, Page 249 Reading Material
<b>Presentations/ Summary of Syllabus</b>		

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## Gautam Buddha University School of Management, Greater Noida

### Programme: Executive MBA Course: EMB-104, Information Systems

Semester	: II	Academic Session: 2023-24
Programme	: Executive MBA	Batch: 2023-25
Department	Business Management	Credits: 03
Instructor	: Dr. Pawan Kumar	Email: prof.pawankumar@gmail.com
Sessions	: Forty Five	Each Session: 60 Minutes

#### INTRODUCTION:

This course has been designed to develop a macro-level perspective of information systems and its potential to help organizations in creating sustainable competitive advantage in respective industries. The students will learn about the use of information systems to improve the company's operations. This will also help in the decision-making process which is related to IT investment. This course will also help to manage various information systems so that it would best serve the needs of managers, staff, and customers.

IS helps to create systems for finding and storing data and computer databases, networks, computer security, decision support system, ITES, and lots more. Management of information systems also helps to understand the role of information technology in the company. The kind of IT programs that companies use affect the decisions, structure and strategies of an organizations along with customer relationships. With a background on key concepts in IS, the company will be able to strategically control and implement modern information systems that include business software.

#### AIMS AND OBJECTIVES:

**Aims:** The aim of this course is to expose the students to the managerial issues relating to information systems and help them to identify and evaluate various options in this regard. This course also imparts skills and knowledge required by working executives to understand the rapidly emerging technologies and their new applications by business organizations, which is extremely challenging for managers to stay updated and arrive at crucial business decisions related to investments in Information Technology and Systems. This course introduces the existing and upcoming technologies, wide variety of their applications for business and e-commerce, and issues involved in their management.

Objectives of the course are as follows:

1. Developing a macro-level understanding among the working professionals with regard to the exploitation of information technology by organizations.
2. Understanding various types of Computers Based Information Systems and their relevance for organizations.
3. Understanding the role of IT for competitive advantage.
4. Understand the role of IT Architecture in making IT investments.
5. Decision making through Visualization.

**PEDAGOGY:**

The pedagogy will be a mix of lectures/exercises, practical sessions on business software, assignments and industry/research-based projects. In addition to the reading materials, additional readings and cases will be shared in the class from time to time. Students are also encouraged to prepare and analyze all the cases/exercises.

**LEARNING OUTCOME:**

At the end of the course, it is expected that the students will be able:

- To understand the use of MIS in decision making processes.
- To understand the process of storing information and application of Business Intelligence.
- To analyze the role of strategic enterprise systems in business organizations.
- To implement the IT strategies and balance score card.
- To understand the role of emerging technologies in business organizations for competitive advantages.
- To implement a knowledge management system for decision-making processes.
- To understand the role of social, ethical and security issues in MIS.
- To apply decision-making processes through application of visualization tools.

**ASSESSMENT/ EVALUATION:**

<b>Component</b>	<b>MaximumMarks</b>	<b>Duration (Hr)</b>
<b>Mid-term</b>	25	1.5
<b>End-term</b>	60	3.0
<b>Internal Assessment</b> <i>(Quizzes/ Class Tests/ Assignments / Class Participation/ Presentation &amp; Discussions)</i>	15	

**Text Books:**

- T-1: James O’Brien, George Marakas and Ramesh Behl, Management Information Systems, latest edition, McGraw Hill Education.
- T-2 Kenneth Laudon and Jane Laudon, Management Information Systems: Managing the Digital Firm, latest edition, Pearson Education.

**References Books (Latest Editions)**

1. Ralph Stair and George Reynolds), Information Systems, latest edition, Cengage Learning.
2. Haag, Stephen, Management Information Systems for the Information Age, latest edition, McGraw Hill Education India, Delhi
3. D.P. Goyal, Management Information Systems: Managerial Perspectives, latest edition, Vikas Publishing House.
4. Sahil Raj, Management Information System, Pearson Education.

**SESSION PLAN: (EACH SESSION OF 90 MINUTES)**

<b>Session</b>	<b>Topic(s)</b>	<b>Reading(s)</b>
1-6	<b>Foundation of Information Systems in Business:</b> Introduction to Information systems, Fundamental Roles of IS in Business, Trends in Information Systems, Role of E-Business in Business, Types of Information Systems, Components of Information Systems, Types of IS, Capabilities, Complements, CCR Framework; Role of manager with respect to IT in an organization.	T1 - Ch. 1 Add. Read. 1.
7	Application Exercise Case Study 1 (Spark Batteries Ltd)	T1-Pg 53 Pg-60-61
8-12	<b>Information Technology as a strategic tool:</b> Competitive Strategies Concepts, Competitive Forces and Strategies, Strategic uses of Information Technology, building a customer Focused Business, value chain and strategies, Strategic uses of IT, Creating a virtual Company, IT- business alignment, balanced scorecard, cloud and vendor strategies.	T1 - Ch. 2 Add. T2-Ch-3
13	Case Study-2(IT Leaders: Reinventing IT as a Strategic Business Partner) and Application Exercise	T1-Pg 105
14-18	<b>Computer Systems:</b> End User and Enterprise Computing, Computer Peripherals: Input, Output and Storage Technologies. <b>Computer Software:</b> End User Applications, Types of Software, Cloud Computing. <b>Foundation of Database Management and Mining:</b> The Database approach to Data Management, Technical Foundation of Databases, Database management systems, Fundamental Data Concepts, Database Structure, Database Development, Data Resource Management, Types of Databases, Data Warehousing and Data Mining, Foundations of business intelligence, Data and Text Mining.	T1-Ch-5 T2-Ch-6
19-20	Case Study-3 (Redbus.in: Automating Bus Travel Industry) and Hands on MIS Project	
21	Application Exercise	
22-26	<b>Telecommunications and Networks:</b> Networking and communication trends, Types of Networks, Transmission Media, Internet Services, DNS, VPN. <b>Strategic Enterprise Systems</b> - Functional Enterprise Application, Enterprise Application Integration, Transaction Processing Systems, Enterprise Collaboration Systems., ERP, SCM, CRM, SRM. Functional Business Systems: Manufacturing Systems, Sales and Marketing Systems, HRIS, Finance and Accounting Systems	T2- Ch-7 T1-Ch-7 T1- Ch-8 T2- Ch-9
27	Case Study 4 (CRM for Building Closer Relationships with Dealers)	T1- Pg 483
28-32	<b>Supporting Decision Making:</b> Introduction, Decision Support trends, Decision Support Systems-What-if Analysis, Sensitivity Analysis, Goal Seek, OLAP, OLTP. <b>Artificial Intelligence in Business:</b> Business and AI, Overview of AI, Expert Systems, Neural Networks, Fuzzy Logic Systems, Genetic Algorithms, Intelligent Agents. <b>Emerging Technologies</b> – Cloud computing, Big Data Technologies, Internet of Things, Bring Your Own Device (BYoD,) Virtual Reality, Augmented Reality, Blockchain, Artificial Intelligence	T1- Ch-10 T2- Ch-5
33	Hands-On MIS Projects Case Study 5 (Case Study: Should Businesses Move to the Cloud?)	232 234
34-36	<b>Developing Business/IT Strategies:</b> Organizational Planning,	T1-Ch-11

	Scenario Approach, Planning for competitive advantages, Business models and Planning, Identifying Business/IT Strategies, Business application planning, End user Resistance and involvement, Change Management. <b>Knowledge Management</b> – Decision Support Systems, Expert Systems, Learning Management Systems, Executive Information Systems, Social, ethical and security issues in MIS.	T2-Ch-11
37	Case Study 6: IT Leaders: IT/Business Alignment takes on a whole new meaning. Case Study 7: Knowledge Management and Collaboration at Tata Consulting Services	T1- Pg 635 T2- Pg479
38-39	<b>Managing Global Organization</b> – Globalization, Global Strategies and Business Organization, Shared Services, Offshoring / Transitioning Global IT Systems, Globalization of Corporates in a Flat World	T2-Ch 15
40	<b>Security Management of Information Technology:</b> Introduction, Ethical Responsibility of Business Professionals, Computer Crime, Privacy Issues, Cyber law, Tools of security management, Inter-networked security defenses, Viral defenses, security measures, System controls and audits.	T1- Ch13
41	Case Study 7: Phishing: Customer Beware!	T1-Pg 827
42-45	Creation of Google Dashboard for Visualization of Data	





## Gautam Buddha University School of Management, Greater Noida

### Programme: Executive MBA

### Course: EMB-106, Strategic Human Resource Management

Semester	: II	Academic Session: 2023-24
Programme	: Executive MBA	Batch: 2023-25
Department	Business Management	Credits: 03
Instructor	: Dr. Varsha Dixit	Email: varsha@gbu.ac.in
Sessions	: Forty Five	Each Session : 60 Minutes

#### INTRODUCTION:

Human Resource Management (HRM) involves all management decisions and actions that affect the nature of the relationship between the organization and its employees. Effective Human Resource Management creates a win-win relationship with employees by seeking the best fit between organizational and individual goals. The primary focus is on the various human resource policies as recruitment, selection, performance management, rewards, training and development. We shall be studying the strategic aspect of these HR functions. We shall go deeper into the relation and fit between HRM and the strategy, culture and capabilities of an organization and understand maintaining the balance between organizational goals and individual goals.

“People are our most important asset and business partners.” This phrase is very common, and all managers would agree that managing people effectively is an important ingredient of organizational effectiveness. The most important success factor to achieving a long-term, sustainable competitive advantage—acknowledged by the world’s most admired companies—is the effective acquisition and management of human resource.

This course approaches the management of human assets from a strategic perspective. As a student, you will develop an understanding of how human resources decisions contribute to organizational effectiveness and a firm’s competitive advantage. The learning can be applied in small, medium, and large organizations. This course adopts an integrative approach. Thus, it involves application of:

- knowledge from previous subjects and its integration with strategy,
- work experience, and
- rational judgment, critical thinking, and creativity will add to your learning experience in this course.

#### AIMS AND OBJECTIVES:

**Aims:** The course aims to impart skills and knowledge needed by students to re-examine as well as formulate and successfully implement strategies that help professionals already in the field. The students will be able to

- Understand how managers can be effective and efficient in their role in SHRM.
- Understand the basic principles and integration of strategy into HR policies.
- Understand how SHRM is related to the organizational context.
- Develop a vision on the future of SHRM.

**COURSE OBJECTIVES:** The primary objective of this course is to help you develop an understanding and appreciation of the role strategic human resource management in a firm's success, along with knowledge of the basic functions of human resource management, current practices, and issues.

**LEARNING OUTCOMES:**

After taking this class, students should be prepared to: 1) Recall and apply major theoretical and topics in strategic human resource management, such as alignment and core competencies. 2) Demonstrate an understanding of strategic human resource practices and how to design and implement them strategically in organizations to influence organizational effectiveness. 3) Develop a regard for ethics, as they play a role in strategic human resource decisions, and an ability to make judgments based upon ethical and environmental considerations. 4) Identify and analyze human resource management problems in organizations and develop strategic solutions to these problems. 5) Being working professionals understand hoe HR professionals implement strategic human resource management practices.

**PEDAGOGY:**

The pedagogy will be a mix of lectures, experience sharing, real life case discussion, assignments and industry/research-based projects. In addition to the reading materials, additional readings and cases will be distributed in the class from time to time. Students are also expected to prepare and analyze all the cases as class participation is very important.

**ASSESSMENT/ EVALUATION**

<b>Component</b>	<b>Maximum Marks</b>	<b>Duration (Hr)</b>
<b>Mid-term</b>	25	1.5
<b>End-term</b>	60	3.0
<b>Internal Assessment</b> <i>(Quizzes/ Class Tests/ Assignments / Class Participation/ Presentation &amp; Discussions)</i>	15	Continuous

**Note:** Case Evaluation would be based on class discussion and written case analysis. Written case analysis (maximum 3 pages of Times New Roman single space) is to be submitted for evaluation.

**Textbook:** Strategic HRM, Jaffrey A Mello, Cengage Learning

**Suggested Readings/websites:**

1. Strategic Human Resource management, Das Pulak, Cengage Learning
2. Strategic Human resource management, Charles R. Greer, Pearson
3. Cascio, W. F., & Boudreau, J. W., Short Introduction to Strategic Human Resource Management. New York: Cambridge University Press. ISBN: 978-107-60883-2

## TEACHING SCHEDULE

Lectures	Course Content	Book
1-2	Strategic HRM-An overview	Strategic HRM, Jaffrey A Mello, Cengage Learning
3-5	An Investment Perspective of Human Resource Management: Adopting an Investment Perspective, Valuation of Assets, Understanding and measuring Human capital, Factors influencing how “Investment Oriented” an organizational is.	Chapter-1 Strategic HRM, Jaffrey A Mello, Cengage Learning
6-8	Social Responsibility and HRM Challenges in strategic Human Resource Management: Impact of technology, HR issues and challenges related to technology, Ethical Behavior, Workforce Demographic changes, and diversity	Chapter-2 Strategic HRM, Jaffrey A Mello, Cengage Learning
9-10	Strategic Management: Models of strategy, the process of Strategic management, A Strategic approach to manpower acquisition – recruitment and selection, Strategic development of human resources, Analysis of environment, Organizational Self- Assessment	Chapter-3 Strategic HRM, Jaffrey A Mello, Cengage Learning
11-12	Establishing Goals and objectives, importance of strategic planning for business success, Setting strategy- Corporate Strategies, Business unit Strategies, An introduction to market driven strategy, Resource driven strategy	Chapter-3 Strategic HRM, Jaffrey A Mello, Cengage Learning
13-14	The Evolving/ Strategic Role of Human Resource Management: Strategic HR versus Traditional HR, Barriers to Strategic HR, Strategic approach to management structure, job design	Chapter-4 Strategic HRM, Jaffrey A Mello, Cengage Learning
15-18	Human Resource Planning: Objectives of Human resource planning, Types of planning: Aggregate planning, Succession Planning. Design and Resign of Work Systems: Design of work systems, Job rotation, Redesign of work systems, Strategic work redesign in Action, Mergers and Acquisitions, Understanding change, Managing Change	Chapter-5 and 6 Strategic HRM, Jaffrey A Mello, Cengage Learning
19-21	Employment Law: Scope of laws, Federal Antidiscrimination Laws, Racial Discrimination, Employees with disabilities, Enforcement of federal Laws under EEOC, Executive Orders, Affirmative Action, Sexual Harassment	Chapter-7 Strategic HRM, Jaffrey A Mello, Cengage Learning
22-26	Staffing: Recruiting, Temporary versus Permanent Employees, Internal versus External Recruiting, when and how extensively to recruit, methods of recruiting, Selection, Interviewing, Testing, Diversity.	Chapter-8 Strategic HRM, Jaffrey A Mello, Cengage Learning
27-30	Training and development: Benefits, Planning and strategizing training, Need Assessment, Objectives, Design and delivery, evaluation.	Chapter-9 Strategic HRM, Jaffrey A Mello, Cengage Learning
31-33	Performance Management and feedback	Chapter-10 Strategic HRM, Jaffrey A

		Mello, Cengage Learning
34-36	Compensation	Chapter-11 Strategic HRM, Jaffrey A Mello, Cengage Learning
37-40	Employee separation, HR outsourcing	Chapter-13 Strategic HRM, Jaffrey A Mello, Cengage Learning
41-42	Global practices	Chapter-14 Strategic HRM, Jaffrey A Mello, Cengage Learning
43-45	Contemporary issues in Strategic HRM	



## Gautam Buddha University School of Management, Greater Noida

### Programme: Executive MBA

### Course: EMB-108, Research Methodology

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Instructor	Dr. Subhojit Banerjee	Year/Sem.	2023-24 / 2nd
Email	subhojit@gbu.ac.in	Phone	0120-234-6162
Department	Business Management	Credit	3
Sessions	Forty Five	Each session	60 minutes

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**Introduction:** Business Research is a systematic inquiry that provides information to guide managerial decisions. More specifically, it is a process of planning, acquiring, analyzing, and disseminating relevant data, information, and insights to decision makers in ways that mobilize the organization to take appropriate actions that, in turn, maximize business performance. The managers of tomorrow will need to know more than any managers in history. Business research will be a major contributor to that knowledge as it helps management make better decisions that help achieve organizational goals.

**Aims and Objectives:** The objective of the course is to introduce various aspects of research methodology, including problem formulation, research designs, various tools and techniques for data collection and analysis and reporting of research findings. The course aims to provide a broad overview of the above aspects and prepare the student for undertaking more detailed research in his/her chosen field of interest.

**Pedagogy:** Class time will be used to expose various concepts and illustrate their applications to research problems. The course is well supported with various business examples and cases. Students will simultaneously be working on the assigned project to get the feel of research methodology. The emphasis in the class will be on learning by doing. Success (or failure) in this course will, therefore, to a large extent be determined by the amount of effort that you put in outside class. Assignments may be assigned and shall be due at the beginning of class on the designated submission date.

**Learning Outcomes:** By the end of the course, it is expected that the students will be able to

- Develop exposure to research applications in the field of management.
- Develop acquaintance with the intensive techniques and skills of research process.
- Familiarize the art and style of writing a research report.
- Impact the latest and relevant knowledge from the field of management theory and practice.

#### Evaluation Scheme

Assignment/Quiz/Attendance	: 15 Marks
Mid semester examination	: 25 Marks
End semester examination	: 60 Marks

## SESSION PLAN

Sessions	Sections/outlines
1	Research and its role in Modern Business Decision Making
<b>Unit I: Overview of Research Methodology</b>	
2	Meaning, Types, Process, Applications, Ethics in Research
3	Identification and Formulation of research problem, Formulation of hypothesis
4	Review of Literature
5	Lab work and online exercise
<b>Unit II: Research Design</b>	
6-8	Components of Research Design in social sciences, Types of Research Design
9-10	Survey and its Types, Experimental and Non-Experimental Design, Qualities of a good research design
11-12	Lab work and online exercise
<b>Unit III: Data Measurement and Scaling</b>	
13-14	Classification of data, sources of primary and secondary data
15	Qualitative methods of data collection
16	Measurement Concepts – 1: Reliability
17-21	Measurement Concepts – 2 : Validity and Scales
21-23	Sampling concepts and design, errors, Data editing, coding and classification
24-25	Lab work and online exercise
<b>Unit IV: Data analysis and Interpretation</b>	
25	Introduction to Univariate, Bivariate and Multivariate analysis of data, Descriptive and inferential analysis; Cross-tabulation
26	Use of SPSS in Data Analysis, Chart Basics
27-30	Testing of Hypothesis and Basics – Analysis of Variance Techniques,
31-35	Correlation and Regression Analysis
36-40	Lab work and online exercise
<b>Unit V: Report Writing</b>	
41-45	Report Writing, Presentation of Results, Report structure, Guidelines for effective documentation

**Suggested Readings:**

1. Banerjee S & Roy R, Fundamentals of Research Methodology, latest edition, Kitab Mahal (ISBN: 978-81-225-0487-3)
2. Zikmund, Business Research Methods, Cengage Publication.
3. Copper Donald R., Schindler Pamela S., Business Research Methods, latest edition, Tata McGraw-Hill.
4. Srivastava T.N., Rego Shailaja, Business Research Methodology, latest edition, Tata McGraw-Hill.
5. C R Kothari, Research Methodology



## Gautam Buddha University School of Management, Greater Noida

### Programme: Executive MBA

### Course: EMB-110, Business Statistics and Analytics for Decision Making

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Instructor: Dr Rakesh Kumar Srivastava

Year/Sem: I / II

Email: [rakesh@gbu.ac.in](mailto:rakesh@gbu.ac.in)

Phone: 0120-234-6159

Department: Business Management

Credit: 3

Session: Forty Five

Each Session: 60 Minutes

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#### INTRODUCTION:

Statistics is the art and science of collection, analyzing, presenting, and interpreting data. It included descriptive analysis (the study of methods and tools for collecting data and mathematical models to describe and interpret data) and inferential statistics (the systems and techniques for making probability-based decisions and accurate predictions based on incomplete (sample) data). In today's global business and economic environment, vast amount of statistical information is available. The most successful managers and decision makers are the ones who can understand the information and use it effectively and hence it has become very desirable to understand and practice statistical thinking.

#### AIMS AND OBJECTIVES:

This course is designed to help the students get the feel for statistics: what it is, how and when to apply statistical techniques to decision-making situations. The object of the course is to:

1. Use mathematical concepts in the resolution of management decision problems.
2. Introduce various basic quantitative techniques and develop an analytical tool-set that can be used to analyze business models.
3. Introduce concepts of data analysis and decision making under uncertainty
4. To inculcate the attitude of ensuring impermeability of well thought-out solutions to decision problems.

#### PEDAGOGY:

Class time will be used to expose various concepts and illustrate their applications to business situations. The course is well supported with various business examples and cases. The emphasis in the class will be on learning by doing. Homework may be assigned and is due at the beginning of class on the designated submission date.

#### LEARNING OUTCOMES:

By the end of the course, it is expected that the students will be able to

- Understand basic statistical concepts.
- Develop skills in structuring and analyzing problems.
- Apply a range of statistical and analyzing problems.
- Use statistics creatively and productively in decision making.

#### EVALUATION SCHEME:

Class Participation/Attendance:	05
Quizzes/ Chapter Review	05
Research Paper/Case Presentation	05
Mid-Sem Exam	25
<b>Continuous Evaluation:</b>	<b>40</b>
<b>External Evaluation:</b>	<b>60</b>



**TEXT BOOK:**

Levin, R.I., & Rubin, D.S.: Statistics for Management, latest edition., Prentice-Hall India.

**REFERENCE BOOKS:**

1. Render, B., Stair Jr. R. M., & Michael E. H.: Quantitative Analysis for Management, latest edition, Pearson Education.
2. Beri, G.C.: Business Statistics, latest edition, Tata Mc Graw-Hill.
3. Keller, G.: Statistics for Management and Economics, latest edition, Thomson.
4. Anderson D., Sweeney D, & Williams T.: Statistics for Business and Economics, Tomson.

**SESSION PLAN: (EACH SESSION OF 90 MINUTES)**

S. No.	Topics to be covered	Readings
1-7	<b>Module I:</b> L Data and Statistics Descriptive Statistics: Numerical Methods – measures of Central Tendency and Dispersion in Frequency Distributions Probability: Concepts & Enumeration, Types, Probability Rules, Probabilities under conditions of Statistical Independence & Dependence, Bayes' Theorem	Chap 3 (TB) Chap 4 (TB)
8-15	<b>Module II:</b> Probability Distributions – Random Variables, Expected values in Decision making Discrete Distributions- Binomial Distribution, Poisson Distribution Continuous Distributions – Normal Distribution: Normal Curve, Standard Normal Probability Distribution	Chap 5 (TB)
15-23	<b>Module III:</b> Sampling and Sampling Distributions Random Sampling, Non-Random Sampling, Sampling Distribution Estimation: Point estimates, Interval Estimates and Confidence Intervals Interval Estimates of the Mean from large Samples/Proportion Interval Estimates using t Distribution	Chap 6 (TB) Chap 7 (TB)
24-30	<b>Module IV:</b> Hypothesis Testing Developing Null and Alternative Hypothesis, Type I and Type II Errors, one –Tailed and Two-Tailed tests with $\sigma$ Known and $\sigma$ unknown. Hypothesis Testing and Decision Making	Chap 8 (TB)
	Statistical Inference with Two Populations Hypothesis Techniques-Two Sample Test: $\sigma_1$ and $\sigma_2$ known Two simple tests: $\sigma_1$ and $\sigma_2$ unknown Hypothesis Testing: Dependent Samples	Chap 9 (TB)
31-38	<b>Module V:</b> Test of Goodness of Fit and Independence $\chi^2$ – test – As a test of independence $\chi^2$ – test- Inferences about one population variance	Chap 11 (TB)
	Analysis of Variance and Experimental Design Analysis of Variance – Testing for Equality of K Population Means Analysis of Variance – Inferences about two population variance.	Chap 11 (TB)
39-45	<b>Module VI:</b> Simple Linear Regression model, Least Square Method, Correlation: Coefficient of Determination and Testing for Significance Multiple Regression and Correlation Analysis Finding the Multiple Regression Equation Inference about Population Parameters and Modelling Techniques	Chap 12 (TB) Chap 13 (TB)



## Gautam Buddha University School of Management, Greater Noida

### Programme: Executive MBA

### Course: EMB-112, Business Environment & Ethics

Semester	: II	Academic Session	: 2023-24
Programme	: Executive MBA	Batch	: 2023-25
Department	Business Management	Credits	: 03
Instructor	: Dr. Ripudaman Gaur	Email	: ripudamangaur@gmail.com
Sessions	: Forty Five	Each Session	: 60 Minutes

#### COURSE OVERVIEW:

The core objective of the course is to introduce the students to the Business Scenario so that they can understand the intricacies of business matters based on the basic knowledge of National & International Business Environment. The Course also aims to analyze the overall business environment and evaluate its various components in business decision making. The course will provide an analysis and examination of significant contemporary ethical issues and challenges existing throughout the professional business arena. Emphasis will be placed upon the manager's social and environmental responsibilities to a wide variety of stakeholders, including employees, customers and the public.

As a student dealing with business, it is necessary to acquire full knowledge about the behaviour of the economy. The macro system determines the operational conditions under which the business operates. Therefore, right decisions can be taken by understanding and adapting to the changes in the business environment & hence understanding of Macro Economics becomes critical.

#### LEARNING OUTCOMES:

After the completion of the course, students will be able to:

1. Identify, discuss and indicate macro-economic variables like consumption, saving, investment, and interest rates, for better decision making
2. Apply macro-economic variables like consumption, saving, investment, and interest rates, for better decision making.
3. Students will understand the importance of ethics in business. Scan the international business environment with a view to look for better business opportunities in global perspective.

#### BOOKS AND REFERENCES:

##### Text Books (Latest Edition):

1. Francis Cherunilam, Business Environment, Himalayan Publishing

##### References:

1. Justin Paul, Business Environment: Text and Cases, TMH.
2. John D. Daniels, Lee H. Radebaugh, Daniel P Sullivan, Prashant Salwan, International Business Environment and Operations, Pearson Education India.
3. Sundaram and Black, International Business Environment: Text and Cases, PHI

## TEACHING SCHEDULE

Session Required (Hr.)	Topic to be covered
<b>Unit 1: An Overview of Business Environment</b>	
<b>8 Lectures</b>	Type of Environment- internal, external, micro and macro environment. Competitive structure of industries, environmental analysis and strategic management. Managing diversity. Scope of business, characteristics of business. Objectives and the uses of study. Process and limitations of environmental analysis.
<b>Unit 2: Economic Environment</b>	
<b>8 Lectures</b>	The Nature of Economic Environment. Economic factors-growth strategy, basic economic system, economic planning, economic policies- new industrial policy, FEMA, Monetary and fiscal policies. <b>Foreign Direct Investment</b> , Foreign Institutional Investment, WTO and India: an overview, Regulation of Foreign Trade, Disinvestment in Public Sector Units. Liberalization, Privatization and Globalization of Indian Economy, Trends and Issues.
<b>Unit 3: Socio-Cultural Environment</b>	
<b>8 Lectures</b>	Nature and impact of culture on business, culture and globalization, social responsibilities of business, social audit, business ethics and corporate governance. Demographic environment population size, migration and ethnic aspects, birth rate, death rate and age structure.
<b>Unit 4: Political Environment</b>	
<b>8 Lectures</b>	Functions of state, economic roles of government, government and legal environment. The constitutional environment, rationale and extent of state intervention. <b>India &amp; World</b> -Liberalization and Privatization in India, Export and Import of India, Private and Public Sector in India, FDI, MNCs, Modes of entry into international business, selecting an Entry Strategy.
<b>Unit 5: Natural and Technological Environment</b>	
<b>8 Lectures</b>	Innovation, technological leadership and followership, sources of technological dynamics, impact of technology globalization, transfer of technology, time lags in technology, introduction, status of technology in India. Management of technology, features and impact of technology.
<b>Unit 6: Business Ethics</b>	
<b>5 Lectures</b>	A Few Definitions, Why should Business Act Ethically?, Honesty and Integrity are the Benchmark of Business Ethics, Values and Ethics, Ethics is different from Feelings, Ethics is different from Religion, Ethical Standards are different from Cultural Traits, Ethical leadership, Ethics & Business Sustainability, Indian Ethos.

**PEDAGOGY:**

Every topic will be discussed in the class in the form of lecture session initially. The objective is not just to understand the concept but also to have a thorough knowledge of the ramifications and the applications of the concept in business parlance. The course will follow the following tools for effective learning: Lectures, Case studies, News Hunt, Group discussion based on case studies, Team presentations on assigned topics, Quizzes, Discussion related to current topics.

**Group Discussion:**

We propose group discussion for honing students' brain storming and persuasive capabilities. A group consists of 8 students and the discussion will last for 10 minutes. Propose the following GD topics for students:

- GD-1: Overpopulation: Strength or weakness for world
- GD-2: Is Swadeshi relevant for India today?
- GD-3: Privatization will lead to less corruption
- GD-4: Should PSUs be divested through a Strategic Sale or Public Offer?
- GD-5: Why can't India be a World-Class Player in manufacturing the industry as it is in IT & BPO sectors?
- GD-6: Women Empowerment is limited to debates
- GD-7: Subsidies—are they good or bad from a non-political stand-view?
- GD-8: Economic indicators only provide part of the picture

**Team Presentation:**

- China's Economic Miracle: Lessons to be learnt for India
- Major Economic Reforms in India in the last 20 years.
- Technology that will disappear in the next 5 years
- Capital Market Reforms in India
- Tourism in India: Potentials and problems

**Case Studies:**

- Mckinsey's Agenda for India's Economic Reform.
- Global Financial Crisis .
- Central Bank Independence and Inflation in Industrial Countries.
- Environmental Services Business

**Journals:**

- Multinational Business Review
- Journal of International Business Studies
- International Trade Journal
- Columbia Journal of World Business
- Academy of Management Journal

**Magazines:**

1. Business World
2. The Week

**Online Resource:**

1. <http://www.mckinsey.com/quarterly/overview>
2. <http://nptel.ac.in>
3. <https://www.wto.org>



## Gautam Buddha University School of Management, Greater Noida

### Programme: Executive MBA

Course: \_\_\_\_\_, Course Name: \_\_\_\_\_

Semester	:III	AcademicSession:	2024-25
Programme	: Executive MBA	Batch:	2023-25
Department	BusinessManagement	Credits	: 03
Instructor	:	Email:	
Sessions	:Forty Five	EachSession:	60 Minutes

#### COURSEOBJECTIVES:

#### COURSEOUTCOME:

#### PEDAGOGY:

A mix of classroom instructional methods will be used, like lectures, case analysis, and exercises. Efforts would be made to strengthen conceptual knowledge and application through cases and exercises. Special emphasis will be given to helping the students to develop analytical ability to analyze corporate decisions.

#### ASSESSMENT/EVALUATION:

Component	MaximumMarks	Duration(Hr)
Mid-term	25	1.5
End-term	60	3.0
InternalAssessment (Quizzes/ClassTests/Assignments/ ClassParticipation/ Presentation&Discussions)	15	

#### SUGGESTEDREADINGS:

**TextBook:**

**ReferenceReadings:**

#### TEACHINGSCHEDULE:

SessionRequired(Hours)	Topics to be covered	ReferenceBooks

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## Gautam Buddha University School of Management

Executive MBA

Course: Entrepreneurship (EMB-201)

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Department	Business Management	Credit	3
Sessions	45		

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### Introduction

Studying entrepreneurship helps to develop the insight to innovate and develop new ways to solve problems and finding new ways to navigate the path to success from ideation to market penetration. The success and failure of many start ups have fetched considerable learning interest about entrepreneurship. Numerous corporate have also introduced this course to promote the practitioners within. Practice of starting is largely dependent upon the process of this discipline. The course will offer the journey of entrepreneurship from alpha to omega. The course invites student to internalize how a venture is conceived, and then attains success or failure.

### Course objectives

1. To acquaint students about the insights of entrepreneurship
2. To infuse an interest among learners to set up new venture or practice it at corporate
3. To develop their learning about related fields

### Pedagogy

My teaching philosophy is joint discovery of related ideas and implementation road map. The primary lecture responsibility is mine and discussion responsibility is of students. Evaluation Scheme is as follows:

Case Analysis and participation	10 marks
Attendance and Punctuality	05 marks
Assignment	10 marks
Mid-term Exam	25 marks
End-term Exam	50 marks

### Text Book

Entrepreneurship: Theory and practice by Raj Shankar (Publisher-Vijay Nicole & TMH), Latest edition

### Additional Readings

Stay Hungry, Stay Foolish by Rashmi Bansal

Business Maharajas by Gita Piramal

Entrepreneurship- Successfully launching new ventures by Bruce R. Barringer and R. Duane Ireland (Publisher-Pearson), Latest edition

**Session Plan:** (Each session of 60 minutes)

<b>Session No.</b>	<b>Topic(s)</b>
1-4	Introduction to Entrepreneurship, types of entrepreneurship and Process
5-9	Intrapreneurship and Idea to opportunity mapping
10-14	Business Modeling
15-19	Writing Business Plan
20-24	Forms of Ownership
25-29	Financing the start up
30-33	Evolution of a start up
34-37	Networking
38-40	Intellectual Property
41-43	Franchising
44-45	Stalling, sickness and revival

**Note:** The case/assignment/project will be announced in class, and shared online



## Gautam Buddha University School of Management, Greater Noida

### Programme: Executive MBA Course: EMB-202, Strategic Management

Semester	: IV	Academic Session	: 2024-25
Programme	: Executive MBA	Batch	: 2023-25
Department	: Business Management	Credits	: 03
Instructor	: Dr. Rahul Verma	Email	:
Sessions	: Forty Five	Each Session	: 60 Minutes

#### **Introduction:**

Strategic management course provides integrated learnings from functional areas. It pulls together the insights from allied disciplines. Managers in emerging markets and global markets are vying for competitive moves to ensure efficient allocation of resources. The course is designed to let students understand the varying approach of strategy concept and its dynamics. A professional qualification in strategic management will help you learn the nuances of the discipline, empowering you to be eligible and most desirable for taking on senior/top-management roles that require general management know-how and sharp problem-solving skills. Moreover, a professional qualification in strategic management opens up career opportunities across various industries and sectors with diverse roles and responsibilities and lucrative salaries

#### **Aims and Objectives:**

- To introduce the Strategic Management Framework with managerial implications
- To discuss various models and tools needed to formulate and implement successful business strategies
- To generate the passion of strategizing, that will hone the decision making skills of students

#### **Pedagogy:**

This course invites students to participate with due preparation. Students have to analyse and present the cases in groups. They are advised to form small group with 3-4 of their classmates. A brief write up may be asked to submit soon after their presentation. The cases must be analysed with inductive and deductive logic with clear problem identification and recommendations thereof. The students are advised to go through the readings for better conceptual understanding. These readings will be supplied as and when required. Assignment may be in the form of panel discussion, role play and take home assignment. The in-class component will involve various pedagogical techniques such as lectures, case discussions, simulation games, role plays, group projects and other experiential exercises.

**Learning Outcomes:** Having completed the course, the students should be able to :

- Review the current and desired future strategic position
- Assess organizational capabilities to align with strategy
- Manage the dynamics of strategy
- Deal with the soft and hard criterion of organization design



**ASSESSMENT/ EVALUATION:**

<b>Component</b>	<b>Maximum Marks</b>	<b>Duration (Hr)</b>
<b>Mid-term</b>	25	1.5
<b>End-term</b>	60	3.0
<b>Internal Assessment</b> <i>(Quizzes/ Class Tests/ Assignments / Class Participation/ Presentation &amp; Discussions)</i>	15	

**Suggested Readings:****Text Book:**

Hitt, Ireland, Hoskisson and Manikuttu, Strategic Management, Cengage Learning

**References Books**

Thompson, Strickland, Gamble, and Jain: Crafting and Executing Strategy, 16<sup>th</sup> edition (TMH)

Wheelen & Hunger & Rangarajan: Strategic Mgmt. & Bus. Policy (Pearson Education)

Gupta, Gollakota and Srinivasan: Business Policy and Strategic Management (PHI)

**Session Plan:** *(Each session of 60 minutes)*

<b>S. No.</b>	<b>Topic(s)</b>	<b>Reference</b>
1-4	Introduction to Strategic Management and Competitiveness	Chap 1
5-8	Identifying opportunities in the External Environment:	Chap 2
9-12	The Internal Environment:	Chap 3
13-15	Business Level Strategy	Chap 4
16-18	Strategy formulation for Competitive rivalry and dynamics	Chap 5
19-21	Corporate-Level Strategy, Tools and framework for strategy implementation	Chap 6
22-24	Strategic acquisition and Restructuring	Chap 7
25-27	Global Strategy	Chap 8
28-31	Cooperative Implications of Strategy	Chap 9
32-34	Corporate governance and ethics	Chap 10
35-38	Structure and controls with organizations, Managing global workforce of the future	Chap 11
39-42	Strategic Leadership and Implications for strategy	Chap 12
43-45	Entrepreneurial Implications for strategy	Chap. 13

**Note:** The case/readings (may be changed/added, if needed) will be provided as and when required.



## Gautam Buddha University School of Management, Greater Noida

### Programme: Executive MBA

Course: Consumer Behavior, Course Name: EMB221

Semester	:III	Academic Session:	2024-25
Programme	: Executive MBA	Batch:	2023-25
Department	Business Management	Credits	: 03
Instructor	: Dr Vinay Kumar Litoria	Email:	vinay.litoria@gbu.ac.in
Sessions	:Forty Five	EachSession:	60 Minutes

#### COURSEOBJECTIVES:

Objective of this course on Consumer Behavior is to present a comprehensive coverage of the subject with examples from the Indian Scenario. This course also challenges students to understand the complexities of consumer needs and perceptions and translate them into effective Marketing Strategies. The course will be based on real life case-studies from Indian environment.

#### COURSEOUTCOME:

At the end of the course it is expected that the students will be:

- Proficient and knowledgeable about the various disciplines contribution in understanding buyer behavior in a holistic manner.
- Familiar with the advances in consumer research in deciphering buyer motivation, and behavior (pre-purchase, purchase and post-purchase), impact of social and cultural variables on consumption decisions.
- Equipped with frameworks to analyze consumers' behavior and use them in designing marketing strategies and in enhancing the effectiveness of marketing programs

#### PEDAGOGY:

A mix of classroom instructional methods will be used, like lectures, case analysis, and exercises. Efforts would be made to strengthen conceptual knowledge and application through cases and exercises. Special emphasis will be given to helping the students to develop analytical ability to analyze corporate decisions.

#### ASSESSMENT/EVALUATION:

Component	Maximum Marks	Duration(Hr)
Mid-term	25	1.5
End-term	60	3.0
Internal Assessment (Quizzes/Class Tests/Assignments/ Class Participation/ Presentation &Discussions)	15	

## SUGGESTED READINGS:

Text Book: Schiffman & Kanuk: Consumer Behavior, Current Edition, PHI

### Reference Readings:

1. D. L. Loudon, J. Albert Della Bitta : Consumer Behavior; Concepts and Applications, Tata McGraw Hill Publishing Company Limited
2. D. I. Hawkins, R. J. Best, and K. A. Coney: Consumer Behavior: Building Marketing Strategy, Tata McGraw-Hill Publishing Company Limited.
3. F. R. Kardes : Consumer Behavior and Managerial Decision Making, Prentice Hall of India Private Limited
4. Henry A. : Consumer Behavior and Marketing Action, Thomson Asia Pte Ltd.
5. K.K. Srivastava, S. Khandai : Consumer Behavior in Indian Context, Galgotia Publishing Company.
6. L. G. Schiffman, L. L. Kanuk, & S. R. Kumar: Consumer Behavior, Pearson Education Inc.
7. M. Evans, A. Jamal, & G. Foxall : Consumer Behavior, John Wiley & Sons LTD.
8. M. Khan : Consumer Behavior, New Age International Publishers.
9. M. R. Solomon : Consumer Behavior Buying, Having and Being, PHI Learning Private Limited
10. R. Majumdar : Consumer Behavior: Insights from Indian Market, PHI Learning Private Limited.
11. R. D. Blackwell, P.W. Miniard, & J. F. Engel: Consumer Behavior, Cengage Learning India Private Limited.

### TEACHING SCHEDULE:

S. No.	Topic	Classes Required (No.)	Remarks, if any
1.	<b>Understanding Consumer Behavior</b> -Introduction to Consumer Behavior; Consumer Behavior and the Marketing Concepts; Factors influencing Consumer Behavior	4	
2.	<b>Consumer Decision making process</b> -Concept of Consumer Decision; Levels of Consumer Decision Making; A Model of Consumer Decision Making	4	
3.	<b>Consumer Motivation</b> -The concepts of motivation; Maslow's Theory of Motivation; Role of Motives in Guiding Behavior; Involvement of Consumer	4	
4.	<b>Consumer Learning and Experience</b> -Introductions to Consumer Learning; Learning Theories; Brand Equity and Brand Loyalty	4	
5.	<b>Group Influence on Consumption</b> -Role of reference groups; Effect of reference groups on consumer decision making; Examples of endorsement by celebrities	4	

6.	Case Studies, Presentation, Discussions etc	4	
7.	<b>Influence of Culture on Consumer Behavior-</b> Concept of Culture; The measurement of Culture; Indian Core Values; Cultural aspects of emerging markets	4	
8.	<b>Values, Lifestyles, and Psychographics-</b> Impact of Values, Lifestyles and Psychographics on buying behavior; Demographics, Lifestyles and Psychographics; Values and Value Systems	3	
9.	<b>Organizational Buying Behavior-</b> Difference between Consumer and organizational buying; Characteristics of Organizational Buying; Factors affecting Organizational Buying	3	
10.	<b>e-Consumer Behavior-</b> e-Business; Applications to Consumer Behavior; The Computer Age	3	
11.	<b>Changing Indian Consumer Behavior-</b> Drivers of Change; Changing Consumer Trends; Rural Consumer Behavior; New Consumption Patterns.	3	
12.	Case Studies, Presentation, Discussions etc	5	

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**Gautam Buddha University School of Management, Greater Noida**  
**Programme: Executive MBA**  
**Course: Retail Management, Course Code: EMB222**

Semester	: III	Academic Session:	2024-25
Programme	: Executive MBA	Batch:	2023-25
Department	Business Management	Credits	: 03
Instructor	: Dr Vinay Kumar Litoria	Email:	vinay.litoria@gbu.ac.in
Sessions	: Forty Five	Each Session:	60 Minutes

**COURSE OBJECTIVES:**

The present course aims at familiarizing the participants with the global dynamism of retail practices and provides a specialized platform for developing cutting edge skills in retail. It also facilitates an understanding of synergies created by integration of retail concepts and practices. Class participation will be fundamental to the development of these skills.

**COURSE OUTCOME:**

At the end of the course it is expected that the students will be:

- Clarify the concept and related terms in retailing.
- Comprehend the ways retailers use marketing tools and techniques to interact with their customers.
- Understand various formats of retail in the industry.
- Recognize and understand the operations-oriented policies, methods, and procedures Course

**PEDAGOGY:**

A mix of classroom instructional methods will be used, like lectures, case analysis, and exercises. Efforts would be made to strengthen conceptual knowledge and application through cases and exercises. Special emphasis will be given to helping the students to develop analytical ability to analyze corporate decisions.

**ASSESSMENT/EVALUATION:**

Component	Maximum Marks	Duration (Hr)
Mid-term	25	1.5
End-term	60	3.0
Internal Assessment (Quizzes/Class Tests/Assignments/ Class Participation/ Presentation & Discussions)	15	

**SUGGESTED READINGS:**

**Text Book:** Berman B and Evans J R : Retail Management, Prentice Hall

**Reference Readings:**

1. Michael Lervy M and Weitz B W : Retailing Management, Tata McGraw- Hill
2. Newman A J and Cullen P- Retailing : Environment and Operations, Harcourt Publishers Ltd
3. Varley R and Rafiq M : Principles of Retail Management, Palgrave Macmillan, Basingstoke
4. A.J. Lamba : The Art of Retailing , McGrawHill
5. Swapna Pradhan : Retailing Management – Text & Cases, McGraw-Hill

**TEACHINGSCHEDULE:**

<b>Session Required (Hours)</b>	<b>Topics to be covered</b>
5	<b>Overview of Retailing</b> -Retailing Defined, Functions of Retailing, Retail Theories, Models, & Formats, Global Retail Industry, Drivers and Challenges for Indian Retail Industry.
4	<b>Retailing Strategy</b> -Factors Influencing the Retail Shoppers, Branding Strategy, Pricing Strategy, SCM Strategy
4	<b>Retail Location</b> -Levels of Location Decision, Trading-Area analysis, Factors Affecting the Attractiveness of a Site
4	<b>Retail Marketing:</b> Retail Marketing Mix, Advertising & Sales Promotion, Store Positioning, CRM
6	<b>Store Layout, Design and Visual Merchandising</b> -Importance of Design, Objective of Store Layout, Types of Store Layout, Space Management, Fixtures, Flooring & Ceiling, Lighting, Color, Signage, Music, Scent.
6	<b>Merchandise Assortment</b> -Concept of the Private Label, Category Management – Concept, Role of the Category Captain, Category Management Business Process, Assortment Planning Process.
5	<b>Merchandise Pricing:</b> Concept of Merchandise Pricing, Pricing Objectives, External factors affecting a retail price strategy, Pricing Strategies, Types of Pricing.
6	<b>Retail Operation:</b> Elements/Components of Retail Store Operation, Store Administration, Store Manager Responsibilities, Inventory Management, Customer Service, Management of Retail Outlet/Store, Store Maintenance, Store Security.
5	Case Studies, Presentation, Discussions etc

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## Gautam Buddha University School of Management Greater Noida

Executive-MBA 3rd SEM

Course: Digital and Services Marketing (EMB-225)

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Instructor	Dr. Subhojit Banerjee	Year/Sem.	2023-24 /2nd
Email	subhojit@gbu.ac.in	Phone	0120-234-6162
Department	Business Management	Credit	3
Sessions	30	Each session	90 minutes

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### Introduction to Digital and Social Media Marketing

Welcome to the Digital and Social Media Marketing course! In today's fast-paced digital world, the ability to effectively market products and services online is crucial for any business. This course is designed to provide you with the knowledge and skills necessary to navigate the complex landscape of digital and social media marketing.

You will explore the strategies and tools that drive successful digital marketing campaigns, learn how to engage and grow your audience on various social media platforms, and understand how to measure and analyze the performance of your digital marketing efforts. Whether you aim to boost brand awareness, drive website traffic, generate leads, or increase sales, this course will equip you with the techniques needed to achieve your goals.

#### Aims:

- Build Foundational Knowledge: To introduce students to the fundamental concepts and strategies of digital and social media marketing.
- Develop Practical Skills: To provide hands-on experience with digital marketing tools and platforms, enabling students to design and implement effective marketing campaigns.
- Foster Strategic Thinking: To enhance students' ability to develop and execute comprehensive digital marketing strategies tailored to various business goals and target audiences.
- Promote Analytical Proficiency: To cultivate the ability to measure, analyse, and optimize digital marketing efforts using data-driven insights.

#### Objectives:

- Understanding Digital Marketing Ecosystem: Students will be able to explain the components of the digital marketing ecosystem, including SEO, SEM, content marketing, email marketing, and social media marketing.
- Platform Proficiency: Students will gain proficiency in using major social media platforms (Facebook, Instagram, Twitter, LinkedIn) and understand their unique marketing potentials.
- Content Creation and Strategy: Students will learn to create engaging content and develop content marketing strategies that align with business objectives and target audiences.
- SEO and SEM Techniques: Students will acquire skills in search engine optimization (SEO) and search engine marketing (SEM) to enhance online visibility and drive traffic.
- Email Marketing Campaigns: Students will understand the principles of email marketing, including list building, campaign creation, and performance analysis.
- Influencer Marketing: Students will explore the dynamics of influencer marketing, including how to identify and engage influencers to amplify marketing efforts.
- Data Analysis and Metrics: Students will be equipped to use digital marketing analytics tools to track, measure, and interpret key performance indicators (KPIs) and return on investment (ROI).
- Mobile and Video Marketing: Students will understand the significance of mobile and video marketing and how to optimize marketing efforts for these formats.
- Ethical and Legal Considerations: Students will learn about the ethical and legal issues in digital marketing, including data privacy, intellectual property, and advertising standards.
- Future Trends and Innovations: Students will stay informed about the latest trends and technological advancements in digital and social media marketing, preparing them to adapt to the evolving landscape.

By the end of this course, you will have a comprehensive understanding of digital and social media marketing principles and the ability to apply them effectively in real-world scenarios. Welcome to the journey of mastering digital and social media marketing!

**Pedagogy:**

1. Case Studies, lectures
2. On-line excercises, workshops and tutorials
3. Self learning projects / Assignments

**Learning Outcomes:**

Upon successful completion of this course, the student will:

1. Understand the unique challenges involved in marketing and managing services.
2. Identify and analyze the various components of the "services marketing mix".
3. Appreciate the role of employees and customers in service delivery, customer satisfaction, and service recovery.

**Evaluation Scheme:**

Class participation/Attendance	05
Assignment/ Presentation	10
Mid-Sem Exam	25
End-Sem Exam	60
<b>Total</b>	<b>100 marks</b>

**Session Plan:** (Each session of 90 minutes) 15hrs X 3 = 45 hours

Session No	Topics
1-2	<b>Introduction to Digital and Social Media Marketing (3 Hours)</b> <ul style="list-style-type: none"> <li>• Overview of Digital Marketing               <ul style="list-style-type: none"> <li>• Definition and Importance</li> <li>• Evolution and Trends</li> </ul> </li> <li>• Introduction to Social Media Marketing               <ul style="list-style-type: none"> <li>• Definition and Scope</li> <li>• Major Platforms Overview (Facebook, Instagram, Twitter, LinkedIn, etc.)</li> </ul> </li> </ul>
3-4	<b>Digital Marketing Strategy (3 Hours)</b> <ul style="list-style-type: none"> <li>• Developing a Digital Marketing Strategy</li> <li>• Setting Objectives and Goals</li> <li>• Identifying Target Audiences</li> <li>• Competitive Analysis</li> <li>• Digital Marketing Plan Components</li> <li>• Channels and Tactics</li> <li>• Budget Allocation</li> </ul>
5-6	<b>Content Marketing (3 Hours)</b> <ul style="list-style-type: none"> <li>• Importance of Content Marketing               <ul style="list-style-type: none"> <li>• Types of Content (Blogs, Videos, Infographics, etc.)</li> <li>• Content Creation Process</li> </ul> </li> <li>• Content Strategy               <ul style="list-style-type: none"> <li>• Planning and Calendar</li> <li>• Storytelling and Brand Voice</li> </ul> </li> </ul>
7-8	<b>Social Media Platforms and Tools (3 Hours)</b> <ul style="list-style-type: none"> <li>• Platform Deep Dive               <ul style="list-style-type: none"> <li>• Facebook and Instagram</li> <li>• Twitter and LinkedIn</li> <li>• Emerging Platforms (TikTok, Snapchat)</li> </ul> </li> <li>• Social Media Tools               <ul style="list-style-type: none"> <li>• Scheduling Tools (Hootsuite, Buffer)</li> <li>• Analytics Tools</li> </ul> </li> </ul>
9-10	<b>SEO and SEM (6 Hours)</b> <ul style="list-style-type: none"> <li>• Introduction to SEO (Search Engine Optimization)               <ul style="list-style-type: none"> <li>• On-Page and Off-Page SEO</li> <li>• Keyword Research and Optimization</li> </ul> </li> </ul>



	<ul style="list-style-type: none"> <li>• Introduction to SEM (Search Engine Marketing) <ul style="list-style-type: none"> <li>• Google Ads and PPC (Pay-Per-Click)</li> </ul> </li> <li>• Campaign Planning and Execution</li> </ul>
<b>11-12</b>	<p><b>Email Marketing (3 Hours)</b></p> <ul style="list-style-type: none"> <li>• Email Marketing Fundamentals <ul style="list-style-type: none"> <li>• Building Email Lists</li> <li>• Designing Effective Emails</li> </ul> </li> <li>• Email Marketing Tools and Platforms <ul style="list-style-type: none"> <li>• Mailchimp, Constant Contact</li> <li>• Automation and Personalization</li> </ul> </li> </ul>
<b>13-16</b>	<p><b>Influencer Marketing (4.5 Hours)</b></p> <ul style="list-style-type: none"> <li>• Understanding Influencer Marketing <ul style="list-style-type: none"> <li>• Types of Influencers</li> <li>• Finding and Engaging Influencers</li> </ul> </li> <li>• Campaign Strategy <ul style="list-style-type: none"> <li>• Setting Objectives</li> </ul> </li> <li>• Measuring Success</li> </ul>
<b>17-21</b>	<p><b>Analytics and Metrics (6 Hours)</b></p> <ul style="list-style-type: none"> <li>• Introduction to Digital Marketing Analytics <ul style="list-style-type: none"> <li>• Importance of Data-Driven Decision Making</li> <li>• Key Metrics (CTR, Conversion Rate, ROI)</li> </ul> </li> <li>• Tools for Analytics <ul style="list-style-type: none"> <li>• Google Analytics</li> <li>• Social Media Insights</li> </ul> </li> </ul>
<b>22-23</b>	<p><b>Paid Advertising and PPC (3 Hours)</b></p> <ul style="list-style-type: none"> <li>• Overview of Paid Advertising <ul style="list-style-type: none"> <li>• Types of Paid Ads (Display, Social, Search)</li> <li>• Ad Formats and Best Practices</li> </ul> </li> <li>• PPC Campaign Management <ul style="list-style-type: none"> <li>• Bidding Strategies</li> <li>• Ad Copy and Creative</li> </ul> </li> </ul>
<b>24-26</b>	<p><b>Mobile Marketing (3 Hours)</b></p> <ul style="list-style-type: none"> <li>• Introduction to Mobile Marketing <ul style="list-style-type: none"> <li>• Mobile Optimization</li> <li>• SMS and Push Notifications</li> </ul> </li> <li>• App Marketing <ul style="list-style-type: none"> <li>• App Store Optimization (ASO)</li> </ul> </li> <li>• In-App Advertising</li> </ul> <p><b>Video Marketing (3 Hours)</b></p> <ul style="list-style-type: none"> <li>• Importance of Video Marketing <ul style="list-style-type: none"> <li>• Types of Video Content (Tutorials, Testimonials, Live Streams)</li> <li>• Video Platforms (YouTube, Vimeo)</li> </ul> </li> <li>• Creating Engaging Video Content <ul style="list-style-type: none"> <li>• Scripting and Storyboarding</li> <li>• Production and Editing Basics</li> </ul> </li> </ul>
<b>27-30</b>	<p><b>Ethical and Legal Considerations (3 Hours)</b></p> <ul style="list-style-type: none"> <li>• Digital Marketing Ethics <ul style="list-style-type: none"> <li>• Transparency and Authenticity</li> </ul> </li> <li>• Privacy and Data Protection</li> </ul> <p><b>Future Trends and Innovations (3 Hours)</b></p> <ul style="list-style-type: none"> <li>• Emerging Trends in Digital Marketing <ul style="list-style-type: none"> <li>• AI and Machine Learning</li> <li>• Voice Search and Smart Devices</li> </ul> </li> <li>• Innovations in Social Media <ul style="list-style-type: none"> <li>• Augmented Reality (AR) and Virtual Reality (VR)</li> <li>• Social Commerce</li> </ul> </li> </ul>

## Reference books and Study Materials

### Textbooks

1. **"Digital Marketing Essentials" by Jeff Larson and Stuart Draper**
  - A comprehensive guide covering the foundational elements of digital marketing, including strategy, SEO, social media, and analytics.
2. **"Social Media Marketing: A Strategic Approach" by Melissa Barker, Donald Barker, Nicholas Bormann, and Krista Neher**
  - This textbook provides a detailed look at how to develop and implement social media marketing strategies effectively.

### Online Resources

1. **HubSpot Academy**
  - Free courses and certifications on various digital marketing topics, including content marketing, SEO, social media, and email marketing.
2. **Google Digital Garage**
  - Free courses on digital marketing, including Google Analytics, AdWords, and more.
  - Google Digital Garage

### Articles and Case Studies

1. **Hootsuite Blog**
  - Regularly updated articles on social media strategies, trends, and best practices.
  - Hootsuite Blog
2. **Marketing Land**
  - A rich source of articles and case studies on digital marketing trends and news.

### Tools and Software

1. **Google Analytics**
  - Essential for tracking and analyzing website traffic and user behavior.
2. **Hootsuite or Buffer**
  - Tools for social media management, scheduling posts, and analyzing social media performance.
3. **Mailchimp**
  - A popular email marketing platform for creating and managing email campaigns.

### Recommended Reading

1. **"Contagious: How to Build Word of Mouth in the Digital Age" by Jonah Berger**
  - This book explores the science behind why things catch on and how to make your content more shareable.
2. **"Made to Stick: Why Some Ideas Survive and Others Die" by Chip Heath and Dan Heath**
  - Focuses on the principles of effective communication and storytelling, essential for content marketing.
3. **"Epic Content Marketing" by Joe Pulizzi**
  - A guide to creating compelling content that attracts and retains customers.

### Video Lectures and Webinars

1. **TED Talks on Marketing**
  - A collection of insightful talks on marketing, innovation, and consumer behavior.
  - TED Marketing Talks
2. **Webinars by Moz**
  - In-depth webinars on SEO, content marketing, and other digital marketing topics.
  - Moz Webinars

These study materials will provide a robust foundation for understanding and mastering digital and social media marketing concepts and practices. Students are encouraged to engage with these resources actively and explore additional materials to stay updated with the latest trends and innovations in the field.



**Gautam Buddha University School of Management Greater Noida**  
**Executive-MBA, SEM-IV**  
**Course: Service Marketing (EMB-227)**

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Instructor	Dr. Subhojit Banerjee	Year/Sem.	2023-24 / 2nd
Email	subhojit@gbu.ac.in	Phone	0120-234-6162
Department	Business Management	Credit	3
Sessions	30	Each session	90 minutes

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**Introduction:** Welcome to the course on Service Marketing! This syllabus is designed to guide you through the intricate and dynamic world of marketing services, an area that is increasingly crucial in today's economy. As MBA graduates, understanding the nuances of service marketing is essential to your success and growth in the business world.

Services dominate the global economy, comprising the majority of economic activity in many countries. From healthcare and education to hospitality and financial services, the service sector plays a pivotal role in driving innovation, customer satisfaction, and competitive advantage. As such, proficiency in service marketing is not just an asset; it is a necessity for modern business leaders.

In this course, we will explore the unique characteristics of services and how they differ from tangible goods. You will learn about the extended marketing mix for services, including people, process, and physical evidence, and how these elements are critical in creating value and building strong customer relationships. We will delve into service design, quality management, customer experience, and digital transformation, all of which are fundamental in delivering exceptional service.

The importance of this course for MBA graduates cannot be overstated. As future managers, entrepreneurs, and leaders, you will be expected to develop and implement effective marketing strategies that cater to the intangible nature of services. Your ability to navigate the complexities of service marketing will enable you to enhance customer loyalty, drive business growth, and maintain a competitive edge in an ever-evolving marketplace.

This course is not just about theoretical knowledge; it is about practical application. Through case studies, real-world examples, and interactive projects, you will gain the skills and insights needed to excel in the service industry. By the end of this course, you will be well-equipped to tackle the challenges and seize the opportunities that service marketing presents, making you a valuable asset to any organization.

Welcome aboard, and let's embark on this journey to mastering service marketing together!**Aims and Objectives:** The purpose of this course is to introduce you to services marketing as a separate and distinct area of marketing thought and practice and help you to understand its powerful influence in competitive markets. During this course we focus our attention on three main services marketing areas, the service customer, the service company and the integration of marketing, human resources and operations within the service system.

**Aims and Objectives of the Service Marketing Course**

- a. Develop Comprehensive Understanding: To provide students with a thorough understanding of the principles and practices of service marketing, distinguishing it from traditional goods marketing.

- b. Enhance Strategic Skills: To equip students with the strategic skills necessary to design, implement, and manage effective service marketing strategies in various industries.
- c. Foster Innovation and Adaptability: To encourage innovative thinking and adaptability in addressing the dynamic challenges of the service sector.
- d. Prepare for Real-World Application: To prepare students for real-world applications through practical experiences, case studies, and interactive projects.

**Objectives:**

- a. Understanding Service Characteristics: Students will be able to explain the unique characteristics of services (intangibility, inseparability, variability, and perishability) and their implications for marketing.
- b. Extended Marketing Mix Proficiency: Students will learn to apply the extended marketing mix (7Ps: Product, Price, Place, Promotion, People, Process, and Physical Evidence) in the context of services.
- c. Service Design and Innovation: Students will gain skills in service design and innovation, learning how to create, develop, and improve service offerings to meet customer needs and expectations.
- d. Quality and Customer Satisfaction: Students will understand the importance of service quality and learn methods to measure and enhance customer satisfaction and loyalty.
- e. Customer Relationship Management: Students will develop the ability to manage customer relationships effectively, focusing on building long-term loyalty and engagement.
- f. Digital and Technological Integration: Students will explore the role of digital technologies in service marketing, understanding how to leverage digital tools and platforms to enhance service delivery and customer experience.
- g. Analytical and Problem-Solving Skills: Students will develop strong analytical and problem-solving skills to identify challenges in service marketing and devise strategic solutions.
- h. Ethical and Sustainable Practices: Students will learn to incorporate ethical considerations and sustainability into service marketing strategies, promoting responsible business practices.
- i. Cross-Functional Collaboration: Students will understand the importance of cross-functional collaboration within organizations to deliver consistent and high-quality service experiences.
- j. Global Perspective: Students will gain a global perspective on service marketing, understanding cultural differences and global trends that impact service industries worldwide.
- k. By the end of this course, students will be well-prepared to tackle the complexities of the service sector, armed with the knowledge and skills to drive success in their future careers.

**Pedagogy:**

1. Case Studies
2. Role Plays/ Simulations
3. Self learning projects / Assignments

**Learning Outcomes:** Upon successful completion of this course, the student will:

4. Understand the unique challenges involved in marketing and managing services.
5. Identify and analyze the various components of the "services marketing mix".
6. Appreciate the role of employees and customers in service delivery, customer satisfaction, and service recovery.

**Evaluation Scheme:**

Class participation/Attendance	05
Assignment/ Presentation	10
Mid-Sem Exam	25
End-Sem Exam	60
<b>Total</b>	<b>100 marks</b>

**Session Plan: (Each session of 90 minutes) 15hrs X 3 = 45 hours**

<b>Session 1-4</b>	Introduction to services marketing Sullivan's auto world (case) Changing context for services, Indian context (discussion) Services Marketing is different; (L) Analyzing services (framework) (L) Activity; debate
<b>Session 5-7</b>	Understanding Customer (L) 6: presentation on zone of tolerance Role play Consumer behavior in service industry Understanding Customer Expectations and Perceptions
<b>Session 8</b>	Quiz
<b>Session 9 and 10</b>	Marketing mix of elements for services, Product ,price, promotion and distribution Case study (presentation)
<b>Session 11</b>	Activity
<b>Session 12 to 18</b>	Managing the service delivery process <ul style="list-style-type: none"><li>• Service development and design (L)</li><li>• Balancing demand and capacity (L)</li><li>• Pricing (L)</li><li>• Service environment (L)</li><li>• Service communication mix</li><li>• Employee's role in service industry</li><li>• Customer's role in service industry</li><li>• Distribution channels</li></ul> Case study
<b>Session 19</b>	Quiz
<b>Session 20 to 22</b>	Implementing services <ul style="list-style-type: none"><li>• Managing relationships and building loyalty (L)</li><li>• Customer feedback and service recovery (role play)</li><li>• Improving service quality</li></ul>
<b>Session 23</b>	Presentation
<b>Session 24, 25</b>	Service quality , measurement and control GAPS model
<b>Session 26</b>	Activity / case / presentation
<b>Session 27</b>	Impact of technology on services marketing
<b>Session 28 and 29</b>	Quiz Emerging service sectors in India, Activity / presentation
<b>Session 30</b>	Review and Final Discussions

**Reference books:**

- a. Zeithmal Valarie ,A, Bitner , Mary ,Jo and Pandit, Ajay, Services Marketing- 5<sup>th</sup> Ed, Tata McGraw Hill.
- b. Lovelock, Christopher, *Service Marketing*, Pearson Education Asia, New Delhi.
- c. Berry Leonard L and Parasuraman A,. *Marketing Services : Competing through Quality Free Press.*
- d. Baron Steve and Harris Kim, *Essentials of Services Marketing*. Thomson Asia , Singapore.
- e. Srinivasan, R., *Services Marketing*, PHI
- f. Jauhari, Vinnie and Dutta, Kirti, *Services: Marketing, Operations and Management*, OXFORD
- g. Bhattacharjee, C., *Services Marketing*, EXCEL BOOKS
- h. Rust, Roland,T, *Service Marketing*, Addison-Wesley.



## Gautam Buddha University School of Management, Greater Noida

### Programme: Executive MBA Course: EMB-228 International Marketing

Semester	:III	Academic Session:	2024-25
Programme	: Executive MBA	Batch	:2023-25
Department	of Business Management	Credits	: 03
Instructor	: Dr. Vikas Tripathi	Email:	
Sessions	: Forty Five	Each Session	:60 Minutes

#### **COURSE OBJECTIVES:**

This course focuses on marketing strategy and management within the context of global and International markets. It evaluates cultural differences and aims to enhance your skills in developing and implementing marketing strategies and decision making in international contexts.

- To introduce students to the area of International Marketing.
- To gain an insight as how International Marketing activities can be carried out globally.
- To prepare students to understand International Marketing from Indian perspective with a view to take Indian companies on a global platform.
- To identify the global competition in the international business market and developing strategies.
- To identify significant characteristics of the potential markets and consumers.
- To identify the paradigm shifts in international business with increasing scope of technology.
- To become aware of current happenings in the “real world” of International Marketing.

#### **COURSE OUTCOME:**

**By course completion, students should be able to:**

1. Understand the current international economic and political environment.
2. Understand the basic components of marketing strategy and tactics.
3. Understand the importance of ethical marketing management across multiple cultures.
4. Articulate the importance of cultural disparities when developing marketing strategies.
5. Understand the integration between demand and supply management in an international Context.
6. Understand the importance of market research generally, but also how market research is modified to effectively understand customers across cultures.
7. Understand how firms manage products, services, and brands in an international environment.

#### **PEDAGOGY:**

A mix of classroom instructional methods will be used, like lectures, case analysis, and exercises. Efforts would be made to strengthen conceptual knowledge and application through cases and exercises. Special emphasis will be given to helping the students to develop analytical ability to analyze corporate decisions.

**ASSESSMENT/ EVALUATION:**

Component	Maximum Marks	Duration (Hr)
Mid-term	25	1.5
End-term	60	3.0
<b>Internal Assessment</b> (Quizzes/Class Tests/Assignments/ Class Participation/ Presentation & Discussions)	15	

**SUGGESTED READINGS:**

Sr. No.	Authors	Name of the Books	Publisher	Edition & Year of Publication
T1	Sak Onkvisit John J. Shaw	International marketing	PHI	Latest Edition
T2	Philip R. Cateora, Graham, Prashant Salwan	International Marketing	McGraw Hill	Latest Edition
T3	Michael R. Czinkota, Iikka A.. Ronkainen	International marketing	Cengage	Latest Edition

**REFERENCE READINGS:**

- R1- Rakesh Mohan Joshi, International Marketing, Oxford Higher Education, Current Edition  
R2-Subhash C. Jain, International Marketing, Thomson South-Western, Current Edition  
R3- Warren J. Keegan and Mark C. Green, Global Marketing, Pearson Education, Current Edition

**TEACHING SCHEDULE:**

Module No.	Modules / Sub-Modules	Sessions
I	<b>International Marketing: Nature Process and Benefits:</b> Definition, Process of Internationalization, Benefits, Trade Theories, marketing barriers-tariff and non-tariff barriers, Organisation and control for International Marketing	8
II	<b>International Marketing and World Environment:</b> Political Factors, legal Factors, Cultural Factors, Technological Factors, Regional Trade Areas (RTAs) and it's implication for International Marketers	8
III	<b>Research in International Marketing:</b> Consumer Behavior, Psychological and Social aspects, Marketing Research and Information System, Market Entry Strategies	8
IV	<b>International Marketing Mix Decisions:</b> Product Strategies, Branding and Packaging Decisions, Pricing strategies, Sales Promotion and Advertising Strategies, Distribution and Logistics, Documentation in International Trade	8
V	<b>Financial Decisions in International Market:</b> Sources of Finance, Financial Institution/Govt. Agencies-World Bank, IMF, WTO, ECGC, IFC etc., Currencies and Foreign Exchange Market, Exchange Rate System	8

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# Gautam Buddha University, Greater Noida

## School of Management

### Executive MBA

**Course: EMB 232, Manpower Planning, Recruitment and Selection**

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<b>Instructor:</b> Dr. Varsha Dixit	<b>Year/Sem:</b> 2024-25
<b>Email:</b> varsha@gbu.ac.in	<b>Phone:</b> 2346158
<b>Department:</b> Business Management	<b>Credit:</b> Three
<b>Sessions:</b> 45	<b>Each Session:</b> 60 Minutes

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**Introduction:** As we are moving towards a new millennium, optimum manpower planning, recruitment and selection is supposed to be a biggest challenge being faced by the HR Managers. It is believed that our employees are our assets or business partners. As the pace of competition increases in the private sector, and demands of “value for money” pervade the public sector, these assertions ring louder than ever before. The success of an organization is highly dependable on its employees then the selecting candidates becomes most important of all decision making process. This process may be unmethodical, biased and inefficient or vice versa

So, this course has been designed to make the management students aware of the importance of right manpower planning, recruiting and selecting the right people in the right jobs at the right time, processes and practices required ensuring effective selection and utilization of talent to enhance organizational competitiveness, while also increasing employee capability to contribute to both organizational and professional objectives. We will also discuss issues such as external and internal forces that affect recruitment, selection and the planning process. Particular attention will be paid to identifying and placing talent, preparing the organization to leverage the benefits of an effective selection and succession management process and to linking these approaches to organizational goal.

**Aims and Objectives:** This course provides students with an in-depth coverage of the recruiting and staffing function within organizations. Topics that will be particularly emphasized include: equal employment opportunity and other laws relating to staffing, the techniques used in recruitment and selection, validation, utility analysis and final selection. The course is designed for future and practicing human resource professionals, as well as employees and managers.

**Pedagogy:** The subject would be taken up using a combination of lectures, discussion, and experiential exercises/applications. Particular emphasis will be placed upon the cases and practical exercises.

**Learning Outcomes:** This course will help students to know about:

- (1) Organizational Staffing models and processes;
- (2) The impact of economic conditions, laws and regulations and labor unions on the manpower planning



- (3) The relationship of human resource planning to the organizational strategic management planning process;
- (4) The importance of job analysis and measurement devices in recruiting and selection;
- (5) Internal and external considerations in both the recruiting and selection of people to meet organizational needs;
- (6) Various assessment tools, such as screening application forms, interviewing, testing, psychometric tests, assessment centers and reference checking used in matching people with jobs to increase the likelihood of high performance of the selected applicant.

### **Evaluation Scheme**

Internal assessment	: 15 Marks
Mid-Term	: 25 Marks
End-Term	: 60 Marks
<b>Total</b>	<b>: 100 marks</b>

*The internal assessment of 15 marks has been divided into three sections:-*

- 10 marks- Each student has to write a mini research paper/article on one topic related to subject with Faculty's approval.
- 05 marks- Presentation

### **Session Plan** (Each session of 60 minutes)

<b>Session No.</b>	<b>Contents</b>
1-3	Staffing Models and Strategy
4-6	Legal compliance <ul style="list-style-type: none"> <li>• Credit history</li> <li>• Labour unions</li> <li>• Employment related laws</li> </ul>
7-9	Manpower planning Information profile and position identification Manpower forecasting- Needs, steps, techniques and benefits Skill inventory Retraining and redeployment Problems in manpower planning Competency mapping procedures
10-12	Job analysis <ul style="list-style-type: none"> <li>• Job description, Job specification and Job evaluation</li> <li>• Exercise</li> </ul>
13-15	External recruitment <ul style="list-style-type: none"> <li>• Attracting talent</li> <li>• Sources of recruitment- traditional and modern</li> <li>• Tools and techniques of recruitment</li> <li>• Designing recruitment advertisements</li> <li>• Creating a pool of potential candidates</li> <li>• Case discussion</li> </ul>
16	Internal recruitment <ul style="list-style-type: none"> <li>• Qualifications profile</li> </ul>
17-18	Measurement Reliability Assessment Exercise Validity Assessment Exercise

19-21	Selection <ul style="list-style-type: none"> <li>• Job listing</li> <li>• Screening</li> <li>• Short listing</li> <li>• Selection tests</li> </ul>
22-26	Internal selection <ul style="list-style-type: none"> <li>• Selection hurdles</li> <li>• Assessment tools</li> <li>• Interviews and interviewing skills</li> <li>• Common interview mistakes</li> <li>• Reference check</li> </ul>
27-29	External selection I
30-32	External selection -II
33-35	Decision Making Final Match Job offers
36-38	Induction /orientation/on-boarding Placement Employer branding
39-41	Electronic manpower planning e- recruitment and selection Global recruitment
42-45	Recent trends in Recruitment and selection-Presentations Staffing system management

**Text Book:**

1. Roberts, Gareth, 'Recruitment and Selection' CIPD, Jaico Publishing House (Latest edition )

**Suggested Readings:**

1. Herbert, Heneman and Timothy Judge "Staffing Organizations" by Mc Graw Hill (Latest edition )
2. McMahon, Gerard V., *Recruitment and Selection- How to Get it Right*, PHI (Latest edition )
3. Fulmer, Robert M., Conger, Jay A.' Growing Your Company's Leaders: How Great Organizations Use Succession Management to Sustain Competitive Advantage, New York (Latest edition )
4. Smart, Bradford D., Top Leading Companies Win by Hiring , Coaching and Keeping the Best People, Paramus, New Jersey: Prentice Hall (Latest edition )
5. Wendover, Robert W., 'High Performance Hiring Select the Best Every Time' 3<sup>rd</sup> edition, VIVA Books. (Latest edition )
6. Saroj Kumar, D. 'Manpower planning, Recruitment and Selection' Thakur Publication, (e-book) (Latest edition )