

Gautam Buddha University
School of Management
MBA IIIrd Sem

Instructor	: Dr.Samar Raqshin	Year/ Sem	: 2014-15,
Email	: samar@gbu.ac.in	Phone	: 01202346165
Department	: Business Management	Credit	: 2
Sessions	: 30	Each Session	: 30 Minutes

Introduction:

This course is for those who have responsibility for staff. It assists the development of effective communication and interpersonal skills.

Develop skills and attitude to assist others to resolve their own issues. Know and appreciate the limitations and value of counseling skills in the workplace. Effective listening to assist staff performs effectively. Person-centred problem resolution. Know develop your strengths. Counseling versus support, development and guidance. Improve your listening skills.

Objectives:

By the end of the module students will be expected to be able to:

1. Help the students develop awareness, knowledge and skills in the discipline of Counseling Psychology.
2. Promote critical thinking about various issues and debates in counseling at work place.
3. Understand the need and relevance of counseling at workplace.

Pedagogy:

Class lectures would be supported by discussions, exercises and assignments.

Learning Outcomes:

- Define counseling within the auspices of the workplace.
- What skill set do you need for counseling?
- Grow your listening skills.
- Develop a problem solving framework.
- Effective questioning.
- Effective summarizing and reflecting.

- Develop Empathy and sensitive challenging.
- Develop your workplace counseling skills in practical sessions.
- Identifying issues, and utilizing support to resolve.

Evaluation Scheme:

Class Tests/ Assignments	15%
Class Participation/ Presentation & Discussion (Includes class attendance)	10%
Mid-Sem Exam	25%
End-Sem Exam	50%

Reference Book:

1. Bond Tim(1997) Standards and Ethics for counselors in action, New Delhi:Sage
2. Colin Felthman and Ian Horton (2000) (Ed), Handbook of counseling Psychotherapy, New Delhi:Sage6
3. Gelso J Charles and Fertz R Bruce (1995), Counseling Psychology, Harcourt Brace Publishers, USA
4. Gibson L Robert and Mitchel H Marianne (2003), Introduction to Counseling and Guidance, Pearson Education, Inc.
5. Sharma R N and Sharma R (2004), Guidance and Counseling in India.

Course Outline:

Topics to be covered
Unit-I (Introduction and Understanding of Workplace Counseling)
Defining counseling
Types of counseling in workplace
Factors contributing to the need for counseling
Counseling and counseling skills in the workplace
Need for workplace counseling
Unit-II (Work Psychology)
Defining work psychology
The Science of Psychology and work psychology
Individual differences at workplace

The nature and scope of work psychology
Research methods in work psychology
Managing the counseling process in organizations.
Unit-III (Models of Counseling in Organizations)
Counseling in Organization- An overview
Models of counseling in organizations
Internal and External counseling provision for organizations
Unit-IV (Workplace Counseling Today)
Organization culture and counseling
Assessment of organizations for counseling
EAP(Employee Assessment Programme)
Counseling and improving change
Trends and Debates
Evaluating and auditing workplace counseling programmes
Motivation, work satisfaction and Emotional Intelligence
Unit-V (Research into Counseling in Organization)
Building bridges: A study of employee counselors • Private sector • Public sector
Workplace counseling programmes in in India
Plastering over the cracks? A study

Unit VI (Issues for Counseling in Organization)
Ethical issues in workplace counseling
Management Issues
Counseling skills training for managers
Psychological wellbeing in the workplace • Learning training and development • The loss of work A quality approach of working life



Gautam Buddha University
School of Management
MBA III Sem.

Course: Organization Change and Development

Instructor	Dr. Neeti Rana	Year/Sem.	2014-15, III
Email	neeti@gbu.ac.in	Phone	0120-2346151
Department	Business Management	Credit	2
Sessions	30	Course Code	MB 615

Introduction

We are living in changing times. Environment imposes variety of challenges before organizations. To achieve a competitive advantage, organizations choose either to remain intact or adapt to changes. In the change process, an organization has to maintain congruence among various dimensions like technology, strategy, culture and processes. All of these dimensions are affected at individual, group and system level. Organizations have to devise variety to solutions to be aligned with new strategy. As the organizations are essentially a human system, these improvement efforts are primarily targeting human and social systems. The use of human resource strategy is integral to managing change. This course contains organization-environment interaction theories, resultant strategic choices and managing change.

Objectives

1. To make understand the concepts of organizational and planned change
2. To orient about the profession of Organization Development (OD)
3. To introduce various techniques of change management
4. To develop proactive approach for managing change in future
5. To elaborate theoretical foundation with practical applications
6. To sensitize about contemporary turbulent environment
7. To apply and practice OD at global work place settings

Pedagogy and course requirement

The learning has to be considered as individual as well as joint discovery of concepts and applications. As a participative learning endeavor, each one of us in the class has to create value. The class would be divided into small teams. Every team will be assigned a case by me. These cases will be based on class room's theoretical discussion. Each team has to analyse and present the case. One group has to present at a time but entire class has to contribute every time. Class participation includes in-class activities and case discussions. As an individual assignment, each student has to select any company/ organization during semester and submit its change management practices in the form of a case. Quizzes will be generally unannounced. Punctuality and attendance will also be used for evaluation.

Evaluation Scheme

Case presentation and participation (10 marks)

Assignment and Quiz (10 marks)

Attendance (5 marks)

Mid semester examination (25 marks)

End semester examination (50 marks)

Text book

Thomas G. Cummings and Christopher G. Worley. (2009). *Organization Development and Change*, Cengage Learning.

Reference books

Abraham B. (Rami) Shani, Debra A. Noumair, (2014). *Research in Organizational Change and Development*, Vol. 22, Emerald Publishing.

V.G. Kondalkar. (2009). *Organization Effectiveness and Change Management*, PHI Learning

French, W., Bell, C. & Zawacki, R. (2005). *Organization Development and Transformation – managing effective change*, 6th edition. McGraw Hill/Irwin.

Rothwell, W. & Sullivan, R. (2005). *Practicing Organizational Development: A Guide for Consultants*. 2nd Edition. Pfeiffer

Jaap Boonstra. (2004). *Dynamics of Organizational Change and Learning*, Wiley.

Sumantra Ghoshal, Gita Piramal and Christopher A. Bartlett. (2002). *Radical Change*. Penguin

French, W., & Bell, C. (1999). *Organization development: Behavioral science interventions for organization improvement*. Upper Saddle River, NJ: Prentice-Hall.

Articles from *Journal of Organizational Change Management*, Volume: 26 Issue: 1; 2013, Emerald Journals.

Session Plan

Sessions	Sections/outlines
	Section 1 (Foundation)
1-2	Meaning and models of planned change, system theory
3-4	The field of organization development, history and evolution
	Section 2 (Managing the OD process)
5-6	Diagnosis and action component
7-8	Variety/ type of interventions
	Section 3 (Human Process Interventions)
9-10	Interpersonal and group processes approach, process consultation, team building, conflict management
11-12	Organization confrontation meeting, large group interventions
	Section 4 (Techno-structural Interventions)
13-14	Restructuring organizations; structural design, downsizing and reengineering
15-16	Employee involvement, concept and applications
17-18	Work design; engineering approach, motivational approach and socio-technical system approach

	Section 5 (Human Resource Management Interventions)
19-20	Models of performance management, goal setting, performance appraisal, reward systems
21-22	Talent development, coaching and mentoring, career planning
23-24	Work force diversity interventions, employee stress and wellness interventions
	Section 6 (Strategic Change Interventions)
25-26	Continuous change and adaptation, organization learning interventions, knowledge management interventions
27-28	Transformational change; concept and characteristics, cultural change
29-30	Trans-organizational change, strategic alliance and network interventions



Gautam Buddha University School of Management Greater Noida

Master in Business Administration

Course: Project Management (MB-631)

Instructor:	Dr. Indu Uprety	Year/Sem:	2014/III
Email:	induu@gbu.ac.in	Phone:	0120-2346178
Department:	School of Management	Credit:	02
Sessions:	30	Each Session:	60 Minutes

Course Description and Objectives:

The role of projects in organizations is receiving increasing attention. Projects are the major tool for implementing and achieving the strategic goals of the organization. In the face of intense, worldwide competition, many organizations have reorganized around a philosophy of innovation, renewal, and organizational learning to survive. This philosophy suggests an organization that is flexible and project driven. Project management has developed to the point where it is a professional discipline having its own body of knowledge and skills. Today it is nearly impossible to imagine anyone at any level in the organization who would not benefit from some degree of expertise in the process of managing projects.

This course examines project management roles and environments, the project life cycle and various techniques of work planning, control and evaluation to achieve project objectives. The main aim of this course is to address the participants with all aspects of project management and provide specific skills, which may be useful in handling the industrial and infrastructural projects. Therefore, the project management course has been designed with the following objectives:

- to introduce the concept of project management and life cycle of the project.
- to emphasize not only on how the management process works, but more importantly, on why it works.
- to give insight of a project from feasibility stage to final stage of execution and commissioning.
- to apply tools and techniques for project planning and control.
- to familiarize with computerized software used for project management.
- to understand the intricacies of project overrun and project implementation.
- to understand the human, legal and social aspect in managing projects.

Pedagogy: The pedagogy will be a mix of lectures, experience sharing, real life case discussions, 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.

Evaluation Scheme:

Assig / Class participation, Quiz,	
Project Preparation and Presentation	: 25%
Mid-Sem Exam	: 25%
End-Sem Exam	: 50%

Suggested Readings:

Text Book:

1. Project Management - The Managerial Process, Clifford F. Gray, Erik W. Larson, Gautam V. Desai, McGraw Hill.

Reference Books:

1. Project Management and Technology: Principles & Practices, John M. Nicholas, Pearson Education.
2. Project Management: A Systems Approach to Planning Scheduling and Controlling, Harold Kerzner, John Wiley.
3. Project Management, Harvey Maylor, Pearson Education.
4. Project Management, K. Nagarajan, New Age International Publishers (P.) Ltd.
5. Project Management: A Managerial Approach, Jack R. Meredith, Samuel J. Mantel Jr. John Wiley & Sons.
6. Project Management, R. Panneerselvam and P. Senthilkumar, PHI.
7. Managing Projects: A Systems Approach, Daniel D. Ronman, Elsevier.
8. Network Analysis for Planning and Scheduling, A Battersby, McMillan, London.

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

Session No.	Topics to be covered
1	Modern Project Management - • What is a Project? • The Importance of Project Management • Project Management Today – An Integrative Approach • Programs Vs. Projects
2-3	Organization Strategy and Project Selection - • The Strategic Management Process • A Portfolio Management System • Applying a Selection Model- Case Analysis
4	Organization: Structure and Culture- • Project Management Structures • What is the Right Project Management Structure?
5-6	Defining the Project - • Defining the Project Scope & Establishing Project Priorities • Creating the Work Breakdown Structure • Case Analysis

7-9	Estimating Project Times and Costs - • Estimating Guidelines for Times, Costs, and Resources • Methods for Estimating Project Times and Costs • Refining Estimates Handstar Inc. Case Analysis
10-12	Developing a Project Plan - • Developing the Project Network • Activity-on-Node (AON) Fundamentals • Activity-on-Arrow Method
13-14	Managing Risk - • Risk Management Process (Risk Identification, Risk Assessment, Risk Response Development) • Contingency Funding and Time Buffers
15-17	Scheduling Resources and Costs - • Resource Scheduling Problem • Resource Allocation Methods • Multiproject Resource Schedules • The Critical Chain Approach
18-21	Reducing Project Duration - • Rationale for Reducing Project Duration • Crashing of Project Network : General Guidelines • Options for Accelerating Project Completion • Case Analysis
22-24	Introduction to Microsoft Project Software in Computer Lab
25	Manchester United Soccer Club -Case Study Analysis
26-27	Progress and Performance Measurement and Evaluation - • Structure of a Project Monitoring Information System • The Project Control Process • Monitoring Time Performance & Forecasting Final Project Cost
28	Project Audit and Closure - • Project Audits • Project closure
29-30	Project Presentations - I Project Presentations – II



Gautam Buddha University School of Management Greater Noida

Master in Business Administration

Course: Logistics and Supply Chain Management (MB-647)

Instructor: Dr. Indu Uprety
Email: induu@gbu.ac.in
Department: School of Management
Sessions: 30

Year/Sem: 2014/III
Phone: 0120-2346178
Credit: 02
Each Session: 60 Minutes

Introduction:

In recent years, Logistics and Supply Chain Management have been recognized as important management approaches and strategies to increase an organization's operational effectiveness. Logistics is concerned with all the processes involved in getting materials and goods to the point where they are needed. Supply Chain Management, on the other side, has emerged as the new key to productivity and competitiveness of manufacturing and service enterprises. This includes management of an entire network of organizations that are involved, through upstream and downstream linkages, in different processes and activities that produce value in the form of products and services in the hands of ultimate customer. This course introduces the key concepts of logistics and supply chain management and includes a comprehensive discussion on transportation, forecasting, inventory, procurement and outsourcing, warehousing, materials handling and packaging, reverse logistics, and documentation, etc. which would help students understand the rapidly changing work environments in today's marketplace to ensure effective customer service.

Objectives and Scope:

The course intends to cover the fundamental aspects of Logistics and Supply Chain Management for providing an insight to the student for designing and implementing effective supply chains. This course is designed to Create a managerial perspective of the core tasks and challenges required to effectively manage logistical operations and also discusses the tools and techniques of supply chain management and illustrates their applicability in cases.

Course Outcomes:

Upon successful completion of this course, the student should be able to:

- Understand the requirements of successful operations and supply chain practices in modern business.
- Develop an understanding of the potential contribution of logistics to the formation of business strategy.

- Understand the models, processes and tools used to analyze and design logistics and supply chain management solutions.
- Develop a thorough understanding of the components of supply chains, the material and information flow interactions between them and the analytical and management processes that facilitate successful supply chain performance.

Pedagogy:

The pedagogy will be a mix of lectures, experience sharing, real life case discussions, 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.

Evaluation Scheme:

Assignment / Class participation, Quiz,	
Project Preparation and Presentation	: 25%
Mid-Sem Exam	: 25%
End-Sem Exam	: 50%

Suggested Readings:

Text Book:

1. Simchi-Levi D., Kaminsky P. and Simchi-Levi E., Designing and Managing the Supply Chain: Concepts, Strategies and Case Studies (Latest Edition), McGraw-Hill, New Delhi.
2. Fundamentals of Logistics: Douglas Lambert, James Stock and Lisa Ellram, McGraw Hill, 1997.

Reference Books:

1. Supply Chain Management: Strategy, Planning and Operation, Sunil Chopra, Peter Meindl, D.V. Kalra, Pearson.
2. Logistics and Supply Chain Management: Creating Value-Adding Networks, Martin Christopher, Prentice Hall.
3. Strategic Logistics Management: James Stock and Douglas Lambert, McGraw Hill, 2001.
4. Global Logistics Management: Competitive Advantage For The 21st Century, Gourdin, K. N., Blackwell.
5. Supply Chain Management: Text and Cases, Janat Shah, Pearson.
6. Logistics and Supply Chain Management : Creating Value-Adding Networks, Martin Christopher, Prentice Hall.
7. Supply Chain Logistics Management, Donald Bowersox, David Closs and Martha Cooper, John Wiley & Sons.

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

Session No.	Topics to be covered
1	Introduction to Logistics & SCM • SCM-The development chain • Logistics vs SCM • Managing uncertainty and risk

2-5	Forecasting and Inventory Planning including Risk Pooling • Forecast Approaches • Inventory Categorization and Classification • Managing Inventory in the Supply Chain • Case Analysis
6-7	Network Design in the Supply Chain • The role of network design in the Supply Chain • Factors influencing network design decisions • Case Analysis
8-9	Aggregate Planning in a Supply Chain • The Aggregate Planning Problem • Aggregate Planning Strategies • Case Analysis
10	Case Discussion: Buyer-Supplier Relationships
11-13	Warehousing • Introduction and Evolution of the concept of warehousing • Warehouse Operating Principles & Strategies
14-15	Supply Chain Integration • Push, Pull and Push-Pull Systems • The Impact of Internet on Supply Chain Strategies • Case Analysis - Barilla SPA
16-18	Transportation Strategies • Direct Shipment Distribution Strategies • Intermediate Inventory Storage Point Strategies • Case Analysis
19-20	Procurement and Outsourcing Strategies • Outsourcing Benefits and Risks • Procurement Strategies and E-Procurement
21-22	Material Handling and Packaging in a Logistical Network • Automated Material Handling • Functions of Packaging and Packaging designs • Types, Procedures and cost of Packaging • Case Analysis
23-24	Reverse and Green Logistics • Reverse Logistics Activities • Measuring Carbon Foot prints
25	Third Party Logistics (3PL's) and Outsourcing • 3PL and 4PL
26	Technology Standards • Information Technology Infrastructure • Service Oriented Architecture (SOA) • RFID
27-28	Case Discussion: Wal Mart Stores: Every Day Low Pricing in China
29-30	Case Presentations by the Students

Gautam Buddha University School of Management

Greater Noida

Programme: MBA

Course: Management of Financial Services MB-607/MB-407

Instructor:	Dr. Shweta Anand	Year/Sem:	2014-15, III, VII
Email:	Shweta.anand@gbu.ac.in	Phone:	231
Department:	Business Studies	Credit:	2
Sessions:	Thirty	Each Session:	60 Minutes

Introduction: Financial Services industry is changing rapidly. The entire financial sector is threatened by significant risks at home and abroad, inside and outside the individual financial firm. 'Management of Financial Services' is designed to help students master established management principles and to confront the perplexing issues of risk, regulation, and competition that financial-service managers see as their greatest challenges for the present and future. It discusses many of the key trends and changes in the financial-services sector.

Aims and Objectives:

Pedagogy: Classroom

Entire course will be taught through classroom teaching, relevant cases and discussions.

Learning Outcomes: At the end of this course students will be able to:

- Understand the various segments of the financial service industry and its management
- Focus is on the emerging constituents of financial service industry
- Track latest developments in the field of financial services

Evaluation Scheme:

Class participation & Attendance	10
Assignment/Quiz	05
Project Preparation and Presentation	10
Mid-Sem Exam	25
End-Sem Exam	50
Total	100

Suggested Readings:

Text Book:

Financial Markets and Financial Services - Dr.Vasant Desai (Himalaya Publishing, Latest Edition) **(VD)**

Reference Books:

Financial Services – M Y Khan (Tata McGraw Hills, Latest Edition) **(MY)**

Indian Financial System - Dr. G Ramesh Babu (Himalaya Publishing, Latest Edition) **(RB)**
 Financial Markets Institutions and Services – N K Gupta and Monica Chopra (Ane Books India, Latest Edition) **(NK)**
 Financial Institutions and Markets – Meir Kohn (Oxford University Press, First Indian Edition) **(MK)**
 Dynamics of Indian Financial System – Preeti Singh (Ane Books India, Latest Edition) **(PS)**
 Financial Markets and Services - E.Gordon, Dr.K.Natarajan (Himalaya Publishing, Latest Edition) **(GN)**
 Indian Financial System – D K Murthy, Venugopal (I K International, First Edition) **(MV)**

Session Plan: (Each session of 60 minutes)

Part (I)	Introduction and Overview
Sessions (1-2)	
Topic	An Overview of Financial System
Readings	MV Chap 1, PS Chap 1, Reading Material
Sessions (3- 4)	
Topic	The Financial-Services Industry in India – An Overview
Readings	VD Chap 17, PS Chap 18
Sessions (5)	
Topic	Role of SEBI, RBI in Financial Sector and Financial Inclusion
Readings	VD Chap 32, NK Chap 13&14, MK Chap 20, MV Chap 4, PS Chap 4&5
Sessions (6)	Class Test and Quiz
Part (II)	Important Financial Services
Sessions (7-8)	
Topic	Investment Banking
Readings	Reading Material
Sessions (9-10)	
Topic	Merchant Banking and New Issue Management
Readings	VD Chap 18, NK Chap 22, PS Chap 6, Reading Material
Sessions (11-12)	
Topic	Custodial and Depository Services
Readings	VD Chap 30, NK Chap 9, Reading Material
Sessions (13-14)	The Brokerage Services
Topic	VD Chap 31, MK Chap 11, NK Chap 12, Reading Material
Readings	
Sessions (15-16)	Mutual Funds and Hedge Funds
Topic	VD Chap 22-23, MK Chap 10, NK Chap 23, PS Chap 16, Reading Material
Readings	
Sessions (17)	Class Test and Project Assignment
Sessions (18-19)	
Topic	Credit Rating
Readings	VD Chap 28, NK Chap 21, Reading Material
Sessions (20-21)	

Topic	Private Equity, Venture Capital Financing, Angel Financing
Readings	VD Chap 21, NK Chap 20, Reading Material
Part (III)	Misc Financial Services
Sessions (22-25)	
Topic	Misc Financial Services • Factoring and Forfeiting • Leasing and Hire Purchase
Readings	VD Chap 24-25,19-20, NK Chap 28,PS Chap 18, Reading Material
Sessions (26-28)	Presentations on Projects Assigned and Viva
Sessions (29-30)	
Topic	Current issues facing Global Financial Services Industry
Readings	Reading Material



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

Master in Business Administration

Course: Marketing of Services, MB – 627

Instructor: Dr. Subhojit Banerjee

Email: subhojit@gbu.ac.in

Department: Business Studies

Sessions: Thirty

Year/Sem: 2012-14, III

Phone: 0120-23446162

Credit: Two

Session Duration: 60 Minutes

Introduction: Odds are when you graduate there will be 2-3 times the number of jobs in a service-oriented business as there will be in product based businesses. Services are becoming the dominant economic driver in the Indian economy and are critical for competitive advantage in companies from all industrial sectors. The course activities will facilitate you in becoming proficient in analyzing and judging the merits of services marketing strategies and assist you in making strategic decisions.

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.

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	10
Presentation	10
Mid-Sem Exam	25
End-Sem Exam	50
Total	100 marks

Text Book:

Zeithmal Valarie ,A, Bitner , Mary ,Jo and Pandit, Ajay, Services Marketing- 5th Ed, Tata McGraw Hill.

Reference books:

1. Lovelock, Christopher, *Service Marketing*, Pearson Education Asia, New Delhi.
2. Berry Leonard L and Parasuraman A,. *Marketing Services : Competing through Quality Free Press*.
3. Baron Steve and Harris Kim, *Essentials of Services Marketing*. Thomson Asia , Singapore.
4. Srinivasan, R., *Services Marketing*, PHI
5. Jauhari, Vinnie and Dutta, Kirti, *Services: Marketing, Operations and Management*, OXFORD
6. Bhattacharjee, C., *Services Marketing*, EXCEL BOOKS
7. Rust, Roland,T, *Service Marketing*, Addison-Wesley.

Session Plan: (Each session of 60 minutes)

Session 1-4 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
Session 5-7	Understanding Customer (L) 6: presentation on zone of tolerance Role play Consumer behavior in service industry Understanding Customer Expectations and Perceptions
Session 8	Quiz
Session 9 and 10	Marketing mix of elements for services, Product ,price, promotion and distribution Case study (presentation)

Session 11	Activity
Session 12 to 18	Managing the service delivery process • Service development and design (L) • Balancing demand and capacity (L) • Pricing (L) • Service environment (L) • Service communication mix • Employee's role in service industry • Customer's role in service industry • Distribution channels Case study
Session 19	Quiz
Session 20 to 22	Implementing services • Managing relationships and building loyalty (L) • Customer feedback and service recovery (role play) • Improving service quality
Session 23	Presentation
Session 24, 25	Service quality , measurement and control GAPS model
Session 26	Activity / case / presentation
Session 27	Impact of technology on services marketing
Session 28 and 29	Quiz Emerging service sectors in India, Activity / presentation
Session 30	Review and Final Discussions



Gautam Buddha University
School of Management
Greater Noida

Programme: MBA, 3rd Semester/Integrated MBA 9th Semester

Course: Consumer Behavior

Code: MB 625/MB

Instructor: Dr. Naveen Kumar
Email: naveen@gbu.ac.in
Department: Business Management
Sessions: 30

Year/Sem: 2014-15, 3rd Sem/9th Sem
Phone: 2346160
Credit: Two
Each Session: 60 Minutes

Introduction:

In this era of competition, understanding the consumer is a necessity for marketers. Consumer needs and preferences are continuously changing, given the changes in factors like demographics and lifestyles. These changes can become great business opportunities for alert marketers and threats for marketers who fail to adapt. Consumers acquire, consume, and dispose of the products and services created by organizations. They go through several cognitive and behavioral processes while making their purchase and consumption decisions. The knowledge of how they decide on one brand instead of another and what factors influence their decision-making is crucial for marketers, not only to cater to the existing needs of their consumers but also to prepare for their future needs. This knowledge is also essential to make various business decisions related to product development, packaging, pricing, distribution, promotions, communication, etc. *This course* helps students to understand the internal variables like consumer motivation, personality, perception, learning, and attitude, and external variables like reference groups, family, social class, and, culture, and their influence on consumer decision-making process.

Aims and Objectives:

The main purpose of this course is to understand the differences in consumer behavior. The course helps understand the different stages in the consumer decision making process. It also entails a detailed understanding of the various internal factors, and external/ social factors that influence the decision making process of consumers.

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 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 programmes.

Evaluation Scheme:

Quiz (Surprise)	05 Marks
Class participation/Attendance	05 Marks
Assignment Submission	05 Marks
Project Preparation and Presentation	10 Marks
Mid-Sem Exam	25 Marks
End-Sem Exam	50 Marks
Total	100 Marks

Text Books:

SK : Schiffman & Kanuk : Consumer Behavior, Current Edition, PHI

HM: Hawkins, Mookerjee & Mothersbaugh : Consumer Behavior, Building Marketing strategy, Current Edition, McGraw Hill.

Suggested Readings:

1. Leon G. Schiffman, Leslie Lazar Kanuk, "Consumer Behavior", Pearson Education, New Delhi, 2012.
2. David L.Loudon, Albert J Della Bitta, "Consumer Behaviour", McGraw Hill, New Delhi 2011.
3. Jay D. Lindquist and M.Joseph sirgy, "Shopper, buyer & consumer Behaviour, Theory and Marketing application", Biztantra Publication, New Delhi 2010.
4. Sheth Mittal, "Consumer Behaviour A Managerial Perspective", Thomson Asia (P) Ltd., Singapore, 2009.
5. K.K.Srivastava, "Consumer Behaviour in Indian Context", Goal Gotia Publishing Co, New Delhi 2012.
6. S.L. Gupta & Sumitra Pal, "Consumer Behaviour an Indian Perspective", Sultan Chand, New Delhi 2013.
7. Ms.Raju, Dominique Xavedel, "Consumer behavior, Concepts Applications and Cases", Vikas publishing house (P) Ltd., New Delhi – 2004.
8. Henry Assael, Consumer behavior strategic approach Biztantra, New Delhi, 2009

Session Plan: (Each session of 60 minutes)

Session	Topic(s)	Reading(s)
1-3	Consumer Behavior: Its origins and Strategic Application Development of the Marketing Concept, Customer Value, Satisfaction and retention, The impact of digital technologies on marketing strategies, Marketing ethics and social responsibility, consumer behavior and decision making are interdisciplinary	SK Ch. 1
4-5	Consumer Research Consumer research paradigms: quantitative research, qualitative research, The consumer research process, ethics in consumer research	SK Ch. 2
6-7	Market Segmentation What is market segmentation, bases for segmentation, criteria for effective targeting of market segments, Implementation strategies	SK Ch. 3
8-10	Consumer Motivation Motivation as a psychological force, the dynamics of motivation, types and systems of needs, the measurement of motives	SK Ch. 4
11-13	Personality and Consumer Behavior What is personality, theories of personality, personality and understanding consumer diversity, brand personality	SK Ch. 5
14	Case Studies, Presentation, Discussions etc	
15-16	Consumer Perception Elements of perception, dynamics of perception, consumer imagery, ethics and consumer perception	SK Ch. 6
17-18	Consumer Learning The element of consumer learning, behavior learning theories, cognitive learning theory, measures of consumer learning	SK Ch. 7
19-20	Communication and Consumer Behavior Component of communication, the communication process, designing persuasive communication, marketing communication and ethics	SK Ch. 9
21-22	Reference Groups and Family Influences Understanding the power of reference groups, selected consumer related reference groups, celebrity and other reference group appeals, socialization of family members	SK Ch. 10
23-24	Social Class and Consumer Behavior The measurement of social class, lifestyle profiles of the social classes, social class mobility, demographic clustering, the affluent consumer, middle-class consumers, the working class and other non-affluent consumers	SK Ch. 11
25-26	The Influence of Culture on Consumer Behavior What is culture, the invisible hand of culture, the measurement of culture	SK Ch.12
27-28	Subcultures and consumer Behavior Nationality subcultures, religious subcultures, geographic and regional subcultures, racial and sub -cultural interaction	SK Ch. 13
29-30	Consumer Decision Making and Beyond What is decision, levels of consumer decision making, models of consumers: four views of consumer decision, a model of consumer decision making, beyond the decision: consuming and possessing	SK Ch. 16

**Gautam Buddha University School of Management
Greater Noida
Programme: Integrated MBA**

Course: Data Mining and Warehousing

Instructor	: Dr. Charu Puri	Year/ Sem	: 2014-15, IX
Email	: cpuri.cs.du@gmail.com	Phone	: 9717556021
Department	: Business Studies	Credit	: 2
Sessions	: Thirty	Each Session	: 60 Minutes

Introduction:

Due to a host of technological advances data is accumulating at an incredible rate that has relevance for managerial . Electronic data capture has become inexpensive and is present everywhere as a by-product of innovations such as the internet, e-commerce, electronic banking, point-of-sale devices, bar-code readers, and intelligent machines. Such data is often stored in data warehouses and data marts specifically intended for management decision support.

Data mining is a rapidly growing field that is concerned with developing techniques to assist managers to make intelligent use of these repositories. A number of successful applications have been reported in areas such as credit rating, fraud detection, database marketing, customer relationship management, and stock market investments.

This course will examine methods that have emerged from both fields and proven to be of value in recognizing patterns and making predictions from an applications perspective. We will survey applications and provide an opportunity for hands-on experimentation with algorithms for data mining using easy-to- use software and cases.

Aims and Objectives:

1. To gain an understanding of how managers use business analytics to formulate and solve business problems and to support managerial decision making.
2. To become familiar with the processes needed to develop, report, and analyze business data.
3. To learn how to use and apply Excel and Excel add-ins to solve business problems.
4. To develop an understanding of the strengths and limitations of popular data mining techniques and to be able to identify promising business applications of data mining.

Pedagogy:

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

course emphasis is on the development of both quantitative analytic skills and presentation skills.

Evaluation Scheme:

Quizzes/ Class Tests/ Assignments	15%
Class Participation/ Presentation & Discussion	10%
Mid-term Exam	25%
Term- end Exam	50%

Text Book:

- [Data Mining Techniques for Marketing, Sales, and Customer Relationship Management](#), Third Edition, by Michael Berry and Gordon Linoff, John Wiley, 2011.

Suggested Readings:

Hand, Mannila, and Smyth. [Principles of Data Mining](#). Cambridge, MA: MIT Press, 2001. ISBN: 026208290X.

Berry and Linoff. *Mastering Data Mining*. New York, NY: Wiley, 2000. ISBN: 0471331236.

Delmater and Hancock. *Data Mining Explained*. New York, NY: Digital Press, 2001. ISBN: 1555582311.

[Data Mining: Practical Machine Learning Tools and Techniques](#), by Ian Witten and Eibe Frank, 3rd Ed., Morgan Kaufmann, 2011

Data Mining for Business Intelligence: Concepts, Techniques, and Applications in Microsoft Office Excel with XLMiner, by Shmueli, Patel, and Bruce, 1st edition, John Wiley & Sons (ISBN: 0-470-08485-5).

Pang-Ning Tan, Michael Steinbach, Vipin Kumar, Introduction to Data Mining, Addison Wesley, ISBN: 0-321-32136-7, 2005. **Session Plan** (Each session of 60 minutes)

Softwares

We will make use of Microsoft Excel and the data mining software add-in called XLMiner.

We will also use the interactive visualization tool Weka.

Another data-mining software that we will use is SAS Enterprise Miner.

Also we will be using publicly available data at University of California, Irvine School of Information and Computer Science, [Machine Learning Repository of Databases](#).

S. No.	Topic to be covered
1	Introduction and course overview
2-3	The process of knowledge discovery in databases, predictive and descriptive data mining techniques
4-7	Supervised and unsupervised learning techniques: Classification and Clustering
8-10	Case: Retail Merchandising, and Association Rules (Market Basket Analysis).
11-13	Techniques of Data Mining: Link analysis, and predictive modeling
14-15	Database segmentation, and score functions for data mining algorithms
16-17	Bayesian techniques in data mining
18-20	Applications: Fraud Detection, Targeted Marketing, Customer Retention, Social Networks
21-22	Issues in Data Mining: Scalability and data management issues in data mining algorithms
23-24	Social, and ethical issues in Knowledge Discovery in Databases (KDD) and data mining
25-28	Parallel and distributed data mining
29-30	Pitfalls of KDD and data mining.



Gautam Buddha University School of Management Greater Noida

Master in Business Administration Course: Sales and Distribution Management -MB-623

Instructor:	Dr. Subhojit Banerjee	Year/Sem:	2012-14, III
Email:	subhojit@gbu.ac.in	Phone:	2346162
Department:	Management Studies	Credit:	2
Sessions:	Thirty	Each Session:	60 Minutes

Introduction:

Most producers do not sell their goods directly to final users. They design a multi-channel system to reach them. The design of marketing channel, that acts, as a strong interface, can provide competitive advantage to a firm in the industry. By contrast the absence of a good distribution network can also be a major fiasco in today's cutthroat competitive world. Marketing channel decisions are the most critical ones facing the marketing management today. It is complex and the complexity further gets compounded by the fact that the channel system take time to build usually years. Channel partners are not owned by the company in most cases. Sales force play a crucial role in getting the best out of marketing channel. Integrating the efforts of channel partners and sales efforts within the whole marketing effort becomes crucial towards achieving organizational goals. Sales force is responsible towards optimizing the coverage efforts at minimum cost- a significant need during the slowdown.

Aims and Objectives:

Objectives: The course aims to impart skills and knowledge needed to manage sales force and distribution function so as to gain competitive advantage. As a successful marketer, the sales and distribution function needs to be properly managed this incorporates understanding of various concepts, which the course aims to provide to the student participants.

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 sales and distribution management in theory and practice.
- To evaluate the sales environment and reinvent sales tools and technique for organizational success.
- To understand and apply the contemporary distribution management technique
- To manage channel members and do trade promotion more effectively

Evaluation Scheme:

Attendance	03 Marks
Case Discussion and Participation	10 Marks
Presentation/Assignment Submission	12 Marks
Mid-Sem Exam	25 Marks
End-Sem Exam	50 Marks

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. Hair Joseph, Jr., Anderson Rolph, Mehta Rajiv, and Babin Barry, 'Sales Management: Building Customer Relationship and Partnership', Cengage Publications

T 2. Agarwal D.K., 'Distribution and Logistics Management: A Strategic Marketing Approach'(2007), Mcmillan 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 3rd session.

Suggested Readings/websites:

1. Jobber David and Lancaster Geoff - Selling and Sales Management (Pearson Education)
2. Spiro - Sales Force Management (Tata Mc Graw Hill, 11th Ed.)
3. Kapoor Satish K., Kansal Purva, 'Basics Of Distribution Management: A Logistical Approach', PHI
4. <http://adage.com/>
5. Johnson and Marshall - Sales Force Management (Tata Mc Graw Hill, 8th Ed.)
6. Havaladar and Cavale- Sales and Distribution Management (Tata Mc Graw Hill, 5th Ed.)
7. Panda- Sales and Distribution Management (Oxford publication).

Session Plan: (Each session of 60 minutes)

Session	Topic(s)	Reading(s)
1-5	Introduction to sales Management and personal Selling : Sales Management, Personal Selling, and Salesmanship. Setting Personal-Selling Objectives. Determining Sales-Related Marketing Policies. Formulating Personal-Selling Strategy.	T1 - Ch. 1,2,3,4,5
6	Case Study 1	
7-9	Organizing the Sales Effort The Sales Organization. Sales Department Relations. Distributive-Network Relations	T 1- Ch. 6-8
10	Case Study 2	
11-12	Sales Force Management Recruiting Sales Personnel. Selecting Sales Personnel. Planning Sales Training Programs. Executing and Evaluating Sales Training Programs. Motivating Sales Personnel. Compensating Sales Personnel. Managing Expenses of Sales Personnel. Sales Meeting and Sales Contests. Controlling Sales Personnel: Evaluating and Supervising	T 1- Ch. 8-11
13	Case Study 3	
14-16	Controlling the Sales Effort The Sales Budget Quotas Sales Territories. Sales Control and Cost Analysis.	T 1- Ch. 12,13
17-19	Distribution :A Strategic Overview	T 2- Ch.1,
20-22	Role of Marketing Intermediaries Distribution Structures and Systems	T 2- Ch. 2,3
23	Case Study 4	
24-26	Partnering Channel Relationships	T 2. Ch 4
27-29	Overview of Logistics Management Transportation	T 2 Ch. 6,8
30	Case Study 5	

**Gautam Buddha University School of Management
Greater Noida
Programme: Integrated MBA**

Course: Data Mining and Warehousing

Instructor	: Dr. Charu Puri	Year/ Sem	: 2014-15, IX
Email	: cpuri.cs.du@gmail.com	Phone	: 9717556021
Department	: Business Studies	Credit	: 2
Sessions	: Thirty	Each Session	: 60 Minutes

Introduction:

Due to a host of technological advances data is accumulating at an incredible rate that has relevance for managerial. Electronic data capture has become inexpensive and is present everywhere as a by-product of innovations such as the internet, e-commerce, electronic banking, point-of-sale devices, bar-code readers, and intelligent machines. Such data is often stored in data warehouses and data marts specifically intended for management decision support.

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Aims and Objectives:

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Pedagogy:

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Evaluation Scheme:

Quizzes/ Class Tests/ Assignments	15%
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8-10	Case: Retail Merchandising, and Association Rules (Market Basket Analysis).
11-13	Techniques of Data Mining: Link analysis, and predictive modeling
14-15	Database segmentation, and score functions for data mining algorithms
16-17	Bayesian techniques in data mining
18-20	Applications: Fraud Detection, Targeted Marketing, Customer Retention, Social Networks
21-22	Issues in Data Mining: Scalability and data management issues in data mining algorithms
23-24	Social, and ethical issues in Knowledge Discovery in Databases (KDD) and data mining
25-28	Parallel and distributed data mining
29-30	Pitfalls of KDD and data mining.

**Gautam Buddha University School of Management
Greater Noida
Programme: IntegratedMBA**

Course: Strategic Management for IT

Instructor	: Dr. Charu Puri	Year/ Sem	: 2014-15, IX
Email	: cpuri.cs.du@gmail.com	Phone	: 9717556021
Department	: Business Studies	Credit	: 2
Sessions	: Thirty	Each Session	: 60 Minutes

Introduction:

Information treated as a resource for strategic planning and operational management has a value like other assets in the organization. The information asset must be quantified and accounted for as such assets as land and equipment. Once information is placed in the proper perspective, management issues regarding the creation and protection of information assets become relevant and important. More than ever there appears a need for faster access to critical information by all of the decision makers, of the quality and quantity that is needed to make better decisions.

All levels of management have the burden of insuring that appropriate information systems are in place to bring about a productive profitable organization. Management is accountable. Information technology professionals need to acquire business skills to compliment their traditional technical skills. We will learn how these business skills can be applied effectively to cut Information Systems costs and improve the quality without reducing services.

This course will explore necessary management actions, which will insure that information is available, correct, protected, and archived in proper forms. The objective of this course is to meet the challenges which are seemingly unending. Information Technology Services departments will be required to increase system performance and improve availability while simultaneously cutting costs and improving quality, measured by customers satisfaction.

Aims and Objectives:

1. Determine the many components of IT management;
 2. Realization of the many stakeholders responsible to create IT success
 3. Understand how IT should be planned in organizations which the use of IT varies in value and needs.
 4. Learn how to determine if the organization uses IT strategically or in support only.
 5. Understand management's role in providing IT value and success; key involvement initiatives and monitoring activities will be explored;
 6. Learn how successful IT plans are created and managed using real examples.
-

Pedagogy:

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

course emphasis is on the development of both quantitative analytic skills and presentation skills.

Evaluation Scheme:

Quizzes/ Class Tests/ Assignments	15%
Class Participation/ Presentation & Discussion	10%
Mid-term Exam	25%
Term- end Exam	50%

Text Book:

Henry C. Lucas, *Information Technology – Strategic Decision Making for Managers*, Wiley - India Edition.

Suggested Readings:

1. Laudon K C and Laudon J P - Management Information Systems: Managing the Digital Firms (Prentice Hall, 1st Ed.)
2. O'Brien James - Management Information System (Tata Mc Graw Hill, 12th Ed.)
3. Jawedkar W S - Management Information System (Tata Mc Graw Hill, 3rd Ed.)
4. Arora Ashok, Bhatia Akshaya – Management Information System (Excel, 1st Ed.)
5. Davis & Olson – Management Information System (TMH, 2nd Ed.)
6. Murdick, Ross, Claggett – Information System For Modern Management (PHI, 3rd Ed.)
7. Stair & Reynolds – Fundamentals of Information Systems (Thompson, 2nd Ed.)

Softwares

SAP will be integrated at all possible stages of the curriculum to reflect the practical aspects.

S. No.	Topic to be covered
1-3	Introduction and course overview: Need, purpose and objective-Data Information, Knowledge-Types of Information Systems-Information as a strategic resource-Use of information for competitive advantage.
4-7	IT strategy context and content: Linking IT and business strategy, soft aspects of IT - relating IT and organizational structure, leadership and culture, role of chief information officer, chief technology officer and IT managers, IT for internal effectiveness, IT for inter-organizational linkages
8-13	IT strategy formulation: IT strategy components, strategy formulation techniques and models, Nolan's stage model and revised models for Nolan's

	stages, critical success factors, scenario analysis, linkage analysis, enterprise modeling.
14-19	Impact of the IT components – First component Computer systems – Second component Database – Third component Powerful networks – Neural networks – Cloud – grid computing - Future technology – IT Strategy focus points for 2015 and 2016 and beyond
20-26	Role of MIS: Strategic Advantage with MIS, Competitive Strategy Concept, The Value Chain and Strategic IS, Using IT for Strategic Advantage: Business Process Re-engineering, Creating a Virtual Company, Improving Business Quality: Total Quality Management, Becoming an Agile Company, Building a Knowledge Creating Company
26-30	Ethical Challenges Of IT, Ethical Responsibility - Business Ethics, Technology Ethics; Cyber Crime and Privacy

Gautam Buddha University School of Management

Greater Noida

Programme: MBA

Course: Total Quality Management (Code MB-603)

Instructor: Ms. Shadma Parveen

Batch / Semester: 2014 – 15, II

Department: Business Management

Credit: 2

Sessions: 30

Each Session: 60 Minutes

Introduction:

This course focuses on the essence, principles, and practices of total quality management (TQM). Some of the ideas and topics that are covered are: process improvement; process orientation; quality; human resources; quality function deployment; process control and capability; learning and organizational quality measures.

Aims and Objectives:

- To understand the Total Quality Management concept and principles and the various tools available to achieve Total Quality Management.
- To understand the statistical approach for quality control.
- Provide a basic understanding of "widely-used" quality analysis tools and techniques. Create an awareness of the quality management problem-solving techniques currently in use.

Pedagogy:

Entire course will be taught through lectures, relevant cases and assignments will be given to supplement the learning.

Evaluation Scheme:

Internal Assessment:

Projects and presentation : 10 Marks

Quiz and Assignment : 10 Marks

Attendance : 5 Marks

Mid – Sem : 25 Marks

End – Sem : 50 Marks

Total : 100 marks

Text Book:

Total Quality Management, Poornima M. Charantimath, Pearson Education, 2011.

Suggested Readings:

1. Total Quality Management Text and Cases, K. Shridhara Bhat; Himalaya Publishing House, 2010.
2. Principles of Total Quality, Vincent K. Omachonu and Joel E. Ross; CRC Press, 2008.
3. Quality Management Systems – Concepts, Strategies and Requirements, Devendra Kumar Bhatt and Aparna Raj; Kanishka Publishers, 2006.
4. Total Quality Management: Text and cases, G. Nagalingappa and Manjunath V S.,Excel Books, 2010.
5. Total Quality Management, Besterfield, Pearson Education, 2011.
6. Total Quality Management, Shailendra Nigam, Excel Books, 2005

Session Plan:

SESSION NO.	CONTENTS
1 - 2	Understanding Quality – Introduction to Total Quality Management, Business excellence through quality planning, control, and improvement.
3 - 6	integrating perspectives on quality, organizing for quality, quality management, aspects of quality management, challenges and opportunities.
7- 8	Quality Philosophies Deming philosophy, Definition of quality, Joseph Juran
9 – 11	Philip Crosby, TQM implementation, total quality management model. Taguchi principles
12 - 14	TQM- Concepts and principles What is TQM, guiding principle, creativity and innovation, measures of quality, eliminating root causes of important failure costs. Quality and productivity
15 - 18	Problem solving and continuous improvement

	Implementation of Six Sigma, Six Sigma Vs TQM, Kaizen, Kanban and JIT.
19 – 22	TQM in Services, Benchmarking, customer driven quality
23 – 26	Methods, Tools and Techniques used in TQM.
27 – 28	TQ through Quality Management Systems (QMS).
29 –30	Total quality through benchmarking Benchmarking defined, benefits of benchmarking, implementation of benchmarking.