



**UNIVERSITY OF RAJASTHAN**  
**JAIPUR**

**SYLLABUS**

**Faculty of Management**

**Master of Business Administration**

**(Service Management)**

**Semester Scheme**

**2020 – 22**

*Raj / Jais*  
I. V. Registrar (Acad.)  
University of Rajasthan  
JAIPUR



**R.A. Podar Institute of Management**  
**Faculty of Management Studies**  
**University of Rajasthan**  
**Jaipur**

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**Semester Scheme**  
**Master of Business Administration**  
**(Services Management)**  
**2020-22**

**Course Category:**

CCC: Compulsory Core Course

ECC: Elective Core Course

OEC: Open Elective Course

SC: Supportive Course

SSC: Self Study Core Course

SEM: Seminar

PRJ: Project Work

RP: Research Publication

PRE: Presentation

**Contact Hours:**

L: Lecture

T: Tutorial

P: Presentation

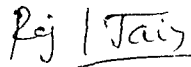
S: Self Study

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**Master of Business Administration(Services Management) [MGS]**

## Semester-I

S. No.	Subject Code	Course Title	Course Category	Credit	Contact Hours Per Week			EOSE Duration (Hrs.)	
					L	T	P	T	P
1	MGS 101	Accounting for Managers	CCC	4	3	1	0	3	0
2	MGS 102	Marketing Management-I	CCC	4	3	1	0	3	0
3	MGS 103	Human Resource Management	CCC	4	3	1	0	3	0
4	MGS 104	Quantitative Techniques	CCC	4	3	1	0	3	0
5	MGS 105	Managerial Economics	CCC	4	3	1	0	3	0
6	MGS 106	Services Management – I	CCC	4	3	1	0	3	0
<b>Open Elective Courses</b>									
7	MGS 107	Business Communication and Personality Development	OEC	4	3	1	0	3	0
8	MGS 108	Organization Behavior	OEC	4	3	1	0	3	0
9	MGS 109	Business Statistics	OEC	4	3	1	0	3	0

  
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## Semester-II

	Subject Code	Course Title	Course Category	Credit	Contact Hours Per Week			EOSE Duration (Hrs.)	
					L	T	P	T	P
1	MGS 201	Production and Operations Management	CCC	4	3	1	0	3	0
2	MGS 202	Business Research and Data Analytics	CCC	4	3	1	0	3	0
3	MGS 203	Financial Management	CCC	4	3	1	0	3	0
4	MGS 204	Human Resource Planning and Development	CCC	4	3	1	0	3	0
5	MGS 205	Services Management - II	CCC	4	3	1	0	3	0
6	MGS 206	Marketing Management- II	CCC	4	3	1	0	3	0
<b>Open Elective Courses</b>									
7	MGS 207	Entrepreneurship	OEC	4	3	1	0	3	0
8	MGS 208	IT for Managers	OEC	4	3	1	0	3	0
9	MGS 209	Organization Change and Effectiveness	OEC	4	3	1	0	3	0

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## Semester-III


	Subject Code	Course Title	Course Category	Credit	Contact Hours Per Week			EOSE Duration (Hrs.)	
					L	T	P	T	P
	MGS 301	Strategic Analysis and Choice	CCC	4	3	1	0	3	0
2	MGS 302	Project Formulation and Implementation	CCC	4	3	1	0	3	0
3	MGS 303	Summer Internship Project	CCC	4	3	1	0	3	0
4	MGS 304	Global Business Management	CCC	4	3	1	0	3	0
5		Specialization Elective	ECC	4	3	1	0	3	0
6		Specialization Elective	ECC	4	3	1	0	3	0
7		Specialization Elective	ECC	4	3	1	0	3	0
8		Specialization Elective	ECC	4	3	1	0	3	0
9		Specialization Elective	ECC	4	3	1	0	3	0

## Electives in Semester-III:

- A. Marketing Electives
- B. Finance Electives
- C. Human Resource Electives
- D. Entrepreneurship Electives

## Note:

Any student wishes to pursue a particular functional specialization area must have cleared the foundational papers in Semester I and II related to that functional area failing which student will not be allowed to opt for that functional area specialization.

  
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## Semester-IV

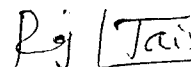
	Subject Code	Course Title	Course Category	Credit	Contact Hours Per Week			EOSE Duration (Hrs.)	
					L	T	P	T	P
	MGS 401	Strategic Execution	CCC	4	3	1	0	3	0
2	MGS 402	Business Legislation and Regulation	CCC	4	3	1	0	3	0
3	MGS 403	CSR, Ethics and Corporate Governance	CCC	4	3	1	0	3	0
4	MGS 404	Multi-Disciplinary Research Project	CCC	4	3	1	0	3	0
5		Specialization Elective	ECC	4	3	1	0	3	0
6		Specialization Elective	ECC	4	3	1	0	3	0
7		Specialization Elective	ECC	4	3	1	0	3	0
8		Specialization Elective	ECC	4	3	1	0	3	0
9		Specialization Elective	ECC	4	3	1	0	3	0

## Electives in Semester-IV:

- A. Marketing Electives
- B. Finance Electives
- C. Human Resource Electives
- D. Entrepreneurship Electives

## Note:

Any student wishes to pursue a particular functional specialization area must have cleared the foundational papers in Semester I and II related to that functional area failing which student will not be allowed to opt for that functional area specialization.

  
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## Specialization Electives

**Marketing Specialization**

MGS A01	Consumer and Organizational Buying Behavior
MGS A02	Integrated Marketing Communications
MGS A03	Sales and Channel Management
MGS A04	Supply Chain Management
MGS A05	Services Marketing
MGS A06	Strategic Product and Brand Management
MGS A07	Rural and Agricultural Marketing
MGS A08	Digital Marketing

**Financial Management**

MGS B01	Strategic Financial Decision
MGS B02	Security Analysis and Portfolio Management
MGS B03	Management of Financial Services
MGS B04	Financial and Commodity Derivatives
MGS B05	Management of Financial Institutions
MGS B06	Corporate Taxation
MGS B07	International Financial Management

**Human Resource Management**

MGS C01	Employee Relationship Management
MGS C02	Manpower Planning and Management
MGS C03	Performance Appraisal and Compensation Management
MGS C04	Knowledge Management and Learning Organization
MGS C05	Strategic HRM
MGS C06	Counselling Skills for HR Managers
MGS C07	International HRM


**Entrepreneurship**

MGS D01	Market Analysis and Value Creation
MGS D02	Family Business Management
MGS D03	Entrepreneurial Finance
MGS D04	Innovation Management and Design Thinking
MGS D05	Building Entrepreneurial Culture and Team
MGS D06	Business Operations Management
MGS D07	Emerging Business Sectors and Technologies

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### Program Administration

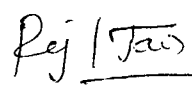
1. The medium of instruction and examinations shall be English.
2. There will be a component of Continuous Internal Assessment along with End of Semester Examination. Continuous Internal Assessment will be conducted by the Institute under supervision of the Director.
3. There shall be 20% weightage of Continuous Internal Assessment (CIA) i.e. 80% weightage of EOSE i.e. in the final CGPA calculation for each paper. Thus, the marks of Continuous Internal Assessment will be added to the final percentage calculation of the candidate having 20% weightage in each paper. Continuous Internal Assessment will consist of Written Test, Presentations / Assignments / Projects / Quizzes in each paper. EOSE will consist of written test of 100 marks in each paper having 80% weightage in the final percentage and CGPA calculation.
4. No candidate shall be considered to be eligible to pursue End of Semester Examinations unless he/she passes the Continuous Internal Assessment with 36% marks in each paper. Minimum passing percentage for any candidate in each paper in EOSE will be 36%. Aggregate percentage required in every semester will be 48%.
5. The OEC paper of Business Communication and Personality Development in Semester I will be evaluated through verifiable means by an external examiner to be appointed by University as part of EOSE. There will be written examination of 50 marks and external examiner evaluation of 50 marks.
6. Courses/papers are inter-changeable from one year to another. The optional papers are given separately for each semester.
7. The Optional Groups (Electives) for functional area to be introduced will be announced in the beginning of Semester-III. It is not necessary to introduce all the optional groups.
8. In EOSE, There will be 7 questions out of which the candidate is required to answer 5 questions. Out of 7 questions, the question number 7<sup>th</sup> will be a case' problem which will be compulsory.

  
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9. 75% attendance is compulsory in each paper failing which student will not be qualified to take EOSE examination in that paper.
10. Promotion from a semester to another will be as per University rules.
11. Any student wishes to pursue a particular functional specialization area must have cleared the foundational papers in Semester I and II related to that functional area.
12. The student will submit the choice of papers as per university guidelines and by the date announced by the institute.
13. There will be a Credit Monitoring Committee of the Institute whose decisions regarding credits and allied domain will be final and binding as per University rules.
14. Credit registration at least once in all compulsory credit courses shall be binding and earning all CCC credits for accumulation of minimum 120 credits. However, a student may earn more than 120 credits as well but additional credits will not be counted for Percentage or CGPA calculations.
15. All students are required to fill in readmission and examination form for each semester complete in all respects by the due date/ late fee date as announced by the Director of the Institute. Incomplete examination forms are likely not to be forwarded to the University.
16. A student may opt for not more than three OEC papers out of total offered papers during Semester I and II. A student will have to opt for total 10 functional specialization papers during Semester III and IV. 5 out of these will be from one functional area and 5 from another during his III and IV semesters. He / She cannot choose from more than two functional areas.
17. Respective subject teachers may announce resources and references in the classes.
18. There should be adequate number of students willing to opt for an elective paper and functional area specialization (if the number is less than 10 then the elective will not be offered).

  
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## Semester I

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## Accounting for Managers

Subject Code: MGS101

Credits: 04

**Paper Objective:** The course has been designed keeping in mind the specific need of managers to understand and appreciate the concept of Managerial Accounting for analyzing Financial Statements. This paper will help students to know corporate sector with the help of analysis of financial statements.

### Content

Accounting – Functions and scope of Accounting, Accounting concepts and conventions; Accounting Process – Recording and analysing business transactions

Capital and Revenue expenditure/receipts; Preparation of Final Accounts with adjustments. Inventory Valuation, Depreciation. Overview of International Financial Reporting Standards (IFRS) and Ind-AS

Regulatory framework governing accounting and reporting practices

Analysis of Financial Statements – Ratio Analysis, Analysis of Corporate performance and drawing inferences; Cash Flow Statement – preparation and analysis

Cost and Management Accounting – Cost Concepts and Classification; Cost Structure analysis through Cost Sheet; Techniques of Costing; Cost Volume Profit Analysis; Marginal Costing; Budgetary Control. Contemporary issues in Cost and Management Accounting

### Suggested Readings

1. Narayanaswamy, R.; Financial Accounting - A Managerial Perspective, PHI Learning, New Delhi
2. Rajasekaran, V. and Lalitha, R.; Financial Accounting, Pearson
3. Khan, M. Y. and Jain, P. K.; Management Accounting, Tata McGraw-Hill, New Delhi
4. Anthony, Robert N., Hawkins, David F. and Merchant, Kenneth A.; Accounting: Text and Cases. Tata McGraw Hill Publishing Company Limited. New Delhi
5. Banerjee, A.: Financial accounting - A Managerial Emphasis. Excel Books
6. Anthony, Robert: Management Accounting
7. Hunt, Williams and Donaldson: Basic Business Finance
8. Wheldon: Cost Accounting and Cost Methods

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## Marketing Management - I

Subject Code: MGS102

Credits: 04

**Objective:** The course has been designed keeping in mind the specific need of managers to understand and appreciate the concept of Marketing and various dimensions related to Exploring, Creating, Delivering and Communicating Customer Value. It also aims to equip students with contemporary knowledge, skill and competencies to manage efficiently and effectively.

### Content

Market and Marketing, Marketing Management, Core Marketing Concepts - Need, Want, Demand, Value, Satisfaction, Consumer, Customer, Goods and Services, Competition, Company Orientation towards Market Place, Functions and Importance of Marketing Management

Modern Marketing Mix for Goods and Services, Developing an Effective Marketing Mix

Environmental Scanning (External and Internal), Analyzing Consumer Behavior, Buying Decision Process, Analyzing Organizational Buying Behavior, Analyzing Competition

Marketing Information System including basics of Marketing Research

Levels of Marketing Planning, Generic Strategies and Value Chain

Segmentation, Targeting and Positioning, Ethical Issues in Marketing

Case Studies

### Reference

1. Kotler, Keller, Koshy, Jha, Marketing Management- 14<sup>th</sup> edition, Pearson
2. Etzel, Walker, Stanton, Pandit, Marketing - 14ed, McGraw Hill.
3. Bains, Fill, Page and Sinha, Marketing – Asian Edition, Oxford.
4. Ramaswamy and Namakumari, Marketing Management -- 5 Edition, McGraw Hill.
5. Saxena Rajan. Marketing Management, McGraw Hill.

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## Human Resource Management

Subject Code: MGS103

Credits: 04

**Objective:** The course has been designed keeping in mind the specific need of managers to understand and appreciate the concept of Human Resource Management and various dimensions related to managing Human Resource in the organization. It also aims to equip students with knowledge, skill and competencies to manage efficiently and effectively.

### Course contents

Human Resource Management. Introduction, Scope. HRM Environment in India. Diagnostic Approach to HRM. Job Analysis. Job Description. Job Specification.

Human Resource Procurement- Recruitment, Selection and Induction.

Performance Appraisal- Uses, Process, Methods, MBO. Internal Mobility- Promotion. Transfer and Demotion. Discipline-Meeting, Forms. Process and Causes of Indiscipline. Employee Grievances. Grievance Handling Procedure. Employee Compensation- Components. Voluntary Retirement. Managing Employee Exit- Workers, Managers, CEO.

Case and Problems.

Note: The text books and reference books will be announced in the class at the beginning of the course by the teacher.

### Reference

1. Dessler and Varkkey, Human Resource Management – 14<sup>th</sup> edition, Pearson.
2. Haldar and Sarkar, Human Resource Management, Oxford
3. CB Gupta, Human Resource Management, Sultan Chand.
4. Udai Pareek and TV Rao, Human Resource Management, Oxford
5. K Aswathappa, Human Resource Management, TMH
6. Monappa et al, Human Resource Management. McGraw Hill

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## Quantitative Techniques

Subject Code: MGS104

Credits: 04

**Objective:** The course has been designed keeping in mind the specific need of managers to understand and appreciate Quantitative Techniques for managerial decision making and various dimensions related to the application of such techniques in any organization. It also aims to equip students with knowledge, skill and competencies to manage efficiently and effectively.

### Contents

Game Theory and Applications – Concepts, Zero-Sum Game, Pure and Mixed Strategy

Transportation and Assignment Theory and Applications – Concepts, Methods

Decision Theory and Applications - Decision under Uncertainty, Decision under Risk, Methods

Matrix and Its applications

Probability Theory and Distribution - Set theory, Sample space, Probability function, Events, Axioms, Conditional Probability, Independent events, Random Variables, Expectations, Binomial Poisson, Normal Distribution.

Linear Programming – Concepts, Methods (Simplex, Duality, Graphical)

Case Studies and application of all these techniques for managers

### References

1. Levin and Kiripetuck – Quantitative approach to Management
2. CR Kothari, Quantitative Techniques
3. Sharma, Quantitative Techniques for Managerial Decisions, MacMillian

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## Managerial Economics

Subject Code: MGS105

Credits: 04

**Objectives:** The course has been designed keeping in mind the specific need of managers to understand and appreciate the concept of Micro and Macro Economics in Managerial Decision Making and various dimensions related to Demand, Supply, Production, Cost, Revenue, Market and Macro Economic Variables. It also aims to equip students with knowledge, skill and competencies to manage efficiently and effectively.

### Contents

Introduction to Managerial Economics - Basic Concepts, Scope, Positive and Normative, Deductive and Inductive Analysis, Objectives of Firms

Theory of Consumer Behavior - Utility Analysis (Cardinal and Ordinal), Theory of Demand, Elasticity of Demand and Business Decision Making, Demand Forecasting (Importance, Quantitative and Qualitative Techniques)

Production, Revenue and Cost - Theory of Supply, Production Possibility, Production Function, Returns to Scale, Law of Returns, Isoquant, Iso-Cost, Elasticity of Supply, Theory of Cost, Revenue Concepts, Producer's Equilibrium, Break Even Analysis

Market Structure - Perfect Competition, Monopolistic, Oligopoly, Duopoly, Monopoly, Monopsony, Market Equilibrium

Macro Economics - Basics of National Income, Money and Banking, Balance of Payment, Foreign Exchange Rate and Market, Business Cycles, Recent Trends in Indian Economy, Money Supply and Inflation (CPI, WPI and GDP Deflator), World Bank Ease of Doing Business Report

Cases Studies

### Reference

1. Paul A Samuleson and William D Nordhaus, Economics 19<sup>th</sup> edition, McGraw Hill.
2. VI. Mote, Samuel Paul and GS Gupta, Managerial Economics, Tata McGraw Hill.
3. RL. Varshney and KL Maheshwari, Managerial Economics - 21<sup>st</sup> edition, Sultan Chand and Sons.
4. DN Dwivedi, Managerial Economics - 7<sup>th</sup> edition, Vikas Publication.

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**Services Management - I**

**Subject Code: MGS106**

**Credits: 04**

**Objectives:** The course has been designed keeping in mind the specific need of managers to understand and appreciate the concept of Services Management and various dimensions related with management of Services Industry. It also aims to equip students with knowledge, skill and competencies to manage efficiently and effectively.

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**Contents**

Introduction to Services Management – Concept, Understanding Service Phenomenon, Difference from Goods, Convergence from Goods, Classification of Services, Challenges in service sector, Evolution of Services

Managing Demand and Supply of Services – Balancing Demand and Productive Capacity, Fluctuations in Demand and Profitability, Managing Capacity, Patterns of Demand, Managing Demand, Inventory Demand through waiting lines and queueing systems, Customer perception of waiting time, Inventory Demand through reservation system

Service Quality – Determinants, Developing Service Quality Culture and Ethics, Service Quality Models – SERVQUAL, GAPS Model, Complain Handling and Service Recovery

Technology in Services – Role, IT Enabled Services, Service Enhancement through Technology

Service Leadership – Service Profit Chain, Creating a leading Service Organization, Integrating Marketing, Operation, Human Resources

Ethical Issues in Services Management

Cases

**Reference**

1. Zeithaml and Bitner. Services Marketing. TMH
2. Lovelock, Wirtz and Chatterjee. Services Marketing, Pearson
3. Ravi Shankar. Services Marketing, Excel Books
4. Jauhari and Dutta. Services. Oxford

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## Business Communication and Personality Development

Subject Code: MGS107

Credits: 04

**Objectives:** The course has been designed keeping in mind the specific need of managers to understand and appreciate the implication of effective communication in management and various dimensions related to Verbal and Non Verbal Business Communication. It also aims to equip students with knowledge, skill and competencies to manage efficiently and effectively.

### Contents

Introduction to Business Communication - Meaning, Process, Types of Communication, Channels of Communication, Barriers to Communication, Making Communication Effective, Communication Networks in Organizations.

Business Writing and Correspondence - Report Writing, Making effective presentations, Business Letters, Writing business emails, Telephone etiquettes, Managing Business Meetings, Key elements of Non-Verbal communication, Reading Effectiveness for Managers; SQ3R Technique of Reading, Techniques of Effective reading and listening, Social media and Business communication- Linkages, strategies and Impact.

Vocabulary Enrichment- Common mistakes in English, Commonly mispronounced words in English, Idioms and phrases, Common Homophones, Steps to Enrich Vocabulary, Suggested Readings, Punctuations, Creative writing.

Personality Development (This unit will be evaluated by External Examiner) - Role of Verbal and Non Verbal Communication, Behavioral Aspects of Communication, Effective Body Language, Preparing for Group Discussions and Job Interviews, Public Speaking, Formal Dressing Sense, Dining etiquettes

Activities that can be conducted: GDs, Mock Interviews, Book reading and presenting reviews, Vocabulary building games, Netiquettes

### Reference

1. Lesikar, Flatley, Rentz, Pande, Business Communication - 11 edition, McGraw Hill
2. Kaul, Business Communication, PHI
3. Sinha, Business Communication, Galgotia
4. Biswajit Das and Ipsita Spathy, Business Communication and Personality Development, Excel Books

## Organizational Behavior

Subject Code: MGS108

Credits: 04

**Objective:** This paper will facilitate students to define, relate and recognize concepts/theories/constructs related to understanding of human behaviour in organizations and to interpret, estimate and relate issues of performance/ behaviour/ conflict/ cooperation based on cases / exercises. It will also help them to analyse, inspect, debate and diagnose issues related to intra and interpersonal behaviour.

### Contents

Organization Evolution- Classical to post modern theories (Brief description).

Organization Behavior – Personality, Perception, Attitudes and their measurement, Learning and Emotional Intelligence

Concept of Role; Role Space; Role Set; Role Efficacy; Role Conflict, Work Life Balance, Stress Management.

Work Groups and Teams, Group Dynamics, Conflict and Cooperation in Organizations.


Leadership, Behaviour- Leadership Styles, Leadership Theories.

Motivation at Workplace-Theories, Process and Impact.

Managing Millennials in the work place. Work place diversity. Working with Artificial Intelligence.

### References

1. Robbins, Judge and Vohra, Organisational Behavior – 15<sup>th</sup> Edition, Pearson.
2. Fred Luthans, Organisational Behavior – 12<sup>th</sup> edition, McGraw Hill.
3. Pareek, Udai, Understanding Organizational Behavior 3rd Edition. Oxford University Press.
4. Singh Pritam and Asha Bhandarkar, Millennials and the Work Place Challenges for Architecting the Organizations of Tomorrow, AIMA- Sage.
5. Mc Shane, Stevan and Mary and Glinow, Organizational Behaviour Emerging Knowledge Global Reality, McGraw Hill

  
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**Business Statistics**

**Subject Code: MGS109**

**Total Credits: 04**

**Objective:** The course has been designed keeping in mind the specific need of managers to understand and appreciate the concepts and application of statistics in Business and various dimensions related to Business decision making using statistics as a tool. It also aims to equip students with knowledge, skill and competencies to manage efficiently and effectively.

**Contents**

Introduction to Statistics – History of Statistics, Meaning, Scope, Characteristics, Limitations, Importance for managers

Data – Meaning, Usage of data, classification of data

Univariate Analysis – Data series, Central Tendency – Mean, Median, Mode, Quartiles, Dispersion – Standard Deviation, Mean Deviation, Quartile Deviation, Range

Multivariate Analysis – Correlation, Regression, Time series, Index Numbers

Cases and application for managers

**References**

1. Freedman, Statistics, Viva Books
2. N.D. Vohra, Business Statistics, McGraw Hill
3. Gupta and Gupta, Business Statistics, Himalaya Publishing House

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## Semester II

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## Production and Operations Management

Subject Code: MGS201

Credits: 04

**Objective:** The course has been designed keeping in mind the specific need of managers to understand and appreciate the concept of Production and Operations Management and various dimensions of Production, Business Processes, Logistics and Operational issues in the organization. It also aims to equip students with knowledge, skill and competencies to manage efficiently and effectively.

### Contents

Introduction to POM – Nature, Scope, Evolution, Importance, Types of Production Systems, Product and Service Design Factors, Productivity (System, Personnel, Capital), Operations as a competitive strategy, Integrated Productions Management

Location Decisions – Planning and Analysis, Plant Layout Decisions – Types, Process Flow, Concepts of Line Balancing, Work Measurement

Business Processes - Business Process Modeling, Inventory Management – Models and Applications, Lean Manufacturing, JIT, Supply Chain Management- Objectives and Elements. Operations and Production Scheduling, Simulation, Demand Forecasting, Replacement and Maintenance.


Network Techniques - Project Planning and Control, Project monitoring through Network Techniques, PERT-CPM, Concept of Time Estimates, Project Costs, Project Crashing

Quality Management - Techniques and Tools, Total Quality Management Systems (TQMS), Types of International Standards on Quality Systems, ISO standards, Total Quality and Safety, Six Sigma

Cases

### Reference

1. Buřa and Sarin. Modern Production and Operation Management. Wiley
2. Russell and Taylor III. Operation Management - 4<sup>th</sup> edition. Pearson
3. Adam Jr. and Ebert. Production and Operation Management. Pearson
4. Anil Kumar and N Suresh. Production and Operation Management. New Age
5. Rendex et al.. Production and Operation Management. Pearson

  
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## Business Research and Data Analytics

Subject Code: MGS202

Credits: 04

**Objective:** The course has been designed keeping in mind the specific need of managers to understand and appreciate the concept of Research in Business and Analysis of Data and various dimensions related to Business Research and Data Analytics. It also aims to equip students with knowledge, skill and competencies to manage efficiently and effectively.

### Contents

Introduction to Business Research - Meaning, Significance, Research Process, Approaches (Inductive and Deductive, Scientific and Non Scientific), Features of a Good Research, Types of Research

Research Design - Research Problem, Hypothesis Formulation, Defining Research Design. Sources of Information (Primary and Secondary), Methods of Primary Data Collection (Interview, Observation, Designing Questionnaire, Schedule), Sample Design (Universe, Sample Size, Validity Analysis and Reliability Analysis, Probability and Non Probability Sampling, Errors in Sampling, Scaling Techniques)


Data Processing and Analytics - Tabulation and Classification of Data, Level of Significance, Uni-variate Analysis (Mean, Mode, Median, Dispersion), Bi-variate Analysis (Correlation, Regression, Cluster Analysis, Analysis of Variance), Parametric and Non Parametric Tests (t-Test, z-Test, f-Test, Chi-Square, One and Two Way ANOVA, Mann-Whitney Analysis, Kruskal-Wallis), Basics of SPSS

Report Writing and Decision Making - Format of Report, Guidelines for Effective Report Writing, Reaching to Conclusions

Cases

### References

1. CR Kothari, Research Methodology, New Age International Publisher
2. Cooper, Schindler and Sharma, Business Research Methods, McGraw Hill
3. Goode, W.J. and Paul Hatt, Methods in Social Research, McGraw Hill
4. Maxwell Joseph. Qualitative Research Design. Sage Publication
5. Dwivedi. Research methods in Behavioural Science. McMillian

  
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## Financial Management

Subject Code: MGS 203

Credits: 04

**Objective:** The course has been designed to impart knowledge of financial management as a foundation paper. Students will be exposed to various facets of financial management and related decisions including investment, financing and dividend decisions as well as sources of finances. Students will also learn about emerging issues in corporate finance.

### Contents

Understanding contemporary financial environment (Financial Markets, Financial Institutions, Financial Instruments and Financial Services); Objectives of Financial Management; Financing and Investment decisions

Understanding the concept of Time Value of Money; Risk – Return relation and Valuation of Securities; Working Capital Management; Inventory Management; Receivables Management; Cash Management

Cost of Capital; Leverage; Capital Structure; Capital Budgeting, Risk Analysis in Capital Budgeting; Dividend Policy decision

### Suggested Readings

1. Brealey, Richard A. and Myers Steward C.; Principles of Corporate Finance; Tata McGraw Hill
2. Archer, Stephen H. etc.; Financial Management; John Wiley, New York
3. Bhalla V. K.; Financial Management and Policy; Anmol, New Delhi
4. Chandra, Prasanna; Financial Management; Tata McGraw Hill
5. Pandey, I. M.; Financial Management, Vikas Publishing House Pvt. Ltd.
6. Hampton, John; Financial Decision Making; Prentice Hall Inc., New Jersey
7. Home, James C.; Financial Management and Policy; Prentice Hall of India, New Delhi
8. Damodaran Aswath; Corporate Finance; Wiley

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## Human Resource Planning and Development

Code: MGS204

Credits: 04

**Objective:** The course has been designed keeping in mind the specific need of managers to understand and appreciate the concept of Human Resource Planning and Development in the corporate world and various dimensions related to planning and developing Human Resource in the organization. It also aims to equip students with knowledge, skill and competencies to manage efficiently and effectively.

### Course contents

Human Resource Development – Concept, Need, Mechanism, HRD as a total system. Principles in Designing HRD System.

Human Resource Planning – Concept, Process, Linking HRD with Strategic Planning, Job Design – Concept and Approaches. Job characteristic, Model to Work Motivation.

Employee Training and Development – Training Phases, Need Assessment, Establishment of Training Objectives, Training Methods, Lecture, Case, Role Play, Business Games, In Basket, Sensitivity, Syndicate, T.A. Evaluation of a Training Programme, Designing Training Programme, Employee Empowerment, Concept and Approaches, Human Resources Audit.

### References:

1. Edwin B. Flippo: Principles of Personnel Management
2. Hiroy, S. Pyars & Leslie W. Rue: Human Resource and Personnel Management, Richard D. Irwin Inc.
3. Randeil, S.Schuler: Effective Personnel Management – West Publishing Company
4. Paul Pigors & Charles A. Myers Personnel Administration McGraw Hill Kogakusha
5. Arun Monappa & Mirze S. Saiyadmin Personnel Management, Tata McGraw Hill
6. Ivancevich & Gullock: Functions of Personnel: Human Resource Management
7. Pareek U & T.V. Rao – Designing and Managing Human Resource Systems, Oxford & Hill Pub. Co. New Delhi.

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**Services Management - II**

**Subject Code: MGS 205**

**Credits: 04**

**Objectives:** Through this course, the participants would appreciate the role of services in economy. Focus has to be given on customer satisfaction surveys and research using certain tools and models and assessment of total service quality management systems. Implementation of total quality management systems in service sectors like health care, hospitality and education is to be emphasized.

**Contents**

Concept of Service Economy, Political, Socio-Cultural and Economic Environment for Service Sector

Role of Service sector in Global and Indian Economy, Growth and Recent Trends in Service Sector, Milestones and Future of Service Sector

Major Service Sectors in Indian Economy - Telecom Sector, Financial Service and Insurance, Hospitality and Tourism, Healthcare, Sports, Education, Retail, BPO, Media and Entertainment, Social Services and NGOs

Emergence of GATS in World Trade, WTO and Services

Cases

**References**

1. Zeithaml and Bitner, Services Marketing, TMH
2. Lovelock, Wirtz and Chatterjee, Services Marketing, Pearson
3. Ravi Shankar, Services Marketing, Excel Books
4. Jauhari and Dutta, Services, Oxford

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## Marketing Management - II

Subject Code: MGS206

Credits: 04

**Objective:** The course has been designed keeping in mind the specific need of managers to understand and appreciate the concept of Marketing and various dimensions related to Exploring, Creating, Delivering and Communicating Customer Value. It also aims to equip students with contemporary knowledge, skill and competencies to manage efficiently and effectively.

### Content

Developing products - Classification, Product Levels, Product Classification, Product Life Cycle, Product Line and Mix, Packaging and Labeling, Product Quality, Concept and Role of Branding

Pricing Decisions - Pricing Process, Methods, E - Pricing

Delivering Product - Marketing Channels, Retailing and Wholesaling, Logistics, E- Distribution

Marketing Communications – Process and Tools

Marketing Evaluation and Control, Marketing Management in the world of Hi-tech and Innovation

Case Studies

### Reference

1. Kotler, Keller, Koshy, Jha, Marketing Management- 14<sup>th</sup> edition, Pearson
2. Etzel, Walker, Stanton, Pandit, Marketing - 14ed, McGraw Hill.
3. Bains, Fill, Page and Sinha, Marketing – Asian Edition, Oxford.
4. Ramaswamy and Namakumari, Marketing Management – 5 Edition, McGraw Hill.
5. Saxena Rajan, Marketing Management, McGraw Hill.

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## Entrepreneurship

Subject Code: MGS207

Credits: 04

**Objective:** The course has been designed keeping in mind the specific need of students to understand and appreciate the concept of Entrepreneurship as a career option. This subject aims at making students familiar with various dimensions and the process of creating a new venture. It also aims to equip students with knowledge, skill and competencies to develop into an entrepreneur.

### Contents

Introduction to Entrepreneurship (Nature, Importance, Drawbacks, Evolution), Entrepreneurial Process, Entrepreneurial Traits and Competences, Types of Entrepreneurs, Creativity (concept and process), Innovation, Role of Entrepreneurship in Society and Economy, Star Model of Entrepreneurship, Institutional Void

Idea to Feasibility - Idea and Opportunity identification (Sources, Methods), Feasibility Analysis (Technical, Social, Legal, Economic, Market, Financial, Managerial)

Business Plan - Objective, Features of a Winning Business Plan, Structure of B-Plan

Implementation - Choice of Ownership, Sources of Capital (Equity and Debt financing, Venture Capital, Angel Investor), Financial Management Issues, Operation and Production Issues, Marketing Issues, Guerrilla Marketing Strategies, HR Issues, Information Management and Intellectual Property Rights Related Issues, E-commerce Issues, Quality Management Issues

Growth and Future - Growth and Stabilization Strategies, Managing Competitive Advantage, Institutional Assistance to New Enterprises, Exit strategies, Worldwide patterns observed in Entrepreneurship

Cases

### References

1. Zimmerer and Scarborough. *Essentials of Entrepreneurship and Small Business Management*, Prentice Hall of India.
2. Hisrich, Peters, Shepherd. *Entrepreneurship*, McGraw-Hill.
3. David H. Halt. *Entrepreneurship - New Venture Creation*, Prentice Hall of India.

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## IT for Managers

Subject Code: MGS208

Credits: 04

**Objectives:** The course has been designed keeping in mind the specific need of managers to understand and appreciate the implication of Information Technology in management and various dimensions related to application of IT for managerial decision making. It also aims to equip students with knowledge, skill and competencies to manage efficiently and effectively.

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### Contents

Computer Hardware and Software – CPU, Logic Gates, Computer Memory, Computer Hierarchy, Input Technologies, Output Technologies, Operating Systems, Application Software, Utility Softwares, Contemporary Apps for Managers

Data Base Management System - Traditional File Environment, Database Management Systems, Data Models, MS-Excel in detail, SQL in brief



Telecommunication and Networks - Types of Telecommunication Networks, Telecommunications Media, Network Topologies, Network Architectures, Internet, Intranet and Extranets, Features of an Effective Website and App, Payment Gateways

Functional and Enterprise Systems - Management Information Systems, Transaction Processing Information Systems, Accounting and Finance Systems, Marketing and Sales Systems, Production and Operation Management Systems, Human Resources Management Systems

Cases

### Reference

1. Lucas, Information Technology for Management, TMH
2. Behl, Information Technology for Management, TMH
3. Jawadkar, Management Information System, McGraw Hill.

  
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## Organisation Change and Effectiveness

Code: MGS209

Credits: 04

**Objective:** This paper will enable students to appreciate the central role of change in ensuring organization's growth and sustainability. Being proactively change oriented is a leadership challenge and integral to organization's culture. The paper educates about change concept, management challenges and creation of organization effectiveness.

### Contents

A brief history of organization change, scientific management, Hawthorne studies, survey feedback, Sensitivity training, Socio-technical systems, management grid and organization development, Open system strategy.

Change Process- Open System theory, Conceptual Models for Understanding.

Organization Change- Context (What); Process. Process Theories- Technological; Lifecycle; Dialectic and Evolutionary.

Models- Lewin; Kotler; Nadler-Tushman and Tichy's TPC (Technical Political and Cultural Framework). Revolutionary Versus Evolutionary Change.

Level of Organization Change- Individual, Group and larger systems. Resistance to change- reasons and strategies for managing resistance. Leading organization change- pre launch, launch and post launch phases.

Technological Change: Culture and organization change. Burke Letwin Model of organization performance and change,

Organization Effectiveness- Models and Sustaining effectiveness.



Cases

### Reference

1. Anderson and Barker. Effective Enterprises and Change Management. Oxford.
2. French and Bell. Organizational Development. Prentice Hall.
3. Fred Luthans, Organizational Behavior, McGraw Hill
4. Robbins. Organizational Behavior, Prentice Hall.
5. Raina Ratan. Change Management and Organization. Sage Publication.
6. Grieves Jim. Organizational Change Development, Oxford.
7. Myers, Hulks and Wiggins: "Organizational Change: Perspectives on Theory and Practice". Oxford.

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## Semester III

  
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## Strategic Analysis and Choice

Subject Code: MGS301

Credits: 04

**Objectives:** The course aims to develop an integrated perspective about an organization. It builds upon the integrative nature of organization and strategic decision making explain the competitive and the internal environment of business. This paper will develop skills to analyse the competitive and internal environment and to analyse the different strategies within a given context.

### Contents

Strategic Decisions- Nature, impact and Risk, The external context of strategic decision making- environmental factors and uncertainties. PEST Analysis.

The internal context of Strategic Decision Making- Resources bases view VRIO framework, Concept of Competitive Advantage, Measurement of competitive advantage.

The Strategy Hierarchy - Corporate level Strategies-functional level strategies, corporate strategies-growth (expansion/diversification) strategy and retrenchment. BCG Matrix, Experience Curve. Mergers and Acquisitions.

Business Strategies: Generic Cost, Differentiation and Focus Strategies. Competitors and complementors in business strategy.

Strategy in Global Context- Internationalization process, subsidiary level strategy, Headquarter level strategy.

Cases

### References

1. Saloner, Garth Andrea Shepard and Joel Podolny, Strategic Management(2001), John Wiley; New York
2. Gupta Vipin, Kamala Gollakota and R Srinivasan. Business Policy and Strategic Management: Concepts and Applications. Prentice Hall India
3. Barney and William. Strategic Management and Competitive Advantage. 4th Ed., Prentice Hall India
4. Wheelan. Thomas and J David Hunger: Concepts in Strategic Management and Business Policy. Pearson India

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## Project Formulation and Implementation

Subject Code: MGS302

Credits: 04

**Objective:** The course has been designed keeping in mind the specific need of managers to understand and appreciate the concept of Project Formulation and Implementation. It will also deal with various dimensions related to the managerial decision making regarding managerial projects. It also aims to equip students with knowledge, skill and competencies to manage efficiently and effectively.

### Course Contents

Concepts, Characteristics, Life Cycle, Identification of Project Opportunities, Market, Technical and Financial Feasibility Analysis, NPV, IRR and Payback, Sensitivity Analysis, Social Cost Benefit Analysis- rationale, Concept of Shadow Pricing, Value of Foreign Exchange, Shadow Price of Investment, Social Rate of Discount, Role of Development Financial Institutions, Work Breakdown Structure (WBS), Contractor Schedule, Accomplishment Cost Procedure (ACP), Project Training and Control, Project Management Information Systems (PMIS), Project Audit, Ex-Post Evaluation

Cases

### References:

1. Matto P.K.; *Project Formulation in Developing Countries*.
2. Little I.M.D. and J.A. Mirrless; *Project Appraisal and Planning for Developing Countries*.
3. Mishan E.J.; *Cost Benefit Analysis*.
4. Cleland D.I. and W.R. King ; *System Analysis and Project Management*.
5. Dasgupta, P.S. Marglin and A. Sen; *Guidelines for Project Evaluation (UNIDO)*.
6. Sudgen R. and A. Williams; *The Principles of Cost Benefit Analysis*.
7. Little I.M.D. and J.A. Mirrless; *Manual of Industrial Project Analysis in Developing Countries (OECD)*.
8. Chitale V.P.; *Project Viability in Inflationary Conditions*.
9. Chandra, Prasanna ; *Project: Preparation, Appraisal, Budgeting and Implementation*, 3<sup>rd</sup> ed., New Delhi, Tata McGraw Hill, 1987.

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### Summer Internship Project

Subject Code: MGS303



Credits: 04

**Objective:** The Summer Internship has been designed keeping in mind the specific need of managers to appreciate the practical on hand experience and exposure of corporate working. It will facilitate students to correlate the theory with practice in a real time world. It also aims to equip students with knowledge, skill and competencies to manage efficiently and effectively.

At the completion of the first two semesters of the first year and before the commencement of the third semester in the second year the student is required to undergo summer training in an organization. A report based on the summer training shall be submitted within four weeks from the commencement of the third semester as approved by the Institute. Report must be an original work. Each student will be attached with one internal project guide, with whom they shall be in continuous touch during the training period.

#### Evaluation

The project report will be evaluated by an external examiner appointed by the University. The evaluation will be through Viva Voce on components like Content, Presentation, Analysis and Feedback from the Organization.

  
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## Global Business Management

Subject Code: MGS304

Credits: 04

**Objective:** The course has been designed keeping in mind the specific need of managers to understand and appreciate the concept of Global Business and various dimensions related to managing cross border businesses. It also aims to equip students with knowledge, skill and competencies to manage efficiently and effectively.

### Contents

Introduction to Global Business - Globalization (Concept, Evolution, Drivers, Challenges, Opportunities, Stages of Global Involvement- EPRG framework, Guarded Globalization), International Trade Theories, Global Business (Meaning, Difference from Domestic Business)

Global Business Environment - Socio-Cultural Environment, Political Environment and Systems, Technological, Demographic, Natural, Legal Environment, Impact on Business

Global Economic Environment - Economic Systems, Global Financial Institution (WTO, World Bank, IMF, UNCTAD, Asian Development Bank, New Development Bank), Global Monetary System (Foreign Exchange Market, Foreign Investment, Balance of Payment and Balance of Trade), Regional Economic Integrations (ASEAN, SAARC, BRICS, OPEC, EU, NAFTA)

Management of Global Business - Global Market Selection and Entry Strategies, Issues in Global Financial Management, Issues in Global Marketing, Issues in Global Human Resource Management, Global Operations and Logistics

Contemporary Trends in GBM – India an emerging market, Global Trade in Pre-liberalization and liberalization Era, Export Performance and Direction of India, Brief of Indian Trade Policy, Brief of Export Import Documentation

Cases



### References

1. Charles Hill and Arun Jain. '*International Business*'. McGraw-Hill.
2. John D. Daniels and Lee H. Radebaugh. '*International Business*'. Pearson.
3. Rakesh Mohan Joshi. '*Global Business Management*'. Oxford Press.
4. Francis Cherunilam. '*International Business*'. PHI.
5. Warren J Keegan. '*Global Marketing*'. Pearson.
6. Cateora, Graham and Salwan. '*International Marketing Management*'. McGraw Hill.

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## Semester IV

  
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## Strategic Execution

Subject Code: MGS401

Credits: 04

**Objectives:** The learning objectives of the course are to describe the nature and scope of strategy implementation and to analyse the interrelationship between the various elements of implementation. It will also help students to learn the implementation of strategies as an integrating framework for multi-level multifunctional changes.

### Contents

Strategy Implementation – Nature, Scope and Focus. Implementation of strategy. Organizational Structure- Strategy Implementation. Creating structure for competitive advantage (brief overview of different types of structures). Ethics and Governance issues in Strategy Implementation

Leadership and Strategy Implementation - Leaders as strategic change agents. Process implementation, Role of motivation, Communication in Implementation.

Organizational Culture and Implementation. Technology Specific and Strategic Implementation. Implementing cross border strategies- issues and challenges.

Balanced Score Card and strategy maps as tools of implementation

Cases

### References

1. Saloner, Garth Andrea Shepard and Joel Podolny, Strategic Management(2001), John Wiley; New York
2. Gupta Vipin, Kamala Gollakota and R Srinivasan, Business Policy and Strategic Management: Concepts and Applications, Prentice Hall India
3. Wheelan, Thomas and J David Hunger: Concepts in Strategic Management and Business Policy. Pearson India
4. Mascarenhas. Oswald.A.J. Business Transformation Strategies: The Strategic Leader as Innovation Manager. Sage Publishing, New Delhi.
5. Henry Anthony. Understanding Strategic Management. Oxford University Press

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## Business Legislation and Regulation

Subject Code: MGS402

Credits: 04

**Objective:** The course has been designed keeping in mind the specific need of managers to understand and appreciate the concept of Business Law and various dimensions related to Regulations for businesses. It also aims to equip students with knowledge, skill and competencies to manage efficiently and effectively.

### Contents

Indian Contract Act 1872 - Offer, Acceptance, Agreement, Contract, Capacity to Contract, Consideration, Performance of Contract, Breach of Contract, Remedies to Breach of Contract, Quasi – Contract, Indemnity and Guarantee

Companies Act 2013 and Mercantile Acts - Meaning, Features of Company, Types of Companies. Formation of a Company. MOA and AOA, Directors, Meetings, Winding Up  
Sales of Goods Act and Negotiable Instrument Act


Other Acts - Laws related to Women Protection at Workplace, Basics of Cyber Laws, Basics of Intellectual Property Right Act, RTI Act

Regulatory Framework in India - Concept of Regulatory Organizations, Objectives and Functions of RBI, IRDA, SEBI, TRAI, PFRDA, FSDC, Competition Commission, NGT

Cases

### References

1. Avtar Singh, Mercantile Law, Eastern
2. SK Tuteja, Business Law for Managers, Sultan Chand
3. RL Nowlakha, Mercantile Law, RBD

  
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## CSR, Ethics and Corporate Governance

Subject Code: MGS403

Credits: 04

**Objective:** The course has been designed keeping in mind the specific need of managers to understand and appreciate the concept of Ethics, Corporate Governance and Corporate Social Responsibility and various dimensions related to being a socially responsible organization. It also aims to equip students with knowledge, skill and competencies to manage efficiently and effectively.

### Contents

Overview of Business Ethics - Concept of Ethics, Meaning of Business Ethics, Nature of Business Ethics, Significance, Arguments For and Against, Framework for Ethical Decision Making, Factors Affecting Business Ethics (Individual Factors, Organizational Factors, Environmental Factors)

Corporate Governance - Meaning, Accountability Issues, Current Context of CG in India, Objectives and Strategies, Role of Independent Directors, Board Structure, Performance Evaluation of Board, Training and Development of Directors, Accounting Standards & Accounting Disclosures

Corporate Social Responsibility - Concept of CSR, Significance, Good Corporate Citizenship, Balancing Profits and Social Objectives, Strategic CSR

Cases

### References

1. SK Chakrabarti, Management by Values Towards Cultural Congruence, Oxford Univ. Press
2. Hill, Charles, An Integrated Approach to Strategic Management, Cengage Learning
3. Ackerman, The Social Challenge to Business

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### Multi-Disciplinary Research Project

Subject Code: MGS404

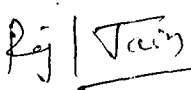
Credits: 04

**Objective:** The Multi-Disciplinary Research Project has been designed keeping in mind the specific need of managers to work on the interaction of various subjects. It will facilitate students to understand the interconnections between various subjects and with practice in a real time world. It also aims to equip students with knowledge, skill and competencies to manage efficiently and effectively.

A research project shall be submitted by the student under the guidance of a research supervisor as approved by the Institute. Report must be an original work.

#### Evaluation

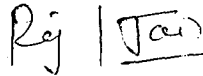
The project report will be evaluated by an external examiner appointed by the University.

  
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### Marketing Electives (III / IV Semester)

  
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## Consumer and Organizational Buying Behavior

Subject Code: MGS A01

Credits: 04

**Objective:** The course has been designed keeping in mind the specific need of marketing managers to understand and appreciate the concept and application of Consumer and Organizational Buying Behavior and various dimensions and managerial implication of consumer and organizational buying behavior in an organization. It also aims to equip students with knowledge, skill and competencies to manage efficiently and effectively.

### Content

Consumer Behavior Concept, Diversity of Consumer Behavior, Digital Consumers, Individual Determinants of Consumer Behavior – Needs and Motivation, Perception, Memory, Learning, Attitude and Personality

Consumer Groups- Opinion Leaders, Family Decisions Making and Consumption Related Roles, Family Life Cycle, Social Class and Consumer Behavior, Influence of Culture on Consumer Behavior, Consumer Decision Making Models, Post Purchase Behavior Models, Consumerism (Evolution and Effects), Diffusion of Innovation, Consumer Research and Perceptual Mapping,

Organizational Buying Behavior – Concept, Comparison with Consumer Buying, Factors affecting Organizational Buying Behavior, Buying Situations, System Buying and Selling Participants – Buying Center, Buying Center Influences, Targeting within the Business Center, Stages of Organizational Buying Decision Process, Managing Business to Business Customer Relationship – Business Relationships, Analyzing Buyers' Strengths and Negotiation Capabilities, Buying Roles, Institutional and Government Markets

### Reference

1. Schiffman and Kaunk, Consumer Behaviour. Prentice Hall of India
2. Blackwell, Miniard and Engel, 9<sup>th</sup> edition. Consumer Behavior, Thomson Publication
3. Kotler and Keller, 15<sup>th</sup> edition. Marketing Management. Pearson
4. Sheth and Mittal, Customer Behavior: A managerial perspective. Cengage Learning

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## Integrated Marketing Communication

Subject Code: MGS A02

Credits: 04

**Objective:** The course has been designed keeping in mind the specific need of marketing managers to understand and appreciate the concept and application of integrated marketing communications and various dimensions associated with IMC for an organization. It also aims to equip students with knowledge, skill and competencies to manage efficiently and effectively.

### Content

IMC Concept. Communication Models, Process, Importance, Partners in IMC

Advertising Management- Classification, Creative Strategies of Advertising- Creative School, Appeals and Execution Styles, Media – Types, Media Planning Process. Advertising Research - Copy Research. Media Research, Motivational Research

Interactive and Digital Communication – Online Communication Strategies including Social Media. Digital Analytics, Mobile Marketing Essentials

Publicity and PR - Community Relations, Industrial Relations, Government Relations, Press Conferences

Events, Trade Fairs and Exhibitions

Sales Promotion – Types, Relationship with Advertising

Direct Marketing and Personal Selling as an element of IMC

CRM – Importance, Barriers, Process, Customer Loyalty, Database Marketing

Developing IMC Campaign - Integration Strategies. Customer Lifetime Value and Strategic Cycle. Evaluating Marketing Communication Programs, Ethical aspects in IMC campaigns

### References

1. Belch and Belch. Integrated Marketing Communications. McGraw Hill
2. Batra, Myers and Aaker. Advertising Management. PHI
3. Sirgy and Don. Integrated Marketing Communications. Cengage

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## Sales and Channel Management

Subject Code: MGS A03

Credits: 04

**Objective:** The course has been designed keeping in mind the specific need of marketing managers to understand and appreciate the concept and application of Retail business management and various dimensions and managerial implication of consumer and organizational buying behavior in an organization. It also aims to equip students with knowledge, skill and competencies to manage efficiently and effectively.

### Content

Sales Management – Introduction, Objectives, Nature, Responsibilities, Approaches to Personal Selling, Selling and Negotiation Skills, Process of Personal Selling, Automation in Personal Selling  
Managing Sales Force - Sales Planning, Organization Design, Recruitment, Selection, Training, Motivation, Compensation, Territory Management, Sales Forecasting and Quota, Sales Budgeting and Control


Marketing Channels – Definition, Importance, Functions of Marketing Channels, Types, Wholesaling (Concept, Importance, Functions, Trends, Types)

Retail Management – Offline and Online Retail Formats, Retail Location, Store Design and Layout, Store Image, Store Façade, Store Administration (Floor Space Management, Managing Store Inventories and Display), Merchandising (Concept, Importance, Functions, Steps in Merchandising Planning), Category Management (Definition, Process), Private Label Brands, Planning Retail Communication (Managing In-Store Promotions and Events)

Integrated Marketing Channels - Channels for Consumer Goods, Industrial Goods and Services (Horizontal, Vertical, Multi-channel), Channel Management (Channel Selection, Channel Conflicts and Resolution, Channel Performance Evaluation), Technology in Distribution (Bar Coding, RFID, Electronic Payment Systems)

### References

1. Barry Berman, Retail Management, Pearson
2. Bajaj and Tuli, Retail Management, Oxford
3. Levy and Weitz, Retailing Management, McGraw Hill
4. Still, Cundiff, Govani, Sales Management, Pearson

  
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## Supply Chain Management

Subject Code: MGS A04

Credits: 04

**Objective:** The course has been designed keeping in mind the specific need of marketing managers to understand and appreciate the concept and application of supply chain management and various dimensions and managerial implication of SCM for an organization. It also aims to equip students with knowledge, skill and competencies to manage efficiently and effectively.

### Content

Building a strategic framework to analyze Supply Chain – Understanding Supply Chain, Objectives, Importance and Phases, Supply Chain Performance – Achieving Strategic Fit and Scope

Supply Chain Drivers and Metrics, Designing the Supply Chain Network – Distribution Networks and Online Sales, Network Designs, Global Supply Chain Networks

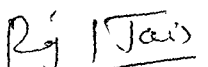
Planning and Coordinating Demand and Supply – Demand Forecasting, Aggregate Planning in a Supply Chain, Sales and Operations Planning, Coordination – Bull Whip Effect

Planning and Managing Inventories – Economies of Scale, Managing Uncertainty and Optimal Level of Product availability, Transportation Networks, Managing Cross Functional Drivers – Sourcing Decisions, Pricing and Revenue Management and Sustainability

Information Technology in Supply Chain

### References

1. Bowersox, Closs, Cooper, Supply Chain Logistics Management, McGraw Hill
2. Chopra and Kalra, Supply Chain Management, Pearson
3. Sople, Supply Chain Management, Pearson
4. Khalid Zaidan. Supply Chain Management, Createspace

  
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## Services Marketing

Subject Code: MGS A05

Credits: 04

**Objective:** The course has been designed keeping in mind the specific need of marketing managers to understand and appreciate the concept and application of marketing services specifically and various dimensions and managerial implication of services marketing for an organization. It also aims to equip students with knowledge, skill and competencies to manage efficiently and effectively.

### Content

Service Marketing Mix, Service Trinity, Service Consumer Behavior, Segmentation, Targeting and Positioning in Services

Developing Service Product – New Service Development Process, Service Innovation, PLC. Branding service products

Service Pricing – Objectives, Methods

Delivering of Services – Factors affecting distribution of services, Physical and Electronic Channels, Role of Customers and Intermediaries

People – Role of Employees, Challenges

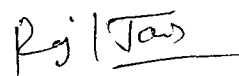

Promoting Services – Marketing Communication Mix, Challenges of Service Communication

Process - Service Designing, Concept of Blueprinting and Redesign, Service Process Matrix, Guarantee

Physical Evidence and Servicescape

### References

1. Zeithaml and Bitner. Services Marketing. McGraw Hill
2. Lovelock and Chatterjee. Services Marketing, Pearson
3. Nargundkar, Services Marketing. McGraw Hill

  
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## Strategic Product and Brand Management

Subject Code: MGS A06

Credits: 04

**Objective:** The course has been designed keeping in mind the specific need of marketing managers to understand and appreciate the concept and application of brand as a source of competitive advantage and various dimensions and managerial implication of effective brand management for an organization. It also aims to equip students with knowledge, skill and competencies to manage efficiently and effectively.

### Content

Product Management – Meaning, Consumer Need Hierarchy, Level of Products, Product Mix and Product Line Decisions, Product Life Cycle and New Product development, Labeling and Packaging Decisions

Brand Management – Meaning, Elements, Brand and Product, Significance, Challenges, Brand Equity, Strategic Brand Management Process

Branding Decision - Brand Positioning, Brand Resonance and Brand Value Chain, Building Brands, Choosing Brand Elements to Build Brand Equity, Designing Marketing Programs and IMC to Build Brand Equity, Brand Identity, Brand Personality, Brand Image and Brand Associations and Leveraging Brand Associations, Brand Equity Measurement and Management Systems, Measuring Sources and Outcomes of Brand Equity

Strategies for Growing and Sustaining Brand Equity - Brand Portfolio, Brand Proliferation, Multi-brand, Global Branding, Brand Rejuvenation

### References

1. Keller, Parameshwaran and Jacob, Strategic Brand Management, Pearson
2. Kirti Dutta, Brand Management, Oxford
3. Harsh Verma, Brand Management. Pillappa

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## Rural and Agricultural Marketing

Subject Code: MGS A07

Credits: 04

**Objective:** The course has been designed keeping in mind the specific need of marketing managers to understand and appreciate the concept and application of marketing of agricultural products and rural marketing. It aims at making students familiarize with various dimensions and managerial implication of rural and agricultural marketing for an organization. It also aims to equip students with knowledge, skill and competencies to manage efficiently and effectively.

### Content

Overview of Rural Markets and Rural Marketing - Rural Economy in India, Rural Marketing (Meaning, Scope, Characteristics of Rural Markets, Taxonomy of Rural Markets, Changing Patterns, Attractiveness of Rural markets, Challenges and Constraints)

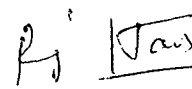
The Rural Consumer - Classification and Characteristics of Rural Consumers, Unique Rural Consumer Behavior, Innovation Adoption, Factors Influencing Rural Consumer Behavior, Rural Shopping Habits and Growing Consumerism, Rural Market Segmentation, Targeting, Positioning

Strategies for Indian Rural Marketing - Product Strategy, Rural Branding, Product Life Cycle, Rural Pricing, Rural Distribution, Rural Communication Mix

Agricultural Marketing - Trends in Agricultural Marketing, Agricultural Products, Agro and Food Processing Sector in India, Challenges, Classification of Agricultural Markets, Unique Strategies for Agricultural Marketing

### References

1. Kashyap, Rural Marketing, Pearson
2. Rais Ahmed, Agriculture and Rural Marketing, Regal
3. Ramkishan, Rural and Agriculture Marketing, Jaico

  
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## Digital Marketing

Subject Code: MGS A08

Credits: 04

### Getting Started

Introduction to Digital Marketing, Overview, Digital Marketing Umbrella

### Search Engine Optimisation

Introduction to SEO – Off Page and On-Page SEO, Google Algorithms, How Search Engine Works, Organic search vs paid search, Indexing, On Page SEO - Content, Architecture, Meta Tag, HTML, Off Page SEO – Link Building, Content building, Keyword research- Process, Long tail keyword vs short tail keyword, Google Keyword Planner Tool, SEO: Link Building, Local SEO, Backlinking audit. Introduction to Google Ads, Terminologies

Campaign Types – Search and Display (Incl. Video), E-commerce specific campaigns, Creation of Search Network Campaign, Google Display Ads, E-commerce Ads, Tracking Performance, You tube Marketing, You Tube Ad Formats and Campaign Creation,

Google Analytics: Basics of Google Analytics, Understanding SEO Metrics and SEO reporting Technical Reports

### Social Media Marketing

Introduction to Social Media, Creating Content for Social Media Marketing,

Facebook Marketing: Introduction to Facebook Marketing, KPIs to measure the success of a campaign, Facebook Insights, Facebook Business Manager, Facebook Ad Targeting,

Instagram Marketing: Optimizing Instagram Profile, Crafting Content Strategy, Influencer marketing on Instagram, Analytics & Measurement, LinkedIn Marketing: LinkedIn for Personal Branding, LinkedIn for Brand Marketing, Twitter Marketing: Twitter marketing for brand awareness, Twitter Analytics. E-Mail Marketing: Introduction to E-Mail Marketing, Creating an effective E-Mail Marketing Campaign. Creative & Content, Relevance, Timing, Attributes, Analytics of Email Marketing Campaigns

Case Studies

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### Finance Electives (III & IV Semester)

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## Strategic Financial Decision

Subject Code: MGS B01

Credits: 04

**Objective :** The objective of this course is to develop concepts and techniques that are applied to financial modelling and financial decisions.

### Course contents

Application of Linear Programming; Goal Programming; Regression Analysis and Simulation Technique in Financial Decision Making Areas

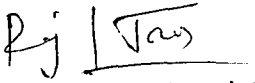
Corporate Debt Capacity Management Decision; Business Failure and Reorganization- Application of Multiple Discriminate Analysis; Decision Tree Analysis; Capital Expenditure Decision Under Conditions of Risk and Uncertainty.

Cost-Volume-Profit Analysis under Conditions of Uncertainty. Leasing Vs. Borrowing Decisions; Sequencing of Decisions; Replacement Decisions.

Mergers and Acquisitions; takeover code; Goodwill and Valuation of Shares; Dividend Valuation Model; Determination of the Exchange Ratio; Legal and Procedural Aspects of Merger Decision; Specific Areas and Problems in the Area of Financial Decision Making; Estimation and Projection of Working Capital Decisions.

### Suggested Readings

1. Bhalla, V K.; *Financial Management and Policy*. 2<sup>nd</sup> ed., New Delhi, Anmol, Delhi.
2. Bierman, Harold; *Lease Vs. Buy Decision*. Englewood Cliffs, New Jersey, Prentice Hall Inc..
3. Fogier, H and Ganpathy; *Financial Econometrics*. Englewood Cliffs, New Jersey, Prentice Hall Inc.
4. Levy H and Sarnat H.; *Capital Investment and Financial Decision*. Englewood Cliffs, New Jersey, Prentice Hall Inc.
5. Van Horne, James C.; *Financial Management and Policy*. Englewood Cliffs, New Jersey, Prentice Hall of India.

  
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## Security Analysis and Portfolio Management

Subject Code: MGS B02

Credits: 04

### Course Objective:

The objective of this course is to impart knowledge regarding the theory and practice of Security Analysis and Investment Decision Making.

### Course Content

Investment: Nature and scope of investment analysis, Elements of investments. Avenues of investment, Approaches to investment analysis

Valuation of Securities: Bonds; Debentures; Preference Shares; and Equity Shares.

Fundamental Analysis: Economic Analysis; Industry Analysis and Company Analysis.

Technical Analysis: Trends, Indicators, Indices and moving averages applied in technical analysis.

Concept of return and risk, Security return and risk analysis, Measurement of risk and return.

Estimating rate of return and risk of portfolio returns; Effect of combining securities; Markowitz risk-return optimization.

Capital Market Theory: Capital market line, security market line; Risk free lending and borrowing; Single Index Model: Portfolio total risk, portfolio market risk and unique risk; Sharpe's optimization solution.

Factor Models: Arbitrage pricing theory, principle of arbitrage, arbitrage portfolios; Two factor and multi factor models. Efficient Market Hypothesis, etc.

Portfolio Management: Meaning, importance, objectives and various issues in portfolio construction, revision of portfolio and evaluation. Portfolio Performance Evaluation.

### Suggested Readings

1. P. Pandian : "Security analysis and portfolio management".
2. Madhumati, Rangarajan : "Investment analysis and portfolio management".
3. Agarwala, K.N. and Deeksha Agarwala: "Bulls, Bears and The Mouse", Macmillan, New Delhi.
4. Cheney, J. and E. Muses: "Fundamentals of Investments", Paul, New York.
5. Barua, Raghunathan and Verma: " Portfolio Mangement", Tata McGraw Hill, Delhi.
6. Clark, James Francis: "Investment- Analysis and Management". McGraw Hill, International Edition, New York.
7. Fabozzi, Frank J: "Investment Management", Prentice Hall, International Edition, New York.
8. Fischer, D.E. and Jordan R.J.: "Security Analysis and Portfolio Management", Prentice Hall, New Delhi.

## Management of Financial Services

Subject Code: MGS B03

Credits: 04

### Course Objective:

The objective of this course is to understand the role of Financial Services in Business Organisations and to give an insight into the strategic, regulatory, operating and managerial issues concerning financial services. In addition, the course also covers the developments taking place in financial service sector.

### Course Content

Concept, Nature and scope of financial services; Regulatory frame work for financial services; Recent trends in marketing of financial services

Capital Market Services; Merchant, banking services; Managing of public issues of shares and bonds; SEBI guidelines on public issue; Size of issue; Pricing of issue; Promoters contribution; Underwriting; Brokers; Registrars; Managers, Bankers to an Issue.

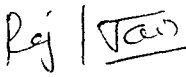

Secondary Market: Role, Importance, Type of brokers; Trading mechanism; Listing of security; Depository- Role, and Need.

Other Financial Services- Leasing and Hire Purchase; Debt Securitization; housing finance; Credit Rating; Credit cards.

Mutual funds; Venture Capital, Factoring, Insurance; Tax Environment and financial services.

### Suggested Readings

1. Khan, M.Y: "Financial Services", Tata McGraw Hill, New Delhi
2. Agashe, Anil: "Financial Services Markets and Regulations", Himalaya Publishing House Pvt. Ltd., Mumbai.
3. Avadhani, V.A.: "Financial Services in India". Himalaya Publishing House Pvt. Ltd., Mumbai.
4. Bhole, L.M.: "Financial Markets & Institutions", Tata McGraw Hill. New Delhi

  
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## Financial and Commodity Derivatives

Subject Code: MGS B04

Credits: 04

### Course Objective:

The objective of this course is to acquaint the participants with derivative securities, markets, pricing, hedging and trading strategies of derivative instruments.

### Course Content

Introduction to Derivatives Market: Exchange traded markets, over the counter markets, types of traders: hedgers, speculators and arbitragers, Forwards, Futures, Options, Swaps and other derivative contracts. Overview of Indian derivatives market. Financial & Commodity Mechanics of Futures and Options Markets: Background, Contract specification, Exchange clearing, Settlement and margins system. Types of traders and types of orders, Regulation, taxation.


Pricing Derivatives: Investment assets v/s consumption assets, short selling, Forward price of an investment asset, valuing forward contracts, Futures price of stock indices, forward and futures contracts on currencies, futures on commodities, interest rate futures, cost of carry model, Properties of Stock Option prices, upper and lower bound for option prices, put call parity relationship, Pricing options: Black and Scholes model, Binomial model.

Trading Strategies involving Futures, Options and Swaps: Hedging strategies using futures, basic option trading strategies, Spreads and combination strategies, Working of Future Options and Swaptions.

Derivatives Mishaps and learning: This unit covers some cases which experienced spectacular losses in derivatives market and the lessons that can be learned from them.

### Suggested Readings

1. Hull, John C.; Options, Futures and Other Derivatives; Pearson
2. Gardner: Futures & Options - MacMillan
3. The Quest for value: G. Bennett Stewart: Harper Business (Harper Collins Publishers)
4. Basic Business Finance: Donaldson, Richards, D. Irwin (1971)
5. Gardner: Derivatives - MacMillan
6. Gupta, S.L.: "Financial Derivatives", PHI Learning Pvt. Ltd., New Delhi

  
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## Management of Financial Institutions

Subject Code: MGS B05

Credits: 04

### Course Objective:

The course is aimed at imparting knowledge on the working of different financial institutions, specially Banking sector and Insurance sector.

### Course contents

The Role and Importance of Financial Institutions; Working and Organization of Different types of Financial Institutions in India and different regulatory bodies, International Aspects of Financial Institutions. Financial Management Models and their Applications in Financial Institutions.

Introduction to Banking Sector: Financial Statements of a Bank, Flow of Fund, Analysis of the Borrowing and Lending Behaviour and Policies. Interest Rate Analysis and Yield Curve; Risk and Inflation; Financial Management of Commercial Banks: Asset Liability Management and Liquidity positions; Banking Law and Regulation; Provisions of RBI's Operations – Credit and Monetary Policies and Planning. Capital Adequacy and Capital Planning.

Development Banks - Role of Development Banking in Industrial Financing in India; Strategy of Growth; Problems of Time and Cost Over Runs;

Insurance: Introduction, Types- Life Insurance (Whole Life, Endowment Plan, Assurances for children, Term Assurance, Annuity & money Back Policy) ; Non-Life Insurance (Fire Insurance, marine Insurance, Theft Insurance, Accident Insurance); Underwriting and claims

Principles of insurance: Principle of Utmost Good Faith, Principle of Insurable Interest, Principle of Indemnity, , Principle of Subrogation, Principle of Contribution, Principle of Loss Minimization, and Principle of Causa Proxima (Nearest Cause).

Risk Management; Operations of Insurance Companies; Regulatory environment for Insurance Sector

### Suggested Readings

1. Bhalla, V.K.; *Indian Financial System*. Delhi. Anmol Pub. Pvt. Ltd., 1998.
2. Dougall. Herbert E and Gaumnitz; *Capital Markets and Institutions*. Englewood Cliffs, New Jersey. Prentice Hall Inc.. 1980.
3. Hempel. George H and Yawitz. Jess B.: *Financial Management of Financial Institutions*. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1977.
4. Kane, Joseph A.: *Development Banking*. Toronto. Lexington Books, 1984.

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- Syllabus: Master of Business Administration (Services Management) [2019-21]

## Corporate Taxation

Subject Code: MGS B06

Credits: 04

### Course Objective:

The course covers the important aspects of corporate tax and describes the intricacies of the fundamentals of corporate tax issues.

### Course contents

Basic framework of tax laws in India; Tax – Meaning, Types, Principles of Direct and Indirect Taxation; Basic Concepts – Assesses, Assessment, Person, Assessment Year, Previous Year, Heads of Income, Deductions, Total Income, Salient Features of Corporate Taxation

Residential Status. Computation of income under different heads of income. Meaning and Scope of Tax Planning, Tax Evasion, Tax Avoidance and Tax Management. Need and Importance of Corporate Tax Planning. Taxation of Companies.

Concepts of Tax Management- Filing of Returns and Assessments, Penalties and Prosecutions, Appeals and Revisions, Advance Tax, TDS, Advance Rulings, Avoidance of Double Taxation Agreements, other related miscellaneous provisions

Tax Planning with reference to location, nature and form of organization of new business (partnership firm vs. company). Tax Planning relating to capital structure decision, dividend policy; bonus shares, own or lease, make or buy, sale of asset used for scientific research, close or continue, sale in domestic market or exports replacement and capital budgeting decisions, employee remuneration, foreign collaboration and joint venture. Tax planning regarding amalgamation and demerger of Companies.

Set-off and carry forward of losses; Deductions from gross total income relating to companies;

GST – General framework of different Acts in GST regime, Basic Concepts, Levy and Collection. Supply – Characteristics, Nature and Place of Supply; Time of Supply, Value of Supply.

Input Tax Credit, Reverse Charge Mechanism, Composition Scheme, Anti-profiteering Measures, etc.

Accounts and Records. Returns, Payment and Refund. Assessment and Audit.

### Suggested Readings

1. Direct taxes: Law and Practice Direct Tax Planning by V.K. Singhania; Taxman
2. Corporate Tax Planning and Management; Ahuja and Gupta; Bharat Law House

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## International Financial Management

Subject Code: MGS B07

Credits: 04

**Course Objective:** The objective of this paper is to give students an overall view of the International Financial System and how Multinational Corporation Operative.

### Course Contents

Multinational / Transnational Corporations and their operations

International finance: Issues & dimensions, Nature, role; International monetary/financial system; Balance of Trade and Balance of Payment; Foreign Exchange Market and Operations; Exchange rate movements and theories

International Investments - Direct investments and forms, Portfolio investments and instruments, Foreign investments in India, Indian investments abroad.

International Financial Markets and Operations – International Issues, ADRs / GDRs. FCCBs, ECB; International banking and role of BIS; Euro-currency markets.

Financial Management in MNCs - International cost of capital, Capital budgeting, Working Capital Management; Transfer pricing; International Accounting and Taxation including DTAA.

Foreign Exchange Risk Management – Introduction and need of risk management, Types of risks and instruments to hedge forex risks; Hedging products – Currency futures and currency options, Currency Swaps.

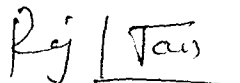
Foreign Exchange Exposure and its management

### Suggested Readings

1. Kim and Suk H. Kim Seung H., Global Corporate Finance: Text and Cases
2. Seth A.K., International Financial Management
3. Apte P.G., International Financial Management
4. Jain P.K., Josette Preyrard and Yadav Surendra S., International Financial Management
5. Varshney R.L., and Bhashyam S., An Indian Perspective: International Financial Management
6. Bhalla V.K., International Financial Management: Text and Cases
7. Shapiro Alan C., Multinational Financial Management
8. Rustagi R.P., Financial Analysis and Financial Management

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## Human Resource Electives (III / IV Electives)

  
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## Employee Relationship Management

Subject Code: MGS C01

Credits: 04

**Objective:** The course has been designed keeping in mind the specific need of human resource managers to understand and appreciate the concept and application of Employee Relationship Management and various dimensions of such decisions in an organization. It also aims to equip students with knowledge, skill and competencies to manage efficiently and effectively.

### Content

Labor Relations - Meaning, Objectives, Importance, Approaches to Industrial Relations (Unitary, Pluralistic, Marxist), Role of Three Actors to Industrial Relations – State, Employer & Employees, Causes for poor IR, Developing sound IR, Ethical approach to IR, Idea of Trusteeship (Principles, Features), Code of Conduct, Characteristic Features of IR in India, Law on IR, Collective Bargaining (Meaning, Importance, Union Bargaining Process), Productivity Bargaining

Trade Unions - Meaning, Objectives, Types, Functions, Theories of Trade Unions, Trade Union Law, Trade Unionism in India, Issues and Problems, Employees Associations, Managerial Unionism

Industrial Disputes - Definition, Causes, Types, Prevention, Settlement, Industrial Dispute Act (Conditions to Strikes, Lock-outs, Lay-off & Retrenchment and Laws relating to Standing Orders), Grievance & Disciplinary Procedure, Labor Court, Industrial Tribunal, National Tribunal, Role of Judiciary and its Impact, ILO

Career Management and Quality Circles - Career Planning, Factors affecting Career Choices, Career Stages, Career Anchors, Need for Career Planning, Individual and Organizational Problems in Integration, Integration Process, Quality Circles (Meaning, Objectives, Process)

Cases

### References

1. Elizabeth Aylott, Employee Relations. Kogan
2. Singh and Kumar. Employee Relations Management. Dorling Kindersley
3. Paul Blyton, Dynamics of Employee Relations. Palgrave Macmillian

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## Manpower Planning and Management

Subject Code: MGS C02

Credits: 04

**Objective:** The course has been designed keeping in mind the specific need of human resource managers to understand and appreciate the concept and application of acquiring and developing human resource and various dimensions of such decisions in an organization. It also aims to equip students with knowledge, skill and competencies to manage efficiently and effectively.

### Contents:

The course is designed to develop understanding the need and process of manpower planning in corporate sector.

Manpower planning – Introduction, significance, process.

Manpower planning at macro and micro level – National, Corporate, Unit

Manpower forecasting – need, process, Inventorying available talent.

Projecting manpower requirements

Planning manpower supply – Simple and Change models

Work analysis – a basis for planning origin, applications, and methods.

Career management – concept, process, career planning.

Management succession and development planning: Succession Planning, Replacement Planning.

Manpower Audit

Emerging trends and issues in HRP.

Cases/ Problems.

### Suggested Readings:

1. Human Resource Planning, *Dipak Kumar Bhattacharya*, Excel Books
2. Strategic Human Resource Planning, *Monica Belcourt & Kenneth J. Mc. Bey*, Cengage Learning
3. Human Resource Planning, *James Walker*, McGraw Hills

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## Performance Appraisal and Compensation Management

Subject Code: MGS C03

Credits: 04

**Objective:** The course has been designed keeping in mind the specific need of human resource managers to understand and appreciate the concept and application of performance appraisal and compensation management for employees and various dimensions of such decisions in an organization. It also aims to equip students with knowledge, skill and competencies to manage efficiently and effectively.

### Contents

Performance Management - Definition, Objectives, Need for Appraisal, Essentials, Problems, Methods (Traditional and Modern Methods- Graphic Rating-Scale, Straight Ranking Method, Paired Comparison Method, Critical Incident Method, Group Appraisal, Confidential Methods, Behavioral Anchored Rating Scale (BARS), Assessment centers)

Wage and Salary Administration - Nature, Scope, Process, Factors Influencing, Wage (Theories, Types), Incentives (Definition, Types, Individual Incentives, Organization Wide Incentives, Non-financial Incentives, Fringe Benefits)

Incentives and Retirement Plans - Basic Pay, Calculation of Total Compensation Package (Provisions for Dearness Allowance, Various Methods of Compensating Cost of Living), Executive Compensation Plan, Retirement Plan and VRS

Planning For Improved Competitiveness - Diagnosis and Bench Marking, Obtaining Commitment, Determination of Inter and Intra-Industry Compensation Differentials, Internal and External Equity in Compensation Systems

Cases

### References

1. Goel D. Performance Appraisal and Compensation Management, PHI
2. Jordan. Performance Appraisal. Harvard Press
3. Dipak Bhattacharya. Compensation Management, Oxford

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Syllabus: Master of Business Administration (Services Management) [2019-21]

## Knowledge Management and Learning Organization

Subject Code: MGS C04

Credits: 04

**Objective:** The course has been designed keeping in mind the specific need of human resource managers to understand and appreciate the concept and application of Knowledge Management and Learning Organizations and various dimensions of such decisions in an organization. It also aims to equip students with knowledge, skill and competencies to manage efficiently and effectively.

### Contents

Learning Organization - Concept of Learning Organization, Need for Learning, Organizational Learning: A Capabilities-Based View, Learning Tools and Techniques (Systems Thinking, Benchmarking and Process Mapping), Measuring Learning: The Intellectual Capital, Architecting a Learning Organization

Knowledge Management – Introduction, Meaning of Knowledge, Components (Data, Information, Knowledge, Wisdom), Organizational Knowledge Mapping Techniques, Knowledge Life Cycle, Value of Knowledge, Global Knowledge Economy, Knowledge-Based Competition

Strategies and Application - Knowledge-Creation and Acquisition Processes, Developing Knowledge Management Framework, Knowledge Management Systems, KM Strategies, Knowledge and Culture, Knowledge Measurement (Framework and Techniques), Implementation Barriers, Recent Tools in Knowledge Management and Intelligent Support Systems, Intellectual Capital

Cases

### References

1. Carla O'Dell and Elliott, Knowledge Management, McGraw Hill
2. Shelda, Knowledge Management, Wiley
3. The Learning Organisation, The Economist Intelligence Uni, Orient Longman

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## Strategic HRM

Subject Code: MGS C05

Credits: 04

**Objective:** The course has been designed keeping in mind the specific need of human resource managers to understand and appreciate the concept and application of Human resource management to gain competitive advantage and various dimensions of such decisions in an organization. It also aims to equip students with knowledge, skill and competencies to manage efficiently and effectively.

### Contents

Introduction- Meaning, Need, Importance, Linking HR Strategy with Business Strategy, Strategizing HR Processes (Recruitment and Retention, Training and Development, Performance Appraisal and Compensation Management), Gaining Competitive Advantage through HR, VRIO Framework

Manifestation of HR Strategies - HR and Change Management, HR and OD Interventions (General OD Competencies, OD Skills, Designing OD Interventions – *Personal, Team, Intergroup and Systems*, Evaluation, Future of OD), Human Side of Mergers and Acquisitions

Evaluating the HR Function - Scope, Importance, 5 C Model, HR Scorecard, Challenges in Evaluating HR Impact

Cases

### References

1. Jeffrey, Strategic Human Resource Management, Cengage
2. Tanuja Agarwala, Strategic Human Resource Management, Oxford
3. Greer, Strategic Human Resource Management, Pearson

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## Counseling Skills for HR Managers

Subject Code: MGSC06

Credits: 04

**Objective:** The course has been designed keeping in mind the specific need of human resource managers to understand and appreciate the concept and application of counseling and various dimensions of such activities in an organization. It also aims to equip students with knowledge, skill and competencies to manage efficiently and effectively.

### Contents

Introduction - Meaning, Significance, Features of Good Counseling, Historical Evolution, Approaches to Counseling (Psychoanalysis, Behaviorism, Humanism), Objectives, Process of Counseling (Beginning to Termination to Follow Up), Counseling Knowledge, Skills and Attitude, Dimensions of Counseling, Basics of Counseling

Organizational Application - Changing Behaviors, Techniques of Counseling, Role Conflicts of Managers and Counseling, Application of Counseling in Specific Organizational Situations (Dealing with Problem Subordinates, Performance Management, Absenteeism, Employee Exit, Employee Retention, Stress Management through Counseling, Change Management, Alcoholism and Other Behavioral Problems), Ethics in Counseling, Evaluation of Counseling

Cases

### References

1. Kavita Singh, Counselling Skills for Managers, PHI
2. Premvir Kapoor, Counselling and Negotiation Skills for Managers, Dream-tech Press
3. Alok Satsangi, Counselling Skills for Managers, Laxmi Publishers

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## International HRM

Subject Code: MGS C07

Credits: 04

**Objective:** The course has been designed keeping in mind the specific need of human resource managers to understand and appreciate the concept and application of counseling and various dimensions of such activities in an organization. It also aims to equip students with knowledge, skill and competencies to manage efficiently and effectively.

### Contents

Introduction to IHRM – Meaning, Scope, Reasons for going global, Difference between domestic HRM and IHRM, Forces of change and Global work environment, Challenges

Organizational dynamics and IHRM, Role of culture in IHRM, Culture and employee management issues, Organization processes in IHRM, Linking HR to international operations

Issues and Challenges in International Recruitment, Selection and Transfers, International Training and Development

Issues and Challenges in International Performance Appraisal and Compensation Management

Global HR Issues – Re-entry and career issues, Standardization and adaptation of work practices, HR implications for language standardization, HRM in host country context, Monitoring HR practices of Host subcontractor

Cases

### References

1. Peter J Dowling and Danice E Welch, International HRM, Cengage Learning
2. Ashwathappa, International HRM, TMH

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## Entrepreneurship Electives (III / IV Semester)

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## Market Analysis and Value Creation

Subject Code: MGS D01

Credits: 04

Value Creation Process: Innovation, Renovation and Continuous Improvement and Integration. Marketing and Stakeholder Value (new challenges of the information age: global markets, changing industrial structures, the information revolution and rising consumer expectations)

The Marketing Value Drivers, Developing High-Value Strategies. Value Creation Strategies and Market Evolution, Strategic Position Assessment, Value Based Marketing Strategy

Implementing High - Value Strategies

Building Brands (different types of intangible assets and how they contribute to value creation), Pricing for Value - making pricing decisions, Value-Based Communications , Value-Based Marketing in the Digital Age

Market Research - identifying and quantifying potential markets in which to sell a product or service, Feasibility analysis, Competitive analysis, Market analysis tools

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## Family Business Management

Subject Code: MGS D02

Credits: 04

### Introduction

Overview of the family business. Effective governance and the family business, Issue of ownership and conflict in family. Capital structure of closely held business and family business, cash, growth. Issues and challenges in family business and closely held family business.

### Developing Effective Governance

Understanding the relationships between family and business, management and ownership. Governance issues in family owned business, behavioral issues in closely held and family owned business & managed business. Conflict management and transition in family business

### Growth Strategy

Growth strategy for family owned business. Different models in family business. Developing sustainable family business organization structure, ownership, team of advisors, board of directors and corporate governance.

### Succession Planning

Family succession, issues of succession in a family firm, preparing for succession planning. Legal norms of succession-succession acts, important provisions

### Future Prospects

Involving non-family members, power struggles and issues of succession in a family firm, Valuation of the closely held firm, the changing role of family in the family business

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## Entrepreneurial Finance

Subject Code: MGS D03

Credits: 04

The Entrepreneurial Spectrum: Introduction to entrepreneurial finance, Micro finance, International differences in entrepreneurial finance, Types of entrepreneurial finance. Valuation: Introduction, valuing the company, pre money and post money valuations, why value your company? Key factors influencing valuation, valuation methods, valuing technology and internet companies, Raising Capital :Introduction, value-added investors, sources of capital

Debt Financing: Introduction, types of debt, sources of debt financing, creative ways to structure long-term debt, long-term debt rules to live by, debt financing for working capital. Equity Financing: Introduction, sources of equity capital, private placements, corporate venture capital, private equity firms, international private equity, advice for raising private equity, small-business investment companies, initial public offerings, direct public offerings, the financing spectrum

Crowdfunding :Introduction, crowdfunding with pledges, crowdfunding campaigns. crowdfund investing through the jobs act, alternative crowdfund investing approaches, a note on crowdfunding versus crowdsourcing.

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## Innovation Management and Design Thinking

Subject Code: MGS D04

Credits: 04

### Content:

Brief Introduction to Design Thinking, Design Thinking Tools: Inspirational Design Briefing, Personas: Powerful Tool for Designers, Customer Experience Mapping: The Springboard to Innovative Solutions, Design Thinking to Bridge Research and Concept Design, Boosting Creativity in Idea Generation Using Design Heuristics, The Key Roles of Stories and Prototypes in Design Thinking,

#### Design Thinking within the Firm:

Integrating Design into the Fuzzy Front End of the Innovation Process, The Role of Design in Early Stage Ventures: How to Help Start ups Understand and Apply Design Processes to New Product Development, Design Thinking for Non Designers: A Guide for Team Training and Implementation, Developing Design Thinking: GE Healthcare's Menlo Innovation Model, Leading for a Corporate Culture of Design Thinking, Knowledge Management as Intelligence Amplification for Breakthrough Innovations, Strategically Embedding Design Thinking in the Firm,

#### Design Thinking For Specific Contexts:

Capturing Context through Service Design Stories, Optimal Design for Radically New Products, Business Model Design. Lean Start-up in Large Enterprises Using Human - Centered Design Thinking: A New Approach for Developing Transformational and Disruptive Innovations

#### Consumer Responses and Values:

Consumer Response to Product Form, Drivers of Diversity in Consumers' Aesthetic Response to Product Design, Future-Friendly Design: Designing for and with Future Consumers

#### Special Topics in Design Thinking

Face and Interface: Richer Product Experiences through Integrated User Interface and Industrial Design. Intellectual Property Protection for Designs, Design Thinking for Sustainability.

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## Building Entrepreneurial Culture & Team

Subject Code: MGS D05

Credits: 04

### Content:

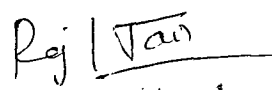
Co-Founding a Venture, Building an Early Team, Recruiting and Building a Founding Team  
Formation: Team Building Principles, Different Types of Teams, Team Building - Project Team, Team Building - Support Team, Team Building - Steering Team

Managing a Project Team : Building a Effective Project Team, Developing the Project Team, Dealing with Conflict in the Project Team, Planning Project Communications, Identifying Project Stakeholders.

Team Development: Bruce Tuckman's 'Stages for a Group' Theory, Richard Hackman's 'Five Factor Model'. Developing Competencies: Competency Development Process, Competency Framework Example, Example Competency Framework, Measure Competencies, Knowledge, Skills and Attitudes, Developing Competencies at Work.

Evaluating Performance: Evaluating Performance Appraisal, Appraisal Data Collection. Evaluating Competencies, Performance Appraisal Rating Bias, Performance Appraisal Rating Scales, Performance Appraisal Reviews, Writing an Annual Performance Summary

Entrepreneurial Culture: Meaning and Concept of Entrepreneurial Competency - Developing Entrepreneurial Competencies , Entrepreneurial Culture- Entrepreneurial Motivation -Entrepreneurial Values, Ethics and Attitudes -Culture and Society- Risk Taking Behavior, The Three Levels of an Entrepreneurial Culture, Cultural Styles, Social Dimensions, Cross-cultural Dialogue, Elements of Entrepreneurial Culture, Cultural Attitudes & Cultural Values, Entrepreneurial Culture as a Competitive Advantage, Organizational communication perspective on culture

  
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Syllabus: Master of Business Administration (Services Management) [2019-21]

## Business Operations Management

Subject Code: MGS D06


Credits: 04

### Content:

Introduction to Operations Management, Competitiveness, Strategy, and Productivity, Forecasting, Product and Service Design, Strategic Capacity Planning for Products and Services, Process Selection and Facility Layout, Work Design and Measurement, Location Planning and Analysis,

Management of Quality, Quality Control, Aggregate Planning and Master Scheduling, MRP and ERP, Inventory Management, JIT and Lean Operations,

Supply Chain Management, Scheduling, Project Management, Management of Waiting Lines.

  
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## EMERGING BUSINESS SECTORS AND TECHNOLOGIES

Subject Code: MGS D07

Credits: 04

### Content:

Innovation: - Need - Objectives of innovation - Technology innovation - its importance - Knowledge Management- need - Business strategies related to knowledge management - Knowledge Management Approaches-Transformation of an enterprise through Knowledge Management - Creating Knowledge Management System in Organization Establishing Knowledge Management through IT- Organizational culture for Knowledge Management - Future of Knowledge Management

Technology Transfer and Joint Ventures -Policy, Procedure & Practices-India's Technology base and Capabilities-Preference of Indian Technology-major Constraints and problems Operational constraints-Problems in Indian Business Environment Problems in Finalization of Agreement-Major Problems in Technology transfer Collaboration Agreements, R&D, Import Substitution, Scaling, Intellectual Property rights.

Entrepreneurship in emerging sectors Sector – Rural Entrepreneurship – Entrepreneurship in Sectors like IT and Artificial Intelligence(AI), Agriculture, Tourism, health care, Transport and allied services.

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