

## SEMESTER VI (Marketing)

### 0201342: ADVERTISING AND SALES PROMOTION

Full Marks: 100

#### **Advertising –History, Function, Objectives and Importance**

Marks: 10

History; Landmarks in the Advertising History of India: The Dawn of a New Medium – the Internet, Television; Definition and Meaning: Various Definitions of Advertising; Objectives and Importance; Functions: Primary Functions of Advertising, Secondary Functions of Advertising; Advertising - A Waste?; Advantages of Advertising: Advantages for the Advertiser, Advantages for the Customer/Consumer; Limitations and Disadvantages of Advertising

#### **Advertising Agency – The Set-up and Typical Job Flow**

Marks: 15

Advertising Agency – Defining the Medium; Client Servicing Department/Contact Department/Sales Department/Account Executive Department: Functions of the Client Servicing Department; Copy Department ; Visualising/Creative/Art Department; Media Department; Production Department; Accounts Department; Research Department; Administration and Personnel Department; A Typical Job Flow - How an Agency Works; The Job Flow in the Agency

#### **Advertising Media, Planning and Ethics**

Marks: 15

Various Advertising Media; Characteristics, Strengths and Weaknesses of Various Media; What is 'INS'; Media Planning; The Selection of the Proper/Apt Media for Advertising; How to Plan an Advertising Campaign; Timeliness of Advertisements; Ethics in Advertising; Certain Restrictions in Advertising; Some Norms to be Followed for Competitive Advertisements; Procedure to Hear a Complaint: Limitations of ASCI, Control by Customers, Government Control, Code for Commercial Advertising on Doordarshan

#### **Public Relations, Press Conference, Press Release and Presentation Skills**

Marks: 15

Meaning of Publicity; Difference between Advertising and Publicity; Publicity and Information Services; Propaganda; Writing a Press Release and About the Press Kit; Organising and Conducting a Press Conference; Pre-conference; At the Press Conference; Follow-up of the Press Conference; Advantages and Disadvantages of a Press Conference; The Reasons for Making a Presentation; The Pre-presentation Preparations; Writing a Presentation; Preparation for the Presentation; Making of the Actual Presentation; Post Presentation Formalities

#### **Advertising: Production, Printing, Sales Promotion, Perception and Attitudes**

Marks: 15

Evolution of Printing: Other Historical Landmarks, Photo/Design; Letterpress/Flexography; Offset Printing; Silk Screen Printing; Processing; Papers and Their Norms: Types of Paper; Definition of Sales Promotion; Difference between Sales Promotion and Advertising; Purpose of Sales Promotion; Various Tools of Sales Promotion; Some 'Dos' and 'Don'ts'; Budget; The Attitude and Perception of an Advertising Agency; The Attitude and Perception of a Client

#### **Sales Promotion: Present Scenario, Sales Promotion Mix, Tools, Strategies and Product Life**

Marks: 17

Meaning; Use; Present Market Scenario; Difference between Sales Promotion and Advertising; Sales Promotion and Various Marketing Needs; Limitations/Drawbacks of Sales Promotion; Sales Promotion Mix; Consumer Sales Promotion; Trade Promotions; Promotion for Sales Force; Product Lifecycle; Promotional Strategies in Various Stages of the Product Lifecycle: Introduction Stage, Growth Stage, Maturity Stage, Decline Stage; Pull Strategies or Pull Promotions; Push

Strategies or Push Promotions for Trade Partners; Some Real Examples of Sales Promotion: Product Demonstrations, Free Gift Offers, Discounts and Price Off

**Sales Promotion: Point of Purchase Display, Consumer Behaviour and Planning**

Marks: 13

Introduction; Importance of Point of Purchase Display; Various Types of Displays; Sales Promotion and Consumer Behaviour; Classical Conditioning; Instrumental Conditioning; How does Sales Promotion Influence Sales; Category Expansion and Consumption: Brand Switching, Repeat Purchases, Purchasing More, Increasing Category Expansion; Choice of Sales Promotion; Product Selection; Target Market; Sales Promotion Timing, Duration and Frequency; Competition; Sales Promotion Guidelines; Sales Promotion Evaluation

**Reference Books:**

1. Allen, J., 2007. The Executive's Guide to Corporate Events and Business Entertaining: How to Choose and Use Corporate Functions to Increase Brand Awareness, Develop Nurture Customer Loyalty and Drive Growth, Wiley.
2. Anderson E., and Trinkle, B., 2005. Outsourcing the Sales Function: The Real Costs of Field Sales, South-Western Educational Pub, 1 ed.
3. Baron, R. and Sissors, J., 2010. Advertising Media Planning, McGraw-Hill, 7 ed.
4. Bartram, P., 1999. Writing a Press Release: How to Get the Right Kind of Publicity and News Coverage, How to Books, 3 ed.
5. Batten, H.A., Goodrich, M., and Toogood, G., 1932. The written word: A study of the art of writing, with especial reference to its function in advertising, Greenberg, 1 ed.
6. Brannen, W.H., 1983. Advertising and Sales Promotion, Prentice-Hall.

**0201091: PRODUCT AND BRAND MANAGEMENT**

Full Marks: 100

**Introduction to Product and Product Management**

Marks: 10

Introduction; Defining Product; Product Management; Product Levels; Product Mix; Product Life Cycle: Introduction Phase, Growth Phase, Maturity Phase, Decline Phase; Market Evolution: Emergence, Growth, Maturity, Decline; Product Classification: Durability and Tangibility, Consumer Goods Classification, Industrial Goods Classification; Product Portfolio Management: SBU's characteristics, The Boston Consulting Group (BCG) Model, The General Electric (GE) Model, Adapting Products to Local Conditions, Threats from Duplication

**New Product Development Process**

Marks: 12

Introduction; New Product; Factors Contributing to New Product Development; New Product Development Process: Idea Generation, Idea Screening, Concept Development and Testing, Marketing Strategy Development, Business Analysis, Product Development, Market Testing, Commercialisation; Product Adoption; Product Strategy: Elements of Product Strategy, Setting Objectives; Strategic Alternatives: Increasing Sales/Market Share – Market Development Strategies, Market Penetration Strategies; Increasing Profitability: Decreasing Inputs, Increasing Outputs; Positioning: Choice of Customer Targets, Choice of Competitor Targets, Core Strategy, Cost/Price (Value) Strategy, Non-price Strategy

## **Marketing Management**

Marks: 11

Introduction; Marketing Organisation: Product Focused Organisation, Market Focused, Functionally Focused; Marketing Channels: Channel Selection, Indirect Channels, Direct Channels, Hybrid Channels, Indirect Channel Management, Channel Arrangements, Monitoring Profitability by Channel; Market Planning; The Planning Process; Marketing Plan Outline: Executive Summary, Situation Analysis, Objectives, Product/Brand Strategy, Supporting Marketing Programs, Financial Documents, Monitors and Controls, Contingency Plans; Marketing and Sales; Market and Sales Potential; Sales Forecasting; Methods of Estimating Market and Sales Potential: Analysis Based Estimates, Judgement Based Methods, Customer Based Methods

## **Pricing Strategy, Advertising and Promotion**

Marks: 14

Introduction; Setting the Price; The Role of Marketing Strategy in Pricing; Measuring Perceived Value and Price, The Economic Value Concept, Using Price Thresholds, Using the Perceived Value Concept, Psychological Aspects of Price, Relationship between Price and Perceived Quality, Odd Ending Prices, Competition and Pricing, Competitors' Costs, Historical Pricing Behaviour, Role of Cost to Company; Pricing Objectives: Penetration Pricing, Return on Sales/Investment Pricing, Pricing for Stability, Skimming, Competitive Pricing, Other Factors Affecting Price; Pricing Tactics; Advertising; Developing Effective Communications; Factors in Setting the Marketing Communications Mix; Media Selection; Evaluating Advertising Effects; Promotions: Promotion Objectives, Final Customer Promotions, Trade Promotions; Promotion Budgeting: The Total Advertising and Promotion Budget, Allocating Money between Advertising and Promotion, Evaluating Customer Promotions, Effects of Promotions

## **Financial Analysis and Services**

Marks: 10

Introduction; Sales Analysis; Profitability Analysis: Cost Classification, Using the Contribution Rate; Framework for Control; Capital Budgeting: Average Rate of Return, Payback, Internal Rate of Return (IRR), Present Value, Economic Value Added (EVA); Services: Service Categories; Marketing Strategies for Service Firms: Differentiation in Services, Managing Service Quality, Managing Productivity; Post-Sale Service Strategy; Major Trends in Product Support Service; Managing Product Support Services

## **Brand Management**

Marks: 10

Introduction; Brand; Brand Equity; Branding Challenges; Brand-Sponsor; Brand Building Tools; Brand Strategy Decision; Brand Asset Management; Packaging and Labelling; Laws of Branding; Myths about Branding; Role and Significance of Branding: Significance of Brands from Consumers' Point of View, Significance of Brands from the Marketer's Point of View; Brand Ranking; Brand Challenges: Brand or No Brand, Brand Sponsor Decision, Brand Name Decisions, Brand Name Strategies, Brand Strategy Decisions, Brand Repositioning or No Repositioning

## **Brand Equity**

Marks: 10

Introduction; Brand Equity; Cost Based Approach: Historical Cost, Replacement Cost Approach, Market Value Approach, Discounting the Cash Flow Approach, Brand Contribution Approach, Inter-brand Approach; Price Based Approach: Price Premium Approach, Market Share Equalisation Approach, Price Premium at Indifference Approach; Customer Based Approach: Brand Knowledge Method, Attribute Oriented Method; Types of Brand Association: Favourability of Brand Associations, Strength of Brand Associations, Blind Test Method; Latest Measures to Compute Brand Equity: Direct Measurement Methods, Indirect Valuation Methods

## **Brand Image, Brand Identity and Brand Valuation**

Marks: 11

Introduction; Brand Image; Definitions: Brand Image and Celebrity, Brand Personality and Brand Image; Brand Identity; Brand Valuation: Brand Loyalty, Other Tangibles and Intangibles Valuation, Intangible Assets; Customer Retention and

Brand Marketing: Customer Retention, Measurement of Customer Retention, Benefits of Customer Retention, Strategies for Retaining Customers, Beyond Customer Retention; Ten Characteristics of the World's Strongest Brands: Delivering the Benefits that Customers Truly Desire, Relevance, Pricing Strategy based on Consumer's Perceptions of Value, Properly Positioned, Consistency, Sensible Brand Portfolio and Hierarchy, Perfect Use of Marketing Activities, Understanding what Brand Means to Consumers, Long Sustainable Support, Monitors Sources of Brand Equity

### **Brands over Time, Brand Positioning and Consumer Behaviour**

Marks: 12

Introduction; Managing Brands Over Time; Brand Life Cycle: Investment, Profitability and Cash Flows and Brand Life Cycle; Brand Portfolio Management: Brand Portfolios are Running Amok; Managing a Brand and Customer Value: Label, Products - Labels – Brands, Effect of Communication on Labels and Brands, The Mental List, The Acid Test; Brand Positioning and Re-positioning: Success in Positioning, Positioning Errors, Positioning Strategies as Per Philip Kotler, Brand Re-positioning; Brand Marketing and Consumer Behaviour: Celebrity Endorsements as a Strategy, Six Uses of Celebrity Endorsements, Brand Marketing and Consumer Buying Behaviour; Conceptual Implications of the Approaches to Loyalty: Customer Brand Acceptance (CBA), Customer Brand Commitment (CBC), Customer Brand Buying (CBB); Difference between Trademark, Logo, Symbol and Mascot: Logotypes, Benefits of Logos, Brand Mascot

### **Reference Books:**

1. Kapferer J.N., 2008. *The New Strategic Brand Management*, 4th edition, United Kingdom, Kogan page Publishers. p.560.
2. Kotler, 2007. *Framework for Marketing Management*, 3rd edition, Pearson Education India.
3. Kotler. P., Pfoertsch W., Michi I., 2006. *B2B Brand Management*. Springer Berlin. Springer. p.357.
4. Loudon D.L., Stevens R.E., and Wrenn B., 2004. *Marketing Management*, The Haworth Press, NY, Routledge. p.373.
5. Peter J.P., Donnelley J.H., 2010. *Marketing Management*. 10th edition. Mc-Graw Hill Companies. p.848.

## **0201092: INDUSTRIAL MARKETING**

Full Marks: 100

### **Nature of Industrial Marketing**

Marks: 8

Introduction; Industrial Classification; Industrial Demand: Derived Demand, Joint Demand; Cross-elasticity of Demand; Industrial Marketing Vs Consumer Marketing; Major Differences Between Consumer Marketing and Industrial Marketing; Factors: Market Characteristics, Product Characteristics, Buyer Behaviour, Channel Characteristics, Promotional Characteristics, Price Characteristics

### **Understanding the Industrial Market**

Marks: 12

Industrial Market; Important Features; Need for Understanding; Industrial Customers: Commercial Enterprises, Government Customers, Institutional Customers, Co-operative Societies; Classification of Industrial Products and Services: Materials and Parts, Capital Items, Supplies and Services; Industrial Purchasing System: Commercial Enterprises Purchasing System, Government Purchase System, Institutional Purchasing, Purchasing in the Resellers' Market, Purchasing in Co-operative Societies

## **Industrial Marketing Environment**

Marks: 8

Introduction; Business Environment; Factors Influencing the Industrial Marketing Environment: Micro-environmental Factors, Macro-environmental Factors, Governmental, Political and Legal, Economic Environment, Technological, Social, Public; Managing the Industrial Marketing Environment: Independent Strategies, Co-operative Strategies, Strategic Planning

## **Industrial Buying and Buying Behaviour**

Marks: 12

Introduction; Purpose of Industrial Buying; The Industrial Buying Decision Process: Problem Recognition, Need Description, Product Specification, Vendor/Supplier Search, Proposal Solicitation, Vendor Selection, Purchase Routine Selection, Post-purchase Evaluation; Buying Centre: Buying Centre Roles, Initiators, Influencers, Buyers, Deciders, Gatekeepers, Important Members of the Buying Centre, Top Management Persons, Technical Persons, Persons in the Purchase/ Materials Department, Finance/Accounts Persons, Marketing Persons; Major Buying Decisions taken by Business Buyers: Straight Re-buy, Modified Re-buy, New Tasks

## **Industrial Market Segmentation, Targeting and Positioning**

Marks: 10

Introduction; Market Segmentation: Profiling; Benefits of Market Segmentation; Limitations of Market Segmentation; Requirements for Effective Segmentation; Macro and Micro Segmentation: Macro Segmentation, Micro Segmentation; Target Market; Evaluation of Market Segmentation; Selecting the Target Segments; Target Market Strategies: Concentrated Marketing, Differentiated Marketing, Undifferentiated Marketing; Niche Marketing; Positioning: Positioning Strategies, Types of Positioning, Communicating the Company's Positioning

## **Industrial Product Decisions**

Marks: 10

Introduction; Factors for Change in Product Strategy; Marketing Strategies During the Different Stages of Product Lifecycle: Introduction Stage, Growth Stage, Maturity Stage, Decline Stage; New Product Development: Success Factors for Products, Steps in New Product Development, Idea Generation, Idea Screening, Concept Development and Testing, Business Analysis, Product Development, Market Testing, Commercialisation; Marketing of Industrial Services; Classification of Industrial Services: Unique Characteristics of Services; Marketing Strategies for Industrial Service Firms: Service Differentiation, Service Pricing, Service Promotion, Service Distribution

## **Industrial Pricing**

Marks: 8

Introduction; Characteristics of Industrial Prices; Factors Affecting Pricing: Pricing objectives, Survival, Maximum Current Profit, Maximum Current Revenue, Maximum Sales Growth, Maximum Market Skimming, Product Quality Leadership, Other Pricing Objectives, Demand Analysis, Determining Price Elasticity of Demand, Cost Analysis, Competitive Analysis, Government Regulations; Industrial Pricing Policies; Key Terms Associated with Pricing: List pricing, Net Price, Discount Pricing, Legal Consideration to Discount Pricing; Geographical Pricing: Ex-factory, FOR Destination; Taxes and Levies

## **Industrial Distribution Channels**

Marks: 14

Introduction; Factors Affecting the Nature of Industrial Channels: Geographical Distribution, Channel Size, Characteristics of Intermediaries, Mixed System; Classification of Industrial Intermediaries; Manufacturer's Representatives; Industrial Distributors or Dealers: Brokers, Commission Merchants, Value Added Resellers (VAR), Market Coverage, Marketing Control; Functions of Distributing Channels; Factors Influencing Channel Design: Market Coverage Objectives, Product Characteristics, Customer Service Objective, Market and Customer Characteristics, Company Characteristics/ Objective, Competitor's Characteristics, Environmental Characteristics; Control Channel

Conflicts; Logistics Management: Logistics and Physical Distribution, Contribution of Marketing Logistics, Logistics Management to Supply Chain Management (SCM); Legal Issues in Channel Management

**Industrial Marketing Communication**

Marks: 8

Introduction; Communication Mix; Developing the Industrial Communication Programme: Determine the Communication Objectives, Identifying the Target Audience, Determine the Commercial Budget, Develop the Message Strategy, Select the Media, Evaluate the Promotional Results, Integrate the Promotional Programme; Role of Industrial Advertising; Role of Sales Promotion; Publicity and Public Relations; Role of Direct Marketing

**International Industrial Marketing**

Marks: 5

Introduction; Choosing the International Market; Entry Strategies for the International Market; Fairs and Trade Shows; Tie-up with Larger Company; Tie-up with a Local Company; Licensing and Franchising; Packing and Shipping

**Managing the Personal Selling Function**

Marks: 7

Introduction; Importance; Merits; Limitations; The Selling Process; Management of the Sales Force: Recruitment and Selection, Training, Supervision and Motivation, Developing, Compensation, Evaluation and Control

**E-Business**

Marks: 8

Introduction; E-Commerce; Important Parts of E-commerce; Business to Business Forms of E-Commerce: The Inter-organisational System, Electronic Markets; Marketing Strategy for the Electronic Marketplace: Segmenting and targeting, Product Differentiation and Positioning, Marketing Mix Strategy, Product Strategy, Pricing Decision, Distribution Channel, Promotion Strategy

**Reference Books:**

1. Camm, J., 2010. KaChing: How to Run an online Business that Pays and Pays, Wiley.
2. Craiq S. Fleisher, (March 9, 2007), Business and Competitive Analysis, Effective Application of New and Classic Methods, 1st Edition, FT Press.
3. Entrepreneur Press and Arden, L., 2009. Start Your Own E-Business, 2nd Edition, Entrepreneur Press.
4. Garland, D.S., 2010. Smarter, faster, Cheaper: Non-Boring, Fluff-Free Strategies for Marketing and Promoting Your Business, Wiley.
5. Gerber, M.E., 2010. The Most Successful Business in The World: the ten Principles, Wiley.
6. Hutt, M.D., 2009. Business Marketing Management: B2B, 10th Edition, South-Western College Pub.
7. Kister, T.C., 2005. Maintenance Planning and Scheduling: Streamline your Organisation for a Lean Environment, Butterworth-Heinemann..
8. Levinson, J.C., 1990. Guerrilla marketing Weapons: 100 Affordable Marketing Methods, Plume.

## 0201147: FINANCIAL SERVICE MARKETING

Full Marks: 100

### **Service Industry**

Marks: 8

Introduction; Evolution of Services Marketing: The Growth of Service-Based Economies; The Status of Service in Indian Economy; Factors Contributed to the Growth of the Service Sector; Goods Services Continuum; Importance of Classification of System for Services: Classification of Services; Financial Services – An Industry in Transition

### **The Service Marketing Mix, Models & Characteristics**

Marks: 10

Traditional Market Mix: Product, Price, Promotion, Place; Expanded Mix of Services: People, Physical Evidence, Process; The Services Marketing Model: External Marketing, Internal Marketing, Interactive Marketing, C's of Customer Service Mix; Services Marketing Pyramid; Characteristics of Services: Intangibility, Inseparability, Inconsistency (Heterogeneity or Variability), Inventory (Perishability), Ownership

### **Relationship Marketing**

Marks: 12

Introduction; Transactional Marketing Vs Relationship Marketing; Reasons; Characteristics - 5 E's: Three Types of Customers; Aims of Relationship Marketing; Lifetime Value of a Customer (LTV); Market Segmentation and Targeting; Retention Strategies: Level: I - Financial Bonds, Level: II - Social Bonds, Level: III - Customisation Bonds, Level: IV - Structural Bonds

### **Segmentation and Targeting the Market**

Marks: 11

Introduction to Market Segmentation; Segmentation Strategies: Customer-based Segmentation, Product-related Segmentation, Competition-based segmentation, Issues in Segmentation; Market Targeting Strategies: Approaches to Target Market; Market Segmentation in Insurance Industry: Market Mix for Insurance Industry, Recent Trend in Insurance Marketing

### **Positioning and Distribution of Services**

Marks: 12

Introduction to Positioning: Levels, Objectives; Positioning Services; Influences; Positioning the Intangibles; Positioning Process: Step 1: Market Positioning, Step 2: Psychological Positioning, Step 3: Positioning Approaches; Distribution of Services: Location, Channels of Distribution, Distribution Facilities ... Keep with Changing Times, Service Inventory/Storage, Managing Channels; Direct or Company-Owned Channels: Intermediaries; Key Intermediaries for Service Delivery: Franchising, Agents and Brokers, Electronic Channels

### **Service Quality and Guarantee**

Marks: 14

Introduction; Customer Perceptions; Service Quality Dimensions: Reliability, Assurance, Tangibles, Empathy, Responsiveness; Service Encounters: Importance of Encounters; Measuring Service Quality: The Gronroos Model, The Parasuramm, Zeithaml and Berry Model (PZB Model), SERVQUAL; Service Guarantee: Benefits of Service Guarantees, Types, Characteristics of Effective Guarantees, Issues of Guarantee, Strategies that Work for Service Recovery; Various Methods to Gain Competitive Advantage: Service Quality Performance, Service Management, Competitive Strategies, Understanding Personal Relationship, Quality Improvement

## **Promotion of Services**

Marks: 9

Introduction to Promotion: Reasons for Using Promotion; Six Steps in Developing Effective Communication; Advertising; Personal Selling; Sales Promotion; Public Relations; Direct Marketing

## **Customer Satisfaction and Customer Handling**

Marks: 14

Introduction; Scope of Customer Service; Factors Influencing Customer Satisfaction: Need Recognition, Information Search, Evaluation, Decisions, Outcomes; Customer Perceptions; Issues in Expectations; Customer Loyalty; Customer Handling; Managing Conflicts and Establishing Relationship; Recovery Service Failure System: Step I: Identifying Service Failures, Step II: Resolving Customer Problems, Step III: Communicating and Classifying Service Failures, Step IV: Integrating Data and Improving Overall Service; Linking Recovery to Profits; Consequences of Complaints; Handling Dissatisfied Customers

## **Branding and Brand Valuation**

Marks: 10

What is a Brand: The Role; A Brand Model: Ways of Branding, Brand Consumerisation Spectrum; The Process of Brand Creation; Brand Equity: An Increasing Trend; Models of Brand Equity: Young and Rubicam Model, Aaker's Model of Brand Equity, Brand Dynamics Pyramid Model; Measurement of Brand Equity: Brand Attributes, Brand Identity (strength); The Financial Value of Brands: Methods of Measuring the Financial Value of a Brand; Service Brands

## **Reference Books:**

1. Evert Gummesson (2008). Total Relationship Marketing, Third Edition: Marketing management, relationship strategy, CRM, and a new dominant logic for the value-creating network economy. Butterworth-Heinemann; third edition.
2. George Belch (2011). Advertising and Promotion: An Integrated Marketing Communications Perspective. McGraw-Hill/Irwin; ninth edition.
3. Gerard J. Tellis (1997). Advertising and Sales Promotion Strategy. Prentice Hall; first edition.
4. Harvard Business Press (2005). Market Customization: Segmentation, Targeting, and Positioning. Harvard Business School.
5. Hazel J. Johnson (2000). Global Positioning for Financial Services. World Scientific Publishing Company; first edition.
6. Helen Vaid (2003). Branding: Brand Strategy, Design, and Implementation of Corporate and Product Identity. Watson-Guptill; first edition.
7. J.M. Hays (2006). Service Guarantee Strength: The key to service quality. Elsevier.
8. James H.(James H. Myers) Myers (1996). Segmentation & Positioning for Strategic Marketing Decisions. South-Western Educational Pub; first edition.

## **0201146: SERVICES MARKETING and CRM**

**Full Marks: 100**

## **Service Marketing**

Marks: 7

Introduction; Consumer Choice Behaviour in Services; Job of Service Marketer; Steps for Building a Service Brand; 7 Ps of Services Marketing, 1.5.1 3Ps of Services Marketing : People, 3Ps of Services Marketing : Physical Evidence, 3Ps of Services Marketing : Process; Problems in Service Marketing



## **Customer Relationship Management**

Marks: 10

Introduction to Customer Relationship Management; History of CRM; Types of CRM; CRM and Information Technology (IT); CRM Constituencies; Commercial Contexts of CRM; CRM Success Factors; Key Segments for CRM Applications; CRM Service Providers and Consultants; Five Key Cross-Functional CRM Processes; The Need for CRM Strategic Framework; Misunderstandings about CRM; CRM is here to Stay

## **The Strategy Development Process**

Marks: 12

Introduction to the Strategy Development Process; Business Strategy; The Role of Business Strategy; Business Vision; Industry and Competitive Characteristics; Focusing on Business Strategy; Customer Strategy; The Role of Customer Strategy; Focusing on Customer Strategy; Aligning Business Strategy and Customer Strategy; CRM Strategy Development

## **The Value Creation Process**

Marks: 8

Introduction to Value Creation Process; Core and Augmented Offer Add Value; Relationships Add Value; The Importance of Brand Image; The Value Proposition; Customer Profitability; Understanding Future Profit Potential; Customer Acquisition and its Economics

## **The Performance Assessment Process**

Marks: 18

Introduction to the Performance Assessment Process; The Need for a Systematic Approach; Understanding the Key Drivers of Shareholder Results; Shareholder Value, Customer Value, Employee Value and Cost Reduction, Employee Value, Customer Value, Shareholder Value, Cost Reduction, Linking Shareholder Value, Employee Value, Customer Value and Cost Reduction; Developing Appropriate Standards, Metrics and KPIs, Standards, The QCi Customer Management Assessment Tool (CMAT), Customer Operations Performance Centre (COPC) Standard, Metrics, Customer Metrics, People and Process Metrics, Strategic Metrics, Output and Comparative Metrics, Special Metrics, Key Performance Indicators; Establishing a CRM Performance Monitoring System; Developing Strategy Maps and Success Maps; Evaluating and Communicating CRM Return on Investment; Relating CRM Performance to Business Performance; Measuring CRM Return on Investment

## **Organising for CRM Implementation**

Marks: 15

Organising for CRM Implementation; CRM Readiness Assessment; CRM Maturity Assessment, Reviewing the Stage of CRM Maturity; Identifying Barriers to CRM Success; CRM Readiness Audit, The Overview CRM Audit, The Comprehensive CRM Audit, Determining Key CRM Priorities; Establish a CRM Vision; Utilising a CRM Technology Solution, Adopting a CRM Solution; Piloting CRM Projects, Planning for CRM Project Implementation, Establishing Project Priorities and their Direction, CRM Training and Development; The CRM Budget

## **Business Application and Technology Issues CRM**

Marks: 18

Business Application Trends, Increased Consolidation and Mergers among CRM Vendors, Increased CRM Focus on the Small-to Mid-Sized Business Segment, Intelligence Analytical Tools in CRM Solutions, Increased Number of Mobile CRM Offerings and a Move Toward Real-Time CRM, Increased Implementation of CRM Software by CRM Vendors; The Technology Component; A Wireless World; Using People, Process, and Technology to Differentiate, People Issues, The Process Element, Technology Helps; Ten Steps to Effective CRM Implementation; Open Source Technology; Integrated Development Environment (IDE); Software as a Service; Web and Telephony Integration; United Messaging (UM); Enterprise Service Buses (ESB); Profit Optimisation Technology; Creating a CRM Business Case; CRM Software Selection Tips, Technical Feature Requirements; Writing the CRM System Specs

Introduction; CRM: The Evolving Real-Time Enterprise; Government CRM; RTE, Future of RTE, A Natural Progression, Vision of RTE, An RTE Timetable, RTE Vendors; Questions to Ask CRM Software Providers; Tips for Negotiating with CRM Vendors; CRM Software Selection Tips; CRM; Steps for Creating a Real-Time Enterprise; The Future of CRM: Real Time; Trade Shows/Conferences

**Reference Books:**

1. Goldenberg, B., 2008. CRM in Real Time: Empowering Customer Relationships. Information Today, Inc.
2. Knox, M., 2003. Customer Relationship Management: Perspectives from the marketplace. Butterworth-Heinemann.
3. Knox, S., 2003. Customer relationship management. Butterworth-Heinemann.
4. Payne, A. and Frow, P., 2005. A strategic Framework for Customer Relationship Management.
5. Peelan, E., 2005. Customer relationship management. Financial Times Prentice Hall.
6. Rogers, M. and Peppers, D., 2010. Managing Customer Relationships: A Strategic Framework, 2nd ed., Wiley.
7. Shanmugasundaram, S., 2008. Customer Relationship Management: Modern Trends and Perspectives. Prentice-Hall of India.