

Master of Business Administration (MBA) – Services Management

2 year, 4 Semester Full time Programme Choice Based Credit System (CBCS) and Grading System Outcome Based Education Pattern

MBA I effective from AY 2021-22

MBA II effective from AY 2022-3

1.0 The MBA Services Management programme is a specialized degree wherein the student shall be admitted to this programme wherein the specialization is defined right at the entry point to the programme. The student shall have choices only in the form of the elective courses.

1.1 Programme Educational Objectives (PEOs):

1. PEO1: Graduates of the MBA (Services Management) program will successfully integrate core, cross-functional and inter-disciplinary aspects of Services Management theories, models and frameworks with the real world business practices and sector specific nuances. It will provide solutions related to business, policy and social issues in a dynamic and complex world.
2. PEO2: Graduates of the MBA (Services Management) program will possess excellent communication skills; excel in cross-functional, multi-disciplinary and / or multi-cultural teams. They will have an appreciation for domestic and global contexts so as to manage continuity, change and risk in the VUCA world.
3. PEO3: Graduates of the MBA (Services Management) program will be appreciative of the significance of ethics and values in managerial decision making and exhibit effective and inspiring leadership.
4. PEO4: Graduates of the MBA (Services Management) program will be ready to engage in successful career pursuits covering a broad spectrum of areas in corporate, non-profit organizations, policy, entrepreneurial ventures and engage in life-long learning.
5. PEO5: Graduates of the MBA (Services Management) program will be recognized for their managerial competence, creativity & innovation. They shall possess sensitivity to local and global issues of social relevance and earn the trust & respect of others as leaders, managers, entrepreneurs, intrapreneurs and agents of change.

1.2 Programme Outcomes (POs): At the end of the MBA (Services Management) programme the learner will possess the

1. Generic and Domain Knowledge – Demonstrate ability to articulate, illustrate, analyze, synthesize and apply knowledge of principles and frameworks of services management and allied domains in the solution of real-world business issues
2. Problem Solving & Innovation - Ability to Identify, formulate and provide innovative solution frameworks to real world complex business and social problems by systematically applying modern quantitative and qualitative problem-solving tools and techniques.
3. Critical Thinking - Ability to conduct investigation of multidimensional business problems using research-based knowledge and research methods to arrive at data driven decisions
4. Effective Communication - Ability to effectively communicate in cross-cultural settings, in technology mediated environments, especially in the business context and with society at large
5. Leadership and Teamwork - Ability to collaborate in an organizational context and across organizational boundaries and lead themselves and others in the achievement of organizational goals and optimize outcomes for all stakeholders.
6. Global Orientation and Cross-Cultural Appreciation: Ability to approach any relevant business issues from a global perspective and exhibit an appreciation of Cross-Cultural aspects of business and management.
7. Entrepreneurship - Ability to identify entrepreneurial opportunities and leverage managerial & leadership skills for founding, leading & managing startups as well as professionalizing and growing family businesses.
8. Environment and Sustainability - Ability to demonstrate knowledge of and need for sustainable development and assess the impact of managerial decisions and business priorities on the societal, economic and environmental aspects.

9. Social Responsiveness and Ethics - Ability to exhibit a broad appreciation of the ethical and value underpinnings of managerial choices in a political, cross-cultural, globalized, digitized, socio-economic environment and distinguish between ethical and unethical behaviors & act with integrity.

10. Lifelong Learning – Ability to operate independently in new environment, acquire new knowledge and skills and assimilate them into the internalized knowledge and skills.

1.3 Programme Specific Outcomes (PSOs): PSOs shall vary based upon the customized combination of Generic Core, Generic Electives, Subject Core, Subject Electives & Alternative Study Credit Courses that Institutions shall offer. Following are the generic outcomes learners shall exhibit:

1. Demonstrate ability to articulate, illustrate, analyze, synthesize and apply ‘state of the art’ service management thinking in the solution of specific organizational, managerial and marketing problems of service companies
2. Develop the skills needed to identify and formulate innovative context-specific technology /digital and other strategies for achieving a sustainable advantage in any aspect of the service business management-managing, designing, producing, transporting, and marketing of service products for services companies operating in domestic and international markets.
3. Provide an in-depth insight in managing and delivering quality services and work with tools and strategies, skills, and attitude necessary to promote customer service-oriented thinking.
4. Set up online service businesses

1.4 Graduate Attributes (GAs): At the end of the MBA (Services Management) programme the learner shall exhibit:

GA1: Managerial Competence

GA2: Proficiency in Communication, Collaboration, Teamwork and Leadership

GA3: Competence in Creativity & Innovation

GA4: Research Aptitude, Scholarship & Enquiry

GA5: Global Orientation

GA6: Proficiency in ICT

GA7: Entrepreneurship & Intrapreneurship Orientation

GA8: Functional Orientation

GA9: Orientation for Results

GA10: Professionalism, Ethical, Values Oriented & Socially Responsible behaviour

GA11: Life-Long Learning Orientation

2.1 Course Types & Evaluation Pattern:

Sr.No.	Course Type	Credits	Nature	Comprehensive Concurrent Evaluation (CCE)	End Semester Evaluation (ESE) Marks	Total Marks
1	Generic Core (GC)	3	Compulsory	50	50	100
2	Subject Core (SC)	3	Compulsory	50	50	100
3	Generic Elective (GE - UL)	2	Elective	0	50	50
4	Generic Elective (GE - IL)	2	Elective	50	0	50
5	Subject Elective (SE - IL)	2	Elective	50	0	50
6	Summer Internship Project (SIP)	6	Project (Compulsory)	50	50	100

Note: Massive Open Online Courses (MOOCs)¹: Upto 40% of the elective courses may be offered through Massive Open Online Courses (MOOCs) developed as per the pedagogy stated in the AICTE regulation (2016) or equivalent; following the four quadrant approach and made available on the SWAYAM platform of Government of India.

2.2 Programme Structure: The Programme Structure is as depicted below

	Course#	Semester I	Semester II	Semester III	Semester IV	Credits	CCE Marks	ESE Marks
COMPULSORY CORE COURSES (GENERIC (GC) + SUBJECT (SC) + Summer Internship Project SIP)								
A	1	GC - 1	1 GC - 7	1 GC - 11	1 GC - 14	66 Credits	1050	1050
	2	GC - 2	2 GC - 8	2 GC - 12	2 GC - 15			
	3	GC - 3	3 GC - 9	3 GC -13 (SIP)	3 SC - 5			
	4	GC - 4	4 GC - 10	4 SC - 3	4 SC - 6			
	5	GC - 5	5 SC - 1	5 SC - 4				
	6	GC - 6	6 SC - 2					
GENERIC ELECTIVE COURSES (UNIVERSITY LEVEL) – GE - UL								
B	7	GE UL - 1	7 GE UL - 4	6 GE UL - 7	5 GE UL - 10	22 Credits	0	550
	8	GE UL - 2	8 GE UL - 5	7 GE UL - 8	6 GE UL - 11			
	9	GE UL - 3	9 GE UL - 6	8 GE UL - 9				
GENERIC / SUBJECT ELECTIVE COURSES (INSTITUTE LEVEL) - GE - IL / SE - IL								
C	10	GE IL - 1	10 GE IL - 4	9 SE IL - 3	7 SE IL - 6	22 Credits	550	0
	11	GE IL - 2	11 SE IL - 1	10 SE IL - 4	8 SE IL - 7			
	12	GE IL - 3	12 SE IL - 2	11 SE IL - 5				
	12	12	11	8	43	110 Credits	1600 CCE	1600 ESE

LEGEND:

#	Block	CIE - ESE (Credits per course)	Course Type	Credits	Courses	Nature
1.1	A1	50-50 (3 Credits)	GENERIC CORE (GC)	42	14	COMPULSORY
1.2	A2	50-50 (3 Credits)	SUBJECT CORE (SC)	18	6	COMPULSORY
1.3	A3	50-50 (3 Credits)	PROJECT	6	1	COMPULSORY
2	B	0 - 50 (2 Credits)	GENERIC ELECTIVE (UNIVERSITY LEVEL) GE – UL	22	11	ELECTIVES
3.1	C1	50-0 (2 Credits)	GENERIC ELECTIVE (INSTITUTE LEVEL) GE – IL	8	4	ELECTIVES
3.4	C2	50-0 (2 Credits)	SUBJECT ELECTIVE (INSTITUTE LEVEL) SE - IL	14	7	ELECTIVES
			TOTAL	110	43	

Note:

1. The Institute MAY NOT offer an elective course if a **minimum of 20% of students** are not registered for that elective course.

3.0 Summer Internship Project: At the end of Second Semester each student shall undertake a Summer Internship Project (SIP) for a **minimum of 8 weeks**. For SIP, 1 credit is equivalent to minimum 40-45 hours of effective work. SIP shall have 6 credits. It is mandatory for the student to seek advance written approval from the faculty guide and the Director of the Institute about the topic and organization before commencing the SIP.

The SIP may or may not have a Functional Focus, i.e. the student may take up a SIP in his/her intended area of specialization or in any other functional area of management. **Ideally the SIP should exhibit a cross-functional**

¹ AICTE (Credit Framework for online learning course through SWAYAM) Regulations, 2016

orientation. SIP can be carried out in a Corporate Entity / NGO / SME / Government Undertaking / Cooperative Sector. SIP may be a research project – based on primary / secondary data or may be an operational assignment involving working by the student on a given task/assignment/project/ etc. in an organization / industry. It is expected that the SIP shall sensitize the students to the demands of the workplace.

Each student shall maintain a SIP Progress Diary detailing the work carried out and the progress achieved on a daily basis. The student shall submit a written structured SIP report based on work done during this period. The student shall submit the SIP Progress Diary along with the SIP Report.

Students shall also seek a formal evaluation of their SIP from the company guide. The formal evaluation by the company guide shall comment on the nature and quantum of work undertaken by the student, the effectiveness and overall professionalism. The learning outcomes of the SIP and utility of the SIP to the host organization must be specifically highlighted in the formal evaluation by the company guide. The SIP evaluation sheet duly signed and stamped by the industry guide shall be included in the final SIP report.

The SIP report must reflect 8 weeks of work and justify the same. The SIP report should be well documented and supported by –

1. Institute's Certificate
2. Certificate by the Company
3. Formal feedback from the company guide
4. Executive Summary
5. Organization profile
6. Outline of the problem/task undertaken
7. Research methodology & data analysis (in case of research projects only)
8. Relevant activity charts, tables, graphs, diagrams, AV material, etc.
9. Learning of the student through the project
10. Contribution to the host organization
11. References in appropriate referencing styles. (APA, MLA, Harvard, Chicago Style etc.)

The completion of the SIP shall be certified by the respective Faculty Guide & approved by the Director of the Institute. The external organization (Corporate / NGO / SME / Government Entity / Cooperative / etc.) shall also certify the SIP work.

The students shall submit a spiral bound copy of the SIP report by 15th September. The Institute shall conduct an internal viva-voce for evaluation of the SIP for 50 marks between 15th September to 30th September. The Panel shall comprise of two evaluators appointed by the Director of the Institute / Head of Department (for MBA departments in engineering colleges). Institutes are encouraged to involve senior alumni, industry experts, recruiters to conduct the internal viva-voce. The internal viva-voce panel shall provide a detailed assessment of the SIP report and suggest changes required, if any.

After the internal viva-voce, the student shall finalize the SIP report by incorporating all the suggestions and recommendations of the internal viva-voce panel. The internal guide shall then issue the Institute's Certificate to the student.

The student shall submit TWO hard copies & one soft copy (CD) of the project report before 30th October in Sem III. One hard copy of the SIP report is to be returned to the student by the Institute after the External Viva-Voce. In the interest of environmental considerations, students are encouraged to print their project reports on both faces of the paper. Spiral bound copies may be accepted.

There shall be an external viva-voce for the SIP for 50 marks. The external viva-voce shall be conducted after the theory exam of Semester III.

The Internal & the External viva-voce shall evaluate the SIP based on:

1. Adequacy of work undertaken by the student
2. Application of concepts learned in Sem I and II
3. Understanding of the organization and business environment
4. Analytical capabilities
5. Technical Writing & Documentation Skills
6. Outcome of the project – sense of purpose
7. Utility of the project to the organization
8. Variety and relevance of learning experience

Copies of SIP report and records of evaluation shall be maintained by the Institute for a period of 3 academic years.

4.0 Comprehensive Concurrent Evaluation (CCE) / Concurrent Internal Evaluation (CIE):

1. The course teacher shall prepare the scheme of Comprehensive Concurrent Evaluation (Formative Assessment) before commencement of the term. The scheme of Comprehensive Concurrent Evaluation shall explicitly state the linkages of each CCE with the Course Outcomes and define the targeted attainment levels for each CO.
2. The Director / Head of the Department / designated academic authority shall approve the scheme of Comprehensive Concurrent Evaluation with or without modifications.
3. The course teacher shall display, on the notice board, the approved CCE scheme of the course and the same shall also be hosted on the website, not later than the first week of the term.
4. Each CCE item shall be of minimum 25 marks.
5. For a 3 Credit Course there shall be a MINIMUM of three CCE items. The final scores shall be converted to 50, using an average or best two out of three formula.
6. For 2 Credit Course there shall be a MINIMUM of two CCE items. The final scores shall be converted to 50.
7. For a 1 Credit Course there shall be a MINIMUM of one CCE item.
8. CCE shall be spread through the duration of course and shall be conceptualized, executed, assessed and documented by the course teacher along with student-wise and class-wise attainment levels of the COs and the attainment levels of the course.
9. The assessment outcome of each CCE shall be duly signed by the course teacher, programme coordinator / academic head and the Director / Head of the Department / designated academic authority of the Institute.
10. A copy of the duly signed CCE *outcome* shall be displayed on the notice boards, within a week of the assessment and course teachers shall guide the students on a need basis.
11. Institute may conduct additional make up / remedial CCE items at its discretion.
12. At the end of the term aggregate CCE scores / grades shall be calculated and the CO attainment levels shall be calculated by the course teacher. The same shall be displayed on the notice board

4.1 Comprehensive Concurrent Evaluation Methods: Course teachers shall opt for a combination of one of more CCE methods listed below.

Group A (Individual Assessment) – Not more than 1 per course

1. Class Test
2. Open Book Test
3. Written Home Assignment
4. In-depth Viva-Voce

Group B (Individual Assessment) – Atleast 1 per course

5. Case Study
6. Caselet
7. Situation Analysis
8. Presentations

Group C (Group Assessment) – Not more than 1 per course

9. Field Visit / Study tour and report of the same

10. Small Group Project & Internal Viva-Voce
11. Model Development
12. Role Play
13. Story Telling
14. Fish Bowls

Group D (Creative - Individual Assessment) – Not more than 1 per course

15. Learning Diary
16. Scrap Book / Story of the week / Story of the month
17. Creating a Quiz
18. Designing comic strips
19. Creating Brochures / Bumper Stickers / Fliers
20. Creating Crossword Puzzles
21. Creating and Presenting Posters
22. Writing an Advice Column
23. Library Magazines based assessment
24. Peer assessment
25. Autobiography/Biography
26. Writing a Memo
27. Work Portfolio

Group E (Use of Literature / Research Publications- Individual Assessment) – Not more than 1 per course

28. Book Review
29. Drafting a Policy Brief
30. Drafting an Executive Summary
31. Literature Review
32. Term Paper
33. Thematic Presentation
34. Publishing a Research Paper
35. Annotated Bibliography
36. Creating Taxonomy
37. Creating Concept maps

Group F (Use of Technology - Individual Assessment) – Not more than 1 per course

38. Online Exam
39. Simulation Exercises
40. Gamification Exercises
41. Presentation based on Google Alerts
42. Webinar based assessment
43. Creating Webpage / Website / Blog
44. Creating infographics / infomercial
45. Creating podcasts / Newscast
46. Discussion Boards

Rubrics: The course teacher shall design Rubrics for each CCE. Rubrics are scoring tools that define performance expectations for learners. The course teacher shall seek approval for the rubrics from the Director / Head of the Department / other designated competent academic authority of the institute. The course teacher shall share the approved Rubrics with the students at the start of the course. The rubric shall detail the following:

1. Linkages of the CCE to COs.
2. A description of the assessment - brief concept note
3. Criteria that will be assessed - the expected learning outcomes.
4. Descriptions of what is expected for each assessment component - the expectations from the student.

5. Substantive description of the expected performance levels indicating mastering of various components - the assessment criteria.
6. The team composition, if applicable.
7. The format and mode of submission, submission timelines
8. Any other relevant details.

4.2 Safeguards for Credibility of CCE: The following practices are encouraged to enhance transparency and authenticity of concurrent evaluation:

1. Involving faculty members from other management institutes.
2. Setting multiple question paper sets and choosing the final question paper in a random manner.
3. One of the internal faculty members (other than the course teacher) acting as jury during activity based evaluations.
4. Involvement of Industry personnel in evaluating projects / field based assignments.
5. Involvement of alumni in evaluating presentations, role plays, etc.
6. 100% moderation of answer sheets, in exceptional cases.

4.3 Retention of CCE Documents: Records of CCE shall be retained for 3 years from the completion of the Academic Year. i.e. **Current Academic Year (CAY) + 3 years.**

5.0 End Semester Evaluation (ESE):

1. The End Semester Evaluation (Summative Evaluation) for the Generic Core (GC), Subject Core (SC) and the Generic Elective (GE - UL) course shall be conducted by the Savitribai Phule Pune University.
2. The ESE shall have 5 questions each of 10 marks.
3. All questions shall be compulsory with internal choice within the questions.
4. The broad structure of the ESE question paper shall be as follows:

Question Number	COGNITIVE ABILITIES EVALUATED	Nature
Q.1	REMEMBERING	Answer any 5 out of 8 (2 marks each)
Q.2	UNDERSTANDING	Answer any 2 out of 3 (5 marks each)
Q.3	APPLYING	Answer 3 (a) or 3 (b) (10 marks)
Q.4	ANALYSING	Answer 4 (a) or 4 (b) (10 marks)
Q.5	EVALUATING	Answer 5 (a) or 5 (b) (10 marks)
	CREATING	

6.0 Programme Flexibility:

6.1 Average Credits per semester, Fast & Slow Learners:

1. It is expected that a student registers for 30 credits in Semester I, II, III each and balance 20 credits in Semester IV.
2. **Fast learners** (under accelerated plan), may be permitted to register for upto 6 additional credits per semester, subject to fulfilling the pre-requisites defined for a course, if any. However the degree shall be awarded not earlier than the end of the 2 academic years since the first admission to the MBA (Services Management) programme .
3. **Slow learners**, may be permitted to register for less than the normal credits defined for a semester but shall have to complete the programme within the stipulated maximum duration.

6.2 Dropping an Elective Course:

1. Students who opt for an elective course and fail to earn the credits for the elective course (generic / subject) are permitted to opt for another elective course (generic / subject) in case they feel to do so.
2. In such a case they shall be said to have dropped the original course and opted for a new one.
3. Generic Core (GC), Subject Core (SC) CANNOT be dropped.

4. Generic Elective (GE - UL), Generic Elective (GE - IL) & Subject Elective (SE - IL) can be dropped and replaced with equivalent alternative courses
5. Not more than four courses can be dropped and replaced with equivalent alternative courses during the entire MBA (Sustainability) programme .

6.3 Horizontal or Lateral Credit Transfer:

1. When a learner successfully completes the courses included in an academic program at a certain level, he/she is allowed to transfer his/her credits in some of these courses to another same-level academic program having these courses in common. This is referred to as 'Horizontal or Lateral Credit Transfer'.
2. Horizontal or Lateral Credit Transfer shall be permitted **between the MBA and the MCA programme of SPPU** for the equivalent number of credits provided the courses are related to the MBA (Services Management) programme 's PEOs and POs and are opted by the students during the period of his enrolment for the MBA (Services Management) programme .
3. The list of such courses eligible for Horizontal or Lateral Credit Transfer **between the MBA and the MCA programme of SPPU** shall be announced by the BOS/Faculty.
4. The upper limit for Horizontal or Lateral Credit Transfer shall be 6 credits.
5. Such transfer shall be permitted for Generic Elective (GE - IL) & Subject Elective (SE - IL) only.

6.4 Block Credit Transfer:

1. Block credit transfer refers to a group of courses, such as a completed certificate or diploma program that are accepted for transfer of credit into a degree program.
2. Block credit transfer shall be permitted for all **national and international professional certifications** achieved by the learner provided the **courses learning outcomes (CLOs)** are related to the **MBA (Services Management) programme 's PEOs and POs** and are opted by the students **during the period of his enrolment for the MBA (Services Management) programme** . The institute shall verify the linkages between the CLOs and the MBA PEOs and POs.
3. Such transfer shall be permitted for Generic Elective (GE - IL) & Subject Elective (SE - IL) courses ONLY.

6.5 Credit Transfer for MOOCs:

1. Learners are encouraged to opt for MOOCs (Massive Online Open Courses) through **SWAYAM, NPTEL, EdX, Coursera, Udemy**, etc.
2. Priority shall be given to the SWAYAM platform. If a course is not available of SWAYAM, other online platforms may be used.
3. Not more than 40% of the total credits (44 Credits) shall be earned through the MOOCs.
4. Since MOOC is a guided self study course 40 - 45 hours of work shall be equivalent to one credit. The faculty shall oversee the progress of the learner as well as evaluate the learner for 50 marks / 2 credits.
5. Students shall apply to the Director / Head of the Department / other designated competent academic authority of the institute in advance and seek permission for seeking credit transfer for the proposed MOOCs, he/she wishes to pursue.
6. Online courses of SWAYAM or equivalent platform shall be allowed if:
 - a) There is non-availability of suitable teaching staff for running a course in the Institution or
 - b) The facilities for offering the elective papers (courses), sought for by the students are not on offer in the Institution, but are available on the SWAYAM or equivalent platform.
7. Evaluation of MOOCs through SWAYAM:
 - 7.1 In case of SWAYAM, the students shall be evaluated as a part of the MOOC itself by the host institution (i.e. institution who has launched the MOOC through SWAYAM).
 - 7.2 The evaluation should be based on predefined norms and parameter and shall be based on a concurrent comprehensive evaluation throughout the length and breadth of course based on specified instruments like discussions, forms, quizzes, assignments, sessional examinations and final examination.
 - 7.3 After conduct of the examination and completion of the evaluation, the host institution shall award marks/grade as per the evaluation scheme announced and communicate the marks/grade to the students as well the parent institution of the student, within 4 weeks from the date of completion of the final examination.

- 7.4 The parent institution shall, incorporate the marks/grade obtained by the student, as communicated by the Host Institution of the SWAYAM course in the marks sheet of the student that counts for final award of the degree/diploma by the University with the proviso that the programs in which Lab/Practical Component is involved, the parent institution will evaluate the students for the practical/Lab component and accordingly incorporate these marks/grade in the overall marks/grade.
- 7.5 A certificate regarding successful completion of the MOOCs course shall be signed by the PI and issued through the Host Institution and sent to the Parent Institution.
8. Evaluation of MOOCs through EdX, Coursera, Udemy:
 - 8.1 The concurrent comprehensive evaluation conducted by EdX, Coursera, Udemy may be adopted by the institute and the institute may accordingly incorporate these marks/grade in the overall marks/grade for the course.
 - 8.2 Alternatively, the institute may carry out a concurrent comprehensive evaluation of such students who undertake MOOCs through the EdX, Coursera, Udemy platform.

6.6 Professional Certification Programmes:

1. Learners may opt for Professional Certification Programmes offered by National, International organizations, Apex bodies, Chambers of Commerce, Professional certifying bodies, E-learning companies of repute.
2. Not more than 40% of the total credits (44 Credits) shall be earned through the Professional Certification Programmes.
3. Students shall apply to the Director / Head of the Department / other designated competent academic authority of the institute in advance and seek permission for seeking credit transfer for the proposed Professional Certification Programmes, he/she wishes to pursue.
4. For Professional Certification Programmes, 40 - 45 hours of work shall be equivalent to one credit. The faculty shall oversee the progress of the learner as well as evaluate the learner for 50 marks / 2 credits.
5. A valid certificate regarding successful completion of the Professional Certification Programmes shall be submitted by the learner to the institute for claiming the 2 credits.

6.7 Start-up: Launching and Sustaining' program²: AICTE has launched the 'Start-up: Launching and Sustaining' program to promote entrepreneurship.

Learners opting for the 'Start-up: Launching and Sustaining' program shall earn the credits for the Generic Core (GC), Subject Core (SC) & Generic Elective (GE - UL); with the minimum desired CGPA.

However, these learners shall skip the Generic Elective (GE - IL) & Subject Elective (SE - IL) courses and instead opt for the Milestone based concurrent comprehensive evaluation for 'Start-up: Launching and Sustaining' Programme as per the AICTE Policy laid down in this regard.

Such students shall have to fulfill two out of the five measurable outcomes as below:

- a) **Funding:** Student Start-up should acquire at least 1-5 Lakhs INR of start-up funding as capital/convertible equity or other similar equity instruments used in start-up investments.
- b) **Employment Created:** At least 5 additional jobs, (other than student founders) with a minimum of 15,000 CTC/employee/per month, paid for one full year, should be created by the student start-up.
- c) **Revenues Generated:** At least 5 Lakhs INR of Cumulative revenues should be generated by the student start-up as per Audited Profit and Loss Statements.
- d) **Surplus Generated:** At least 5 Lakhs INR of Cumulative surpluses should be generated by the student start-up as per Audited Profit and Loss Statements.
- e) **Patent Application or Granted:** The student start-up should have applied for registration of One Indian or International Patent OR such patent should be granted to the start-up

Other modalities and guidelines as per the AICTE policy shall be adhered to.

² As per AICTE Policy approved by the Executive Committee in its 100th meeting held on June 28, 2016

Students opting for the 'Start-up: Launching and Sustaining' program have the flexibility to create 'graduation outcomes' within 4 years of registering under the 'Start-up: Launching and Sustaining' program.

It would be mentioned in the Academic Transcript that the student has graduated through the 'Start-up: Launching and Sustaining' Graduation Programme.

Students who join only the 'Start-up: Launching and Sustaining' stream and are either unable to meet the requisite graduation outcomes or unable to continue for any reason can opt to fall back into the academic stream through the regular registration of the University Semesters.

SPPU may suitably verify the details of fulfilment of the two out of the five measurable outcomes listed above.

7.0 Passing Standards:

1. A student shall be said to have earned the credits for a course if he/she earns minimum 40% marks.
2. Formative Evaluation and Summative Evaluation shall be separate heads of passing.

7.1 Grading System: The Indirect and Absolute Grading System shall be used, i.e. the assessment of individual Courses in the concerned examinations will be on the basis of marks. However the marks shall later be converted into Grades by a defined mechanism wherein the overall performance of the learners can be reflected after considering the Credit Points for any given course. The overall evaluation shall be designated in terms of Grade. The 10 point standard scale mandated by UGC shall be used.

The performance of a student will be evaluated in terms of two indices, viz.

- (a) Semester Grade Point Average (SGPA) which is the Grade Point Average for a semester
- (b) Cumulative Grade Point Average (CGPA) which is the Grade Point Average for all the completed semesters at any point in time

7.2 Scaling Down of CCE Scores: The marks obtained by the student for the CCE shall be scaled down, to the required extent, if percentage of the marks of CCE exceeds the percentage of marks scored in the ESE (End Semester University Examination) by 25% for the respective course.

7.3 Degree Requirements: The degree requirements for the MBA (Services Management) programme are completion of minimum 110 credits.

7.6 Grade Improvement:

1. A Candidate who has secured any grade other than F (i.e. passed the MBA (Services Management) programme) and desires to avail the Grade Improvement option, may apply under Grade Improvement Scheme within five years from passing that Examination.
2. He/she can avail not more than three attempts, according to the syllabus in existence, for grade improvement.
3. He /she shall appear for University Evaluation of **at least 1/3rd** of the Generic Core / Subject Core Courses (except SIP) for the purpose of Grade Improvement.
4. Generic Elective (GE - UL), Generic Elective (GE - IL) & Subject Elective (SE - IL) cannot be selected for Grade Improvement.

8. Miscellaneous

8.1 Attendance: The student must meet the requirement of **75% attendance per semester per course** for grant of the term. The institute may condone the shortage in attendance in exceptional circumstances, up to a maximum of 10%. The institute shall have the right to withhold the student from appearing for examination of a specific course if the above requirement is not fulfilled.

8.2 Medium of Instruction: The medium of Instruction & Evaluation shall be English.

8.3 Numbers indicated against each unit indicate L+T. These are indicative in nature. Course teachers may modify based on teaching & assessment, evaluation methods adopted.

8.4 Text Books and Reference Books refer to latest edition.

9. Detailed Course List for each category of courses is provided in Annexure I.

10. Detailed syllabus of each course is provided in Annexure II.

ANNEXURE I

GENERIC CORE (GC) COURSES – 3 Credits Each			
50 Marks CCE, 50 Marks ESE			
Course No.	Course Code	Course	Semester
101	GC – 01	Managerial Accounting	I
102	GC – 02	Organizational Behaviour	I
103	GC – 03	Economic Analysis for Business Decisions	I
104	GC – 04	Business Research Methods	I
105	GC – 05	Basics of Marketing	I
106	GC – 06	Digital Business	I
201	GC – 07	Marketing Management	II
202	GC – 08	Financial Management	II
203	GC – 09	Human Resources Management	II
204	GC – 10	Operations & Supply Chain Management	II
301	GC – 11	Strategic Management	III
302	GC – 12	Decision Science	III
303	GC – 13	Summer Internship Project*	III
401	GC – 14	Enterprise Performance Management	IV
402	GC – 15	Indian Ethos & Business Ethics	IV

* Six Credits

GENERIC ELECTIVES UNIVERSITY LEVEL (GE – UL) COURSES – 2 Credits Each			
00 Marks CCE , 50 Marks ESE			
Course #	Course Code	Course	Semester
Any 3 courses to be selected from the following list in Semester I			
107	GE - UL - 01	Management Fundamentals	I
108	GE - UL - 02	Indian Economy	I
109	GE - UL - 03	Entrepreneurship Development	I
110	GE - UL - 04	Essentials of Psychology for Managers	I
111	GE - UL - 05	Legal Aspects of Business	I
112	GE - UL - 06	Demand Analysis & Forecasting	I
Any 3 courses to be selected from the following list in Semester II			
207	GE - UL - 07	Contemporary Frameworks in Management	II
208	GE - UL - 08	Geopolitics & World Economic Systems	II
209	GE - UL - 09	Start Up and New Venture Management	II
210	GE - UL - 10	Qualitative Research Methods	II
211	GE - UL - 11	Business, Government & Society	II
212	GE - UL - 12	Business Process Re-engineering	II
Any 3 courses to be selected from the following list in Semester III			
306	GE - UL - 13	International Business Economics	III
307	GE - UL - 14	International Business Environment	III
308	GE - UL - 15	Project Management	III
309	GE - UL - 16	Knowledge Management	III
310	GE - UL - 17	Corporate Governance	III
311	GE - UL - 18	Management of Non-profit organizations	III
Any 2 courses to be selected from the following list in Semester IV			
405	GE - UL - 19	Global Strategic Management	IV
406	GE - UL - 20	Technology Competition and Strategy	IV
407	GE - UL - 21	Cyber Laws	IV
408	GE - UL - 22	Corporate Social Responsibility & Sustainability	IV

GENERIC ELECTIVES INSTITUTE LEVEL (GE – IL) COURSES – 2 Credits Each			
50 Marks CCE , 00 Marks ESE			
Course No.	Course Code	Course	Semester
Maximum 3 courses to be selected from the following list in Semester I			
113	GE - IL - 01	Verbal Communication Lab	I
114	GE - IL - 02	Enterprise Analysis & Desk Research	I
115	GE - IL - 03	Selling & Negotiation Skills Lab	I
116	GE - IL - 04	MS Excel	I
117	GE - IL - 05	Business Systems & Procedures	I
118	GE – IL- 06	Managing Innovation	I
119	GE – IL- 07	Foreign Language – I	I
Maximum 1 course to be selected from the following list in Semester II			
213	GE – IL - 08	Written Analysis and Communication Lab	II
214	GE – IL - 09	Industry Analysis & Desk Research	II
215	GE – IL - 10	Entrepreneurship Lab	II
216	GE – IL - 11	SPSS	II
217	GE – IL - 12	Foreign Language – II	II

SUBJECT CORE(SC) COURSES: Specialization- Services Management (SER)			
3 Credits Each, 50 Marks CCE, 50 Marks ESE			
Course No.	Course Code	Course	Semester
205 SER	SC-SER-01	Services Management	II
206 SER	SC-SER-02	Services Operations Management	II
304 SER	SC-SER-03	Services Marketing	III
305 SER	SC-SER-04	Consumer Behaviour in Services Management	III
403 SER	SC-SER-05	Services Analytics	IV
404 SER	SC-SER-06	E-Services	IV

SUBJECT ELECTIVE (SE-IL) COURSES: Specialization- Services Management (SER)			
2 Credits Each, 50 Marks CCE, 00 Marks ESE			
Course No.	Course Code	Course	Semester
217 SER	SE-IL-SER-01	Quality Management Standards in Services Management	II
218 SER	SE-IL-SER-02	Service Value Management	II
219 SER	SE-IL-SER-03	Health Care Services	II
220 SER	SE-IL-SER-04	Hospitality Services	II
221 SER	SE-IL-SER-05	Retail Services	II

Maximum 3 Courses to be selected from the following list in Semester III			
312 SER	SE-IL-SER-06	Theory of Constraints	III
313 SER	SE-IL-SER-07	Sustainability in Service Sector	III
314 SER	SE-IL-SER-08	Brand Management in Services	III
315 SER	SE-IL-SER-09	CRM in Services Management	III
316 SER	SE-IL-SER-10	Management of Financial Services	III
317 SER	SE-IL-SER-11	Management of Tourism Services	III
318 SER	SE-IL-SER-12	B to B Services	III

Maximum 2 Courses to be selected from the following list in Semester IV			
409 SER	SE-IL-SER-13	Global Trends and Cases in Services Management	IV
410 SER	SE-IL-SER-14	Service Industry Training	IV
411 SER	SE-IL-SER-15	Public Utility Services	IV
412 SER	SE-IL-SER-16	Event Management Services	IV
413 SER	SE-IL-SER-17	Management of Telecommunication Services	IV

ANNEXURE II – COURSE WISE DETAILED SYLLABUS

Generic Core Courses (Compulsory) – Semester I & II		
Semester I		101 – Managerial Accounting
3 Credits	LTP: 2:1:1	Compulsory Generic Core Course

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO101.1	REMEMBERING	DESCRIBE the basic concepts related to Accounting, Financial Statements, Cost Accounting, Marginal Costing, Budgetary Control and Standard Costing
CO101.2	UNDERSTANDING	EXPLAIN in detail, all the theoretical concepts taught through the syllabus.
CO101.3	APPLYING	PERFORM all the necessary calculations through the relevant numerical problems.
CO101.4	ANALYSING	ANALYSE the situation and decide the key financial as well as non-financial elements involved in the situation.
CO101.5	EVALUATING	EVALUATE the financial impact of the decision.

- 1. Basic Concepts:** Forms of Business Organization. Meaning and Importance of Accounting in Business Organization, Basic concepts and terms used in accounting, Capital & Revenue Expenditure, Capital & Revenue Receipts, Users of Accounting Information. Accounting Concepts and Conventions, Fundamental Accounting Equation, Journal, Ledger and Trial Balance. **(4+2)**
- 2. Financial Statements:** Meaning of Financial Statements, Importance and Objectives of Financial Statements. Preparation of Final Accounts of sole proprietary firm. **(7 + 2)**
- 3. Cost Accounting:** Basic Concepts of Cost Accounting, Objectives, Importance and Advantages of Cost Accounting, Cost Centre, Cost Unit, Elements of Cost, Classification and Analysis of Costs, Relevant and Irrelevant Costs, Differential Costs, Sunk Cost, Opportunity Cost, Preparation of Cost Sheet. **(8 + 2)**
- 4. Short Term Business Decision Techniques – Marginal Costing:** Meaning, Principles, Advantages and Limitations, Contribution, P/V Ratio, Break-Even Point (BEP), Cost Volume Profit (CVP) Analysis, Short Term Business Decisions–Product Mix Decisions, Make or Buy (Outsourcing) Decisions, Accept or Reject Special Order Decisions, Shutting Down Decisions. **(8 + 2)**
- 5. Exercising Control – Budgetary Control & Standard Costing: Budgetary Control:** Meaning of Budget and Budgeting, Importance, Advantages and Disadvantages, Functional Budgets–Raw Material Purchase & Procurement Budget, Cash Budget and Flexible Budget. **Standard Costing:** Meaning, Importance, Advantages and Disadvantages, Cost Variance Analysis. Material Variances– Material Cost Variance, Material Rate Variance, Material Usage Variance, Material Mix Variance and Material Yield Variance. Labour Variances –Labour Cost Variance, Labour Rate Variance, Labour Efficiency Variance, Labour Mix Variance, Labour Idle Time Variance and Labour Yield Variance. **(8 + 2)**

Note: Numerical Problems will be asked on the following –

- Final Accounts of Sole Proprietary Firm
- Preparation of Cost Sheet
- Marginal Costing and Short-Term Business Decisions
- Raw Material Purchase & Procurement Budget, Cash Budget, Flexible Budget
- Material Variances and Labour Variances

Suggested Text Books:

- Management Accounting, Khan and Jain, Tata McGraw Hill
- Fundamentals of Management Accounting, H. V.Jhamb
- Managerial Accounting, Dr. Mahesh Abale and Dr. Shriprakash Soni
- Management Accounting, Dr. Mahesh Kulkarni

Suggested Reference Books:

1. Financial Cost and Management Accounting, P.Periasamy
2. Financial Accounting for Management, Shankarnarayanan Ramanath, CENGAGE Learning
3. Accounting For Management, S. N. Maheshwari
4. Management Accounting, MadhuVij
5. Fundamentals of Management Accounting, H. V.Jhamb
6. Cost and Management Accounting, M. N. Arora
7. Financial Accounting for Managers, Sanjay Dhmiya, Pearson Publications
8. Management Accounting, Mr. Anthony Atkinson, Robert Kaplan, Pearson
9. Accounting For Management, Jawarhar Lal
10. Accounting, Shukla Grewal
11. Management Accounting, Ravi Kishore
12. Accounting for Managers, Dearden and Bhattacharya

Semester I		102 - Organizational Behaviour
3 Credits	LTP: 2:1:1	Compulsory Generic Core Course

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO102.1	REMEMBERING	DESCRIBE the major theories, concepts, terms, models, frameworks and research findings in the field of organizational behavior.
CO102.2	UNDERSTANDING	EXPLAIN the implications of organizational behavior from the perspectives of employees, managers, leaders and the organization.
CO102.3	APPLYING	MAKE USE OF the Theories, Models, Principles and Frameworks of organizational behavior in specific organizational settings.
CO102.4	ANALYSING	DECONSTRUCT the role of individual, groups, managers and leaders in influencing how people behave and in influencing organizational culture at large.
CO102.5	EVALUATING	FORMULATE approaches to reorient individual, team, managerial and leadership behaviour in order to achieve organizational goals.
CO102.6	CREATING	ELABORATE UPON the challenges in shaping organizational behavior, organizational culture and organizational change.

1. Fundamentals of OB: Evolution of management thought , five functions of management, Definition, scope and importance of OB, Relationship between OB and the individual, Evolution of OB, Models of OB (Autocratic, Custodial, Supportive, Collegial & SOBC), Limitations of OB. **Values, Attitudes and Emotions:** Introduction, Values, Attitudes, Definition and Concept of Emotions, Emotional Intelligence - Fundamentals of Emotional Intelligence, The Emotional Competence Framework, Benefits of Emotional Intelligence , difference between EQ and IQ. **Personality & Attitude:** Definition Personality, importance of personality in Performance, The Myers-Briggs Type Indicator and The Big Five personality model, Johari Window , Transaction Analysis , Definition Attitude Importance of attitude in an organization, Right Attitude, Components of attitude, Relationship between behavior and attitude. **(7+2)**

2. Perception: Meaning and concept of perception, Factors influencing perception, Selective perception, Attribution theory, Perceptual process, Social perception (stereotyping and halo effect). **Motivation:** Definition & Concept of Motive & Motivation, The Content Theories of Motivation (Maslow's Need Hierarchy & Herzberg's Two Factor model Theory), The Process Theories (Vroom's expectancy Theory & Porter Lawler model), Contemporary Theories- Equity Theory of Work Motivation. **(8+2)**

3. Group and Team Dynamics : The Meaning of Group & Group behavior & Group Dynamics, Types of Groups, The Five -Stage Model of Group Development Team Effectiveness & Team Building. **Leadership:** Introduction, Managers V/s Leaders. Overview of Leadership- Traits and Types, Theories of Leadership.- Trait and Behavioral Theories. **(8+2)**

4. Conflict Management – Definition and Meaning, Sources of Conflict, Types of Conflict, Conflict Management Approaches. **Organizational Culture:** Meaning and Nature of Organization Culture - Origin of Organization Culture, Functions of Organization Culture, Types of Culture, Creating and Maintaining Organization Culture, Managing Cultural Diversity. **(7+2)**

5. Stress at workplace: Work Stressors – Prevention and Management of stress – Balancing work and Life, workplace spirituality. **Organizational Change:** Meaning, definition & Nature of Organizational Change, Types of Organizational change, Forces that acts as stimulants to change. Kurt Lewin’s- Three step model, How to overcome the Resistance to Change, Methods of Implementing Organizational Change, Developing a Learning Organization. **(5+2)**

Note: Evolution of Management thought to OB and functions of management to be covered in brief as a background interface to the subject only

Suggested Text Books:

1. Organizational Behaviour, Robins
2. Organizational Behaviour, Nelson & Quick
3. Organizational Behaviour, Fred Luthans
4. Organizational Behaviour, Stephen Robins, Timothy Judge, Neharika Vohra
5. Organizational Behaviour, M N Mishra
6. Organizational Behaviour, K Ashwathappa

Suggested Reference Books

1. Understanding OB, Uday Pareek
2. Change & Knowledge Management, Janakiram, Ravindra and Shubha Murlidhar
3. Human Resource Management, Nkomo, CENGAGE Learning

Semester I		103 – Economic Analysis for Business Decisions
3 Credits	LTP: 2:1:1	Compulsory Generic Core Course

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO103.1	REMEMBERING	DEFINE the key terms in micro-economics.
CO103.2	UNDERSTANDING	EXPLAIN the key terms in micro-economics, from a managerial perspective.
CO103.3	APPLYING	IDENTIFY the various issues in an economics context and DEMONSTRATE their significance from the perspective of business decision making.
CO103.4	ANALYSING	EXAMINE the inter-relationships between various facets of micro-economics from the perspective of a consumer, firm, industry, market, competition and business cycles.
CO103.5	EVALUATING	DEVELOP critical thinking based on principles of micro-economics for informed business decision making.
CO103.6	CREATING	ANTICIPATE how other firms in an industry and consumers will respond to economic decisions made by a business, and how to incorporate these responses into their own decisions.

1. Managerial Economics: Concept of Economy, Economics, Microeconomics, Macroeconomics. Nature and Scope of Managerial Economics, Managerial Economics and decision-making. Concept of Firm, Market, Objectives of Firm: Profit Maximization Model, Economist Theory of the Firm, Cyert and March’s Behavior Theory, Marris’ Growth Maximisation Model, Baumol’s Static and Dynamic Models, Williamson’s Managerial Discretionary Theory. **(6+1)**

2. **Utility & Demand Analysis:** Utility – Meaning, Utility analysis, Measurement of utility, Law of diminishing marginal utility, Indifference curve, Consumer’s equilibrium - Budget line and Consumer surplus. Demand - Concept of Demand, Types of Demand, Determinants of Demand, Law of Demand, Elasticity of Demand, Exceptions to Law of Demand. Uses of the concept of elasticity. Forecasting: Introduction, Meaning and Forecasting, Level of Demand Forecasting, Criteria for Good Demand Forecasting, Methods of Demand Forecasting, Survey Methods, Statistical Methods, Qualitative Methods, Demand Forecasting for a New Products. (Demand Forecasting methods - Conceptual treatment only numericals not expected) **(8+1)**
3. **Supply & Market Equilibrium:** Introduction, Meaning of Supply and Law of Supply, Exceptions to the Law of Supply, Changes or Shifts in Supply. Elasticity of supply, Factors Determining Elasticity of Supply, Practical Importance, Market Equilibrium and Changes in Market Equilibrium. Production Analysis: Introduction, Meaning of Production and Production Function, Cost of Production. Cost Analysis: Private costs and Social Costs, Accounting Costs and Economic costs, Short run and Long Run costs, Economies of scale, Cost-Output Relationship - Cost Function, Cost-Output Relationships in the Short Run, and Cost-Output Relationships in the Long Run. **(8+1)**
4. **Revenue Analysis and Pricing Policies:** Introduction, Revenue: Meaning and Types, Relationship between Revenues and Price Elasticity of Demand, Pricing Policies, Objectives of Pricing Policies, Cost plus pricing. Marginal cost pricing. Cyclical pricing. Penetration Pricing. Price Leadership, Price Skimming. Transfer pricing. Price Determination under Perfect Competition- Introduction, Market and Market Structure, Perfect Competition, Price-Output Determination under Perfect Competition, Short-run Industry Equilibrium under Perfect Competition, Short-run Firm Equilibrium under Perfect Competition, Long-run Industry Equilibrium under Perfect Competition, Long-run Firm Equilibrium under Perfect Competition. Pricing Under Imperfect Competition- Introduction, Monopoly, Price Discrimination under Monopoly, Bilateral Monopoly, Monopolistic Competition, Oligopoly, Collusive Oligopoly and Price Leadership, Pricing Power, Duopoly, Industry Analysis. Profit Policy: Break Even analysis. Profit Forecasting. Need for Government Intervention in Markets. Price Controls. Support Price. Preventions and Control of Monopolies. System of Dual Price. **(11+1)**
5. **Consumption Function and Investment Function:** Introduction, Consumption Function, Investment Function, Marginal efficiency of capital and business expectations, Multiplier, Accelerator. Business Cycle: Introduction, Meaning and Features, Theories of Business Cycles, Measures to Control Business Cycles, Business Cycles and Business Decisions. **(7+1)**

Suggested Text Books:

1. Managerial Economics, Peterson, Lewis, Sudhir Jain, Pearson, Prentice Hall
2. Managerial Economics, D. Salvatore, McGraw Hill, New Delhi.
3. Managerial Economics, Pearson and Lewis, Prentice Hall, New Delhi
4. Managerial Economics, G.S. Gupta, T M H, New Delhi.
5. Managerial Economics, Mote, Paul and Gupta, T M H, New Delhi.

Suggested Reference Books:

1. Managerial Economics, Homas and Maurice, Tata McGraw Hill
2. Managerial Economics - Analysis, Problems and Cases, P.L. Mehta, Sultan Chand Sons, New Delhi.
3. Managerial Economics, Varshney and Maheshwari, Sultan Chand and Sons, New Delhi.
4. Managerial Economics, D.M.Mithani
5. Managerial Economics, Joel Dean, Prentice Hall, USA.
6. Managerial Economics by H L Ahuja, S Chand & Co. New Delhi.

Semester I		104 - Business Research Methods
3 Credits	LTP: 2:1:1	Compulsory Generic Core Course

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO104.1	REMEMBERING	DEFINE various concepts & terms associated with scientific business research.

CO104.2	UNDERSTANDING	EXPLAIN the terms and concepts used in all aspects of scientific business research.
CO104.3	APPLYING	MAKE USE OF scientific principles of research to SOLVE contemporary business research problems.
CO104.4	ANALYSING	EXAMINE the various facets of a research problem and ILLUSTRATE the relevant aspects of the research process from a data driven decision perspective.
CO104.5	EVALUATING	JUDGE the suitability of alternative research designs, sampling designs, data collection instruments and data analysis options in the context of a given real-life business research problem from a data driven decision perspective.
CO104.6	CREATING	FORMULATE alternative research designs, sampling designs, data collection instruments, testable hypotheses, data analysis strategies and research reports to address real-life business research problems.

1. Foundations of Research: Definition of Research, Need of business research, Characteristics of scientific research method, Typical Research applications in business and management. **Questions in Research:** Formulation of Research Problem – Management Question – Research Question – Investigation Question. **The process of business research:** Literature review - Concepts and theories - Research questions - Sampling - Data collection - Data analysis - Writing up - The iterative nature of business research process, Elements of a Research Proposal. **Practical considerations:** Values – researcher & organization. Ethical principles - Harm to participants, Lack of informed consent, Invasion of privacy, Deception, Reciprocity and trust, Affiliation and conflicts of interest. Legal considerations - Data management, Copyright. **(6+1)**

2. Research Design: Concept, Features of a robust research design. Exploratory, Descriptive, Quasi Experimental, Experimental research designs, Concept of Cause and Effect, Difference between Correlation and causation. Types of Variables – Independent, Dependent, concomitant, mediating, moderating, extraneous variables, Basic knowledge of Treatment & Control group, Case study design. Cross-sectional and Longitudinal designs, Qualitative and Quantitative research approaches, Pros and Cons of various designs, choice of a research design. **Hypothesis:** Definition, research Hypothesis, Statistical hypothesis, Null hypothesis, Alternative Hypothesis, Directional Hypothesis, Non-directional hypothesis. Qualities of a good Hypothesis, Framing Null Hypothesis & Alternative Hypothesis. Concept of Hypothesis Testing - Logic & Importance. **(7+1)**

3. Data & Measurement: Meaning of data, Need for data. **Secondary Data:** Definition, Sources, Characteristics, Advantages and disadvantages over primary data, Quality of secondary data - Sufficiency, adequacy, reliability and consistency. **Primary Data:** Definition, Advantages and disadvantages over secondary data. **Measurement:** Concept of measurement, What is measured? Problems in measurement in management research - Validity and Reliability, Levels of measurement - Nominal, Ordinal, Interval, Ratio. **Attitude Scaling Techniques:** Concept of Scale – Rating Scales viz. Likert Scales, Semantic Differential Scales, Constant Sum Scales, Graphic Rating Scales – Ranking Scales – Paired Comparison & Forced Ranking - Concept and Application. **Questionnaire:** Questionnaire Construction - Personal Interviews, Telephonic survey Interviewing, Online questionnaire tools. **(8+1)**

4. Sampling: Basic Concepts: Defining the Universe, Concepts of Statistical Population, Sample, Characteristics of a good sample. Sampling Frame, determining the sample frame, Sampling errors, Non Sampling errors, Methods to reduce the errors, Sample Size constraints, Non Response. **Probability Sample:** Simple Random Sample, Systematic Sample, Stratified Random Sample, Area Sampling & Cluster Sampling. **Non Probability Sample:** Judgment Sampling, Convenience Sampling, Purposive Sampling, Quota Sampling & Snowballing Sampling methods. **Determining size of the sample:** Practical considerations in sampling and sample size, (sample size determination formulae and numericals not expected) **(9+1)**

5. Data Analysis & Report Writing: Data Analysis: Cleaning of Data, Editing, Coding, Tabular representation of data, frequency tables, Univariate analysis - Interpretation of Mean, Median Mode; Standard deviation, Coefficient of Variation. **Graphical Representation of Data:** Appropriate Usage of Bar charts, Pie charts, Line charts, Histograms. **Bivariate Analysis:** Cross tabulations, Bivariate Correlation Analysis - meaning & types of correlation, Karl Person's coefficient of correlation and spearman's rank correlation. Chi-square test including testing hypothesis of association, association of attributes. **Linear Regression Analysis:** Meaning of regression, Purpose and use, Linear

regression; Interpretation of regression co-efficient, Applications in business scenarios. **Test of Significance:** Small sample tests: t (Mean, proportion) and F tests, Z test. Non-parametric tests: Binomial test of proportion, Randomness test. Analysis of Variance: One way and two-way Classifications. **Research Reports:** Structure of Research report, Report writing and Presentation. **(10+1)**

Note:

1. It is desirable to use MS Excel / SPSS / Systat for delivery of unit 5.
2. For unit 5, Formulae and calculations are not expected. Interpretation of the given data/test outcomes is expected for appropriate managerial decisions / inferences.

Suggested Text Books:

1. Business Research Methods, Donald Cooper & Pamela Schindler, TMGH.
2. Business Research Methods, Alan Bryman & Emma Bell, Oxford University Press
3. Research Methods for Social Work, Allen, Earl R. Babbie, Cengage
4. Research Methods in Business Studies: A Practical Guide, Pervez Ghauri, Dr Kjell Gronhaug, FT Prentice Hall

Suggested Reference Books:

1. Business Research Methods, William G. Zikmund, Barry J. Babin, Jon C. Carr, Mitch Griffin, Cengage Learning
2. Approaches to social research, Royce Singleton, Bruce C. Straits, Margaret Miller Straits, Oxford University Press
3. Research Methods: The Basics, Nicholas S. R. Walliman, Nicholas Walliman, Routledge,
4. Research Methodology In Management, Dr.V.P.Michael

Semester I		105 – Basics of Marketing
3 Credits	LTP: 2:1:1	Compulsory Generic Core Course

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO105.1	REMEMBERING	RECALL and REPRODUCE the various concepts, principles, frameworks and terms related to the function and role of marketing.
CO105.2	UNDERSTANDING	DEMONSTRATE the relevance of marketing management concepts and frameworks to a new or existing business across wide variety of sectors and ILLUSTRATE the role that marketing plays in the 'tool kit' of every organizational leader and manager.
CO105.3	APPLYING	APPLY marketing principles and theories to the demands of marketing function and practice in contemporary real world scenarios.
CO105.4	ANALYSING	EXAMINE and LIST marketing issues pertaining to segmentation, targeting and positioning, marketing environmental forces, consumer buying behavior, marketing mix and Product Life Cycle in the context of real world marketing offering (commodities, goods, services, e-products/ e-services).
CO105.5	EVALUATING	EXPLAIN the interrelationships between segmentation, targeting and positioning, marketing environment, consumer buying behavior, marketing mix and Product Life Cycle with real world examples.
CO105.6	CREATING	DISCUSS alternative approaches to segmentation, targeting and positioning, the marketing environment, consumer buying behavior, marketing mix and Product Life Cycle in the context of real world marketing offering (commodities, goods, services, e-products/ e-services.).

1. Introduction to Marketing: Definition & Functions of Marketing- Scope of Marketing, Evolution of Marketing, Core concepts of marketing – Need, Want, Demand, Customer Value, Exchange, Customer Satisfaction, Customer Delight, Customer loyalty, Concepts of Markets, Marketing V/S Market Competition, Key customer markets, market places, market spaces, Meta-markets, Digital Markets, Brick & Click Model. Impact of Globalization, Technology and Social Responsibility on Marketing. New Consumer Capabilities, New Company Capabilities. Functions of Marketing Manager. Linkage of Marketing functions with all functions in the organization. Company orientation towards market place: Product – Production - Sales – Marketing –Societal – Relational, Holistic Marketing Orientation. Selling versus marketing. Concept of Marketing Myopia. Marketing Process, Understanding Marketing as Creating, Communicating, and Delivering Value **(5+2)**

2. Marketing Environment: Concept of Environment, Macro Environment & Micro Environment – Components and characteristics, Needs & Trends, Major forces impacting the Macro Environment & Micro Environment, Need for analyzing the Marketing Environment. Analyzing the Political, Economic, Socio-cultural, Technical and Legal Environment. Demographics. **(5+2)**

3. Segmentation, Target Marketing & Positioning: Segmentation - Concept, Need & Benefits. Geographic, Demographic, Psychographic, Behavioural bases of segmentation for consumer goods and services. Bases for segmentation for business markets. Levels of segmentation, Criteria for effective segmentation. Market Potential & Market Share. Target Market - Concept of Target Markets and criteria for selection. Segment Marketing, Niche & Local Marketing, Mass marketing, Long Tail Marketing. Positioning - Concept of differentiation & positioning, Value Proposition & Unique Selling Proposition. **(8+2)**

4. Consumer Behavior: Meaning & importance of consumer behavior, Comparison between Organizational Buying behavior and consumer buying behavior, Buying roles, Five steps consumer buyer decision process – Problem Recognition, Information Search, Evaluation of Alternatives, Purchase Decision, Post Purchase behavior. Moment of Truth, Zero Moment of Truth, ZMOT, Moderating effects on consumer behavior. **(7+2)**

5. Marketing Mix: Origin & Concept of Marketing Mix, 7P's - Product, Price, Place, Promotion, People, Process, Physical evidence. **Product Life Cycle:** Concept & characteristics of Product Life Cycle (PLC), Relevance of PLC, Types of PLC and Strategies across stages of the PLC. **(10+2)**

Note: Real world examples / cases are expected to be analyzed in the class as well as included in the examination.

Suggested Text Books:

1. Marketing Management, Philip Kotler, Kevin Lane Keller, Abraham Koshy, Mithileshwar Jha, Pearson
2. Marketing Management, Rajan Saxena, TMGH
3. Marketing, Lamb Hair Sharma, Mc Daniel, Cengage Learning

Suggested Reference Books:

1. Principles of Marketing, Philip Kotler, Gary Armstrong, Prafulla Agnihotri, Ehasan Haque, Pearson
2. Marketing Management- Text and Cases, Tapan K Panda, Excel Books
3. Marketing Management, Ramaswamy & Namakumari, Macmillan.
4. Marketing Whitebook

Semester I		106 – Digital Business
3 Credits	LTP: 2:1:1	Compulsory Generic Core Course

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO106.1	REMEMBERING	DESCRIBE the conceptual framework of e commerce, mobile commerce and social commerce.
CO106.2	UNDERSTANDING	SUMMARIZE the impact of information, mobile, social, digital, IOT and related technologies on society, markets & commerce.
CO106.3	APPLYING	ILLUSTRATE value creation & competitive advantage in a digital Business environment.
CO106.4	ANALYSING	EXAMINE the changing role of intermediaries, changing nature of supply chain and payment systems in the online and offline world.
CO106.5	EVALUATING	ELABORATE upon the various types of digital business models and OUTLINE their benefits and limitations.
CO106.6	CREATING	DISCUSS the various applications of Digital Business in the present day world.

1. **Electronic Commerce:** The Digital Revolution and Society, The Digital and Social Worlds - The Digital Economy, The Digital Enterprise, Virtual Communities, Online Communities, Defining Electronic Commerce, Emerging E-Commerce Platforms. E-Business, Electronic Markets and Networks; The Content and Framework of E-Commerce, Classification of E-Commerce by the Nature of the Transactions and the Relationships Among Participants, E-Commerce Business Models, Integrating the Marketplace with the Marketspace, Web 2.0. Drivers, Benefits and Limitations of E-Commerce, Impact of E-Commerce on business, government, customers, citizens and society. **(7+2)**

2. **Mobile Commerce, Social Commerce and IoT:** Mobile Commerce, Attributes Applications and Benefits of M-Commerce, Mobile Marketing - Shopping and Advertising. **Social Commerce:** Social Commerce, Social Business (Enterprise), Social Business Networks and Social Enterprise, Social Media, Platforms for Social Networking; Social Media Marketing, Enterprise 2.0, Improved Business Models. Entrepreneur Networks, Enterprise Social Networks, The Benefits and Limitations of Social Commerce, Benefits to Customers, Retailers, Employees, players in the ecosystem. Social Collaboration (Collaboration 2.0) - Essentials of Social Collaboration, Consumer-to-Consumer Electronic Commerce (C2C), Person-to-Person models. **Internet of Things:** Concept of IoT, Smart Homes and Appliances, Smart Cities, Smart Cars, Wearable Computing and Smart Gadgets. **(7+2)**

3. **Digital Business Ecosystem:** Electronic Commerce Mechanisms, Online Purchasing Process, E-Marketplaces - Types, Components and Participants, Disintermediation and Reintermediation; Customer Shopping Mechanisms - Webstores, Malls, and Portals, Webstores, Electronic Malls , Web (Information) Portals. **Intermediaries:** Roles of Intermediaries in E-Marketplaces, Merchant Solutions: Electronic Catalogs, Search Engines, and Shopping Carts, Electronic Catalogs, E-Commerce Search Activities, Auctions - Traditional Auctions Versus E-Auctions, Dynamic Pricing. **Changing Supply Chains:** Structure of the Supply Chain, EC Order Fulfillment Process, Speeding Up Deliveries, Partnering Efforts and Outsourcing Logistics, Order Fulfillment in Make-to- Order (MTO) and Mass Customization. **Digital Payments:** Smart Cards, Stored-Value Cards, EC Micropayments, Payment Gateways, Mobile Payments, Digital and Virtual Currencies, Security, Ethical, Legal, Privacy, and Technology Issues. **(7+2)**
4. **Digital Business Applications - I: Electronic Retailing:** B2C Electronic Retailing, Characteristics, Advantages, Limitations, E-Tailing Business Models, Classification of Models by Distribution Channel, Referring Directories, Malls with Shared Services. Social Shopping – Concept, Benefits and Drivers, Social Shopping Aids – Recommendations, Reviews, Ratings, and Marketplaces, Real-Time Online Shopping. The Online Versus Off-Line Competition, Click-and-Brick models, Product and Service Customization and Personalization. **Fintech:** E-Banking, Mobile Banking, Pure Virtual Banks, Insurance, and Stock Trading, Other Mobile Finance Applications. **Digital Government:** Government-to-Citizens, Government-to-Business, Government-to-Government, Government-to-Employees Models, Internal Efficiency and Effectiveness, E-Government and Social Networking, M-Government. **E-Learning, E-Training, and E-Books:** Basics of E-Learning, Characteristics, Advantages, Limitations, Distance Learning and Online Universities, Online Corporate Training, Social Networks and E-Learning, E-Learning Management Systems, Electronic Books. **(7+2)**
5. **Digital Business Applications - II: Online Travel and Tourism Services:** Characteristics of Online Travel, Benefits, Limitations, and Competition in Online Travel Services. **E-Employment:** Online Job Market, Social Networks Based Job Markets, Social Recruiting, Virtual Job Fairs and Recruiting Events, Benefits and Limitations of the Electronic Job Market. **E-Health:** Definition, Electronic Medical Record Systems (EMR), Doctors’ System, Patients Services, Medical Devices and Patients Surveillance. **Entertainment, Media & Gaming:** Service Industry Consumer Applications. Digital Products, Internet TV and Internet Radio, Social Television (TV) Mobile Entertainment, Mobile Marketing, Mobile Streaming Music and Video Providers, Entertainment in Cars; Gaming - Mobile Games, Social Games and Gamification, Business of Social Games, Educational Social Games; Mobile Gambling, Mobility and Sports; Social Entertainment. **(7+2)**

Note: The focus of the entire course should be on business issues and not merely on technology.

Suggested Text Books:

1. Introduction to E Commerce & Social Commerce, Turban E , Whiteside J , King D, Outland J Springer
2. E-Business and E-Commerce Management- Strategy, Implementation and Practice, Dave Chaffey, Pearson Education.
3. Electronic Commerce – A Managerial Perspective, Efraim Turban, David King, Dennis Viehland, Jae Lee, Pearson Education.

Semester II		201 – Marketing Management
3 Credits	LTP: 2:1:1	Compulsory Generic Core Course

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO201.1	REMEMBERING	DESCRIBE the key terms associated with the 4 Ps of marketing.
CO201.2	UNDERSTANDING	COMPARE and CONTRAST various approaches to pricing for a real world marketing offering (commodities, goods, services, e-products/ e-services.)
CO201.3	APPLYING	DEMONSTRATE an understanding of various channel options for a real world marketing offering (commodities, goods, services, e-products/ e-services.)

CO201.4	ANALYSING	EXAMINE the product line of a real world marketing offering (commodities, goods, services, e-products/ e-services.)
CO201.5	EVALUATING	EXPLAIN the role of various communication mix elements for a real world marketing offering (commodities, goods, services, e-products/ e-services.)
CO201.6	CREATING	DESIGN a marketing plan for a real world marketing offering (commodities, goods, services, e-products/ e-services.)

1. Product: Meaning, The Role of Product as a market offering, Goods & Services Continuum, Classification of consumer products- convenience, shopping, shopping, unsought goods. Classification of industrial products- materials and parts, capital items, supplies and services. The Product Hierarchy, Product Systems and Mixes, Product Line Analysis, Product Line Length, The Customer Value Hierarchy. New Product Development - Need, Booz Allen & Hamilton Classification Scheme for New Products, New Product Development Process - Idea Generation to commercialization. Branding: Concept, Definition, Commodity Vs. Brand, Product Vs Brand, Concept of Brand equity. **(7 + 2)**

2. Pricing: Meaning, The Role of Pricing, Importance and Factors influencing pricing decisions. Setting the Price: Setting pricing objectives, Determining demand, Estimating costs, Analyzing competitors' pricing, Selecting pricing method, selecting final price. Adapting the Price: Geographical pricing, Price discounts & allowances, Promotional pricing, Differentiated pricing, concept of transfer pricing, Dynamic pricing (surge pricing, auction pricing), Pricing in online marketing (free, premium, freemium). Price Change: Initiating & responding to price changes. **(7 + 2)**

3. Place: Meaning, The Role of Marketing Channels, Channel functions & flows, Channel Levels, Channel Design Decisions - Analyzing customers' desired service output levels, establishing objectives & constraints, Identifying & evaluating major channel alternatives. Channel Options - Introduction to Wholesaling, Retailing, Franchising, Direct marketing, Introduction to Omni channel & hybrid channel options. Market Logistics Decisions - Order processing, Warehousing, Inventory, and Logistics. **(7 + 2)**

4. Promotion: Meaning, The role of marketing communications in marketing effort. Communication Mix Elements - Introduction to Advertising, Sales Promotion, Personal Selling, Public Relations, Direct Marketing. Concept of Integrated Marketing Communications (IMC), Developing Effective Communication - Communication Process, Steps in Developing effective marketing communication - identifying target audience, determining communication objectives, designing a message, Choosing media, Selecting message source, Collecting feedback. Shaping the overall promotion mix: promotional mix strategy, push-pull strategies. **(7 + 2)**

5. Product Level Planning: Preparation & evaluation of a product level marketing plan, Nature & contents of Marketing Plans - Executive Summary, Situation Analysis, Marketing Strategy, Financials, Control. Marketing Evaluation & Control - Concept, Process & types of control - Annual Plan Control, Profitability Control, Efficiency Control, Strategic Control, Marketing audit. **(7 + 2)**

Note: Real world examples / cases are expected to be analyzed in the class as well as included in the examination.

Suggested Text Books:

1. Marketing Management, Philip Kotler, Kevin Lane Keller, Abraham Koshy, Mithileshwar Jha, Pearson
2. Marketing Management, Rajan Saxena, TMGH
3. Marketing, Lamb Hair Sharma, Mc Daniel, Cengage Learning

Suggested Reference Books:

1. Principles of Marketing, Philip Kotler, Gary Armstrong, Prafulla Agnihotri, Ehasan Haque, Pearson
2. Marketing Management- Text and Cases, Tapan K Panda, Excel Books
3. Marketing Management, Ramaswamy & Namakumari, Macmillan.
4. Marketing Whitebook

Semester II		202 – Financial Management
3 Credits	LTP: 2:1:1	Compulsory Generic Core Course

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO202.1	REMEMBERING	DESCRIBE the basic concepts related to Financial Management, Various techniques of Financial Statement Analysis, Working Capital, Capital Structure, Leverages and Capital Budgeting.
CO202.2	UNDERSTANDING	EXPLAIN in detail all theoretical concepts throughout the syllabus
CO202.3	APPLYING	PERFORM all the required calculations through relevant numerical problems.
CO202.4	ANALYSING	ANALYZE the situation and <ul style="list-style-type: none">• comment on financial position of the firm• estimate working capital required• decide ideal capital structure• evaluate various project proposals
CO202.5	EVALUATING	EVALUATE impact of business decisions on Financial Statements, Working Capital, Capital Structure and Capital Budgeting of the firm

1. **Business Finance:** Introduction to Business Finance, Meaning and Definition of Financial Management, Objectives of Financial Management- (Profit Maximization and Wealth Maximization), Modern Approach to Financial Management- (Investment Decision, Financing Decision, Dividend Policy Decision), Finance and its relation with other disciplines, Functions of Finance Manager **(3+2)**
2. **Techniques of Financial Statement Analysis:** Introduction, Objectives of financial statement analysis, various techniques of analysis viz Common Size Statements, Comparative Statements, Trend Analysis, Ratio Analysis, Funds Flow Statement & Cash Flow Statement **(10 + 2)**
3. **Working Capital Management:** Meaning of Working Capital, its components& types, Operating Cycle, Factors affecting working capital, Estimation of working capital requirement. (Total Cost Method & Cash Cost Method) **(8 + 2)**
4. **Capital Structure:** Meaning and Factors affecting Capital Structure, Different sources of finance. Concept and measurement of Cost of Capital (measurement of Specific Cost and WACC), Trading on Equity, Concept of Leverages and its types.**(6 + 2)**
5. **Capital Budgeting:** Meaning, Definition of Capital Budgeting, Time value of money.Tools of evaluation of the project based on traditional techniques and modern techniques - ARR, Payback Period, Discounted Payback Period, NPV, PI & IRR **(6+2)**

Note: Numerical Problems will be asked on following topics only—

1. Common Size Statements
2. Comparative Statements
3. Trend Analysis
4. Ratio Analysis (Calculation of ratios plus its interpretation)
5. Estimation of working capital requirement (Total Cost Method & Cash Cost Method)
6. Operating Cycle
7. Measurement of Specific Cost (Cost of Equity, Preference, Retained Earnings and Debt) and WACC
8. Capital Structure
9. Leverages
10. Capital Budgeting (ARR, Payback Period, Discounted Payback Period, NPV, PI & IRR)

Suggested Text Books:

1. Financial Management, Shashi K. Gupta and R.K. Sharma (Kalyani Publication)
2. Basics of Financial Management, V.K. Saxena and C.D.Vashist (Sultan Chand & Sons)
3. Financial Management, A Contemporary Approach, Rajesh Kothari (SAGE)
4. Financial Management, Dr. Mahesh Abale & Dr. Shriprakash Soni (Himalaya Publishing House Pvt. Ltd.)
5. Working Capital Management, Theory and Practice, Dr. P. Periasamy (Himalaya Publishing House)

6. Financial Management, I M Pandey (Vikas Publishing House Pvt. Ltd)
7. Fundamentals of Financial Management, A.P.Rao (Everest Publishing House)
8. Advanced Financial management, N.M. Vechalekar

Suggested Reference Books:

1. Financial Management, Rajiv Srivastava and Anil Misra (OXFORD University Press)
2. Financial Management, Ravi Kishore (Taxmann)
3. Financial management, V.K. Bhalla (S. Chand)
4. Financial Management, Jonathan Berk, Peter DeMarzo and Ashok Thampy (Pearson Publication)

Semester II		203 – Human Resource Management
3 Credits	LTP: 2:1:1	Compulsory Generic Core Course

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO203.1	REMEMBERING	DESCRIBE the role of Human Resource Function in an Organization.
CO203.2	REMEMBERING	ENUMERATE the emerging trends and practices in HRM.
CO203.3	UNDERSTANDING	ILLUSTRATE the different methods of HR Acquisition and retention.
CO203.4	APPLYING	DEMONSTRATE the use of different appraisal and training methods in an Organization.
CO203.5	ANALYSING	OUTLINE the compensation strategies of an organization
CO203.6	EVALUATING	INTERPRET the sample job descriptions and job specifications for contemporary entry level roles in real world organizations.

1. **Human Resource Management: Concept and Challenges** - Introduction, Objectives, Scope, Features of HRM, Role of HRM, Importance of HRM, Policies and Practices of HRM, Functions of HRM, Challenges of HRM. Introduction to SHRM: Define SHRM, importance and nature. HRM Models: Harvard Model, SHRM “matching model”. **(5+2)**
2. **HR Acquisition & Retention:** Human Resource Planning: Definition, Objective, Need and Importance, HRP Process, Barriers to HRP. Job Analysis Process – Contents of Job Description & Job Specification, Job description Vs job specification, Job design, Factors affecting Job design, Job enrichment Vs job enlargement. Recruitment Introduction & Sources of Recruitment, Difference between recruitment and selection-Recruitment, Selection Process, Induction and Orientation. Career Planning-Process of career planning and development Succession Planning Process, Transfer and Promotion. Retention of Employees: Importance of retention, strategies of retention. **(8+2)**
3. **Managing Employee Performance and Training:** Performance Appraisal & Performance Management – Definition, Objective, Importance, Appraisal Process and Appraisal Methods. Why to measure performance and its purpose. Performance Appraisal Vs Performance Management, Potential Management. Training and Development -Definition – Scope – Conceptual framework of Training and development of Employees, Role of Training in Organizations, Objectives, The Training and Development Process, Training Need Assessment, Types of training, Difference between training and development, E-Learning. Benefits of training, Evaluation of Training Effectiveness: Kirkpatrick model. **(8+2)**
4. **Compensation Management:** Concept, Objectives, Importance of Compensation Management, Process, Current Trends in Compensation. Factors in compensation plan. Wage/ Salary differentials, Components of salary. Incentives and Benefits – Financial & Nonfinancial Incentive, Fringe Benefits. Employees Separation - Retirement, Termination, VRS, Golden Handshake, Suspension, Concepts & Methods, Grievance Procedure in Indian Industry. **(8+2)**
5. **Emerging Trends in HRM:** HRIS- Need, Advantages & Uses of HRIS. HR Accounting- Concepts, Objective, Advantage, Limitation & Method. HR Audit- Concept, Objective, Scope & Process. HR Shared Services- Concept, Objective, Benefits, Issues creating HR Shared Services.**(6+2)**

Suggested Text Books:

1. Human Resource Management, Dr. S.S. Khanka, Sultan Chanda , Delhi
2. Human Resource Management, Deepak Bhattacharya, Sage Publishing Ltd.
3. Human Resource Management, Arun Monppa , Tata McGraw Hill Publishing Company
4. Human Resource Management, Mirza & Zaiyaddin
5. Human Resource Management, Dr. P.C.Pardeshi , Niramli Publication
6. Human Resource Management, R.S.Dwiwedi , Vikas Publishing House.
7. Human Resource Management, C.B.Mamoria , Himalaya Publishing House
8. Human Resource Management, Gary Dessler Dorling Kindersley Pvt Ltd.
9. Human Resource Management: Text and Cases, K Aswathappa , Tata McGraw Hill Publishing Compnay.
10. Performance Appraisal and Management, Himalaya Publishing House.

Suggested Reference Books:

1. Human Resource Management in Organizations, Izabela Robinson, Jaico Publishing House.
2. Armstrong's Essential Human Resource Management Practice - A guide to people management, Michael Armstrong, Koganpage.
3. Applied Psychology in Human Resource Management, Cascio & Aguin, PHI.

Semester II		204 – Operations & Supply Chain Management
3 Credits	LTP: 2:1:1	Compulsory Generic Core Course

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO204.1	REMEMBERING	DEFINE basic terms and concepts related to Production, Operations, Services, Supply Chain and Quality Management.
CO204.2	UNDERSTANDING	EXPLAIN the process characteristics and their linkages with process-product matrix in a real world context.
CO204.3	APPLYING	DESCRIBE the various dimensions of production planning and control and their inter-linkages with forecasting.
CO204.4	ANALYSING	CALCULATE inventory levels and order quantities and MAKE USE OF various inventory classification methods.
CO204.5	EVALUATING	OUTLINE a typical Supply Chain Model for a product / service and ILLUSTRATE the linkages with Customer Issues, Logistic and Business Issues in a real world context.
CO204.6	CREATING	ELABORATE upon different operational issues in manufacturing and services organisations where the decision-making element is emphasized.

1. Introduction to Operations and Supply Chain Management: Definition, Concept, Significance and Functions of Operations and SCM. Evolution from manufacturing to operations management, Physical distribution to Logistics to SCM, Physical Goods and Services Perspectives. **Quality:** Definitions from various Perspectives, Customers view and Manufacturer's view, Concept of Internal Customer, Overview of TQM and LEAN Management, Impact of Global Competition, Technological Change, Ethical and Environmental Issues on Operations and Supply Chain functions. **(7+2)**

2. Operations Processes: Process Characteristics in Operations: Volume Variety and Flow. Types of Processes and Operations Systems - Continuous Flow system and intermittent flow systems. **Process Product Matrix:** Job Production, Batch Production, Assembly line and Continuous Flow, Process and Product Layout. **Service System Design Matrix:** Design of Service Systems, Service Blueprinting. **(6+2)**

3. Production Planning & Control (PPC): Role and Functions of PPC **Demand Forecasting:** Forecasting as a Planning Tool, Forecasting Time Horizon, Sources of Data for forecasting, Accuracy of Forecast, Capacity Planning. **Production Planning:** Aggregate production Planning, Alternatives for Managing Demand and Supply, Master

Production Schedule, Capacity Planning - Overview of MRP, CRP, DRP, MRP II. **Production Control:** Scheduling, Loading, Scheduling of Job Shops and Floor Shops, Gantt Charts. **(8+2)**

4. Inventory Planning and Control: Continuous and intermittent demand system, concept of inventory, need for inventory, types of inventory - seasonal, decoupling, and cyclic, pipeline, safety - Implications for Inventory Control Methods. Inventory Costs - Concept and behavior of ordering cost, carrying cost, and shortage cost. **EOQ** – definition, basic EOQ Model, EOQ with discounts. Inventory control - Classification of material - ABC Analysis -VED, HML, FSN, GOLF, SOS. (Numericals expected on Basic EOQ, EOQ with discounts & ABC), Inventory turns ratios, Fixed Order quantity Model - Periodic Review and Re-order Point. **(8+2)**

5. Supply Chain Management: Supply chain concept, Generalized Supply Chain Management Model - Key Issues in SCM – Collaboration, Enterprise Extension, responsiveness, Cash-to-Cash Conversion. **Customer Service:** Supply Chain Management and customer service linkages, Availability service reliability perfect order, customer satisfaction. Enablers of SCM - Facilities, Inventory, Transportation, Information, sourcing, Pricing. **(6+2)**

Suggested Text Books:

1. Operations Management Theory & Practice, B.Mahadevan, Pearson.
2. Operations Now - Supply Chain Profitability & Performance, Byron J. Finch, McGraw Hill.
3. Production and Operations Management, R B Khanna, PHI, New Delhi..
4. Production & Operations Management, S N Chary, McGraw Hill.
5. Supply Chain Management - Strategy, Planning & Operation, Sunil Chopra, Peter Meindl, D. V. Kalra, Pearson Education.

Suggested Reference Books:

1. Supply Chain Logistics Management, Donald Bowersox, David Closs, M Bixby Cooper, Tata McGraw Hill.
2. Operations Management, William J. Stevenson, TMGH.
3. Operations Management, Lee Krajewski, Larry Ritzman, Manoj Malhotra, Pearson Education.
4. Introduction to Materials Management, J.R. Tony Arnold, Stephen Chapman, Ramakrishnan, Pearson.

Generic Courses (Electives) – University Level – Semester I & II

Semester I		107 – Management Fundamentals
2 Credits	LTP: 2:0:0	Generic Elective – University Level

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO107.1	REMEMBERING	ENUMERATE various managerial competencies and approaches to management.
CO107.2	UNDERSTANDING	EXPLAIN the role and need of Planning, Organizing, Decision Making and Controlling.
CO107.3	APPLYING	MAKE USE OF the principles of goal setting and planning for simple as well as complex tasks and small projects.
CO107.4	ANALYSING	COMPARE and CONTRAST various organizational structures of variety of business and not-for-profit entities in a real world context.
CO107.5	EVALUATING	BUILD a list of the decision making criteria used by practicing managers, leaders and entrepreneurs in routine and non-routine decision making situations and EVALUATE and EXPLAIN the same.
CO107.6	CREATING	FORMULATE and DISCUSS a basic controlling model in a real life business, start-up and not-for-profit organizational context.

- 1. Basic Concepts:** Manager, Managing, Workplace, Organization, Management Functions, Mintzberg’s Managerial Roles, The Universality of Management, Approaches to Management - Early Management, Classical Approach, Behavioral Approach, Quantitative Approach, Contemporary Approaches. Managerial Competencies: Communication, team work, planning and administrative, strategic and global competencies; Managerial Skills; How Is the Manager’s Job Changing?, Importance of Customers to the Manager’s Job, Importance of Innovation to the Manager’s Job, Importance of Sustainability to the Manager’s Job. **(5)**
- 2. Planning:** Concept, need, nature, Management By Objectives (MBO) - Process of MBO - Benefits of MBO, Planning and Performance, Goals and Plans, Types of Goals, Types of Plans, Setting Goals and Developing Plans, Approaches to Setting Goals, Developing Plans, Approaches to Planning, Planning Effectively in Dynamic Environments. **(6)**
- 3. Organizing:** Organization, Organizing, Organizational Structures, Principles of Work Specialization , Departmentalization, Chain of Command, Span of Control, Centralization and Decentralization, Formalization. Mechanistic and Organic Structures, Factors Affecting Structural Choice - Strategy, Size, Technology, Environmental Uncertainty. Traditional Organizational Designs - Simple Structure, Functional Structure, Divisional Structure, Matrix Structure, Team Structures, Project Structure, Adaptive Organizations – Boundary less Organization, Virtual Organizations, Learning Organization, Flexi Work, Tele-working, Global Organizations. **(7)**
- 4. Decision Making:** The Decision-Making Process - Identifying a Problem - Identifying Decision Criteria - Allocating Weights to the Criteria - Developing Alternatives - Analyzing Alternatives - Selecting an Alternative - Implementing the Alternative - Evaluating Decision Effectiveness. Making Decisions: Rationality, Bounded Rationality, The Role of Intuition, The Role of Evidence-Based Management. Types of Decisions & Decision-Making Conditions. Decision-Making approaches - Quantitative approach, Environmental Approach, System Approach, Ethical Approach, Intuitive Approach, Case Study Approach Decision-Making Styles - Linear–Nonlinear Thinking Style Profile, Decision-Making Biases and Errors. Effective Decision Making in Today’s World - Correctness of decision, Decision environment, Timing of decision, Effective communication of Decision, Participation in decision Making-Implementation of decision. **(7)**
- 5. Controlling:** Controlling, Definition, need and Importance, The Control Process, Managerial Decisions in Controlling, Feed-forward / Concurrent / Feedback Controls. Financial Controls, Information Controls, Benchmarking of Best Practices. **(5)**

Suggested Text Books:

1. Fundamentals of Management by Robbins, S.P. and Decenzo, D.A., Pearson Education Asia, New Delhi.
2. Management, Koontz and Wechrich, TMGH
3. Management, Stoner, et. al., Prentice Hall of India, New Delhi.

Suggested Reference Books:

1. Management, Hellregel, Thomson Learning, Bombay
2. Management, Robbins & Coulter, Prentice Hall of Hall of India, New Delhi.
3. Management - Text & Cases, Satya Raju, PHI, New Delhi.
4. Management, Richard L. Draft, Thomson South-Western

Semester I		108 – Indian Economy
2 Credits	LTP: 2:0:0	Generic Elective – University Level

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO108.1	REMEMBERING	DESCRIBE the present state of Indian Economy and LIST major economic policy issues in the current context.
CO108.2	UNDERSTANDING	EXPLAIN the economic development strategy since Independence and DISCUSS the priorities in the current context.
CO108.3	APPLYING	ILLUSTRATE the economic impact of Monetary policy and Fiscal Policy, Economic Reforms, Demographic Transition in India, Changing profile of GDP, Growth and Inequality and Trade Policy in the Indian context.
CO108.4	ANALYSING	EXAMINE the changing profile of human capital, employment, productivity and ILLUSTRATE the linkages with Soft Infrastructure, growth of Start-ups, GDP composition of India.
CO108.5	EVALUATING	DETERMINE the key priority areas, across various dimensions, for the Indian Economy in the context of current economic environment.
CO108.6	CREATING	BUILD a case for co-existence of MNCs, Indian Public Sector, Indian Private Sector, SMEs, MSMEs and Start Ups in the Indian Economy.

1. Perspective of Indian Economy: Indian Economy as a Developing Economy, Basic Characteristics Overview of Economic Planning, Role of Monetary policy and Fiscal Policy, Budget terminology, Economic Growth, GDP and GDP Trends, Money Supply & Inflation, Inflation trends, RBI – overview of role and functions, Capital Markets – overview of role and functions, Concept of Poverty, Estimates of Poverty, Poverty Line, Economic Reforms and Reduction of Poverty, Concept of Inclusion, Need of inclusive growth, Financial inclusion. Concept of Hard & Soft Infrastructure. Hard Infrastructure - Transport Infrastructure, Energy Infrastructure, Water management infrastructure, Communication Infrastructure, Solid waste management, Earth monitoring and measuring networks. Soft Infrastructure - Governance Infrastructure, Economic infrastructure, Social infrastructure, Critical Infrastructure, Urban infrastructure, Green infrastructure, Education Infrastructure, Health Infrastructure. **(6)**

2. Human Resources and Economic Development : The Theory of Demographic Transition, Size and Growth Rate of Population in India, Quantitative Population Growth Differentials in Different Countries, The Sex Composition of Population, Age Composition of Population, Density of Population, Urbanization and Economic Growth in India, The Quality of Population, Population Projections (2001-2026), Demographic Dividend. **Human Development in India** - The Concept and Measures of Human Development, Human development Index for Various States in India, National Human Development Report, Changing profile of GDP and employment in India, GDP, Employment and Productivity per Worker in India, Relative Shift in the Shares of NSDP and Employment in Agriculture, Industry and Services in Different States. **(6)**

3. Sectoral composition of Indian Economy: Primary, Secondary, Tertiary Sectors, Issues in Agriculture sector in India ,land reforms, Green Revolution and agriculture policies of India , Industrial development , small scale and cottage industries, Industrial Policy, Public sector in India, Services sector in India. Areas of Market Failure and Need

for State Intervention, Redefining the Role of the State, Liberalization, Privatization and Globalization (LPG) Model of Development, Planning commission v/s NITI Aayog, Public Versus Private Sector Debate, Unorganised Sector and India's Informal Economy. (6)

4. Inequality and Economic Power in India: FDI, Angel Investors and Start-ups, Unicorns, M&A, Investment Models, Role of State, PPP (Public-Private Partnership), Savings and Investment Trends. Growth of Large Industrial Houses Since Independence, Growth of Monopolies and Concentration of Economic Power in India, Competition Policy and Competition Law, Growth and Inequality, India as an Economic Superpower, Growth of the Indian Middle Class, Indian MNCs : Mergers and Acquisitions, Outsourcing, Nationalism and Globalization, Small-scale and Cottage Enterprises, The Role of Small-scale Industries in Indian Economy, Poverty, Vulnerability and Unorganized Sector Employment-The High Degree of Correlation, Estimate of Organized and Unorganized Workers. (6)

5. The Foreign Trade of India: Importance of Foreign Trade for a Developing Economy, Overview of Foreign Trade Since Independence, Composition of India's Foreign Trade, Direction of India's Foreign Trade, India's Balance of Payments on Current Account, Balance of Payments Crisis, Balance of Payments Since the New Economic Reforms of 1991, India's Trade Policy, India's Foreign Trade Policy, An Analysis of Trends in Exports and Imports, Special Economic Zones (SEZs)-An Overview. (6)

Suggested Text Books:

1. Indian Economy , Dutt R and Sundharam K.P.M, S .Chand, Delhi
2. Indian Economy, Agarwal A. N., Vikas Publishing House, Delhi
3. Indian Economy, Misra S.K. and Pury V.K., Himalaya Publishing House, New Delhi
4. Business Environment , Bedi S K, Excel Books
5. Economic Reforms in India - A Critique, Dutt Ruddar, S. Chand, New Delhi .

Suggested Reference Books:

1. Economic Environment of Business , Adhikary, Sultan Chand and Sons
2. Business, Government and Society, George A and Steiner G A, Macmillan
3. Economic Environment of Business , Ghosh, Vikas
4. Business Environment, Francis Cherunilam, Himalaya Publishing House, Bombay
5. Industrial Economy of India, Kuchhal S.C., Chaitanya Publishing House, Allahabad

Semester I		109 – Entrepreneurship Development
2 Credits	LTP: 2:0:0	Generic Elective – University Level

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO109.1	REMEMBERING	DEFINE the key terms, LIST the Attributes and Characteristics of Entrepreneurs features and ENUMERATE the Factors influencing Entrepreneurship Growth.
CO109.2	UNDERSTANDING	DISCUSS various theories of entrepreneurship and the entrepreneurship development ecosystem in Indian context.
CO109.3	APPLYING	APPLY the theories of entrepreneurship and entrepreneurship development framework to analyze and identify entrepreneurial opportunities.
CO109.4	ANALYSING	DISCRIMINATE between potential options available for entrepreneur for embarking on establishing a Start Up
CO109.5	EVALUATING	EVALUATE the start up ecosystem and the entrepreneurial opportunities in light of requirements of a business plan.
CO109.6	CREATING	CREATE a business plan that captures entrepreneurs and variety of entrepreneur motivations, entrepreneur culture and sectoral opportunities and financing options.

1. **Entrepreneurship:** Concept of Entrepreneur. Intrapreneur, Entrepreneurship and Manager. Difference between Entrepreneur and Intrapreneur, Entrepreneur and Entrepreneurship. Attributes and Characteristics of successful entrepreneurs. Functions of an Entrepreneur, Classification of Entrepreneurs. Role of Entrepreneur in Indian Economy, Developing entrepreneurial culture, Factors influencing Entrepreneurship Growth - Economic, Non-Economic Factors, For profit or Not for profit entrepreneurs, Constraints for the Growth of Entrepreneurial Culture, Entrepreneurship as a career, Entrepreneurship as a style of management, Emerging Models of Corporate Entrepreneurship, India's start up revolution–Trends, Imperatives, benefits; the players involved in the ecosystem, Business Incubators-Rural entrepreneurship, social entrepreneurship, women entrepreneurs, Cases of Tata, Birlas, Kirloskar and new generation entrepreneurs in India. **(6)**
2. **Theories of entrepreneurship:** Innovation Theory by Schumpeter & Imitating, Theory of High Achievement by McClelland, X-Efficiency Theory by Leibenstein, Theory of Profit by Knight, Theory of Social change by Everett Hagen. **(4)**
3. **Entrepreneurship development:** Entrepreneurial Competencies, Developing Competencies. Concept of entrepreneurship development, Entrepreneur Training and developing, Role of Entrepreneur Development Programs (EDP), Role of DIC, SISI, EDII, NIESBUD, NEDB, EDP - Objectives – contents – methods - execution. Role of Mentors. Innovation and Entrepreneurship, Design Thinking Process. Role of consultancy organizations in promoting Entrepreneurs, Problems and difficulties of Entrepreneurs - Marketing Finance, Human Resource, Production; Research - external problems, Mobility of Entrepreneurs, Entrepreneurial change, occupational mobility - factors in mobility. **(6)**
4. **Role of Central Government and State Government in promoting Entrepreneurship:** Introduction to various incentives, subsidies and grants, Export Oriented Units, Fiscal and Tax concessions available, Women Entrepreneurs - Role, Problems and Prospects, Reasons for low women Entrepreneurs, Assistance Programme for Small Scale Units – Institutional Framework – Role of SSI Sector in the Economy – SSI Units – Failure, Causes and Preventive Measures – Turnaround Strategies. Future of Entrepreneurship Development and Government, Start Up India, Make in India. **(5)**
5. **Enterprise Promotion:** Creating Entrepreneurial Venture, Entrepreneurship Development Cycle, Business Planning Process, The business plan as an entrepreneurial tool, Elements of Business Plan, Objectives, Market Analysis, Development of product / idea - Resources, Capabilities, and strategies, identifying attributes of strategic resources, Opportunity Analysis, innovator or imitator, SWOT analysis, Internal and External Environment Analysis, Industry Analysis, Embryonic Companies and Spin off's, Porter's five forces model, Identifying the right Business Model Canvas, Seven Domains of John Mullins, Opportunities in Emerging/Transition/Decline industries, Opportunities at the bottom of the pyramid, Opportunities in social sector, Opportunities arising out of digitization, Marketing, Finance, Organization & Management, Ownership - Franchising, networking and alliances, Buying an existing business, Critical risk contingencies of the proposal, Scheduling and milestones. **(9)**

Suggested Text Books:

1. Dynamics of Entrepreneurship Development, Vasant Desai
2. Entrepreneurship: New Venture Creation, David H. Holt
3. Entrepreneurship Development New Venture Creation, Satish Taneja, S.L.Gupta
4. Project management, K. Nagarajan.
5. Entrepreneurship: Strategies and Resources, Marc J. Dollinger

Suggested Reference Books:

1. The Culture of Entrepreneurship, Brigitte Berger
2. Innovation and Entrepreneurship, Peter F. Drucker
3. Entrepreneurship, Robert D. Hisrich, Michael P. Peters, Dean A. Shepherd
4. Entrepreneurship As Strategy, G. Dale Meyer, Kurt A. Heppard
5. New Vistas of Entrepreneurship: Challenges & Opportunities, A. Sahay, M.S.Chhikara
6. Entrepreneurship and Small Business Management, Siropolis
7. The Entrepreneurial Connection, Gurmeet Naroola
8. Thought Leaders, Steven Brandt
9. Corporate Entrepreneurship, Vijay Sathe

10. Corporate Entrepreneurship: Entrepreneurial Development Inside Organizations, Michael H.Morris, Donald F.Kuratko
11. Intrapreneurship: Gifford Pinchot
12. Lead like an Entrepreneur, Neal Thornberry
13. You Too Can Become an Entrepreneur, Nalinaksha Mutsuddi
14. Make The Move: Demystifying Entrepreneurship, Ishan Gupta, Rajat Khare

Semester I		110 – Essentials of Psychology for Managers
2 Credits	LTP: 2:0:0	Generic Elective – University Level

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO110.1	REMEMBERING	DEFINE the basic concepts of psychology.
CO110.2	UNDERSTANDING	EXPLAIN the sensing and perceiving processes.
CO110.3	APPLYING	APPLY principles of learning and conditioning to human behavior.
CO110.4	ANALYSING	ILLUSTRATE the linkages between learning, memory and information processing.
CO110.5	EVALUATING	EXPLAIN the basic intrapersonal processes that influence social perception.

- 1. Basic Concepts:** Introduction to Psychology, Definitions of Psychology, Goals of Psychology, History of Psychology, Modern Psychology, Psychology: Its Grand Issues and Key Perspectives, Psychology - Trends for the New Millennium. Biological Bases of Behavior: Neurons - Building Blocks of the Nervous System, The Nervous System - its Basic Structure and Functions, The Brain and Consciousness – states of consciousness, dreams, hallucinations, The Brain and Human Behavior, Heredity and Behavior - Genetics and Evolutionary Psychology. **(6)**
- 2. Sensation and Perception :** Sensing and perceiving, Sensory Thresholds, Sensory Adaptation, The Senses - Hearing, Vision, Perceptual Processes, Information Processing – Bottom Up Processing, Top Down processing, Bottom Up and Top Down (together) processing, Culture, Experience & Perception, Perceptual Constancy, Perceptual Expectations, Perceptual illusions, Gestalt Theory, Perceptual Development and Learning. **(6)**
- 3. Learning and Conditioning:** A Definition of Learning, Classical Conditioning, Instrumental Conditioning, Classical and Instrumental Conditioning Compared: Biofeedback and Reinforcement, Verbal Learning, Basic Conditioning and Learning Phenomena, Reinforcement, Schedules of reinforcement, role of reinforcement in developing subordinate Social Behavior, Transfer of Training, Learning by Observing Models, Biological Limits. **(6)**
- 4. Memory:** Learning and Memory as Intertwined Processes, Kinds of Information Stored in Memory, Measures of Retention, The Three Components of Memory – Encoding, Storage, Retrieval, Interference Theory, Decay Theory, Information Processing I: Separate-Store Models, Information Processing II: Levels of Processing, Issues in Memory. **(6)**
- 5. Cognition:** Thinking - Mental Imagery, Problem Solving, Decision Making. Concept Formation, Language development. Relationship between language and thinking. **Emotion:** Definition of Emotion, the Physiology of Emotion, Emotional Expression - Verbal & Non Verbal, Labelling Emotions, Theories of Emotion – Common sense theory of emotion, James Lang theory of emotion, Cannon Bard Theory of Emotion, Cognitive Arousal Theory of Emotion**(6)**

Suggested Text Books:

1. Psychology Ciccarelli, S. K & Meyer, G.E Pearson Education Ltd.
2. Introduction to Psychology, Clifford T. Morgan, Richard A King, John R Weisz and John Schopler, Indian Edition

Suggested Reference Books:

1. Essentials of understanding psychology, Feldman.S.R, Tata Mc Graw Hill.
2. Psychology, Baron, R.A and Misra, G. Pearson Education Ltd.

Semester I		111 - Legal Aspects of Business
2 Credits	LTP: 2:0:0	Generic Elective – University Level

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO111.1	REMEMBERING	DESCRIBE the key terms involved in each Act.
CO111.2	UNDERSTANDING	SUMMARIZE the key legal provisions of each Act.
CO111.3	APPLYING	ILLUSTRATE the use of the Acts in common business situations.
CO111.4	ANALYSING	OUTLINE the various facets of basic case laws of each Act from a legal and managerial perspective.
CO111.5	EVALUATING	DEVELOP critical thinking by making judgments related to use of various provisions of the Acts in business situations

- 1. The Contract Act, 1872:** Essential Elements of Valid Contract, Essential elements of Valid Contracts, Contracts of Indemnity & Guarantee, Contingent Contract, Quasi Contract, Discharge of contract, Breach of contract-Meaning & remedies, Agency - Creation of Agency – Agent and Principal (Relationship/rights), Types of agency. **(5+1)**
- 2. Sale of Goods Act, 1930:** Contract of sale of goods, Conditions & warranties, Transfer of property or ownership, Performance of the Contract of Sale, Rights of unpaid seller, Sale by Auction. **(5+1)**
- 3. The Negotiable Instrument Act, 1881:** Negotiable Instruments – Meaning, Characteristics, Types. Parties, Holder and holder in due course, Negotiation and Types of Endorsements, Dishonor of Negotiable Instrument – Noting and Protest. **(5+1)**
- 4. The Companies (Amendment) Act, 2015:** Company – Definition, Meaning, Features and Types, One Person Company, Incorporation of Company – Memorandum of Association (MOA), Articles of Association (AOA), Share capital & Debentures, Acceptance of deposits, Appointment of director including woman Director. **(5+1)**
- 5. The Consumer Protection Act, 1986,** Unfair & Restrictive Trade Practices, Dispute Redressal Forums – District, State & National Forum, Composition, Jurisdiction, Powers, Appellate Authority. **Information Technology Act, 2000,** Digital Signature, Electronic Governance, Electronic Records E – Contracts, E – Business models, E – Commerce & Security, Cyber Crimes. Intellectual Property Laws – Understanding of concepts of patents, copyrights, trademarks and designs. **(5+1)**

Suggested Text books:

1. Business Legislations for Management, M.C. Kuchhal
2. Elements of Mercantile Law, N.D.Kapoor
3. Business and Corporate Laws, Dr. P.C. Tulsian

Suggested Reference Books:

1. Legal Aspects of Business, Ravinder Kumar
2. Business Laws, S. D. Geet
3. Business Laws, S.S. Gulshan
4. Legal Aspects of Business, Akhileshwar Pathak

Semester I		112 – Demand Analysis and Forecasting
2 Credits	LTP: 2:0:0	Generic Elective – University Level

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO112.1	REMEMBERING	DESCRIBE the key terms associated with demand analysis, demand estimation and demand forecasting.
CO112.2	UNDERSTANDING	SUMMARIZE the use of demand forecasting in various functions of management.

CO112.3	APPLYING	IDENTIFY the pros and cons of various forecasting methods
CO112.4	ANALYSING	DECONSTRUCT a forecast into its various components
CO112.5	EVALUATING	BUILD a forecast for common products and services using time-series data.

1. Demand Analysis: An Overview, Significance of Demand Analysis and Forecasting, How Predictable Is the Future? Some Causes of Forecast Error, Myths versus Reality of Forecasting, Data Collection, Storage, and Processing Reality, Art-of-Forecasting, Reality of Judgmental Overrides, Reality of Unconstrained Forecasts, Constrained Forecasts, and Plans, Accuracy of Forecast , Short Run Forecast , Long Term Forecast. Applications of Forecasting – Forecasting economic trends, Sales Forecasts, Staffing forecasts, budgeting, revenue and tax planning, cash flows forecasting, raw material planning, inventory planning, etc. **(5+1)**

2. Estimation of Demand - Marketing Research Techniques - Consumer Surveys, Consumer Clinics and Focus Groups, Market Experiments in Test Stores. Statistical Estimation, Variable Identification, Time Series and Cross Sectional Data Collection, Specification of the Model, Estimation of the Parameters, Interpretation of Regression Statistics. **(5+1)**

3. Forecasting Demand : Overview of Forecasting Methods, Selecting a Forecasting Technique, Purpose of Forecast, Type of Users, Patterns in the Data Series, Lead Time, Minimum Data Requirement, Desired Accuracy, Cost of forecasting, Qualitative Forecasting Techniques - Survey and Opinion Polling Techniques, Delphi Method, Cross Impact Analysis, Historical Analogy. **(5+1)**

4. Quantitative Forecasting Methods Using Time Series Data: Time Series Analysis - Trend Analysis, Cyclical Variations, Seasonal Effects, Random Fluctuations, Smoothing Techniques, Moving Averages, Exponential Smoothing, Single Exponential Smoothing, Holt’s Two-Parameter Method, Holt’s-Winters’ Method, Winters’ Additive Seasonality Standard Statistical Error Terms, Specific Measures of Forecast Error, Out-of-Sample Measurement, Forecast Value Added. Barometric Techniques - Leading, Lagging and Coincident Economic Indicators, Diffusion and Composite Indexes, Choose the Appropriate Forecasting Method Use of Software Packages for Forecasting such as EXCEL. **(5+1)**

5. New Product Forecasting: Using Structured Judgment, Differences between Evolutionary and Revolutionary New Products, General Feeling about New Product Forecasting, New Product Forecasting Overview, What Is a Candidate Product? New Product Forecasting Process, Structured Judgment Analysis, Structured Process Steps, Statistical Filter Step, Model Step, Forecast Step. **(5+1)**

Suggested Text Books:

1. Demand-Driven Forecasting: A Structured Approach to Forecasting, Charles W. Chase
2. Demand Forecasting for Managers, Stephan Kolassa
3. Forecasting: Principles and Practice, George Athanasopoulos and Rob J. Hyndman

Suggested Reference Books:

1. Fundamentals of Demand Planning and Forecasting - Forecasting & Planning , Chaman L. Jain and Jack Malheron

Semester II		207 – Contemporary Frameworks in Management
2 Credits	LTP: 2:0:0	Generic Elective – University Level

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO207.1	REMEMBERING	DEFINE Emotional Intelligence (EQ), IDENTIFY the benefits of emotional intelligence and RELATE the 5 Dimensions of Trait EI Model to the practice of emotional intelligence.
CO207.2	UNDERSTANDING	DESCRIBE how companies achieve transition from being good companies to great companies, and DISCUSS why and how most companies fail to make the transition.

CO207.3	APPLYING	APPLY the 21 laws that make leadership work successfully to improve your leadership ability and ILLUSTRATE its positive impact on the whole organization.
CO207.4	ANALYSING	EXAMINE the fundamental causes of organizational politics and team failure.
CO207.5	EVALUATING	EXPLAIN the approach to being effective in attaining goals by aligning oneself to the "true north" principles based on a universal and timeless character ethic.

1. **Emotional Intelligence** : What is Emotional Intelligence, Benefits of EI, Understand the difference between Trait EI and Ability EI, 5 Dimensions of Trait EI Model - Self Awareness (SA), Managing Emotions (ME), Motivation (M), Empathy (E), Social Skills (SS) - Self awareness (SA) - Self Awareness, Seeing the other side, Giving in without giving up, Life Positions – you and only you can choose your mindset, Managing Emotions (ME) - Self-Regulation, Managing Emotions, The ‘EQ brain’ and how it works, The science of emotions, Understanding Emotions, Find your self-control, Using Coping Thoughts, Using Relaxation Techniques, Self-Motivation (M) – Optimism, Pessimism, The balance between optimism and pessimism, The power of re-framing, Empathy (E) – Empathy, Barriers to empathy, Developing your empathy, Social Skills (SS) - Social skills, Making an impact, Creating a powerful first impression, Assessing a situation, Being zealous without being offensive, Traits of a person with high social skills. Determine your EQ

2. **The 7 habits of highly effective people**: Paradigms and principles, Inside-out, The seven habits - an overview - Private victory Habit 1. Be proactive: principles of personal vision, Habit 2. Begin with the end in mind: principles of personal leadership, Habit 3. Put first things first: principles of personal management, Public victory. Paradigms of interdependence. Habit 4. Think win/win: principles of interpersonal leadership, Habit 5: Seek first to understand, then to be understood: principles of empathetic communication, Habit 6. Synergize: principles of creative cooperation, Renewal. Habit 7. Sharpen the sword: principles of balanced self-renewal

3. **Five dysfunctions of a team**: Absence of trust—unwilling to be vulnerable within the group, Fear of conflict—seeking artificial harmony over constructive passionate debate, Lack of commitment—feigning buy-in for group decisions creates ambiguity throughout the organization, Avoidance of accountability—ducking the responsibility to call peers on counterproductive behavior which sets low standards, Inattention to results—focusing on personal success, status and ego before team success

4. **The 21 irrefutable laws of leadership**: The law of the lid, The law of influence, The law of process, The law of navigation, The law of addition, The law of solid ground, The law of respect, The law of intuition, The law of magnetism, The law of connection, The law of the inner circle, The law of empowerment, The law of the picture, The law of buy-in, The law of victory, The law of the big mo, The law of priorities, The law of sacrifice, The law of timing, The law of explosive growth, The law of legacy.

5. **Good to Great**: Level 5 Leadership - Leaders who are humble, but driven to do what's best for the company, First Who, Then What: Get the right people on the bus, then figure out where to go. Find the right people and try them out in different seats on the bus (different positions in the company), Confront the Brutal Facts: The Stockdale paradox, Hedgehog Concept: Three overlapping circles: What lights your fire ("passion")? What could you be best in the world at ("best at")? What makes you money ("driving resource")? Culture of Discipline: Rinsing the cottage cheese, Technology Accelerators: Using technology to accelerate growth, within the three circles of the hedgehog concept, The Flywheel: The additive effect of many small initiatives.

Suggested Reference Books:

1. Emotional Intelligence, Daniel Goleman
2. The 7 Habits of Highly Effective People: Powerful Lessons in Personal Change, Stephen R. Covey
3. The Five Dysfunctions of a Team: A Leadership Fable , Patrick M. Lencioni
4. The 21 Irrefutable Law of Leadership-John C. Maxwell
5. Good to Great, Jim Collins

Semester II		208 - Geopolitics & World Economic Systems
2 Credits	LTP: 2:0:0	Generic Elective – University Level

Course Outcomes: At the end of this course, the learner shall be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO208.1	REMEMBERING	ENUMERATE the various elements of global economic system.
CO208.2	UNDERSTANDING	EXPLAIN the role of key trade organizations in the global economic system.
CO208.3	APPLYING	IDENTIFY the crucial elements of international trade laws.
CO208.4	ANALYSING	ANALYSE the forces that work for and against globalization.
CO208.5	EVALUATING	ASSESS the impact of the elements of the Global Economic System on the India Economy.

- 1. Introduction to Global Economic & political Systems:** Meaning of Global Economy and its History Structure and Components of Global Economy, Theory of Hegemonic Stability, Differences among National Economies, Market Oriented Capitalism, Developmental Capitalism, Social Market Capitalism, Comparative Analysis, Effects of Globalization on Indian Economy. **(6)**
- 2. The Trading System:** Debate over Free Trade – Functions of GATT and WTO, The Uruguay Round and World Trade Organization, Trade Blocs – EU, OECD, OPEC, SAARC, ASEAN, NAFTA, Threats to Open Trading System, Developments in International Trade Theory, Bi-lateral, Multilateral Trade Agreements, Impact of Trade wars in liberalized economy. **(6)**
- 3. International Trade Laws:** International Contracts of Sale of Goods Transactions, International Trade Insurance, Patents, Trademarks, Copyright and Neighboring Rights. Intellectual property Rights, Dispute settlement Procedures under GATT & WTO, Payment systems in International Trade, International Labour Organization and International Labour Laws. **(6)**
- 4. International Monetary System:** The International Financial System - Reform of International Monetary Affairs - The Bretton Wood System and the International Monetary Fund, Controversy over Regulation of International Finance, Developing Countries' Concerns, Exchange Rate Policy of Developing Economies. **(6)**
- 5. Contemporary issues and Challenges in Global Economic Environment - Indian perspective:** Globalization and its Advocacy, Globalization and its Impact on India, Fair Globalization and the Need for Policy Framework, Globalization in Reverse Gear-The Threatened Re-emergence of Protectionism. Euro zone Crisis and its impact on India, Issues in Brexit, World recession, inflationary trends, impact of fluctuating prices of crude oil, gold etc. **(6)**

Suggested Text Books:

1. Global Political Economy, Robert Gilpin, Princeton University Press
2. International Trade Law An Interdisciplinary, Raj Bhala, Non-Western Textbook
3. International Trade Law, Indira Carr and Peter Stone
4. Development and Sustainability: India in a Global Perspective edited by Sarmila Banerjee, Anjan Chakrabarty

Suggested Reference Books:

1. International Economics, Paul Krugman, Maurice Obstfeld and Marc Melitz, Pearson, Global Edition
2. Globalizing Capital, A history of the International Monetary system, Barry Eichengreen, Princeton University Press.

Semester II		209 - Start Up and New Venture Management
2 Credits	LTP: 2:0:0	Generic Elective – University Level

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO209.1	REMEMBERING	DESCRIBE the strategic decisions involved in establishing a startup.

CO209.2	UNDERSTANDING	EXPLAIN the decision making matrix of entrepreneur in establishing a startup.
CO209.3	APPLYING	IDENTIFY the issues in developing a team to establish and grow a startup
CO209.4	ANALYSING	FORMULATE a go to market strategy for a startup.
CO209.5	EVALUATING	DESIGN a workable funding model for a proposed startup.
CO209.6	CREATING	DEVELOP a convincing business plan description to communicate value of the new venture to customers, investors and other stakeholders.

1. Being an Entrepreneur: The entrepreneur, Profile analysis, behaviour and motivations, Lean Start –up, The entrepreneurial ecosystem, Entrepreneurs and strategic decisions , Sustainability of Entrepreneurship: Dilemmas of an entrepreneur for success; Handling doubts on survival of business, Struggles–Causes of failure–Product/ market, financing, managerial-Resilience. Legal Fundamentals - When, how and where to incorporate. **(5)**

2. Customer Discovery: Entrepreneurial Opportunity Search and Identification; Market Intelligence, Market analysis, Market research, Customer validation, developing your business model, Crafting your value proposition, Product Development , Managing the product development process, Long Tail markets, Product launch goals, Go-to-Market Strategy, The role of selling in a startup, Sales forecasting for startups, Mapping buyer response modes. Social media Promotion tools. **(7)**

3. The Financial Road Map: Planning/Budgeting, Developing a financial roadmap, financial statements: the four components, How to budget for startup success, Bootstrapping and alternative sources of funding, Informal capital–Friends & Family, Role of Government in ED, various schemes - PMEGP, CGTMSE, MPDA, SFURTI. Role of MSDE; Schemes by MSDE: PMKVY, SANKALP, STAR. Crowd funding, Venture capital, Private Equity, Financing Mix and the Financing continuum shareholding- Cliff -Vesting schedule-Relative importance of Operational Involvement, The Pitch, Preparing for your investor presentation, Elements of the perfect investment pitch. **(6)**

4. Entrepreneurial Leadership: Building and managing the founder team, Attracting and retaining the right people, The Team - Board/Governance, The role of a successful board, Different board models for different ventures, How to assemble a board of advisors, separating leadership from management, Legal Matters- Organizational form–partnership, sole proprietorship, Tax, Legal expenses, hiring the service providers. Employee management and leadership in the workforce, Recruiting, selection and hiring, Hiring the first employee. **(5)**

5. Business Plan: Need & Objectives, Target audience, Contents - Cover page and table of contents, Executive summary, Description of the current situation: Basic company information, products/services, management team, business organization, future goals, vision, and mission, Description of opportunity and market: Who are the buyers, who are the competitors, what are the competitive advantages of the company? Description of the business model, the marketing and sales strategy, Basic facts on the financials: Cash flow projection (life line), income statement (bottom line/profit and loss), balance sheet (business health/assets, liabilities, etc.), funding requirements, Risk analysis and possible exit strategies. Conclusion and appendixes: Résumés, literature, technical descriptions. Executive summary. Elevator pitch, Building a strong presentation, innovative methods of presenting a business plan –mind map, animated videos, etc. **(7)**

Suggested Text Books:

1. New Venture Management: The Entrepreneur's Roadmap (Entrepreneurship Series), Donald F. Kuratko and Jeffrey S. Hornsby, Pearson
2. The Manual for Indian Start-ups: Tools to Start and Scale-up Your New Venture, Vijaya Kumar Ivaturi, Meena Ganesh, Penguin Random House India.
3. Managing New Ventures, Anjan Raichoudhuri, Prentice-Hall of India Pvt.Ltd
4. Develop Your Idea!: Get Off to a Flying Start With Your Startup. Guided Exercises, Templates & Resources for Exploring New Business Ventures, K. N. Kukoyi
5. Managing Small Business by Longenecker, Moore, Petty and Palich, Cengage Learning, India Edition.
6. Entrepreneurship: New Venture Creation by David H. Holt
7. The Dynamics of Entrepreneurial Development & Management by Desai, Vasant , Himalaya Publishing House, Delhi
8. Entrepreneurship and Small Business Management by Siropolis
9. Lead like an Entrepreneur by Neal Thornberry

Suggested Reference Books:

1. Fundamentals of Entrepreneurship, Nandan H, PHI
2. Cases in Entrepreneurship by Morse and Mitchell, Sage South Asia Edition.
3. Entrepreneurship – Indian Cases on Change Agents by K Ramchandran, TMGH.
4. Entrepreneurship – The engine of growth, edited by Mark Rice and Timothy Habbershon, Published by Praeger Perspectives.
5. Entrepreneurship: Theory, Process and Practice by Kuratko, D.F. & Hodgetts, R.M. Thomson Press.
6. Entrepreneurship Development: Small Business Enterprises by Charantimath, P. , Pearson.
7. A Guide to Entrepreneurship by David, Otes , Jaico Books Publishing House, Delhi.
8. Indian Entrepreneurial Culture by A Gupta , New Age International.
9. Make The Move: Demystifying Entrepreneurship by Ishan Gupta, Rajat Khare

Semester II		210 – Qualitative Research Methods
2 Credits	LTP: 2:0:0	Generic Elective – University Level

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOME
CO210.1	REMEMBERING	ENUMERATE the key terms associated with Qualitative research approach.
CO210.2	UNDERSTANDING	COMPARE and CONTRAST Qualitative research approach with the Quantitative approach.
CO210.3	APPLYING	CONSTRUCT appropriate research and sampling designs for Qualitative research work in real world business and non-business contexts
CO210.4	ANALYSING	ILLUSTRATE the use of appropriate qualitative research methods in real world business and non-business contexts.
CO210.5	EVALUATING	EVALUATE the quality of Qualitative Research work
CO210.6	CREATING	COMBINE Qualitative and Quantitative research approaches in a real world research project.

1. **Qualitative Research:** Nature, Relevance, Need, Characteristics and Limitations of Qualitative Research, Ethics in Qualitative Research, Interrelationship of Qualitative and Quantitative Research, Linking Qualitative and Quantitative Research in One Design, Combining Qualitative and Quantitative Data, Combining Qualitative and Quantitative Methods, Linking Qualitative and Quantitative Results, Triangulation. **(5)**
2. **Qualitative Research Design:** Basic Qualitative Research Designs, Case Studies, Comparative Studies, Retrospective Studies, Longitudinal Qualitative Studies, Appropriateness of the Approach to the Issue, Fitting the Approach into the Research Process. Qualitative Research Sampling - Theoretical Sampling, Gradual Selection as a General Principle in Qualitative Research, Purposive Sampling, Width or Depth as Aims of Sampling, Case Constitution in the Sample, Sample Size decisions in Qualitative Research, Principle of Saturation. **(5)**
3. **Qualitative Research Methods:** Focused Interview, Semi-Standardized Interview, Problem-Centered Interview, Expert Interview, Group Interviews, Focus Groups, Non-participant Observation, Participant Observation, Ethnography. Grounded Theory Methodology. **(5)**
4. **Projective Techniques:** Principle of projection, applications, association, construction, expression based techniques, design and interpretation, Zaltman’s Metaphor Elicitation Techniques. **(5)**
5. **Quality Criteria in Qualitative Research:** Reliability, Validity, Objectivity, Alternative Criteria, Criteria for Evaluating the Building of Theories, Quality Assessment as a Challenge for Qualitative Research, Triangulation, Analytic Induction, Generalization in Qualitative Research, The Constant Comparative Method, Process Evaluation and Quality Management. **(5)**

Suggested Text Books:

1. An Introduction to Qualitative Research, Uwe Flick, 4th Edition, SAGE
2. Research Methods in the Social Sciences, Bridget Somekh & Cathy Lewin, 5th Edition, SAGE India

Suggested Reference Books:

1. Qualitative Research Methods in Public Relations and Marketing Communications, Christine Baymon & Immy Holloway, Routledge
2. Qualitative Journeys, Minichiello & Kottler, SAGE

Semester II		211 – Business, Government & Society
2 Credits	LTP: 2:0:0	Generic Elective – University Level

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOME
CO211.1	REMEMBERING	DESCRIBE the economic roles of government in the Indian context.
CO211.2	UNDERSTANDING	EXPLAIN the macroeconomic crises around the world.
CO211.3	APPLYING	ILLUSTRATE the interlinkages between economic growth , poverty and inequality.
CO211.4	ANALYSING	EXAMINE the rationale, success and failures of Public Private Partnerships in the Indian context.
CO211.5	EVALUATING	ASSESS the forces for and against Globalization and the socio-economic impact of Globalization.
CO211.6	CREATING	DISCUSS the interplay between technology, business and society.

1. Roles of Business, Government, and Society: Interdependence and Conflict, Regulation of Business, Functions of State; Economic roles of government; Government and legal environment; Economic roles of Government in India; Indian experience with overall and sectoral growth, Inter-sectoral linkages and role of foreign direct investment, The Constitutional environment , Macroeconomic crises since 1990s- Indian and global experiences.

2. Poverty, Inequality and Economic Growth: Industrial Development, Rural-Urban Dynamics, Population and Development, Finance for Development, Trade and Development, State and the Market, Privatization and Regulation, Institutions and Growth.

3. Public Private Partnerships: The Rationale for Public Private Partnerships, Different Kinds of Public Private Partnerships with a special emphasis on the Build Operate and Transfer Model (BOT), Issues in Regulation that come about with privatization, Pricing mechanisms available to a regulator to ensure universal access and efficiency, Discussion of the privatization experience in different sectors, water, electricity, telecommunication, and railways with a special emphasis on India.

4. Multinational Corporations: Perspectives on Globalization, Globalization: The MNC and TNC Organizations, Globalization of Brands, Globalization of the Indian Business and Firms, Coping with Global Competition, Conflict with Nation States. Domestic and Global forces - for and against Globalization, Brexit and latest developments.

5. Business in a Global Environment: Business as Blending of People Technology and Ethical Behaviour, Achieving Business Success through Social Responsibilities, Changing Workplace - Influence of demography, influence of technology, gender issues, social justice and affirmative action, Industrial Relations.

Suggested Text Books:

1. Business, Government and Society: A Managerial Perspective by John Steiner, George Steiner, Tata McGraw Hill
2. Business, Government, and Society by Douglas E. Greer, Prentice Hall
3. Business and Its Environment by David P., International Edition

Semester II		212 - Business Process Reengineering
2 Credits	LTP: 2:0:0	Generic Elective – University Level

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO212.1	REMEMBERING	DEFINE the key terms associated with Business Process Reengineering.
CO212.2	UNDERSTANDING	EXPLAIN the various supporting and opposing forces to Business Process Reengineering in simple business situations.
CO212.3	APPLYING	APPLY modeling tools for simple business processes.
CO212.4	ANALYSING	FORMULATE a working plan to establish a Business Process Reengineering team.
CO212.5	EVALUATING	EVALUATE the success of a BPR initiative in relation to the impact on organizational KPIs.
CO212.6	CREATING	IMAGINE ways to improve business or non-business processes.

1. **Introduction to Business Process Reengineering (BPR):** Definition of business processes – Concept of BPR - Definition of business process redesign, BPR - Evolution, Definition, Need for reengineering, Benefits, Role of leader & manager, Breakthrough reengineering model, BPR guiding principles, Business process reengineering & performance improvement, Key targets of BPR, Myths about BPR , What reengineering isn't , BPR and other management concepts: TQM, Quality function deployment, ISO standards, ERP. BPR and Process Simplification, BPR and Continuous Improvement. **(6)**

2. **Business vision and process objectives:** The Key Elements of BPR, Develop a Vision, Establish a Responsible Team, Prepare the Organization for Change, Redesign the Business Process, Case Studies. Business Processes, People, Information Technology. Processes to be redesigned, selection criteria, dysfunction, importance feasibility. Measuring existing processes, BPR Goals – Cycle time reduction, Cost reduction, Quality improvement, Customer Satisfaction, BPR team characteristics. **(6)**

3. **Enablers of BPR:** Enablers of BPR in manufacturing – Agile Manufacturing, Lean Manufacturing, JIT, Collaborative Manufacturing, Intelligent Manufacturing, Production Planning, Product design & development. Relationship between BPR and information technology, Role of information technology in reengineering, Criticality of IT in business process. **(6)**

4. **BPR implementation methodology:** Different BPR Methodologies, Different Phases of BPR, Relationship between BPR phases, Tools used in Modelling the Business - flow-charting, business activity maps, relational diagrams, benefit/cost analysis, Process Modelling, Notations, Case Studies. BPR KPIs Definition, Measuring KPIs, Methodologies (Common Assessment Framework (CAF), Balanced Scorecard), Case Studies. **(6)**

5. **Change Management:** The Power of Habit in organizations, Planned changes in business re-engineering projects; Factors relating to change management systems and culture, Committed and strong leadership, Factors relating to organizational structure, Factors related to BPR program management, Factors related to IT infrastructure, Factors Relating to BPR Failure, Problems in communication and organizational resistance, Lack of organizational readiness for change, Problems related to creating a culture for change, Lack of training and education, Factors related to management support, Ineffective BPR teams, A framework for barrier management.

Suggested Text Books:

1. Hammer, M. and Champy, J, Re-engineering the Corporation: A Manifesto for Business Revolution, Harper Business
2. R. Radhakrishnan S.Balasubramanian, Business Process Reengineering, PHI
3. Vikram Sethi and William R. King, Organisational Transformation through Business Process Reengineering, Pearson
4. K. Shridhara Bhatt, Business Process Reengineering, Himalaya Publications
5. Hammer, M. and Stanton, S.A, The Re-engineering Revolution, Harper Business

Suggested Reference Books:

1. Harmon, P , Business Process Change : A Guide for Business Managers and BPM and Six Sigma Professionals, Elsevier/Morgan Kaufmann Publishers.
2. Kock, N.F., Process Improvement and Organizational Learning: The Role of Collaboration Technologies, Idea Group.
3. R. Anupindi et al., Managing Business Process Flows: Principles of Operations Management, Pearson Education Inc.
4. Walford, R.B., Business Process Implementation for IT Professionals and Managers, Artech House.
5. Henry J Johansson, H J Johansson, Mo, Business Process Reengineering, Wiley

Generic Courses (Electives) – Institute Level – Semester I & II
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Semester I		113 - Verbal Communication Lab
2 Credits	LTP: 0:3:1	Generic Elective – Institute Level

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO113.1	REMEMBERING	RECOGNIZE the various elements of communication, channels of communication and barriers to effective communication.
CO113.2	UNDERSTANDING	EXPRESS themselves effectively in routine and special real world business interactions.
CO113.3	APPLYING	DEMONSTRATE appropriate use of body language.
CO113.4	ANALYSING	TAKE PART IN professional meetings, group discussions, telephonic calls, elementary interviews and public speaking activities.
CO113.5	EVALUATING	APPRAISE the pros and cons of sample recorded verbal communications in a business context.
CO113.6	CREATING	CREATE and DELIVER effective business presentations, using appropriate technology tools, for common business situations.

1. **Basics of Communication:** Communication elements and process , Need of Communication Skills for Managers, Channels ,forms and dimensions of communication , Verbal and non-verbal communication, Principles of nonverbal communication - through clothes and body language , Persuasive communication: the process of persuasion, formal and informal persuasion, Barriers to communication and how to overcome the barriers, Principles of effective communication. **(5)**
2. **Speaking :** Characteristics of effective speech, voice quality, rate of speaking, clear articulation, eye contact, use of expressions, and gestures and posture; Types of managerial speeches: speech of introduction, speech of vote of thanks, occasional speech, theme speech, formal speeches during meetings. **(5)**
3. **Soft skills:** How communication skills and soft skills are inter-related, Body language-posture, eye-contact, handling hand movements, gait - Voice and tone, Meeting and Boardroom Protocol - Guidelines for planning a meeting, Before the meeting, On the day of the Meeting, Guidelines for Attending the meeting, For the Chairperson, For attendees, For Presenters, Telephone Etiquette, Cell phone etiquette, Telephone etiquette guidelines, Mastering the telephone courtesy, Active listening, Putting callers on hold, Transferring a call, Screening calls, Taking a message, Voice Mail, Closing the call, When Making calls, Closing the call, Handling rude or impatient clients, Cross-cultural communication, cultural sensitivity, Cross-cultural issues which affect Communication across different Cultures, Culture and non-verbal communication, Effective intercultural communication, Business and social etiquette. **(7)**
4. **Presentation skills:** Principles of Effective Presentations, Planning, Structure and Delivery, Principles governing the use of audiovisual media, Time management - Slide design and transition: representation of textual information into visuals for effectiveness of communication - Style and persuasiveness of the message - Adherence to the number of slides, Dynamics of group presentation and individual presentation. **(5)**

5. **Interviews:** Essentials of placement interviews, web /video conferencing, tele-meeting. Impression Formation, Tactics, The Self-presentational Motive, The Compass Qualities; First and Lasting Impressions; Magic Pills; Toxic Traits; The Social Context: Norms and Roles, The Target’s Values, Physical Appearance; Communication Style; Content of Communication; Actions; The Environment; Success; Changing from the Outside-in, Current Social Image, The Private Self, Worrying about Impressions. (5)

Note:

1. The entire course should be delivered with a skills development focus.
2. Video recordings of student’s performances (speaking tasks) should be carried out and used for intensive reviews for performance improvement.

Suggested Text Books:

1. Business Communication Today, Bovee C L et. al., Pearson Education
2. Business Communication, P.D. Chaturvedi, Pearson Education
3. Business Communication, T N Chhabra, Bhanu Ranjan, Sun India
4. Verbal and Non-Verbal Reasoning, Prakash, P, Macmillan India Ltd., New Delhi
5. Objective English, Thorpe, E, and Thorpe, S, Pearson Education, New Delhi

Suggested Reference Books:

1. Communication Skills for Effective Management, Hargie et. al., Palgrave
2. Communication for Business, Tayler Shinley, Pearson Education
3. Technical Communication, Anderson, P.V, Thomson Wadsworth, New Delhi
4. The Oxford Guide to Writing and Speaking, John Seely, Oxford University Press, New Delhi
5. Dictionary of Common Errors, Turton, N.D and Heaton, J.B, Addison Wesley Longman Ltd.

Semester I		114 - Enterprise Analysis - Desk Research
2 Credits	LTP: 0:3:1	Generic Elective – Institute Level

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO114.1	REMEMBERING	DESCRIBE the key historical, organizational, market related, financial, governance, leadership and social responsibility dimensions of a real world business organization.
CO114.2	UNDERSTANDING	SUMMARIZE the regional, national and global footprint of a real world business organization.
CO114.3	APPLYING	DEMONSTRATE the use of secondary – offline and online resources to profile a real world business organization.
CO114.4	ANALYSING	ANALYSE, using tables and charts, the trends in market standing and financial performance of a real world business organization over the last 5 years.
CO114.5	EVALUATING	COMPOSE a succinct summary of future plans of a real world business organization the company website, shareholders reports and other information available in the public domain.
CO114.6	CREATING	IMAGINE the key challenges and opportunities for a real world business organization in the immediate future (1 to 3 years).

1. **Enterprise History & Background:** Establishment, Original & Current Promoters, Business Group or Business Family to which it belongs, Vision-Mission-Philosophy – Values-Quality Policy, Brief profiles of the Chairman, CEO, MD, Members of Board of Directors along with their career highlights CSR Initiatives, Technical and other collaborations if any, Recent Mergers and Acquisitions, if any. (6)

2. **Organization :** Organization Structure, Geographical (domestic and global) foot print – at the time of inception and spread over the years, company’s current head quarter worldwide as well as head quarter / corporate

office in India, Manufacturing /Service locations Indian and major worldwide, Certifications if any - ISO / EMS / FDA / CMMI , etc. Online presence. Initiatives towards gender diversity, Initiatives towards social inclusion, Initiatives towards environment conservation. Current Talent needs. Key highlights of the company's website. **(6)**

3. Markets: Major Customers, customer segments, Products, Product lines, Major Brands, Market Share – nationally, region wise, product wise, Advertising Agency, Advertising Punch Line/Slogan, Logo, Key Alliances in the past 5 years & impact. Mergers & Acquisitions, if any. Technological developments. Disruptive innovations affecting the organization. Labour unrest if any – reasons thereof and impact. Emerging potential competition through first generation entrepreneurs or global / local players. **(6)**

4. Financials: Data to be studied, tabulated, graphically depicted, analyzed and presented for last 5 years for the Revenues, Profitability, Market Capitalization, Segmented Revenues, Auditors. Listing status & Scrip Codes – BSE and NSE, Global Listings on International Stock Markets, Share Price Face Value, Current Market Value, Annual High Low Figures, P/E Ratio, Shareholding Pattern. **(6)**

5. Governance: Philosophy, Action taken by SEBI if any, Involvement in Scams, Insider Trading Issues, Standard & Poor's Corporate Governance Scores, CRISIL Rating. Major Awards and Achievements of the Organization in the last 5 years. Forward looking statements of the top management. **(6)**

Note:

1. Students should work in groups of 3 to 5 each under the guidance of a faculty.
2. Students shall carry out an indepth study of any THREE Organizations of their choice.
3. Organizations selected should demonstrate a variety across sectors, ownerships, size, and other key dimensions.
4. Students shall submit a structured detailed report.

Suggested Text Books:

1. No text books are prescribed.
2. The course has to be taught using the company annual reports and other publications, company website, social media feeds, business newspapers and business data bases such as ACE equity, CRISIL database, etc.

Semester I		115 - Selling & Negotiations Skills Lab
2 Credits	LTP: 0:3:1	Generic Elective – Institute Level

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO115.1	REMEMBERING	DESCRIBE the various selling situations and selling types.
CO115.2	UNDERSTANDING	OUTLINE the pre-sales work to be carried out by a professional salesperson.
CO115.3	APPLYING	IDENTIFY the key individuals involved in a real world sales process for a real world product/ service / e-product / e-service.
CO115.4	ANALYSING	FORMULATE a sales script for a real world sales call for a product/ service / e-product / e-service.
CO115.5	EVALUATING	DECONSTRUCT the pros and cons of sample real world sales calls for a product/ service / e-product / e-service.
CO115.6	CREATING	DEVELOP a sales proposal for a real world product/ service / e-product / e-service and for a real world selling situation.

1. Basics of Selling: Importance of Selling. Role in the context of organization – survival and growth. Types of Selling - Different in selling situations, New business versus service selling, Newton's classification of sales types, McMurry & Arnold's classification of selling types, Consumer indirect selling, Industrial selling, Missionary, Sales Team/group selling Merchandising, Telesales, Franchise selling, International selling. **(5)**

2. Pre-Selling Work : Attributes of a Good Salesperson - Personality & physical characteristics, Enthusiasm, Confidence, Intelligence, Self-worth, Knowledge- product, Competition, organization, market, customer, territory; People Buy From People, Communication skills, Persuasive skills, Personal Diary, Time management, Managing Sales

Documents and collaterals management. Fear Factor in Sales. Maximising Productivity in a Sales Role, Meetings and Your Time, The Telephone - Social Media & Online Data Bases as a Sales Tools, Developing Your Script, Mailers, Pre-Call Planning, Generating Appointments. **(7)**

3. Selling in Action: Identifying Key Individuals – Prospecting, Influencers and Decision Makers, Talking to the Right Individuals, Making that Good First Impression, How to Win Friends and Influence People, Dale Carnegies Six Principles of Relationship, What’s In It For Me?, Honesty and Integrity. **(5)**

4. Objection handling: Analyzing the Reasons for Objections, Seeing What We Can Do, Listen - Probe - Advise (L-P-A), Exercise: Objection Handling, Uncovering Objections, Seven Types of Objections, Turning Objections into Selling Opportunities. Selling Techniques: Cross Selling, Up Selling, Value Added (Suggestive) Selling, Advancing Opportunity, Exceeding Customer Expectations, Giving Recognition. **(6)**

5. Sales Conversation, Negotiation & Closure: Starting a Quality Prospecting Conversation, Listeners Control Conversations, Trial Closing, Creating an Opportunity: Situation vs Problem Questions, Difficulty Questions, Negative and Positive Answer Questions, Directive Questions, Rhetorical Questions. Problems with Positional Bargaining, Opening Up the Negotiation, Approaches to Better Negotiation, You Have Alternatives, Reverse Psychology in Negotiation. Sales Proposals: How to Construct a Sales Proposal, Important Factors to Consider, Putting It All Together. **(7)**

Note:

1. The course should be delivered from a skills building perspective.
2. Principles should be supplemented by live exercises on personal selling

Suggested Text Books:

1. Selling & Sales Management, Geoffrey Lancaster & David Jobber, Macmillan India Ltd.
2. Negotiation: Communication for diverse settings, Michael L Spangle and Myra Isenhardt, Sage South Asia Edition.
3. The Sales Bible: The Ultimate Sales Resource, Jeffrey Gitomer, Wiley India
4. How to win friends and influence People, Dale Carnegie
5. The Art of Closing the Sale, Brian Tracy, Pearson Education.

Suggested Reference Books:

1. Sales Management, Bill Donaldson, Palgrave Publications
2. You can negotiate anything, Herb Cohen
3. Managing Sales Leads, Crocker and Obermayer, American Marketing Association

Semester I		116 - MS Excel
2 Credits	LTP: 0:3:1	Generic Elective – Institute Level

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO116.1	REMEMBERING	SELECT appropriate menus and functions of MS Excel to Create, Format, Import, Merge, Save, Print Spreadsheets & Charts using business data.
CO116.2	UNDERSTANDING	SHOW how to do basic troubleshooting and fix mistakes most people make when working with spreadsheets.
CO116.3	APPLYING	USE various functions of MS Excel, Execute pivot table analysis, common (and powerful functions), and different types of lookups (vlookup, hlookup, and index/match).
CO116.4	ANALYSING	ILLUSTRATE the use of the most commonly used data-manipulation commands in MS Excel.
CO116.5	EVALUATING	DERIVE insights from multiple data sources in MS EXCEL and work with it to answer relevant business questions.

CO116.6	CREATING	CREATE standard Excel Templates for routine business data management and analysis activities.
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1. Introduction to Spreadsheets - Understanding Microsoft Excel, Excel Workbook Windows, Basic Spreadsheet Skills, Excel Help System, Opening and Closing Workbooks, Understanding Workbook File Formats, Creating New Workbooks, Selecting Cells, Auto Sum and Auto Fill Function, Cell Referencing and Request, Formatting Cells, Formatting Numbers, Placing Cell Alignment, Cell, Rows and Columns, Understanding Worksheets, Editing, Copying and Moving Cells, Page Layouts in Excel, Proofing Workbooks, Basic Options, Ribbons and Toolbar. **(4)**
2. Defining Names in Excel, Sorting Data, Using Excel Tables, Filtering Data in Excel, Understand Charts, Chart Design Options and Tools, Chart Format Tools, Combo Charts, Functions within Excel, Understanding Date Function, Information Functions, Logical Functions, Find and Replace, Headers and Footers, Adding Comments, Conditional Formatting. **(5)**
3. Using Text to Columns, The Paste Special Function, Data Validation, Subtotals and Grouping, Consolidating Data, Scenario Analysis, Data Tables in Scenario Analysis, What-if Analysis, Mats and Trig Functions, Text Functions in Excel, Using Lookup Functions, Vlookups, HLookups, Match, Using Statistical Functions, Database Functions, Financial Functions, Formula Auditing and Error Tracing, Hyperlinks in Excel, Linking Data, Understanding Pivot Tables, Using Pivot Charts, Workbook Properties, Protecting and Sharing Worksheets, Data Encrypting and Finalising Workbooks, Understanding Macros, Custom Number Formats in Excel, Using Custom Lists, Working with Templates, Tracking Changes in Excel, Merging and Compare Excel Workbooks. **(7)**
4. Using Pivot tables – Slicers -Report Filters for basic analytics, Contact Management and Marketing With Excel, Managing Customers, Vendors And Employees, Gaining Product And Service Insights, Sales reports using Excel, Supervising Sales With Excel, Preparing Invoices, Assessing Account Aging, Analyzing Demographics, Creating Scheduling And Marketing Calendars, Creating Standard Excel Templates for routine business data management and analysis activities. **(7)**
5. Managing Money With Excel, Building & Tracking Budgets, Planning And Tracking Loans, Keeping Account Registers, Creating Formulas for Financial Applications, PV, PMT, NPER, RATE, Creating Balance Sheet, Investment Calculations, Depreciation calculations, Lab based Evaluation, Gauging Business Status with Excel, Configuring Cash Flow Statements, Resolving Business Ratios, Creating Standard Excel Templates for routine business data management and analysis activities. **(7)**

Note:

1. The entire course should be delivered in the computer lab in an application oriented manner.
2. Business Applications should be stressed rather than merely teaching Excel as a software.

Suggested Text Books:

1. Excel 2016 Bible, John Walkenbach, John Wiley & Sons
2. Excel: Formulas & Functions, Robert Dinwiddie
3. Excel 2007 for Dummies by Greg Harvey
4. New Perspectives on Microsoft Office Excel 2007
5. Microsoft Excel 2016 Step by Step, Curtis Frye

Semester I		117 - Business Systems and Procedures
2 Credits	LTP: 0:3:1	Generic Elective – Institute Level

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO117.1	REMEMBERING	TABULATE the key elements of a typical business system and related work flow procedures.
CO117.2	UNDERSTANDING	EXPLAIN a business system and related procedures.
CO117.3	APPLYING	PREDICT the fail points / bottle necks in a typical business process.
CO117.4	ANALYSING	BREAK DOWN a business system into simpler components and explain the inter-relationships.

CO117.5	EVALUATING	DEVELOP a process based thinking approach.
CO117.6	CREATING	CREATE standard operating procedures and flow charts / other visual representations for typical business systems and processes.

- Business Systems and Procedures:** Concept and need - Characteristics of a good procedure. Writing a Standard Operating Procedure (SOP)– Procedure Identification - Information Gathering–Interviewing – Analysis – Writing – Implementation – Review- Identifying Fail Points - Fine-tuning. Process Mapping Tools – Aid Memoir – Flowchart – Swim Lane Diagrams – Flow Charting Software – Using MS Word and Excel for Flowcharting - Case Studies. Re-engineering information flow and paper flow – Process Mapping for Current and Future State Map.
- Systems Study:** Process Mapping, Improvement and Writing SOP's for an entire range of activities for a typical business process in a manufacturing/ service organization. Students should visit appropriate organizations to study the real life processes.
- Detailed study of atleast **FIVE** Systems and underlying Procedures, such as: (list is illustrative only)
 - Attendance Recording System in a manufacturing / service organization.
 - Employee scheduling in a retail mall.
 - Facilities management and scheduling system in automobile workshop.
 - Inventory Management
 - Just in Time Inventory System in a manufacturing / service organization.
 - Kitchen Order Ticket (KOT) System in a Restaurant.
 - KYC verification system in a mutual fund house.
 - Loan approval system in a cooperative bank.
 - Maintenance system in a facility.
 - On-boarding of new employees in a manufacturing / service organization.
 - Payroll Management
 - Performance Appraisal system in a manufacturing / service organization.
 - Point of sale (POS) system in an organized retail store.
 - Purchase Order System in a manufacturing / service organization.
 - Quality Audit system
 - Receivables Management
 - Stock Taking system in a library.
 - Warehouse management system.
- Presentation of individual/group projects

Suggested Text Book:

- Business Process Management – A Rigorous Approach, Martyn A Ould , British Computer Society, First South Asia Edition.

Semester I		118 - Managing Innovation
2 Credits	LTP: 0:3:1	Generic Elective – Institute Level

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO118.1	REMEMBERING	DESCRIBE the key ideas relevant to innovation, intellectual property, business models
CO118.2	UNDERSTANDING	INTERPRET the various theories of innovation and EXPLAIN with examples the types of innovation.
CO118.3	APPLYING	EXPERIMENT WITH innovation as a systematic process and generate innovative ideas for new products and services.
CO118.4	ANALYSING	DISSECT contemporary start-up businesses for their business models, extent of innovation, success and failure.

CO118.5	EVALUATING	CREATE an inventory of product and process innovations for daily use consumer products and routine business processes in a typical organization.
CO118.6	CREATING	CREATE a potential list of innovation needs for India in the local, regional and national context and ASSESS the likelihood of constructing a business model around these needs in the current local, regional and national context.

6. Basics of Innovation: Concept of Innovation. Invention and Creativity - Role and relationship with innovation, Product innovation and process innovation, Radical and incremental innovation, Technological innovation, commercial or organizational Innovation, Characteristics of innovation in different sectors , Innovation in Indian context, Innovation and Creativity, Jugad and innovation, Innovation in Current Environment- local, regional and national context. **(4)**

7. Economics and Management of Innovation: Schumpeter and creative destruction, The evolutionary theory of Nelson and Winter, The model of the dynamic capabilities of David Teece, Porter and competitive advantages, The value chain, Drucker and the systematic innovation, Innovations diffusion, Speed, Adoption. Innovation and Knowledge, Tacit and explicit knowledge, Knowledge as a public good. **(5)**

8. Models of Innovation – Static Models: Incremental versus Radical Innovation, Abernathy –Clark Model, Henderson – Clark Model, Disruptive Technological Change Model, Innovation Value – Added Chain, Strategic Leadership View, Familiarity Matrix, Imitability & Complementary Assets – Teece Model. Dynamic Models: Utterback – Abernathy Model, Tushman – Rosenkopf technology Life Cycle Model, Foster’s S Curve.(7)

9. Instruments for Innovation: Challenges of Innovation, Innovation as a systematic practice, Steps of Innovation Management, Learning Cycle, The roles of the innovator, Functional Sources of Innovation – Internal Value Chain, Spillovers from Competitors, Suppliers, Customers and Complimentary Innovators, The generation of ideas: brainstorming, Creativity, Divergent V/s Convergent Thinking, Design Thinking, Blue Ocean Strategy. Experimentation in Innovation Management, Technology Innovation Process, Idea Championship, Participation for Innovation, Co-creation for Innovation, Screening the innovative ideas, Proto typing to Incubation. **(7)**

10. Management and Marketing of Innovation: Innovation Management Planning, Technology Forecasting, Innovation Sustainable Conditions, Management of Innovation, Concept of IPR. Creation of IPR, Types of IPR, Patents and Copyrights, Patents in India. **Business Models:** What is a Business Model? The evolution of the business model, The Business Model Canvas, Business Models and value proposition, Business Model Failure: Reasons and Remedies, Incubators: Business Vs Technology, Future markets and Innovation needs for India. **(7)**

Suggested Text Books:

1. Innovation Management, Allan Afuah, Oxford Indian Edition.
2. Innovation Management, Shlomo Maital and D V R Seshadri, Response Books, Sage Publications, New Delhi.
3. Innovation: the attacker's advantage, Foster, Richard N., London, Macmillan.
4. Adair on Creativity and Innovation, Edited by Neil Thomas, Viva Books
5. Innovating at the Edge – How organizations Evolve and Embed Innovation Capability, Tim Jones, Butterworth-Hienemann, South Asian Edition.
6. Managing Creativity & innovation, Harvard Business Essentials, Harvard Business School Press

Suggested Reference Books:

1. The Innovator’s Toolkit , Harvard Business Press.
2. Fastrack to Success Innovation , Andy Bruce and David Birchall, Prentice Hall - Financial Times.
3. Getting to Innovation, Arthur B VanGundy, PHI – Eastern Economy Edition
4. Blue Ocean Strategy, Kim & Mauborgne

Semester I		119 - Foreign Language I
2 Credits	LTP: 0:3:1	Generic Elective – Institute Level

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO119.1	REMEMBERING	RECALL and SPELL simple words in the foreign language
CO119.2	UNDERSTANDING	TRANSLATE simple sentences from English to the foreign language and vice-versa.
CO119.3	APPLYING	CONSTRUCT a dialogue, in the foreign language, for basic human interactions in a social context.
CO119.4	ANALYSING	TAKE PART IN an interaction in a non-business setting using the foreign language.
CO119.5	EVALUATING	INTERPRET a short write up written in the foreign language.

1. **Salutations:** (a) To greet the people and say Good afternoon, Good Evening, Goodbye, ask name and say your name, seek clarification and help, numbers from 1 to 10 (b) To say where you live. Describe your house and members of your family. Weights and Measures, length & breadth, use of decimal system, area and volume. Cardinal numbers & Ordinal Numbers. (c) Ask and give personal information, Nationality, profession and language, Numbers from 11 to 50. To ask time by clock and by span, days of the week, months of the year. (6)
2. **Conversation Skills:** (a) To ask and express interests, Preferences; likes and dislikes; to invite, to accept the invitation or to politely decline the invitation; hobbies and how to spend your leisure. (b) To talk about the weather; to talk about the daily personal routine and related activities. Seasons & holidays in France/Germany/Japan. (c) To talk about clothing - size, colour, material. Purchase at a super market, modes of payment. To name and explain human body to express common bodily ailments (fever, headache etc.) (6)
3. **Geographical Description:** (a) Country, location on the world map, borders and neighboring countries, ports and industrial towns. (b) Information and clarification of places. Asking for directions to the public places. Modes of Transport. Numbers 51 to 100 and 1000, 10,00,000 etc. (6)
4. **Social:** (a) Visit to a restaurant, to express agreement/disagreement; to ask for price/quantity. (b) To talk about/express future actions, to plan a business trip with related requirements: hotel, tickets, car, Rent a car, places to visit, traffic signs etc. Documents required like Passport, International Driving license, Insurance cover etc. (6)
5. **Business:** (a) To ask about personal past events, to narrate personal experience, to comprehend difference between letters like Personal/Business Letters, telegram & e- mail; formats of Letter head and e mail. (b) Vocabulary relating to the Transactions at the Post office, Bank, Insurance Company – personal, health, accident, marine, equivalent terms of transaction – FOB, C.I.F, F.A.S, payment through Letter of credit. (6)

Note: Institute may offer any one of the following foreign languages to the students: SPANISH / FRENCH/ GERMAN/ JAPANESE / CHINESE

Suggested Text Books:

Relevant Standard Text Books, Videos, Audio CDs.

Semester II		213 - Written Analysis and Communication Lab
2 Credits	LTP: 0:3:1	Generic Elective – Institute Level

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO213.1	REMEMBERING	DESCRIBE stages in a typical communication cycle and the barriers to effective communication.
CO213.2	UNDERSTANDING	SUMMARIZE long essays and reports into précis and executive summaries.
CO213.3	APPLYING	USE Dictionary and Thesaurus to draft and edit a variety of business written communication.
CO213.4	ANALYSING	EXAMINE sample internal communications in a business environment for potential refinements.
CO213.5	EVALUATING	COMPOSE variety of letters, notices, memos and circulars.

- Written Communication:** Different types of communication like letters, memos, reports, fax, email, presentations and multimedia, choosing the means of communication, stages in communication cycle, Barriers to effective communication, communication systems. **(5)**
- Writing Techniques:** Rules of good writing, adaptation and selection of words, masculine words, writing with style- choosing words with right strength and vigor, using a thesaurus, writing effective sentences, developing logical paragraphs, Précis writing, Developing coherent paragraphs, overall tone, drafting, editing and finalizing the business letters. Planning the persuasive message, common types of persuasive requests, principles of persuasive communication. Reformulating and summarizing - What is a summary? Using synonyms & antonyms, reducing phrases, guidelines for writing summaries, business summaries Comprehension: using a dictionary, grammatical precision, (phonetics), contextual clues, guidelines for comprehension. **(7)**
- Recruitment and employment correspondence:** Application letter, curriculum vitae, interview, references, offer of employment, job description, letter of acceptance, letter of resignation, writing routine and persuasive letters. **(6)**
- Internal Communications:** Memoranda, meetings - agenda and minutes, Writing memos, circulars, notices and emails. Positive and negative messages such as Letter of Appreciation, Letter of Congratulations, Warning Letter, Show Case Notice. Writing Follow up letters and reminders, Writing Sales letters, collection letters, Poster Making. Report writing - What is a report , Objectives of report, types of report, Report Planning, Types of Reports, Process, Structure and Layout, planning, Nature of Headings, Ordering of Points, Logical Sequencing, Graphs, Charts, Writing an Executive Summary, List of Illustration, Technique of writing a report, characteristics of business reports. **(6)**
- External Communications:** Public notices, invitations to tender bid, auction, notices, etc. Writing business proposals, Preparing Press Release and Press Notes. **(6)**

Note:

- The entire course should be delivered in a workshop and application oriented manner. It is expected that not more than 10 to 15% of the time should be devoted to the theoretical aspect.
- Workbooks should be prepared that comprehensively cover major situations of managerial communication and should be handed over to the students right at the beginning of the course.
- Students should be asked to submit the completed workbooks at the end of the term.

Suggested Text Books:

- Business Communication Today, Bovee C L et. al., Pearson Education
- Business Communication, P.D. Chaturvedi, Pearson Education
- Business Communication, T N Chhabra, Bhanu Ranjan, Sun India
- Verbal and Non-Verbal Reasoning, Prakash, P, Macmillan India Ltd., New Delhi
- Objective English, Thorpe, E, and Thorpe, S, Pearson Education, New Delhi

Suggested Reference Books:

1. Communication Skills for Effective Management, Hargie et. al., Palgrave
2. Communication for Business, Tayler Shinley, Pearson Education
3. Technical Communication, Anderson, P.V, Thomson Wadsworth, New Delhi
4. The Oxford Guide to Writing and Speaking, John Seely, Oxford University Press, New Delhi
5. Dictionary of Common Errors, Turton, N.D and Heaton, J.B, Addison Wesley Longman Ltd.

Semester II		214 - Industry Analysis - Desk Research
2 Credits	LTP: 0:3:1	Generic Elective – Institute Level

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO214.1	REMEMBERING	DESCRIBE the key characteristics of the players in an industry.
CO214.2	UNDERSTANDING	SUMMARIZE the management ethos and philosophy of the players in the industry.
CO214.3	APPLYING	DEMONSTRATE an understanding of the regulatory forces acting on the industry.
CO214.4	ANALYSING	COMPARE and CONTRAST, using tables and charts, the market and financial performance of the players in an industry.
CO214.5	EVALUATING	ASSESS the impact of recent developments on the industry and its key players.
CO214.6	CREATING	PREDICT the future trajectory of the evolution of the industry in the immediate future (1 to 3 years).

1. **Industry Analysis – the Basics:** Nature of the Industry, Players in the industry, Nature of competition, Market shares of top 5 & bottom 5 players, Possible Classification of players into Leaders, Challengers, Followers, Nichers, Positioning & Differentiation strategies of key players. Branding strategies, Pricing Policies, Cartelization if any and comments thereon, Capacity analysis – total capacity of the industry and break up capacity amongst key players, Current Capacity Utilization rates, Planned future capacity additions, Geographical spread of plants/facilities/ capacities (Domestics as well as Global), Demand Supply balance in the industry – at global, national and regional level, Key factors affecting demand, Key supply side constraints, Professional Trade bodies of the Industry, Business Functions carried out Online by the key players. Online presence of the players, Incremental Innovations in the industry, Disruptive Innovations in the industry. **(5)**
2. **Promoters & Management Ethos:** Background of promoter groups of top 5 and bottom 5 players in the industry, Management ethos and philosophy, Brief profiles of CMDs, CEOs, and key top management personnel with their career highlights, Detailed profile of one distinguished top management personnel each from any two players in the Industry, CSR policy, Corporate Governance Initiatives, Initiatives towards social inclusion, Initiatives towards environment conservation. **(5)**
3. **External Environment:** Controlling ministry and / or regulator if any for the Industry, Regulatory Policies at the state, national and global level and their impact on the industry as a whole with analysis of impact on top 5 players and bottom 5 players, Key National and Global issues affecting the industry, Key initiatives by the Government to promote the industry, Environmental issues, CSR initiatives, Regulatory actions against the players for e.g. Action by SEBI, Competition Commission of India, MTRP Commission, FDA, etc. against irregularities , legal violations if any. **(5)**
4. **Financials:** Profitability, Revenues, Margins of top 5 & bottom 5 players over the last 5 years and trends/changes therein, Sick players if any and their turnaround strategies, if any, Key factors contributing to costs, Ratio analysis of financial data for last 5 years for top 5 and bottom 5 companies in the industry. **(5)**
5. **Recent Developments:** Impact of key relevant provisions of the latest Fiscal policy on the industry and various players therein, Analysis of Key relevant provisions of latest Exim Policy in case of industries that are focused on Global Markets for exports or industries that have significant import components, Key Alliances in the past 5 years and their performance & impact on other players in the industry, Mergers & Acquisitions, if any. Technological

developments, Labour unrest if any – reasons thereof and impact on the particular player and the industry as a whole, emerging first generation entrepreneurs, if any, in the industry, Corporate wars & feuds in the industry, if any. (5)

Note:

1. Students should work in groups of 3 to 5 each under the guidance of a faculty.
2. Students shall carry out an indepth study of any TWO industries of their choice.
3. Industries selected should be distinct from each other.
4. Students shall submit a structured detailed report.

Suggested Text Books:

1. No text books are prescribed.
2. The course has to be taught using the company annual reports and other publications, company website, social media feeds, business newspapers and business data bases such as ACE equity, CRISIL database, etc.

Semester II		215 – Entrepreneurship Lab
2 Credits	LTP: 0:3:1	Generic Elective – Institute Level

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO215.1	REMEMBERING	IDENTIFY a basket of potential business opportunities in the local, regional or national context.
CO215.2	UNDERSTANDING	COMPARE and CONTRAST the shortlisted business opportunities to SELECT the most suitable / promising opportunity.
CO215.3	APPLYING	DEVELOP a business model around the shortlisted business opportunity.
CO215.4	ANALYSING	FORMULATE the organization structure for the proposed start up
CO215.5	EVALUATING	EVALUATE the market potential and ESTIMATE the financing requirements for the initial 1 to 3 years after launch.
CO215.6	CREATING	CREATE a proposal for funding the start up.

This course provides a hands-on experience to the students to convert and apply theoretical and conceptual knowledge about entrepreneurship into practical entrepreneurship. During the course, students shall identify and evaluate a new business opportunity (which may be supplied by an entrepreneur or innovator in the nearby region.)

Students shall work in a group, of not more than 5 students, on a real-life business case.

Scope of the work expected:

1. Business Model Designing
2. Business Plan Designing
3. Financial Planning
4. Prototype Making
5. Test Marketing
6. Planning Commercial Launch.

Suggested Text Books:

1. New Venture Management: The Entrepreneur's Roadmap (Entrepreneurship Series), Donald F. Kuratko and Jeffrey S. Hornsby, Pearson
2. The Manual for Indian Start-ups: Tools to Start and Scale-up Your New Venture, Vijaya Kumar Ivaturi, Meena Ganesh, Penguin Random House India.
3. Managing New Ventures, Anjan Raichoudhuri, Prentice-Hall of India Pvt.Ltd

4. Develop Your Idea!: Get Off to a Flying Start With Your Startup. Guided Exercises, Templates & Resources for Exploring New Business Ventures, K. N. Kukoyi
5. Managing Small Business by Longenecker, Moore, Petty and Palich, Cengage Learning, India Edition.
6. Entrepreneurship: New Venture Creation by David H. Holt
7. The Dynamics of Entrepreneurial Development & Management by Desai, Vasant , Himalaya Publishing House, Delhi
8. Entrepreneurship and Small Business Management by Siropolis
9. Lead like an Entrepreneur by Neal Thornberry

Suggested Reference Books:

1. Fundamentals of Entrepreneurship, Nandan H, PHI
2. Cases in Entrepreneurship by Morse and Mitchell, Sage South Asia Edition.
3. Entrepreneurship – Indian Cases on Change Agents by K Ramchandran, TMGH.
4. Entrepreneurship – The engine of growth, edited by Mark Rice and Timothy Habbershon, Published by Praeger Perspectives.
5. Entrepreneurship: Theory, Process and Practice by Kuratko, D.F. & Hodgetts, R.M. Thomson Press.
6. Entrepreneurship Development: Small Business Enterprises by Charantimath, P. , Pearson.
7. A Guide to Entrepreneurship by David, Otes , Jaico Books Publishing House, Delhi.
8. Indian Entrepreneurial Culture by A Gupta , New Age International.
9. Make The Move: Demystifying Entrepreneurship by Ishan Gupta, Rajat Khare

Semester II		216 - SPSS
2 Credits	LTP: 0:3:1	Generic Elective – Institute Level

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO216.1	REMEMBERING	IDENTIFY the key menus of SPSS and DESCRIBE their functionality.
CO216.2	UNDERSTANDING	EXPLAIN the main features of SPSS
CO216.3	APPLYING	MAKE USE OF various tools to manage data, describe data and display graphical output using SPSS.
CO216.4	ANALYSING	ANALYSE data using various statistical tests of SPSS
CO216.5	EVALUATING	INTERPRET and EXPLAIN the outputs from SPSS
CO216.6	CREATE	DESIGN, DEVELOP and TEST advanced multivariate models using SPSS.

1. **Overview:** SPSS Environment, Introduction to various menus, Data file, Output file, Frequently –used dialog boxes, Editing output, Printing results. Creating and editing a data file – Variable and data view, Value Labels.
2. **Managing Data:** Listing cases, replacing missing values, computing new variables, recording variables, exploring data, selecting cases, sorting cases, merging files, splitting files, Visual Binning. **Frequencies:** Frequencies, bar charts, histograms, percentiles. **Descriptive Statistics:** Measures of central tendency, variability, deviation from normality, size and stability. Cross Tabulation and chi-square analyses, The means Procedure. **Graphs:** Creating and editing graphs and charts
3. **Bivariate Correlation:** Bivariate Correlation, Partial Correlations and the correlation matrix. **The T-test Procedure:** Independent –samples, paired samples, and one sample tests. **Non Parametric Tests:** ChiSquareTest, 1 sample test, 2 independent samples test, k independent samples, 2 related samples test, k related samples.
4. **One Way ANOVA Procedure:** One way analysis of variance, General Linear model: Two –way analysis of variance, General Linear model: three –way analysis of variance and the influence of covariates
5. **Advanced Tools:** Simple Linear Regression , Multiple regression analysis. Multidimensional scaling, Reliability Analysis, Factor analysis, Cluster analysis.

Suggested Text Books:

1. Discovering Statistics Using SPSS, by Andy Field A, SAGE
2. How to Use SPSS: A Step-By-Step Guide to Analysis and Interpretation by Brian C. Cronk

Semester II		217 - Foreign Language II
2 Credits	LTP: 0:3:1	Generic Elective – Institute Level

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO217.1	REMEMBERING	LISTEN to simple audio-visual recordings in the foreign language.
CO217.2	UNDERSTANDING	TRANSLATE simple letters from English to the foreign language and vice-versa.
CO217.3	APPLYING	CONSTRUCT a business email, in the foreign language.
CO217.4	ANALYSING	TAKE PART IN an interaction in a business setting using the foreign language.
CO217.5	EVALUATING	COMPOSE a covering letter and resume in the foreign language.

1. **Listening:** Understand Simple Questions and Instructions. **Reading:** Understand Single Words and Sentences but also Signposts, Signs and Posters. **Speaking:** Provide Short Information about the Job and the Person. **Writing:** Fill in Forms and Provide Information About Name, Address, Nationality etc. **(6)**
2. **Listening:** Understand Information about the Person and the Work. **Reading:** Understand Simple Letters, Appointments, Invitations and Information in Short Texts. **Speaking:** Answer Simple Questions About One's Working Field. **Writing:** Write Faxes and e-mails. **(6)**
3. **Listening:** Understand Standard Information Related to the Working Field. **Reading:** Understand Standard Letters and Texts about Working Processes and Product Descriptions. **Speaking:** Provide Information about the Job, the Departments, the Company, the Products and Processes in a Conversation or on the Phone. **Writing:** Answer Standard Inquiries, Make Quotations, Write Short Texts with a Familiar Content, Possibly Give Some Explanation and Answer Simple Questions. **(6)**
4. **Listening:** Understand Complex Information Related to the Working Field in Meetings, Discussions and at Presentations. **Reading:** Understand Reports and Contracts with a Company-related Content. **Speaking:** Describe and Explain Work Processes and Projects. Report on Meetings and Presentations. Explain Concepts and Clarify Misunderstandings. **Writing:** Write Formal Standard Letters and Texts about One's Field of Expertise. Explain a Graphic and Reflect the Content. **(6)**
5. **Grammar:** Future tense, imperfect tense, degrees of comparison, imperative mood. Script, Letters of alphabet, accents, sounds of groups of letters, punctuation marks, articles, nouns, sing./Pl , genders; mas. /fem. Structure of sentences & types like affirmative, negative interrogative & negative interrogative, Verbs: classes of verbs and conjugation patterns, Pronominal verbs; Present tense, The idea of auxiliary verb; prepositions; pronouns-subject, interrogative, relative, possessive, emphatic ; adjectives, adverbs. **(6)**

Note: Institute may offer any one of the following foreign languages to the students: SPANISH / FRENCH/ GERMAN/ JAPANESE / CHINESE

Suggested Text Books:

Relevant Standard Text Books, Videos, Audio CDs

Subject Core (SC) Courses - Semester II

Semester II	SC-SER-01	205 SER: Services Management
3 Credits	LTP: 2:1:1	Subject Core (SC) Course – Services Management

Course Outcomes: On successful completion of the course, the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO205SER .1	REMEMBERING	Define key concepts in ‘Services Management’
CO205SER .2	UNDERSTANDING	Interpret various attributes of Effective Management of Services Marketing, DESCRIBE the service design elements of variety of services
CO205SER .3	APPLYING	Develop Service Blueprint for mapping variety of real life service processes
CO205SER .4	ANALYSING	Examine the role of Service Leadership in Business, break down the elements of Service Excellence and assist in building strategies for effective service delivery
CO205SER .5	EVALUATING	JUDGE and EXPLAIN the service orientation at variety of service facilities / organizations; examine the role of technology, AI in services, Evaluate various aspects of service facility location for different services
CO205SER .6	CREATING	Design a service business model

1. Understanding Services: The Service Economy, Service Definitions, Facilitating Role of Services in an Economy, Nature of the Service Sector, The Experience Economy, Consumer Service Experience, Business Service Experience, Distinctive Characteristics of Services - Customer Participation, Simultaneity. Perishability, Intangibility, Heterogeneity, Non-transferrable Ownership. Classification of Services, Core Vs. Supplementary Services, B2B and B2C services, The Product-Service Systems, Service Management Elements, (7+2)

2. Services Marketing and Service Excellence: Services Marketing Triangle, External versus Internal Orientation of Service Strategy, Positioning the Service Offering, Important Vs. Determinant attributes, Positioning and Brand Creation, Positioning Maps, Designing and Managing Service as a Process, Balancing Demand and Capacity (7+2)

Service Leadership and Excellence: Concept of Service Leadership, Principles of Service Leadership, , Integrating People and Process for Service Leadership, Concept of Service Excellence, Managing Service Productivity, Developing the Relation Focused Service Excellence (7+2)

3. Designing the Service Enterprise: Service Design, Development and Automation: New Service Design And Development, Taxonomy for Service Process Design, Type of Customer Contact, Generic Approaches to Service System Design, Production-Line Approach, Customer as Coproducer, Customer Contact Approach, Service Blueprint, Customer Value Equation, Technology & Automation in Services, Information Empowerment, AI's Role In Customer Service, Role of MIS in Service Management, Challenges of Services, Service Encounter, Distributing Services through Physical and Electronic Channels. (7+2)

4. The Service Encounter: Concept of the Service Encounter, Role of Technology, The Emergence of Self-Service, The Service Encounter Triad, Encounter Dominated by the Service Organization, Contact Personnel-Dominated Encounter, Customer-Dominated Encounter, The Service Organization, Culture, Empowerment, Control Systems, Customer Relationship Management, Contact Personnel - Selection and Training, Creating an Ethical Climate. The Customer Expectations and Attitudes, The Role of Scripts in Coproduction, Creating a Customer Service Orientation, Service Profit Chain. (7+2)

5. Service Facility Location: Strategic Location Considerations, Competitive Clustering, Saturation Marketing, Marketing Intermediaries, Substitution of Communication for Travel, Separation of Front from Back Office, Impact

of the Internet on Service Location, Site Considerations, Geographic Information Systems, Facility Location Modeling Considerations, Geographic Representation, Number of Facilities, Optimization Criteria, Facility Location Techniques, Cross-Median Approach for a Single Facility, Huff Model for a Retail Outlet, Location Set Covering for Multiple Facilities, Regression Analysis in Location Decisions. (7+2)

(Relevant cases must be discussed for all units)

Suggested Text Books:

1. Service Management, Fitzsimmons and Fitzsimmons, Irwin/McGraw-Hill
2. Services Sector Management An Indian Perspective, C. Bhattacharjee
3. Services Business Management, Dr. Abhay Kulkarni, Himalaya Publication.
4. Services Marketing: Global Edition by Christopher Lovelock (Author), Jochen Wirtz, Pearson Education; 7 Edition
5. Successful Service Operations Management, Metter, King–Mettters, Pulliman& Walton, Thomson India
6. Services Marketing Operations and Management, Vinnie J Juhari, Kirti Dutta, Oxford University Press

Suggested Reference Books:

1. Services Marketing by Hoffman, Bateson, Thomson Publication
2. Service Operations Management by Johnston, Clark and Shulver, Pearson India, 4th Edition

Semester II	SC- SER- 02	206 SER: Services Operations Management
3 Credits	LTP: 2:1:1	Subject Core (SC) Course – Services Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO206SER.1	REMEMBERING	DEFINE the key concepts in Services Operations Management
CO206SER.2	UNDERSTANDING	DIFFERENTIATE between various service strategies, service quality dimensions, and customer relationships based on lifetime value
CO206SER.3	APPLYING	IDENTIFY the sources of value in a service supply relationship and three factors that drive profitability for a professional service firm
CO206SER.4	ANALYSING	CATEGORIZE a service firm according to its stage of competitiveness
CO206SER.5	EVALUATING	MODIFY the Service strategies of an organization for achieving the strategic service vision
CO206SER.6	CREATING	CREATE relationship marketing strategies for a service firm

- Service Strategy:** Strategic Service Vision, Competitive Environment of Services, Competitive Service Strategies. Overall Cost Leadership, Differentiation & Focus approaches. Winning Customers in the Marketplace - Qualifiers, Service Winners & Service Losers. The Competitive Role of Information in Services. Creation of Barriers to Entry, Revenue Generation, Database Asset, Productivity Enhancement, The Virtual Value Chain, First Stage (New Processes), Second Stage (New Knowledge), Third Stage (New Products), Fourth Stage (New Relationships) . (7+2)
- Service Quality:** Defining Service Quality, Dimensions of Service Quality, Gaps in Service Quality, Measuring Service Quality, SERVQUAL. Quality Service by Design, Incorporation of Quality in the Service Package, Poka-Yoke (Failsafe), Quality Function Deployment, Walk-Through Audit, Designing a Walk-Through Audit, The Walk-Through Audit as a Diagnostic Instrument. Cost of Quality, Unconditional Service Guarantee. Service Recovery, Approaches to Service Recovery, Complaint Handling Policy. Overview of Numerical on Control Chart for Variables (X-chart and R-chart), Control Chart for Attributes (p-chart). (7+2)
- Service Supply Relationships:** Supply Chain Management, Network Model, Managing Uncertainty, Service Supply Relationships, Customer-Supplier Duality, Service Supply Relationships Are Hubs, Not Chains, Service Capacity Is Analogous to Inventory, Customer Supplied Inputs, Managing Service Relationships, Bidirectional Optimization, Productive Capacity, Perishability. Professional Service Firms, Attributes of Professional Services, Operational Characteristics, Outsourcing Services, Benefits and Risks of Outsourcing Services, Classification of Business Services, Managerial Considerations with Service Outsourcing. (7+2)
- Service Design Principles:** Basics of Service Design , Holistic service design, service design and overall business change, Scope and flow of service design, Value to the business, Comprehensive and integrated service design, The four Ps, Service composition, Setting direction, policy and strategy for IT services, Optimizing design performance, Service design goals, Balanced design , Identifying service requirement , Designing measurement methods and metrics. (7+2)
- Customer in service industry:** Buyer characteristics, buyer decision-making process (EKB model), customer involvement in service process, customer behaviour in service settings. Relationship marketing, evolution of relationship marketing, degree of relationship building, the importance of customer retention, enhancement of internal and external relationship change. 7-S Framework, determining the value of customer, lifetime value of customer, customer relationship management strategies, customer delight and customer loyalty. Case study on Axis Bank. (7+2)

Suggested Text Books:

- Successful Service Operations Management, Metter, King–Mettters, Pulliman& Walton, Thomson India
- Services Business Management, Dr Abhay Kulkarni and Dr Sudhir Hasamnis, Himalaya Publication

3. Services Marketing Operations and Management, Vinnie J Juhari, Kirti Dutta, Oxford University Press
4. Service Management, Fitzsimmons and Fitzsimmons, Irwin/McGraw-Hill

Suggested Reference Books:

1. Service operations management - Improving service delivery, Robert Johnston, Graham Clark, Pearson Publication
2. Baldrige – Just What the Doctor Ordered, Quality Progress, Nelson

Semester II	SE – IL- SER-01	217 SER: Quality Management Standards in Services Management
2 Credits	LTP: 1:1:1	Subject Elective (SE) Course – Services Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO217 SER.1	REMEMBERING	DESCRIBE the concepts of Quality and importance of the Quality Management Principles
CO217SER.2	UNDERSTANDING	INTERPRET the requirements of ISO 9001:2015 standard.
CO217 SER.3	APPLYING	APPLY process based thinking and risk based thinking for managing and improving the functioning of an organization.
CO217SER.4	ANALYSING	TAKE PART IN planning, conducting and follow-up of QMS audits directed towards maintenance and continual improvements of the QMS.
CO217SER.5	EVALUATING	DEVELOP skills for Corrective Action Management and Continual Improvement Project management.
CO217SER.6	CREATING	BUILD stakeholder confidence by managing processes in line with the latest requirements.

1. **Quality Management Systems:** Quality, Quality Concepts, Concepts and Characteristics of Quality as a Business Imperative, Quality Management Systems Map, Advantages of the Quality Management Systems, Process approach, Seven Quality Management Principles, Organization and it's Context, Needs and Expectations of Interested Parties. Need for Quality Management System, Management System Standards (MSS), High Level Structure (HLS), Integrated Management Systems, Risk Management, How processes affect each other, The Plan – Do – Check (Study) – Act Cycle (PDCA) and terminology; PDCA and its relation in business processes , Quality Policy and Objectives at all functions and levels. (5+1)

2. **ISO Standards:** QMS: ISO 9001 Useful Terms, ISO Supporting Standards, Understanding the terms and definitions of the ISO 9001: 2015 standard, Broad overview of the requirements of ISO 9001: 2015, The principles, structure and language of ISO 9000 and ISO 9001, Applying the ISO 9001: 2015 standard when developing and implementing a QMS. (5+1)

3. **Documentation and Implementation Planning:** Phased Approach Method and Tools, Executive and Management Overview, Planning, Gap Assessment and Planning, Documentation, Implementation and Training, Internal Assessment and Management Review, 3rd Party Registration Assessment, Sustain and Continual Improvement. (5+1)

4. **Risk Assessment:** Concept and principles of Risk Assessment, Risk Based Thinking and Management Responsibility within an effective QMS, Applying the Framework of Risk Assessment, Understand the differences between the different techniques - Root Causal Analysis, Failure Modes and Effects Analysis (FMEA), Hazard Analysis and Critical Control Points (HACCP), Capability Index. (5+1)

5. **Internal Audit :** Understanding and application of Internal Audit Process requirements, Planning the Audit, Scheduling the Audit, Preparing the Audit, Conducting the Audit, Documenting Audit Findings, Reporting Audit Findings, Corrective Action Follow-up, Auditing practices and techniques ,Role plays and/or scenarios to relevant field, The personal and interpersonal skills and competencies required for auditing. (5+1)

Suggested Text Books:

1. Mastering ISO 9001:2015: A Step-By-Step Guide To The World's Most Popular Management Standard, Gregory Peckford
2. Understanding ISO 9001: 2015 Quality Management System, Virendra Kumar Gupta
3. ISO 9001: 2015 - A Complete Guide to Quality Management Systems, Itay Abuhav
4. Operations Management: An Integrated Approach, Danny Samson and Prakash Singh, Cambridge University Press.
5. Managing Quality, Barrie G Dale, Ton van der Wiele and Jos van Iwaarden (Editors),Blackwell Publishing
6. ISO 9001:2015 Standard

Semester II	SE-IL-SER-02	218 SER: Service Value Management
2 Credits	LTP: 1:1:1	Subject Elective (SE) Course – Services Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO218SER.1	REMEMBERING	DEFINE the core concepts related to Service Value Chain, Service Profit Chain, Innovation, CRM, networks
CO218SER.2	UNDERSTANDING	ILLUSTRATE managing the service process through service value chain
CO218SER.3	APPLYING	IDENTIFY factors influencing Innovation and service organizational design
CO218SER.4	ANALYSING	EXAMINE the inter-relationships between the Focal firm, Supplier Networks, Distribution Networks, etc
CO218SER.5	EVALUATING	EVALUATE the role of Business Networks as partners in value creation
CO218SER.6	CREATING	DEVELOP strategies built on Principles of Service Value Chain and Service Profit Chain for various types of organizations

1. **Basic Concepts, Value, Value Processes:** Creating service value, Defining the benefit part of service value- the service product, Value creation by services marketing, Evaluating internal customer value leading to external customer satisfaction, Costing of Services- Defining the cost part of service value: service pricing, Delivering service value - Managing service delivery. (5+1)

2. **Service Value Chain & Service Profit Chain:** Introduction, Definitions, Significance, Managing the service process through service value chain, service value chain and service profit chain, Key elements of service profit chain – customer loyalty and satisfaction, understanding value from customer perspective, dream team cycle. (5+1)

3. **Value Chain Service Innovations:** Introduction, Components, Types, Models, Processes of Innovation, Evolution and Characteristics of Innovation Management, Key drivers, Factors influencing Innovation, Organizing for Innovation, Factors influencing service organizational design, Developing Innovation Strategy. (5+1)

4. **Managing Networks:** What is a Network? Business Networks, Network Position, Concept of Focal firm, Business Networks and CRM, Supplier Networks, Distribution Networks, Management of Networks, Supplier Relationships, Service Product Development, Supplier Accreditation Programmes, Process Alignment, E Procurement, Partners in Value Creation, Alliance between non-competing firms, Alliance between competing firms, Benchmarking Partners, Customer Advocacy groups, Sponsors, Partners in Value Delivery. IT Enabled Customer Services - Call Centre Operations and Management, Web-enabled Services, ERP enabled Field and Technical Support Services, Tele marketing and servicing. (5+1)

5. **Case Studies** related to Service Value Chain in Banking & Insurance, Hospital and Health Care, Travel & Tourism, Hotel & Catering, Retail and Contractual Services. (5+1)

Suggested Text Books:

1. Service Profit Chain: How Leading Companies Link Profit and Growth to Loyalty, Satisfaction and Value, W. Earl Sasser , Leonard A. Schlesinger, James L. Heskett
2. Competitive Advantage, Porter, Michael E, The Free Press. New York.
3. Strategic Management: a Methodological Approach, Rowe, Mason, Dickel, Mann, Mockler; Addison-Wesley

Semester II	SE – IL – SER- 03	219 SER Healthcare Services
2 Credits	LTP: 1:1:1	Subject Elective (SE) Course –Services Management

Course Outcomes: On successful completion of the course, the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO219SER.1	REMEMBERING	DEFINE the key concepts in healthcare services
CO219SER.2	UNDERSTANDING	DISCUSS and EXPLAIN various aspects of healthcare services and EXEMPLIFY the various related terms
CO219SER.3	APPLYING	DEMONSTRATE the new Perspectives in Healthcare Services
CO219SER.4	ANALYSING	ANALYSE the scope of various roles and services in healthcare industry
CO219SER.5	EVALUATING	EXPLAIN CRM techniques and its profitability to the industry
CO219SER.6	CREATING	FORMULATE the gap between demand and supply of healthcare services

- 1. Understanding Public Health and Primary Health Care:** Public Health Definitions and concepts of public health, Concept of health, disease and wellbeing; Natural history of disease and role of hospitals to offer various levels of care; Prevention aspect of diseases, Primary Health Care: Definitions/concepts of primary health care, Primary health care services – approaches to care delivery – [e.g. partnership, integrated working, management of long term conditions] Public health approaches in primary health care, Interdisciplinary, collaborative and participatory approaches, development of primary health care from an international and national perspective, . **(5+1)**
- 2. CRM for governance and accountability of healthcare services:** CRM Concept; CRM as a strategic marketing tool, CRM significance to the stakeholders, Strategic CRM, and Models of CRM. Maintaining customer database, Customer Portfolio Management-Concept and basic disciplines, Market segmentation-sales forecasting and CPM, CPM in B2B, seven core customers’ management strategies & e-CRM, Role and Significance of Customer Relationship Management (CRM) in Pharma and Healthcare industry **(5+1)**
- 3. Hospital Based Healthcare and Its Changing Scenario:** Effects of Globalization in Health care, Functioning of modern hospitals and changing need of patients; Hospitality in Hospital Care; Patient Admission / Discharge, all patient related services and assistance, Nursing care with full devotion/ commitment; Diagnostics Services; Blood transfusion services; Housekeeping services; Cafeteria and Dietary services; Proper and respectful disposal of deceased person. Medical Tourism - The Future of Health Services; Alternate Medicine and Medical Tourism; Medical Tourism: Ethical, Legal and Social Concerns; Quality Standard in Medical Tourism; Medical Tourism-Issues and Challenges; Medical Tourism: the Future of Health Services **(6+1)**
- 4. Planning and Management of Health Care Services:** Different aspects of planning and commissioning of different types of hospitals including specialty hospitals and project management, arrangement for patient queuing in hospitals, changing health care concept in planning / designing, An introduction to strategy and planning in a mixed economy in healthcare sector; Planning and partnership in and between organizations: myth and reality; Regulating and governing the mixed economy; Evidence based approaches to healthcare management; Funding and payment systems in healthcare: commissioning models in health care systems. **(5+1)**

5. **LEGAL ASPECTS OF HEALTH:** Rules and regulations of international health policy. Medico- Legal Problems in relation to health administration: Law of Contracts, Specific Performance Laws applicable to Hospital Employees, Medical jurisprudence and functioning of hospitals Consumer Protection Act and Hospitals I. D. Act, W.C. Act Medical Ethic **(4+1)**

Suggested Text Books

1. **Marketing of Healthcare Services by P.G. Ramanujam (Author)**
2. **Healthcare Investing: Profiting from the New World of Pharma, Biotech, and Health Care Services by Les Funtleyder**
3. **Applications of Deep Learning and Big IoT on Personalized Healthcare Services by Ritika Wason, Vishal Jain, S. Balamurugan, Anupam Baliyan, Dinesh Goyal**

Suggested Reference Books

1. **Analytics and Decision Support in Health Care Operations Management by Yasar A. Ozcan**
2. **Principles of Hospital Administration by John R McGibony**

Suggested Audio Visuals link

Suggested Journals

1. **International Journal of Healthcare Services**
2. **Healthcare Services Management Research**
3. **Health Policy and Planning**

Semester II	SE-IL-SER-04	220 SER: Hospitality Services
2 Credits	LTP: 1:1:1	Subject Elective (SE) Course – Services Management

Course Outcomes: On successful completion of the course, the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 220SER.1	REMEMBERING	DEFINE core concepts of Hospitality service sector industry
CO 220SER .2	UNDERSTANDING	DISCUSS and EXPLAIN various aspects of Hospitality services and EXEMPLIFY the various related terms
CO 220SER .3	APPLYING	Apply the best targeting and positioning strategy that would provide a competitive advantage to service businesses
CO 220SER .4	ANALYSING	EXAMINE and LIST marketing issues pertaining to segmentation, targeting and positioning, marketing environmental forces, consumer buying behavior, marketing mix in the context of real world marketing offering of hospitality services
CO 220SER .5	EVALUATING	Evaluate current trends in the hospitality service industry
CO 220SER .6	CREATING	CREATE appropriate segmenting, targeting and positioning strategies and DESIGN marketing mix for hospitality services

1. An Overview of Hospitality Services:

Introduction of the Hospitality service Industry - Origin, Nature, Evolution and Growth, Hospitality service in today's scenario, Types of hospitality products and services, Service characteristics of the hospitality service, Factors Affecting Hospitality services, The concepts of Atithi Devo Bhavah and Vasudhaiva, Kutumbakam, Industries related to Hospitality, Employment Opportunities in Hospitality, Key Players in Indian Hospitality service Industry, E-Hospitality Services (5+1)

2. The Marketing Environment in the Hospitality Service Industry:

Hospitality marketing system, Internal and external environment affecting the hospitality service industry, Micro And Macro Environment, Indian and Global competitiveness, Consumer buying behavior- Buyer decision process, Defining and delivering customer value and satisfaction (5+1)

3. Developing the Hospitality Marketing Mix:

Introduction, Marketing Mix-The Traditional 4Ps, The Modern Components of the Mix- The Additional 3Ps, for developing an Effective Hospitality Services Marketing Mix, Marketing Planning, Marketing Implementation and Control (5+1)

4. Market Segmentation, Targeting and Positioning:

Market Segmentation – Concept and its relevance in hospitality industry, market segment groups, effective segmentation criteria - geographical, demographic, psychological and behavioral, Benefits of Hotel Market Segmentation, the Process of Market Segmentation, Target Market - Concept and criteria for selection, Targeting Strategy - Undifferentiated strategy, Differentiated strategy, Concentrated and Micromarketing, Targeting Global Markets Positioning - Concept of differentiation and positioning, Value Proposition and Unique Selling Proposition (5+1)

5. Recent Trends in Hospitality Service Industry:

Future of Hospitality service Industry, Changing trends, issues and challenges, Importance of Hospitality industry in India, Government regulations and support systems in context of hospitality service industries, Role of E-commerce in Hospitality service industries (5+1)

Suggested Text Books:

1. Marketing for Hospitality & Tourism, Philip Kotler, Pearson India Publications
2. Marketing for Hospitality and Tourism Services, Prasanna Kumar, Tata McGraw Hill Publications.

Suggested Reference Books:

1. Marketing for Hospitality & Tourism - Philip Kotler , Bowen & Makens Prentice-Hall Inc
2. Hotel Marketing -S.M.Jha -Himalaya publishing House – Mumbai
3. Hospitality Marketing -Neil Wearne - Hospitality Press Pvt Ltd. – Australia
4. Hospitality Strategic Management: Concepts and Cases (2nd ed.). Enz, C. A. (2009). Wiley.
5. Introduction to Hospitality, Walker John R. Prentice Hall of India.
6. An introduction to the hospitality Industry : 4th edition Gerald W. Lattin Attn.
7. Hospitality Today : Rocco; Andrew Vladimir, Pables E, Attn.

Suggested Journals:

Journal of Hospitality Management and Tourism, <http://www.academicjournals.org/journal/JHMT>
International Journal of Contemporary Hospitality Management

Suggested Course:

Hospitality Industry In Tourism, by By Prof. H. Rajashekar | Professor of Commerce & Tourism University of Mysore (Swayam resource), https://onlinecourses.swayam2.ac.in/cec20_ge20/preview

Culture of Services: Paradox of Customer Relations, (EDX resource) <https://www.edx.org/course/culture-of-services-paradox-of-customer-relations-0>

Introduction to Global Hospitality Management, (EDX resource) <https://www.edx.org/course/introduction-to-global-hospitality-management2>

Audio Visuals links

<https://www.youtube.com/watch?v=WYlvm-Q3IDQ>

<https://www.youtube.com/watch?v=V59JGiUcJ7I>

<https://www.youtube.com/watch?v=ijmgS6L6bt4>

Semester II	SE-IL-SER-05	221 SER: Retail Services
2 Credits	LTP: 1:1:1	Subject Elective (SE) Course – Services Management

Course Outcomes: On successful completion of the course, the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO221SER. 1	REMEMBERING	Define the concepts and describe the types of retail services
CO221SER. 2	UNDERSTANDING	Describe the Retail Service Consumer’s Expectations and understand their behavior in the context of various retail services
CO221SER. 3	APPLYING	IDENTIFY the key elements of retail services and interpret their importance.
CO221SER. 4	ANALYSING	Analyze the different service Strategies and issues in its implementation
CO221SER. 5	EVALUATING	Evaluate the latest trends and use of technology/automation in retail services
CO221SER. 6	CREATING	Develop appropriate strategies in the context of different retail services

1. Introduction: Concept of Retail Services- classification of services, Services in Consumer Market and Services in industrial market, Retail services-Store Retail Services (Selling Products as well as services through stores), Hotel and Hospitality services, Entertainment services, transport services, Educational services, Insurance services, Financial services, Personal care services Communication services, etc; Significance of retail services - Drivers behind retail services growth - changing lifestyle, technological development, increasing disposable income, availability of information, increasing Specialization (5)

2. Consumer in Retail Services: Consumer of retail services - understanding consumer expectations-levels of expectations, factors affecting service expectations- concepts of consumer perception, satisfaction, delight and service experience in the context of retail services-understanding consumer behavior in the context of retail services-health care services, financial services, other personalized services (5+1)

3. Retail Service’s Key Elements: Retail services- Product, Pricing, Place, Promotion, People, service processes and Physical Evidence

1. Product: Understanding retail service product-levels & major elements of retail service product, 2. Price: Understanding retail service pricing- Objectives, methods of service pricing- 3. Place: Channel Options/ delivery modes for retail services –4: Promotion: Ways of Retail services promotion- 5. People: Types of service employees and managing people 6: Process: Types of Service Processes, Concept of Service Design, SST (Self Service Technologies) -7: Physical Evidence: Elements of Physical Evidence and its Importance (5+2)

4. Retail Service Strategies and Challenges

Understanding concept of Service Strategy- Strategies for Retail Service Business: Assessing Customer Needs and Connecting with them, Building Relationships through various ways, Ensuring Service Quality, Designing and delivering Appropriate Service Solutions, Personalization - Issues in strategy implementation in retail services- Opportunities and Challenges in retail service businesses (5)

5. Latest trends and Automation in Retail services:

Latest trends in Retail services -‘M’ factor, self-service tools, social media, etc; Use of Augmented/ Virtual Reality in retail services; use of technology and automation in managing retail services in the context of - Hotels, Education, Transport, Communication, Health care, Entertainment services- Suitable Case Studies (5+2)

Suggested Textbooks:

1. Dr. K. Karunakaran- Services Marketing, (Text and Cases in Indian Context), 1st Edition, Himalaya Publishing House, 2014
2. Jochen Wirtz & Christopher Lovelock- Services Marketing: People, Technology strategy (8th Edition), World Scientific Publishing Co Inc (USA)
3. C. Bhattacharya: Services Marketing, (1st Edition) Excel Publishers 2007
4. Services Marketing by Zeithaml, Bitner, Gremler & Pandit, TMGH, 4th Edition
5. Service Marketing Concepts Applications & Cases M. K. Rampal, S. L. Gupta, Galgotia Publishing Company

Suggested Reference Books:

1. Service Management: Operations, Strategy, and Information Technology, James A. Fitzsimmons, Mona J. Fitzsimmons, McGraw-Hill/Irwin, 2006
2. Services Marketing by Rajendra Nargundkar, McGraw-Hill, 3rd Edition

Suggested Journals:

1. Booklet of ITIL –Best Management Practices-Service Strategy-<http://kornev-online.net/ITIL>
2. Journal of Services Marketing Information

Audio, Video Links:

1. <https://www.youtube.com/watch?v=5YTho9R-Xc0>
2. <https://www.youtube.com/watch?v=yorytesFESk>
3. <https://www.youtube.com/watch?v=QsJRYHxEc8s>
4. <https://www.youtube.com/watch?v=ODKANMJYNvg>
5. https://www.youtube.com/watch?v=AasAQ3EA_9w
6. <https://www.lawinsider.com/dictionary/retail-services>

Semester III and IV Syllabus

Generic Core (GC) Courses - Semester III

Semester III		301– Strategic Management
3 Credits	LTP: 2:1:1	Compulsory Generic Core Course

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO301.1	REMEMBERING	DESCRIBE the basic terms and concepts in Strategic Management.
CO301.2	UNDERSTANDING	EXPLAIN the various facets of Strategic Management in a real world context.
CO301.3	UNDERSTANDING	DESCRIBE the trade-offs within and across strategy formulation, implementation, appraisal.
CO301.4	APPLYING	INTEGRATE the aspects of various functional areas of management to develop a strategic perspective.
CO301.5	ANALYSING	EXPLAIN the nature of the problems and challenges confronted by the top management team and the approaches required to function effectively as strategists.
CO301.6	CREATING	DEVELOP the capability to view the firm in its totality in the context of its environment.

- 1. Understanding Strategy:** Concept of strategy, Levels of Strategy - Corporate, Business and Functional. Strategic Management - Meaning and Characteristics. Distinction between strategy and tactics, Strategic Management Process, Stakeholders in business, Roles of stakeholder in strategic management. Strategic Intent – Meaning, Hierarchy, Attributes, Concept of Vision & Mission - Process of envisioning, Difference between vision & mission. Characteristics of good mission statements. Business definition using Abell’s three dimensions. Objectives and goals, Linking objectives to mission & vision. Critical success factors (CSF), Key Performance Indicators (KPI), Key Result Areas (KRA). Components of a strategic plan, Analyzing Company’s External Environment: Environmental appraisal, Scenario planning – Preparing an Environmental Threat and Opportunity Profile (ETOP). Analyzing Industry Environment: Industry Analysis - Porter’s Five Forces Model of competition, Entry & Exit Barriers. (7+2)
- 2. Analyzing Company’s Internal Environment:** Resource based view of a firm. Analyzing Company’s Resources and Competitive Position - meaning, types & sources of competitive advantage, competitive parity & competitive disadvantage. VRIO Framework, Core Competence, characteristics of core competencies, Distinctive competitiveness. Benchmarking as a method of comparative analysis. Value Chain Analysis Using Porter’s Model: primary & secondary activities. Organizational Capability Profile: Strategic Advantage Profile, Concepts of stretch, leverage & fit, ways of resource leveraging – concentrating, accumulating, complementing, conserving, recovering. Portfolio Analysis: Business Portfolio Analysis – BCG Matrix – GE 9 Cell Model. (7+2)
- 3. Generic Competitive Strategies:** Meaning of generic competitive strategies, Low cost, Differentiation, Focus – when to use which strategy. Grand Strategies: Stability, Growth (Diversification Strategies, Vertical Integration Strategies, Mergers, Acquisition & Takeover Strategies, Strategic Alliances & Collaborative Partnerships), Retrenchment – Turnaround, Divestment, Liquidation, Outsourcing Strategies. (7+2)
- 4. Strategy Implementation:** Barriers to implementation of strategy, Mintzberg’s 5 Ps – Deliberate & Emergent Strategies. Mc Kinsey’s 7s Framework. Organization Structures for Strategy Implementation: entrepreneurial, functional, divisional, SBU, Matrix, Network structures, Cellular/ Modular organization, matching structure to strategy, organizational design for stable Vs. turbulent environment, Business Continuity Planning. Changing

Structures & Processes: Reengineering & strategy implementation – Principles of Reengineering. Corporate Culture: Building Learning organizations, promoting participation through technique of Management by Objectives (MBO). Strategy Evaluation: Operations Control and Strategic Control - Symptoms of malfunctioning of strategy –Concept of Balanced scorecard for strategy evaluation. (7+2)

5. **Blue Ocean Strategy:** Difference between blue & red ocean strategies, principles of blue ocean strategy, Strategy Canvass & Value Curves, Four Action framework. Business Models: Meaning & components of business models, new business models for Internet Economy– E-Commerce Business Models and Strategies – Internet Strategies for Traditional Business –Virtual Value Chain. Sustainability & Strategic Management: Start ups- growth and reasons for decline. Threats to sustainability, Integrating Social & environmental sustainability issues in strategic management, meaning of triple bottom line, people-planet-profits. (7+2)

Suggested Text Books:

1. Strategic Management and Business Policy by Azhar Kazmi, Tata McGraw-Hill
2. Strategic Management by Ireland, Hoskisson & Hitt, Indian Edition, Cengage Learning
3. Crafting and Executing Strategy- The Quest for Competitive Advantage by Thompson, Strickland, Gamble & Jain, Tata McGraw-Hill
4. Concepts in Strategic Management & Business Policy by Thomas L. Wheelen & J. David Hunger, Pearson

Suggested Reference Books:

1. Strategic Management by Dr. Yogeshwari L. Giri
2. Competitive Strategy: Techniques for Analyzing Industries and Competitors by Michael E. Porter, First Free Press Edition
3. Competing for the Future by Gary Hamel & C.K. Prahalad, .
4. Blue Ocean Strategy by Kim & Mauborgne

Semester III		302– Decision Science
3 Credits	LTP: 2:1:1	Compulsory Generic Core Course

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO302.1	REMEMBERING	DESCRIBE the concepts and models associated with Decision Science.
CO302.2	UNDERSTANDING	UNDERSTAND the different decision-making tools required to achieve optimisation in business processes.
CO302.3	UNDERSTANDING	APPLY appropriate decision-making approach and tools to be used in business environment.
CO302.4	APPLYING	ANALYSE real life situation with constraints and examine the problems using different decision-making tools
CO302.5	ANALYSING	EVALUATE the various facets of a business problem and develop problem solving ability
CO302.6	CREATING	DISCUSS & propose the various applications of decision tools in the present business scenario.

1. **Introduction:** Importance of Decision Sciences & role of quantitative techniques in decision making. **Assignment Models:** Concept, Flood’s Technique/ Hungarian method, applications including restricted, multiple assignments and maximization objective. **Transportation Models:** Concept, formulation, problem types: balanced, unbalanced, restriction and maximization, Basic initial solution using North West Corner, Least Cost & VAM, Optimal solution using MODI, multiple solution case to be considered. (8+2)

2. **Linear Programming:** Concept, Formulation & Graphical Solution. Markov Chains: Applications related to management functional areas, estimation of transition probabilities. Simulation Techniques: Monte Carlo Simulation, scope, and limitations. (7+2)
3. **Probability:** Concept, Conditional Probability theorem-based decision making. Probability Distributions: Normal, Binomial, Poisson (Simple numerical for decision making expected). **Queuing Theory:** Concept, Single Server (M/M/1, Infinite, FIFO), Introduction of Multi Server (M/M/C, Infinite, FIFO) (Numerical on single server model expected) (8+2)
4. **CPM & PERT:** Concept, Drawing network, identifying critical path, Network calculations- calculating EST, LST, EFT, LFT, Slack, floats & probability of project completion in case of PERT. Network crashing: Concept of project cost and its components, time and cost relationship, crashing of CPM network. (8+2)
5. **Decision Theory:** Concept, Decision making under uncertainty Maximax, Maximin, Minimax regret, Hurwicz's & Laplace criterion, Decision making under risk (EMV, EVPI) for items with and without salvage value. Game Theory: Concept, 2×2 zero sum game, Pure & Mixed Strategy, solution of games with dominance, average dominance method. Sequencing problem: Introduction, Problems involving n jobs-2 machines, n jobs- 3 machines & n jobs-m machines, Comparison of priority sequencing rules.(6+2)

Important Note:

1. In each unit caselet related to management situation in various functional domains shall be discussed by the subject teacher.
2. Numerical based on functional areas of business are expected on each unit

Suggested Text Books:

1. Quantitative Techniques in Management by N.D. Vohra Tata, McGraw Hill Publications (latest Edition)
2. Operations Research by Hamdy A. Taha, Pearson Publication (latest edition)
3. Operations research by Hira Gupta, S. Chand Publication (latest Edition)
4. Operations Research Theory & Applications by J K Sharma- MacMillan Publishers India Ltd. (latest Edition)
5. Statistical Methods by S.C. Gupta S. Chand Publication (latest edition)
6. Comprehensive Statistical Methods by P.N. Arora, Sumeet Arora, S. Arora S. Chand Publication

Suggested Reference Books:

1. Quantitative techniques & statistics By K L Sehgal Himalaya Publications (latest edition)
2. An introduction to management science: Quantitative approach for decision making- Cengage Learning- Anderson (latest edition)
3. Introduction to Operations Research by Billey E. Gillett, TMGH (latest edition)
4. Operations Research by Nita Shah, Ravi Gor, Hardik Soni, PHI (latest Edition).
5. Operations Research by R. Pannerselvam, Prentice Hall India

Generic Core (GC) Courses - Semester IV

Semester IV		401 – Enterprise Performance Management
3 Credits	LTP: 2:1:1	Compulsory Generic Core Course

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO401.1	REMEMBERING	Enumerate the different parameters & facets of management control of an enterprise.
CO401.2	UNDERSTANDING	Illustrate the various techniques of enterprise performance management for varied sectors.
CO401.3	UNDERSTANDING	Determine the applicability of various tools and metrics as a performance evaluation & management tools.
CO401.4	APPLYING	Analyse the key financial & non-financial attributes to evaluate enterprise performance.
CO401.5	ANALYSING	Formulate the various parameters to evaluate enterprise performance effectively through implementation of strategy.

- 1. Performance Management:** Concept, Need, Linkages with Strategic Planning, Management Control and Operational Control. **Performance Evaluation Parameters:** Financial – Responsibility Accounting –Concept of Responsibility Centers, Revenue Centre, Expense Centre - Engineered and Discretionary costs – Committed costs, Profit Centre, Investment Centers. ROI, ROA, MVA, EVA – DuPont analysis. (Numerical Not expected – Interpretation only) Limitations of Financial Measures. **(8+1)**
- 2. Performance Evaluation Parameters:** Non-Financial Performance measures – Balanced Scorecard, Malcolm Baldrige Framework. **Measuring SBU Level Performance:** Concept, Need, and Linkages with Enterprise Performance Management – Goal Congruence. Transfer Pricing – Objective, Concept, and Methods – Cost based, Market price based & Negotiated, Applicability of Transfer Pricing. (Numerical / Case is expected) **(7+1)**
- 3. Capital Expenditure Control:** Concept, Need, Process of Capital Budgeting, Types of capital expenditure decisions – pre-sanction, operational and post-sanction control of capital expenditure. Tools & Techniques of Capital Expenditure Control: Performance Index, Technical Performance Measurement, Post completion audit. **Performance Evaluation Parameters for Projects:** Project Control Process: Setting base line plan, Measuring progress and performance, comparing plan against action, Taking action, Schedule variance (time overruns), Project Cost Variance (cost overruns). **(8+2)**
- 4. Performance Evaluation Parameters for Banks:** Customer Base, NPAs, Deposits, ROI, Financial Inclusion, Spread, Credit Appraisal, Investments. **Performance Evaluation Parameters for Retail:** ABC analysis, Sell Through Analysis, Multiple Attribute Method, Gross Margin Return on Investment (GMROI), GMROI as Gross Margin/Average Inventory at Cost, **Performance Evaluation Parameters for Non-Profit:** Features of Non-profit organizations, fund accounting, governance, product pricing, strategic planning & budget preparations, social audit. **(8+2)**
- 5. Performance Evaluation Parameters for E-Commerce:** Features of E commerce, Need of evaluation, Metrics for performance evaluation: Business metrics, Traffic metrics, Conversion matrix & Audience involvement metrics. Various KPI used by E Commerce industry : Website traffic , referral traffic, conversion rate optimization, bounce rate of website, repeat visit, cart abandon rate, cost per conversion, average order value, revenue on advertising spend, customer life time value, net promoter score, churn rate. **Audit Function as a Performance Measurement Tool:** Financial Audit, Internal Audit, Cost Audit, Management Audit – Principles and Objectives (Audit Reports / Formats are expected to be discussed in the class from a performance measurement perspective). **(9+1)**

Suggested Text Books:

1. Management Control System by Robert Anthony & Vijay Govindrajan, Tata McGraw Hill Publishing Co. Ltd.

2. Management Control in Non Profit Organizations by Robert Anthony & David Young, McGraw Hill International Publication
3. Retailing Management by Swapna Pradhan, TMGH

Suggested Reference Books:

1. Project Management by K.Nagarajan, New Age International Publications
2. Principles and Practices of Auditing by Ravindar Kumar & Virender Sharma, PHI.
3. Principles and Practices of Banking by Indian Institute of Banking & Finance, MacMillan India Ltd.
4. Financial Management by Prasanna Chandra, TMGH
5. E business: A Canadian perspective for a Networked World , Gerald Trites, J. Efrim Boritz Pearson

Semester IV		402 – Indian Ethos & Business Ethics
3 Credits	LTP: 2:1:1	Compulsory Generic Core Course

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO402.1	REMEMBERING	DESCRIBE major theories, concepts, terms, models and framework of Indian ethos and business ethics. DISCOVER the contemporary Issues in Business Ethics
CO402.2	UNDERSTANDING	CLASSIFY and RECOGNIZE Karma, Karma Yoga and discover its relevance in business setting, ILLUSTRATE the business ethical decision rationale derived from Indian Heritage Scriptures.
CO402.3	UNDERSTANDING	APPLY Principles, Theories, Models and Framework of Indian ethos and business ethics in order to incorporate value system in work culture and work place.
CO402.4	APPLYING	DEVELOP and EXHIBIT analytical, problem solving skills, and work ethos by COMPREHENSION and PRACTICE of Indian ethos and value system
CO402.5	ANALYSING	IMPLEMENT, EVALUATE, and FACILITATE ethical business behavior and promote sustainable business ecology, improve profitability, foster business relation and employee productivity.
CO402.6	CREATING	ELABORATE Ethical dilemmas in different business areas of marketing, HRM and Finance and ADAPT dilemma resolution interventions by referring to certain norms, theories and models of Eastern Management.

1. **Indian Ethos and Values : Its relevance at Workplace: Indian Ethos-** Meaning, Features, Need, Evolution, Relevance, Principles Practiced by Indian Companies, Requisites, Elements, Role of Indian Ethos in Managerial Practices, Triguna Theory-OSHA Model. Work Ethos meaning, dimensions of Work Ethos. **Values** - Concepts, Values in business, Value system in work culture, and Values of Indian Managers, Relevance of Value Based Management in Global Change; Impact of values on Stakeholders; Trans-Cultural Human Values, Ethics v/s Ethos, Eastern Management v/s Western Management. (8+2)
2. **Indian Model of Management:** Concept of Indian Model of Management in the Indian socio-political environment, Laws of Karma and its relevance in business settings, Indian Heritage in Business-Management. Production and Consumption: Management lessons from Indian heritage scriptures (like Mahabharata & Ramayana), Leadership Pointers from Kautilya’s Arthashastra, VEDA Model of Leadership, Corporate Rishi Model, Theory K, WE theory (West-East Theory) (11+2)
3. **Business Ethics as Applied ethics:** Meaning, Characteristics of Business Ethics, Importance of Business Ethics (Long Term growth, Cost reduction, Risk mitigation, Limited resources, etc.) Types of Business Ethics (Transactional Ethics, Participatory Ethics, Recognition Ethics), Factors influencing business ethics. Categories of Ethics (Personal, Professional, Managerial) Business Code of Conduct),
4. Approaches to Business Ethics: Consequentialist & Non- Consequentialist Theories of Ethics - Deontological Theory & Teleological Theory, Kohlberg Six stage moral development. (11+2)

5. **Ethical decision making in business matrix:** Framework of Ethical decision making, Ethical dilemmas in different functional areas of Business (Finance, Marketing HRM and International Business), Intellectual Property Rights and Business Ethics, Ethical challenges for Managers, Ethical Decision Making process, it's Model -STEP Model, PLUS Filter Model.(8+2)

6. **Applications of Ethical Principles to Contemporary, Moral and Ethical problems / issues related to Business:** Contemporary cases on Corporate Strategy and Climate Change, Corporate Strategy and Natural resource depletion, Corporate Social Responsibility, transparency and accountability, Social Media and E-Platforms. Current ethical issues like Bank scams, Airlines etc. (7+2)

Suggested Text Books:

1. Business Ethics (Concept, Application, Framework and Cultural Impact) k. Aswathappa, J. Ushar Rani, Sunanda Gundavajhala, Himalaya Publishing House
2. Ethics in Management and Indian Ethos, Biswanath Ghosh , Vikas Publishing House
3. Indian Ethos of Management, Tushar Agarawal and Nidhi Chandorkar, Himalaya Publication House.
4. Indian Ethos and Values for Managers, Khandelwal , Himalaya Publishing House

Suggested Reference Books:

1. Indian Ethos & Values In Management, Nandagopal R, Ajith Sankar, Tata McGraw Hill Publishing Co. Ltd.
2. New Mantras in Corporate corridors From Ancient Routes to Global Roots, Subhas Sharma, New Age International Publishers
3. Business Ethics: Concepts and Cases, Velasquez, Pearson Education India.
4. Corporate Chanakya , Radhakrishnan Pillai , Jaico Publishing House

Generic Courses (Electives) – University Level – Semester III & IV

Semester III		306 – International Business Economics
2 Credits	LTP: 2:0:0	Generic Elective – University Level

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 306 .1	Remembering	RECALL and ENUMERATE the economic aspects of international business.
CO 306 .2	Understanding	DESCRIBE the outcomes of globalising and liberalising trade environment, trade policy frameworks and macroeconomic linkages of the open economy.
CO 306 .3	Applying	DISCUSS the mechanisms and working of the foreign exchange markets.
CO 306 .4	Analysing	EXAMINE how a protectionist trade policy improves or diminishes the prospects of survival / growth of business.
CO 306 .5	Evaluating	APPRAISE the implications of trade related policies under different levels of product market concentration?

- 1. International Trade:** Trade Theories , Ricardo and Comparative advantage, Heckscher Ohlin model of factor abundance , Krugman’s model of Intra-Industry Trade (5+1)
- 2. Trade policies:** Unilateral and multilateral trade policies, Tariffs in competitive markets, WTO tariff policy, Quota, Tariff and quota in monopolistic markets, Dumping and Antidumping Duty under the WTO, Subsidies and Countervailing duties under the WTO, Export taxes, Export subsidies, Economic Integration - Custom Unions and Free Trade Areas - Major Regional Trade Agreements(5+1)
- 3. Currency and International Finance:** Currency market and exchange rate, Spot and forward markets, Types of Foreign Exchange Transactions – Reading Foreign Exchange Quotations – Forward and Futures Market – Foreign-Currency Options – Arbitrage – Speculation and Exchange-Market Stability, Currency market and basic Central Bank operation, Product market approach to determination of exchange rate, Asset market approach to determination of exchange rate. (5+1)
- 4. Exchange rate policies and macroeconomic management:** Fixed and flexible rates – Central Banks actions, Impact of changing exchange rates on exports and imports, Volatility managements by the government and Exchange rate regimes, Open economy macroeconomics, Monetary approach and asset market approach to predict future exchange rate, 3 International Financial Crises models - Understanding the recent few crises, The Euro Crisis/ crisis in Venezuela, Economic risk indicators for FDI and FII (5+1)
- 5. International Banking:** Reserves, Debt and Risk : Nature of International Reserves – Demand for International Reserves – Supply of International Reserves – Gold Exchange Standard – Special Drawing Rights – International Lending Risk – The Problem of International Debt – Financial Crisis and the International Monetary Fund – Eurocurrency Market. (5+1)

Suggested Text Books:

1. International Economics Theory and Policy by Paul Krugman, Maurice Obstfeld, Pearson Education
2. International Economics by Robert Carbaugh, Thomson – South Western
3. International Business by John Daniels, Lee Radebaugh, Daniel Sullivan and Prashant Salwan, Pearson

Suggested Reference Books:

1. International Economics by Thomas Pugel, McGraw-Hill-Irwin
2. The World is Flat by Friedman Thomas
3. International Economics by Edward Leamer, editor,
4. Jagdish N. Bhagwati, Arvind Panagariya, and T. N. Srinivasan, Lectures on International Trade

5. Rethinking International Trade by Paul R. Krugman

Semester III		307– International Business Environment
2 Credits	LTP: 2:0:0	Generic Elective – University Level

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 307 .1	Remembering	Recall and Describe the key concepts of international Business Environment
CO 307 .2	Understanding	Understand the relevance of Multinational Corporations (MNCs) in global trade
CO 307 .3	Applying	Demonstrate the significance of FDI and FPI in respect of developing economy
CO 307 .4	Analysing	Analyze the issues related to Labor, Environmental and Global Value chain
CO 307 .5	Evaluating	Formulate and discuss the case related to various Agreements under WTO and contemporary global business environment.

- 1. Introduction to International Business:** Importance, nature and scope of International business; modes of entry into International Business, internationalization process. Globalization: Meaning, Implications, Globalization as a driver of International Business. The Multinational Corporations (MNCs) – evolution, features and dynamics of the Global Enterprises. Consequences of Economic Globalization, Brexit, Reverse globalization. (5+1)
- 2. International Business Environment:** Political Economy of International Business, Economic and Political Systems, Legal Environment, Cultural Environment, Ethics and CSR in International Business. (5+1)
- 3. International Financial Environment:** Foreign Investments - Pattern, Structure and effects. Theories of Foreign Direct Investment, Traditional and Modern theories of FDI, Modes of FDI - Greenfield, Brownfield Investments, Mergers and Acquisitions, Motives of FDI, FDI contrasted with FPI. Basics of Forex Market. (5+1)
- 4. International Economic Institutions and Agreements:** WTO, IMF, World Bank, UNCTAD Tariff and Non-tariff Barriers. Balance of Payment Account: Concept and significance of balance of payments, Current and capital account components. Introduction to Basic Concept of IFRS. (5+1)
- 5. Emerging Issues in International Business Environment:** Growing concern for ecology, Digitalisation; Outsourcing and Global Value chains. Labor and other Environmental Issues, Impact of Pandemic COVID-19 on international trade. (5+1)

Suggested Text Books:

1. Global Business Management by Adhikary, Manab, Macmillan Publishers, New Delhi.
2. International Business Environment by Black and Sundaram, Prentice Hall of India, New Delhi
3. Economic Environment Of Business by Gosh, Biswanath, South Asia Book, New Delhi.
4. International Business by Aswathappa Tata Mc Graw Hill publications, New Delhi.
5. International Business by P. Subha Rao

Suggested Reference Books:

1. Going International Response Strategies For Indian Sector by Bhattacharya.B, Wheeler Publishing Co, New Delhi.
2. International Economies by D.N. Krithani.
3. International Business by Roger Bennett
4. Business Environment by C.B. Gupta
5. International Business by Francis Cherunillam

Semester III		308 – Project Management
2 Credits	LTP: 2:0:0	Generic Elective – University Level

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 308 .1	Remembering	DEFINE the key terms and concepts in project management.
CO 308 .2	Understanding	EXPLAIN the Importance of project management methodologies and tools at the distinct stages in the Project's life cycle
CO 308 .3	Applying	ILLUSTRATE the importance of PM in most industries and businesses
CO 308 .4	Analysing	EXAMINE the importance of Leadership specifically in heterogenous and virtual teams as well as governance and approaches to conflict resolutions
CO 308 .5	Evaluating	DESIGN dashboard, status report and index for Key Performance Indicators of project for the Management

1. **Overview of Project Management:** Concept of Project, Attributes of a Project, Importance of Project Management, Project Management Process, Project Lifecycle, Project Stakeholders, Project Management Structures, Choosing Appropriate Project Management Structure, Implications of Organizational Culture, Main Causes of Project Failure. Project Definition: Defining Scope, Establishing Priorities, Creating the Work Breakdown Structure (WBS), integrating the WBS with the organization, Coding the WBS for information system, Project Roll Up, Process Breakdown Structure, Responsibility Matrices. (5+1)
2. **Project Planning:** Estimating Project Times and Costs: Factors Influencing Quality of Estimates, Estimation Guidelines for Time, Costs and resources, Macro versus Micro Estimating, Methods for Estimating Project Times and Costs, Level of detail, Developing Budgets, Types of Costs, Refining estimates and contingency funds. Developing a Project Plan: Developing the Project Network, From Work Package to Network, Constructing a Project Network, Activity-on-Arrow Fundamentals, Network Computation process, Using the Forward and Backward pass information, Level of Detail for activities, Extended Network techniques. (5+1)
3. **Project Scheduling & Risk Management:** Scheduling Resources and Reducing Project Duration: Types of Project Constraints, Classification of Scheduling Problem, Resource Allocation Methods, Splitting, Multitasking, Benefits of scheduling resources, Assigning Project work, Multi Project resource Schedules, Rationale for reducing project duration, Options for accelerating Project Completion, Concept and construction of a Project Cost – Duration Graph, Practical considerations . Managing Risk: Risk Management process – Risk Identification, Risk Assessment, Risk Response Development, Contingency Planning, Risk Response Control, Change Control Management. (5+1)
4. **Project Organization:** The Project Manager: Role and Responsibilities of the project Manager, Planning, Organizing, Controlling, Skills of the Project Manager – Leadership Abilities, Coaching & mentoring Abilities, Communication Skills, Interpersonal Skills, Ability to Handle Stress, Problem Solving Skills, Time Management Skills, Delegation, Management of Change. Managing Project Teams: The five stage team development model, Situational factors affecting team development, Team effectiveness, Conflict in projects, Sources of Conflict, Handling Conflict. Managing Virtual Project teams, Project team pitfalls. (5+1)
5. **Project Evaluation:** Progress and Performance Management and Evaluation: Structure of a Project Monitoring Information System, Project Control Process, Monitoring Time Performance, Need for an Integrated Information System, Developing a dashboard, status report and index to monitor progress, Forecasting final project cost, Other control issues. Project Audit and Closure: Project Audit, Project Audit Process, Project Closure, Team, Team member and Project Manager Evaluations. (5+1)

Suggested Text Books:

1. Clifford Gray, Erik Larson and Gautam Desai, Project Management, The Managerial Process, Tata McGraw Hill
2. Effective Project Management, Clements and Gido, Thomson – India Edition.
3. Samuel Mantel, Jack Meredith, Scott Shafer, Margret Sutton and M.R.Gopalan, Project Management, Wiley India

- Prasanna Chandra, Projects, Planning, Analysis, Selection, Financing, Implementation and Review, Tata McGraw Hill

Suggested Reference Books:

- Project management Institute, The Guide to the Project Management Body of Knowledge (PMBOK Guide), PMI Publication

Semester III		309 – Knowledge Management
2 Credits	LTP: 2:0:0	Generic Elective – University Level

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 309 .1	Remembering	DEFINE the key terms and concepts in Knowledge Management.
CO 309 .2	Understanding	DESCRIBE the Knowledge Management cycle
CO 309 .3	Applying	DISCUSS the types of Knowledge and its implications.
CO 309 .4	Analysing	OUTLINE the importance of capturing knowledge elements and its structures application as a competitive advantage to business
CO 309 .5	Evaluating	EXPLAIN the human and business aspects of knowledge management.

- Introduction to Knowledge:** Meaning of data, information, knowledge and expertise, Meaning of epistemology, Types of Knowledge - Subjective & Objective views of knowledge, procedural Vs. declarative, tacit Vs. explicit, general Vs. specific, Types of expertise – associational, motor skill, theoretical, Characteristics of knowledge – explicitness, codifiability, teachability, Specificity, Reservoirs of knowledge. (5+1)
- KM and KM Cycle:** Why KM, KM system life cycle, and aligning KM and business strategy, KM Cycle: Knowledge creation, capturing tacit knowledge, Types of knowledge and its implications for KM Knowledge codification and system development: codification, system testing and deployment, Knowledge transfer and knowledge sharing- the role of culture and structure (5+1)
- KM system :** Analysis design and development: Knowledge infrastructure, Knowledge audit, and knowledge team, Analysis, design and development of KM system, KM tools and Portals: inferences from data, data mining and knowledge portals (5+1)
- KM Infrastructure:** Organizational Structure, Organizational Culture, Communities of Practice, Information Technology Infrastructure, Common Knowledge (5+1)
- Evaluation of KM effectiveness:** KM Impact: Dimensions of KM Impact – People, Processes, Products & Organizational Performance, Factors influencing impact – universalistic & contingency views, Assessment of KM Impact – Qualitative & quantitative measures, Identification of appropriate KM solutions, Ethical, legal and managerial issues, KM experiences form Indian companies, KM innovation and Learning organization, The future of KM. (5+1)

Suggested Text Books:

- Fernandez I. B. and Sabherwal, R. (2010). Knowledge Management: System and Resources. PHI Delhi.
- Tiwana Amrit (1999).The Knowledge Management Toolkit. Prentice Hall PTR.
- Irma Becerra-Fernandez, Avelino Gonzalez, Rajiv Sabherwal (2004). Knowledge Management Challenges, Solutions, and Technologies, Prentice Hall. ISBN: 0-13-109931-0.
- Elias M. Awad, Hassan M. Ghaziri (2004). Knowledge Management. Prentice Hall. ISBN: 0-13-034820-1.

Suggested Reference Books:

- Donald Hislop, Knowledge Management in Organizations, Oxford 2nd Edition.
- Ian Watson (2002). Applying Knowledge Management: Techniques for Building Corporate Memories. Morgan Kaufmann. ISBN: 1558607609.
- Madanmohan Rao (2004). Knowledge Management Tools and Techniques:Practitioners and Experts Evaluate KM Solutions. Butterworth-Heinemann.ISBN: 0750678186.
- Stuart Barnes (Ed.) (2002). Knowledge Management Systems Theory and Practice. Thomson Learning.

5. Kimiz Dalkir, Knowledge Management in Theory and Practice, Elsevier, Butterworth-Hinemann.
6. Shelda Debowski, Knowledge Management, Wiley India Edition.

Semester III		310– Corporate Governance
2 Credits	LTP: 2:0:0	Generic Elective – University Level

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO310.1	REMEMBERING	RECOGNIZE and REMEMBER the scope of Corporate Governance.
CO310.2	UNDERSTANDING	UNDERSTAND the role of Board of Directors and Committees in Good Corporate Governance and key mechanism.
CO310.3	APPLYING	APPLICATION of empirical methods of Corporate Governance and its impact on the Firms.
CO310.4	ANALYSING	Analyze the legal framework of Corporate Governance and formulate Internal control policies.
CO310.5	EVALUATING	Evaluate the legal framework and global perspective of Corporate Governance.
CO310.6	CREATING	FORMULATE and DISCUSS Cases related to CG (Models), their SUCCESS & FAILURES.

1. **Conceptual Framework of Corporate Governance:** Introduction, Need and Scope Evolution of Corporate Governance, Developments in India. Corporate Governance Code and Agency Theory. Elements of Good Corporate Governance, Recent Corporate Governance Committee reports like N. R. Narayan Murthy Committee, J. J. Irani Committee etc. (5+1)
2. **Board Effectiveness & Various Board Committees:** Issues and Challenges : Board Composition; Diversity in Board Room; Types of Directors; Board's Role and Responsibilities, Chairman, CEO, Separation of Roles, Relationship between Directors and Executives, Visionary Leadership, Board Charter, Meetings and Processes, Directors' Training and Development. Performance Evaluation of Board and Directors Board Committees Various. Board Committees, their Composition, Role and Responsibilities, Contribution to Board Governance. (5+1)
3. **Corporate Governance and Other Stakeholders:** Shareholders: Rights of Shareholders, Challenges in Exercising Shareholders Rights Ownership structure & firm Performance, Legal Protection of small shareholders, Corporate Governance issues with regard to Related Party Transactions, Role of Investor Associations in Securing Shareholders Rights, Role of Institutional Investors in Corporate. Governance. Corporate Governance and Other Stakeholders: Employees, Customers, Lenders, Vendors, Government, Society. (5+1)
4. **Legislative Framework of Corporate Governance in India:** Under Listing Agreement, SEBI Guidelines, Companies Act, Corporate Governance in PSUs, Banks, Insurance Companies, Service Sector, IT Sector. Risk Management and Internal Control: Risk Management and Oversight, Enterprise Risk Management, Roles and Functions of Internal Control, Disclosure about Risk, Risk Management and Internal Control. Global Perspective of Corporate Governance: An International Perspective Australia, Singapore, South Africa, United Kingdom, Contemporary Developments in the Global Arena. (5+1)
5. **Recent Cases on Corporate Governance in India:** Corporate governance failure at Ricoh India: rebuilding lost trust, ICICI Bank- case of Chanda Kochhar, Corporate Governance at Infosys – A benchmark for Corporate Governance, Corporate Governance in India: Case Study of Satyam, Tata Group & Cyrus Mistry dispute, PNB, Kingfisher Airlines, Fortis etc. (5+1)

Suggested Text Books:

1. S. M. Dewan, Corporate governance in public sector enterprises, Pearson Longman, 2006.
2. Corporate Governance in India – An Evaluation by S C Das, PHI – Eastern Economy Edition.
3. Corporate Governance by Christine A Mallin, Oxford University Press
4. Corporate Governance – Global Concepts & Practices, Dr. S Singh, Excel Books.

Suggested Reference Books:

1. Corporate Governance, Principles, policies and Practices – A.C. Fernando, Pearson Education.
2. Corporate Governance – IICA, Taxmann.
3. The Art of Corporate Governance – Dr. Joffy George.
4. The Essential Book of Corporate Governance by G. N. Bajpai.
5. Companies Act 2013 and Rules.
6. SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015
7. Case Studies on Ethics and Corporate Governance Vol I and II, ICAI Books.

Semester III		311–Management of Non-profit organizations
2 Credits	LTP: 2:0:0	Generic Elective – University Level

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO311.1	REMEMBERING	DESCRIBE the basic concepts and frameworks in the field of Non-Profit Sector & Non-Profit Organization.
CO311.2	UNDERSTANDING	EXPLAIN the characteristics of Non-Profit organizations, summarizing the factors affecting development of Non-Profit organization.
CO311.3	APPLYING	MAKE use of theoretical concepts, frameworks while registration process of Non-Profit Organization.
CO311.4	ANALYSING	EXAMINE the role of any public policies which helps NPO in decision making.
CO311.5	EVALUATING	EVALUATE the performance of Non- Profit organizations, the critical financial considerations of the Non - Profit organization.

1. **Fundamentals of Non-profit organization:** Introduction of Non- Profit Sector & Non- Profit Organizations, Define the Non- Profit Organization and describe its dimensions. Key concepts in Non-Profit management including board of governance, staffing, regulation, and volunteer management. Concept of Non-Profit leadership and governance and the functions of boards in organizational governance, the Board's Role and Responsibilities. Roles of board members in Non-Profit organizations, responsibilities of Non-Profit Organizations. Elements of board behaviour for effectiveness of organization. Developing Leadership and Improving Governance in Non-Profit Organizations, Improving the Effectiveness of Boards of Directors and the tools used to facilitate assessments of board performance. (5+1)
2. **Basics of Non-Profit Organization:** Difference between For-Profit and Non-Profit organizations, Characteristics of Non-profit Organizations. Factors affecting development of Non-Profit organizations, Challenges of managing a Non-Profit organizations, Factors responsible for success of Non-Profit organizations, Skills and abilities of the leaders of Non-profit organizations, vision, mission, values and goals of Non-Profit organizations. (5+1)
3. **Registration and Formation of Non-Profit Organization:** Nature, objectives, legal procedures, formalities and documentations required for registration. Different types of Non-Profit Organizations: NGOs, Trust and Society, its significance, differences and relationships. Overview of Societies Registration Act, Indian Trust Act, Indian Companies Act, Charitable Endowment Act, Memorandum of Association, Rules and Bye-laws of Non-Profit Organizations, Tax Benefits and Exemptions under different acts. (5+1)
4. **Managing Non-Profit Organizations:** Role of executives in building effective and sustainable organizations, Standards and code of conduct appropriate to professionals in the sector, Accountability and “managing the mission”, Volunteerism, conflicts of interest in various situations. Roles of Non-Profit organizations in the public policy framing process, Examples of Key public policies, Ethical issues, in management of NPOs, developing a sustainable business model based on the social need. (5+1)
5. **Performance of Non-Profit Organization:** Evaluating the performance of Non-profit Organizations, Ethical Decision making in Non Profit Organizations, Volunteers and their role in Non Profit organizations. Incentives and

control in the non-profit context. Non-profit governance, Non-profit organizations and market competition, sales promotion and Public Relations for Non- profit Organization. Managing Financial Resource, Donor Marketing. (5+1)

Suggested Text Books:

1. Non-Profit Management: Principles and Practice...(Paperback) by Michael J. Worth
2. How to Start, Run & Grow a Successful Non- Profit organization by Aaron Sanders
3. Non-Profit organizations: Theory, management, policy by Helmut k. Anheier
4. Developing Non-Profit and Human Service Leaders: Essential Knowledge and Skills, Watson, Larry D., Hoefer, Richard, 2014
5. Kumar, R., Goel, S. L. (2005). Administration and Management of NGOs: Text and Case Studies. Deep and Deep Publications

Suggested Reference Books:

1. Banerjee, G. D. (2012). NGOs: Issues in Governance- Accountability Policies 7 Principles. Neha Publishers & Distributors
2. David Lewis (2014). Non-Governmental Organizations, Management and Development. Routledge Publication.
3. NGOs AND SOCIAL WELFARE: New Research Approaches David Lewis and N. Avichandran (Eds.)
4. Marketing of Non-Profit Organizations by Philip Kotler
5. Elements of Mercantile Law, N.D.Kapoor

Semester IV		405 – Global Strategic Management
2 Credits	LTP: 2:0:0	Generic Elective – University Level

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO405.1	Remembering	Define the concept and key terms associated with the global strategic management.
CO405.2	Understanding	Describe in detail global strategic alliance, merger and acquisitions.
CO405.3	Applying	Demonstrate various global organisation models in global strategic management context.
CO405.4	Analyzing	Examine various entry and business-level strategies from global strategic management prospective.
CO405.5	Evaluating	Explain globalization, innovation, and sustainability and challenges to strategic management.
CO405.6	Creating	Design global strategies and understand their relative merits and demerits.

1. **Introduction:** The phenomenon of Globalisation Localisation and Glocalization, Factors that push globalisation, The benefits of globalisation, factors that work against globalisation, The localisation pushes, The benefits of localisation and Globalisation, The Global Integration/Local Responsiveness Grid. Strategy making strategy implementing and strategic managing; Globalization and strategic management; Strategic flexibility and learning organization. Competitive strategy and competitive advantage in global market. Assessing Countries’ Attractiveness: Country attractive Market and industry opportunities, Assessing industry opportunities, Country risk analysis. (5+1)
2. **Market Intelligence and Designing a Global Strategy :** Market Intelligence: Drivers and Benefits, Key Success Factors of World Class Market Intelligence, Intelligence Scope, Intelligence Process, Intelligence Tools – Collecting, Storing, and Communicating Intelligence. Designing a Global Strategy: Entry strategies, Direct Exporting, Licensing, Partnering, Joint Ventures, Buying an organization, Piggybacking, Turnkey Projects,

Greenfield Investments. Increased Market Size, Return on Investment, Economies of Scale and Learning, Location Advantages. (5+1)

3. **Global Strategic Alliances and Resources and Business-Level Strategy:** Strategic Alliances: Global versus local alliances, typology and framework, Value potential, Partner analysis, Negotiation and design, Implementation of alliance management, Global multilateral alliances, Alliance constellation management, Criteria for successful alliances. Global Mergers and Acquisitions: The rationale for cross-border M&As, Cross-border acquisitions performance, Deciding on the M&A, Integrating the companies: the integration phase, Integrating the companies: the transition phase, Integrating the companies: the consolidation phase (Case studies of global strategic alliances and global mergers and acquisitions are expected). (5+1)

4. **Designing a Global Organisation:** Structure, processes and culture, global functional model, geographical model, single matrix model, multi-business global product division model, multi-business geographical model, multi-business matrix model, Hybrid structural models, transnational model. (5+1)

5. **Globalization, Innovation, and Sustainability:** Challenges to Strategic Management: Impact of Globalization, Innovation, Sustainability, Theories of Organizational Adaptation, Creating a Learning Organization, Environmental Scanning, Strategy Formulation Strategy Implementation, Evaluation and Control, Feedback/Learning Process, Resources, Capabilities, and Core Competencies, Building Core Competencies, Four Criteria of Sustainable Competitive Advantage. Issues in global strategy implementation; strategy evaluation and control. (5+1)

Suggested Text Books:

1. Lasserre, Philippe, Global Strategic Management (4th Edition), Palgrave Macmillan, Bristol, Great Britain, 2003.
2. Michael Hitt, Duane Ireland and Robert Hoskisson, Concepts Strategic Management Competitiveness & Globalization (9th Edition), South-Western Cengage Learning Mason, USA, 2011.
3. Hans Hedin, Irmeli Hirvensalo, Markko Vaarnas, The Handbook of Market Intelligence Understand, Compete and Grow in Global Markets, John Wiley & Sons Ltd, West Sussex, United Kingdom, 2011.
4. Lorange, P. and J. Roos, Strategic Alliances: Formulation, Implementation, and Evolution, Blackwell, Oxford.
5. Gerardo R. Ungson and Yim-Yu Wong, Global Strategic
6. Management, Segment Books New Delhi, 2009.
7. Global Strategic Management, Kamel Mellahi, J. George Frynas, and Paul Finlay, Oxford University Press, New York, 2005.
8. Globalization and Business, Johnd Daniels, Leeh. Radebaugh, and Daniel P. Sullivan, Prentice Hall of India Private Limited, New Delhi, 2002.

Suggested Reference Books:

1. Thomas Wheelen and David Hunger, Strategic Management and Business Policy - Toward Global Sustainability (13th Edition), Pearson Education, New Jersey, USA, 2012
2. Thomas Wheelen, David Hunger, Alan Hoffman and Charles Bamford, Strategic Management and Business Policy Globalization, Innovation, and Sustainability (14th Edition) Pearson Education Limited, Essex, England, 2015
3. Davidson, W.H., Global Strategic Management, John Wiley, New York.
4. Eayerweather, W.H. International Business Strategy and Administration Ballinger Publishers, Cambridge Mass.
5. Hitt, Michael A., R.Duane Ireland and Robert E. Hokisson, Strategic Management: Competitiveness and Globalization, 4th Ed, South Western College Publishing, Australia, 2001.

Semester IV		406 – Technology Competition and Strategy
2 Credits	LTP: 2:0:0	Generic Elective – University Level

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO408.1	Remembering	DEFINE the key terms and concepts.
CO408.2	Understanding	EXPLAIN how technology affects strategic interactions among firms and consumers
CO408.3	Applying	DETERMINE the linkages Technology & Business Strategies
CO408.4	Analyzing	EXAMINE the technology environment of a firm.
CO408.5	Evaluating	APPRAISE the risks pertaining to technology and competition.

- Technology & Competition:** Competitive Domains, Competitive Consequences of Technological Change – Creation of New Products, Changes in the Value Chain, Changes in the Value Constellation, Competitive Rivalry. Technological Characteristics of Competitive Domains – Technological Opportunity, Appropriability, Resource Requirements, Collateral Assets, Institutional Milieu, Speed. Dynamics of Change in the Competitive Domain – Technology Emergence Phase, Incremental Change Phase. Framework for Analysis of Technology Emergence, Influence of Environmental trends on competition. Technology as critical to Business Outcomes – Technology Strategy and Technology Leadership. (5+1)
- Technology Intelligence:** Signals of New Technology, What is Technology Intelligence, Importance of Technology Intelligence, Levels of Technology Intelligence, External versus Internal Technology Intelligence. Mapping the Technology Environment – Steps in Mapping, Mapping the Macro-level and Industry Level Environment. Mechanisms for Data Collection – Challenges, Organizational Arrangements and Key Principles for Data Collection. Contemporary Challenges in Mapping the Technology Environment. (5+1)
- Business Strategy and Technology Strategy:** Business Strategy , Strategic Analysis and Decision Making using Product Evaluation Matrix, Market-Growth- Market-Share Analysis Matrix, X-Y Coordinating Method, M-by-N Matrix, SWOT Matrix, Formulation of Technology Strategy, Core Competencies, Exploitation of Core Competencies, Integration, Linking Technology & Business Strategies, Creating the Product-Technology-Business Connection. Technology's Interface with – Market, Customers and Suppliers. Customer-Supplier and Product-User relationships. (5+1)
- Technology Strategy Choice:** Technology – Business Connection, Domains of Technology Choice, Linkages between Technology Choice and Competitive Advantage, Technology Strategy Definition, Role of Chief Technology Officer, Key principles underlying Technology Strategy – Objectives, Drivers, Decision criteria. Technology Strategy Types – Appropriateness of the Technology Strategy Types, Diversified Firms, A Framework for formulating Technology Strategy – Strategic Diagnosis, Formulation of Technology Strategy, Crafting and Implementation Approach, Execution. Technology Strategy – Superior Performance Characteristics. Accountability to various Stakeholders, Performance Measurement. (5+1)
- Technology Strategy – Collaborative Mode:** Collaborative Arrangements – Definitions, Trends, R&D Alliances, Marketing Alliances, Outsourcing Alliances, Collaboration between small and large firms, Strategic and Operational Reasons for Collaborative Arrangements. Collaborative Arrangements in the domain of Technology Strategy – Appropriation of technology, Deployment of technology in New Products, Deployment of technology in the Value Chain, Marketing of technology. Risks of Collaborative Activity – Intellectual Property Right Risk, Competitive Risk, Organizational Risk. Cases on R & D Collaborations, Global Technology Alliances. The form of Collaborative Arrangement. (5+1)

Suggested Text Books:

- Managing Technology and Innovation for Competitive Advantage, V K Narayanan, Pearson Education.
- Technology Management – Text and International Cases, Norma Harrison and Danny Samson, MGH.
- Strategic Management of Technology & Innovation – Robert A Burgelman, Modesto A Maidique, Steven C Wheelwright, MGH International Edition.

4. Management of Technology – The Key to Competitiveness and Wealth Creation, Tarek Khalil and Ravi Shankar, TMGH, New Delhi.
5. Technology & Business Strategy – An Introduction, Edited by Prashanta Kumar Banerjea, ICFAI books.

Suggested Reference Books:

1. Managing Strategic Innovation and Change – A Collection of Readings, Michael L Tushman and Philip Anderson, Oxford University Press.
2. Management of Technology and Innovation – Competing through Technological Excellence, P N Rastogi, Response Books.
3. Utterback, James. "Invasion of a Stable Business by Radical Innovation." Chapter 7 in Mastering the Dynamics of Innovation. Cambridge, MA: Harvard Business School Press, 1994. ISBN: 9780875843421.

Semester IV		407 – Cyber Laws
2 Credits	LTP: 2:0:0	Generic Elective – University Level

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO407.1	Remembering	DEFINE the key terms and concepts pertaining to cyber laws.
CO407.2	Understanding	DESCRIBE the relevant legal provisions in detail.
CO407.3	Applying	DETERMINE the applicability of the legal provisions in a specific scenario.
CO407.4	Analyzing	OUTLINE the course of action in case of violation of the legal provisions.
CO407.5	Evaluating	EXPLAIN the various legal, social and international issues and the various remedies available under the Information Technology Act for the breach and commission of offence in cyber space

1. **Information Technology Act:** Evolution of the IT Act, Genesis and Necessity, Salient features of the IT Act, 2000; various authorities under IT Act and their powers; Penalties & Offences, amendments, Cyber Space Jurisdiction, Jurisdiction issues under IT Act, 2000. (5+1)
2. **E-commerce and Laws in India:** Digital/ Electronic Signature in Indian Laws, E-Commerce; Issues and provisions in Indian Law, E-Governance; concept and practicality in India, E-Taxation issues in Cyberspace, E-Contracts and its validity in India, Cyber Tribunal & Appellate Tribunal, Cyber Regulations. (5+1)
3. **Intellectual Property Rights:** Domain Names and Trademark Disputes, Concept of Trademark/ in Internet Era, Cyber squatting, Reverse Hijacking, Jurisdiction in Trademark Disputes, Copyright in the Digital Medium, Copyright in Computer Programmes, Copyright and WIPO Treaties, Concept of Patent Right, Relevant Provisions of Patent Act 1970. (5+1)
4. **Personal Data Security:** Sensitive Personal Data or Information (SPDI) in Cyber Law, SPDI Definition and Reasonable Security Practices in India, Reasonable Security Practices – International perspective, Cloud Computing & Law. (5+1)
5. **Cyber Law:** International Perspective, EDI : Concept and legal Issues, UNCITRAL Model Law, Electronic Signature Law's of Major Countries, Cryptography Laws, Cyber Law's of Major Countries, EU Convention on Cyber Crime. (5+1)

Suggested Text Books:

1. Cyber Law & Cyber Crimes by Advocate Prashant Mali, Snow White Publications, Mumbai
2. Cyber Law in India by Farooq Ahmad, Pioneer Books
3. Information Technology Law and Practice by Vakul Sharma, Universal Law Publishing Co. Pvt. Ltd
4. The Indian Cyber Law by Suresh T. Vishwanathan, Bharat Law House New Delhi

5. Guide to Cyber and E- Commerce Laws by P.M. Bukshi and R.K. Suri, Bharat Law House, New Delhi
6. Guide to Cyber Laws by Rodney D. Ryder, Wadhwa and Company, Nagpur

Suggested Reference Books:

1. The Information technology Act, 2000, Bare Act- Professional Book Publishers, New Delhi
2. Computer Forensics: Principles and Practices by Linda Volonino, Reynaldo Anzaldua and Jana Godwin; Pearson Prentice-Hall
3. First Responder’s Guide to Computer Forensics by Richard Nolan et al; Carnegi Mellon

Semester IV		408 – Corporate Social Responsibility & Sustainability
2 Credits	LTP: 2:0:0	Generic Elective – University Level

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO408.1	Remembering	DESCRIBE What is CSR, Scope & Complexity, Companies Act 2013,when was CSR Initiated, Evolution, How CSR matters, Aims, objectives, Importance, Benefits of CSR,CSR in India ,CSR In global Context, Implementation .
CO408.2	Understanding	EXPLAIN the implications of CSR from the perspectives of employees, managers, leaders, organization and the Community.
CO408.3	Applying	MAKE USE OF the Theories and Principles and Frameworks of CSR in specific organizational settings.
CO408.4	Analyzing	DECONSTRUCT The Role of Companies towards the society and its impact on the community.
CO408.5	Evaluating	FORMULATE The companies how they are practicing CSR activities, Auditing the committees & Board of Committees, CSR Annual Reports.
CO408.6	Creating	ELABORATE UPON the challenges of the Companies in shaping organizational culture and Development of the society.

1. The Companies Act 2013 Sec 135 & Schedule VII , Committee , Board of Committee, Role of the committees. CSR Annual Report, CSR Sustainability Report, meaning and importance of Corporate Social Responsibility, Evolution of CSR,Benefits of CSR. Primaries of CSR, CSR and law of e economics, CSR and social legitimacy,CSR Expectations in rich and poor societies, The evolving role of stakeholders, Moral and economic arguments for CSR. (5+1)
2. The Role of stakeholders in CSR, Stakeholders advocacy, The role of business in society, Consumers awareness and willingness to pay for socially responsible corporate, Behavior, Globalization and CSR. Different stakeholder’s different perspective for CSR, Success and failure with CSR initiatives, corporate response to citizen demands via CSR, The five stages of organizational growth with CSR. (5+1)
3. The strategic importance of CSR implementation, CSR a balance between organizational means and end, The strategic lens, vision, mission ,strategy and tactics. Environmental and other global forces propelling CSR,Impact of globalization and communication technologies, The strategic CSR model, The business level CSR threshold, Implementing CSR,CSR as a competitive advantage (5+1)
4. Practical Work, Case studies in organizational, Economic and Social CSR issues, Linking CSR Companies community, Organizational issues, action vs. intentions corporate commitment, voluntary Vs. mandatory stakeholders activism, Economic business issues- diversifying sustainability. (5+1)
5. Branding Strategy of CSR in Service Sectors – Financial, Hospital, Wellness, Health Care, NGOs and Public Services, CSR and Marketing, CSR as Organizational Brand Building, Identify the Indian & Global Companies Practicing CSR. Company’s contribution in CSR and the community benefits(5+1)

Suggested Text Books:

1. Corporate Social Responsibility, Madhumita Chatterjee
2. CSR in India (Steering Business and Social Change) 1st Edition by Kshama V Kaushik, Lexis Nexis

3. Corporate Social Responsibility Concept cases & Trends by Prabhakaran Paleri, Cengage Learning

Suggested Reference Books:

1. Six Essential Steps in Implementing CSR (2016) By V Reddappa Reddy and C Dheeraja.
2. The Corporate Social Responsibility in India (Cases & Development after Legal Mandate) by Dr. Rene Schumpeter

Subject Core (SC) Courses - Semester III

Semester III	SC-SER-03	304 SER- Services Marketing
3 Credits	LTP: 2:1:1	Subject Core (SC) Course – Services Management

Course Outcomes: On successful completion of the course, the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO304SER.1	REMEMBERING	Define basic concepts in services marketing mix; elements of services marketing mix
CO304SER.2	UNDERSTANDING	Understand new service development process, service pricing strategies, types of intermediaries for services, approaches of pricing in services, elements of promotions, classify service personnel, types of processes and types of physical evidence.
CO304SER.3	APPLYING	Illustrate suitable promotional mix plan, the pricing strategies, right strategies for effective service delivery
CO304SER.4	ANALYSING	Determine factors contributing to service success/failures, compare various services promotional tools, deconstruct people strategies and physical evidence in services marketing
CO304SER.5	EVALUATING	Evaluate effectiveness of recent trends in services marketing mix, role of social media in services marketing and e-commerce platform in services marketing.
CO304SER.6	CREATING	Design suitable service mix plan for a case based situation

1: The Marketing Mix Elements

Marketing Mix in Traditional Marketing - Inadequacy of Four Ps - Expanded Marketing Mix: Product; Pricing; Promotion; Place; People; Process; Physical Evidence. Change in customer preferences and Expectation - Expected services: Levels of Experience-The Zone of Tolerance. **(7+2)**

2: Product and Price

2.1) Product : Packaging the Service:- Service Product Level: - Service Product Decisions: Market Penetration; Market Development; Product/Service Development; Diversification - Branding in services: Types of Branding - Categories for New Service Development - New Service Development Process: Generation of Ideas; Screening; Testing the Concept; Business Analysis and Design of Service; Test Marketing; Infrastructure Development; Service Launch - Product Life Cycle: Failure of new Service Products, innovations in Service Products.

2.2) Pricing Services:- Key Characteristics of Pricing in Services - Pricing Objectives - Approaches to Pricing services: Cost-based Pricing; Market Oriented Pricing or Demand-based Pricing - Competition-based Pricing - Incorporating Perceived Value into Service Pricing - Value Strategies in Pricing of Services: Satisfaction based Pricing; Relationship Pricing; Efficiency Pricing - Issues in Pricing of Services - Understanding the cost of service incurred by customers, understanding value. **(7+2)**

3: Promotion and Place

3.1) Promotion and Communication of Services

Importance of Communication and its Types: Internal Communication; External Communication - Communication Issues for Service Marketers - Objectives of Promotions - Elements of the Promotion Mix: Personal Selling; Advertising; Sales Promotion; Publicity and Public Relations; Direct Marketing - Promotional Strategies for Services, Selection criteria, developing the promotion mix - How to Design a Service Promotion: Which Services to Promote;

Who would be the Target Customer; What would be the Value Added to the Product/Brand; Is the Timing Right for Promotion and how long should a Promotional Campaign be Run; Who is Benefited from the Promotions; How to Differentiate a Promotional Campaign - Strategies for Effective Promotion, promotion planning and strategy, Role of Social media and Digital Marketing in services promotion.

3.2) Place in Services

Significance of Location - Channel Decisions - Direct Distribution - Types of Intermediaries for Service Delivery: Franchising; Agents and Brokers; Electronic Channels - Strategies for Effective Service Delivery through Intermediaries, Managing distribution channels in service industry: Control Strategies; Empowerment Strategies; Partnering Strategies. Factors affecting choice of distribution channel, Effect of internet – Technology or global distribution system in services. E-Commerce. **(7+2)**

4: People and Process

4.1) People in Services

Classification of Service Personnel - Problems Faced by Service Personnel - Types of Conflict in Service Organizations: Individual-role Conflict; Customer-employee Conflict; Inter-employee Conflict; Client-Organization Conflict; Inter-Client Conflict - People Strategies: Attracting the Best Talent; Motivating; Training; Retaining.

4.2) Process in Services

Characteristics of Service Process Design and Implementation - Types of Process: Line or Flow Operations; Job Shop Process - Planning a Service Process - Service Blueprinting: Elements of Blueprinting; Reading a Service Blueprint; Developing a Service Blueprint - Factors Influencing Process Efficiency: Planning; Service Personnel; Technology; Location and décor; Customer's Role - Service Positioning through Structural Change: Reduced Complexity; Increased Complexity; Reduced Divergence; Increased Divergence. **(7+2)**

5: Physical evidence and Research in services Marketing

5.1) Physical Evidence

Elements of Physical Evidence - Types of Physical Evidence: Essential Evidence; Peripheral Evidence - Significance of Physical Evidence, Role of physical evidence, managing physical evidence as a strategy.

5.2) Research In Service Industry:

Role of research and innovations in services marketing, Changing dynamics in services marketing, New trends in services Marketing: Ultra Personalization, Chatbots, Conversational marketing, Programmatic advertising, Visual Search etc. **(7+2)**

Note:- Relevant cases in Services Marketing must be discussed in every unit

Suggested Text Books

- 1) Services Marketing : People, Technology & Strategy - Christopher Lovelock
- 2) Services Marketing - Zeithaml, Bitner, Gremler&Pandit, TMGH, 4thEdition.

Suggested Reference Books

- 1) Services Marketing And Management by Dr. B Balaji , S Chand And Company Ltd.
- 2) Services Marketing by Hoffman: Cengage Learning

Suggested Journals

- 1) Journal of Services Marketing
- 2) Indian Journal of Marketing

Suggested Swayam Course

- 1) https://onlinecourses.swayam2.ac.in/imb21_mg51/preview
- 2) https://onlinecourses.swayam2.ac.in/cec21_mg23/preview

Semester	SC- SER- 04	305 SER : Consumer Behaviour in Services Marketing
3 Credits	LTP: 2:1:1	Subject Core (SC) Course – Services Marketing

Course Outcomes: On successful completion of the course, the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO305SER.1	REMEMBERING	DEFINE the key concepts in Consumer Behaviour in Services Marketing
CO305SER .2	UNDERSTANDING	EXPLAIN fundamental concepts associated with consumer buying behavior
CO305SER .3	APPLYING	DEMONSTRATE the application of different external influences and various dimensions of consumer individuality to the consumer buying behavior with respect to services
CO305SER .4	ANALYSING	DIFFERENTIATE the key areas and parameters of the Consumers' Services buying behaviour from their product buying behaviour
CO305SER .5	EVALUATING	ASSESS the consumers' decision-making process in buying Services with special focus on the moderating factors in the context of present innovative and modernized service sector
CO305SER .6	CREATING	DEVELOP a novel model for effective management of the Service consumers considering the dynamics of evolving consumer service perception and buying behaviour

1. **INTRODUCTION TO THE STUDY OF CONSUMER BEHAVIOUR:** Meaning and Definition of Consumer Behaviour, Customer Vs Consumer, Need and advantages to study Consumer Behaviour in Service sector, Consumer Behaviour in service encounters-Low, Moderate and High, Profiling the consumer and understanding their needs and expectations, Changing face of consumer behavior under the scenario of globalization, technological changes, etc. Consumer behavior in e- market- opportunities issues and challenges. (7+2)

2. **INFLUENCES ON CONSUMER BEHAVIOR:**

Reference Groups-Consumer socialization process, Types of reference groups, their nature of power and influence, Effect of reference groups on service and brand purchase, Opinion leaders – their role and types, Identifying opinion leaders, Family, Gender and Age Influences- Family decision making roles, Role of gender and age in family decision making, Family life cycle and consumer decisions, Social Class – its components and impact on consumer behavior, India's socio economic classification, Influence of social mobility on consumer behavior, Cultural Influences- Characteristics of culture, application of cultural learning and rituals in consumer behavior, Types of subcultures in the Indian context, Cross-cultural influences, internet and social media influence, Marketing implications of the above influences in service sector.(7+2)

3. **CONSUMER AS AN INDIVIDUAL:** Consumer as an Individual, Consumer motivation- Positive and negative motivation, rational versus emotional motives, Consumer Perception- Perception Process and Involvement, Consumer Involvement – Levels of involvement and dimensions of Consumer involvement, Consumer attitudes and changing attitudes, consumer learning and information processing, Personality- Aspects of Personality and Impact on Consumer Behavior, Modern Trends in Lifestyles of Consumer, Self-concept– Types & Application.(7+2)

4. **CONSUMER DECISION MAKING:** Understanding the Service Customer as a Decision Maker, Customer service purchase and associated risk, The decision making process, Three stage model- Pre-purchase stage, Service Encounter stage and Post encounter stage, Moment of Truth, Zero Moment of Truth, Moderating effects on consumer behavior, Search, experience and credence properties in decision making process, Buying Motives and

Buying Roles, Levels of Consumer Decision Making, Online purchase decision process, Diffusion of Innovation – Managing Dissonance - Emerging Issues, New Service purchase and repeat purchase. (7+2)

5. EFFECTIVE MANAGEMENT OF SERVICE CONSUMER: Managing Service Consumers, Managing Consumer Service Perceptions, Defining and Measuring Consumer Satisfaction, Customer Loyalty and Retentions, Customer complaints and service recovery, Managing customer relationships. (7+2)

Note: Real world examples / cases are expected to be analyzed in the class as well as included in the examination.

Suggested Text Books:

1. Consumer Behavior, Hawkins, Mothersbaugh, Tata McGraw Hill
2. Consumer Behavior, Batra, Kazmi, Excel Books
3. Consumer Behavior, Leon Schiffman, Leslie Kanuk, S.Ramesh Kumar, Pearson, 10th Edition
4. Consumer Behavior, Engel, Blackwell &Miniard
5. Consumer Behavior, David L. Loudon & Albert J. Della Bitta, Tata McGraw Hill, 4th Edition
6. Consumer Behaviour - Text and Cases, Nair, Suja, 3rd ed., 2003, Himalaya Publishing House.
7. Consumer Behaviour, Mowen, JohnC., New York, Macmillan, 1993.

Suggested Reference Books:

1. Consumer Behavior Henry Assael(HA)Asian Books Private Ltd.
2. Consumer Behavior - An Indian perspective, Dr. S.L Gupta, Sumitra Pal, Sultan Chand and Sons
3. Consumer Behaviour: Buying, Having, and Being, Solomon,5th ed., Pearson Education
4. Commentary on Consumer Behaviour, Chunawalla, S.A., 2nd ed., 2001., Himalaya Publishing House.
5. We are like that only by Rama Bijapurkar, Penguin
6. The Marketing White Book, Business World
7. Economic Times, Business Standard, Mint, Business world.(Brand equity & Brand wagon)

Suggested Journals

1. **Journal of Consumer Behaviour**
2. The Journal of Marketing and Consumer Behaviour in Emerging Markets
3. Journal of Consumer Behavior & Market Research (JoCBMR)
4. Journal of International Consumer Marketing
5. International Journal of Consumer Studies

Suggested Courses:

1. Consumer Behaviour, (Course on Swayam) By Prof. Srabanti Mukherjee, IIT Kharagpur, https://onlinecourses.nptel.ac.in/noc21_mg20/preview
2. **Consumer Behaviour, (Course on Swayam) By Dr. Mamta Brahmhatt | B .K. School Of Professional Studies And Management, Gujarat University,** https://onlinecourses.swayam2.ac.in/cec21_mg26/preview
3. Consumer Psychology(Course on Swayam), By Prof. Naveen Kashyap | IIT Guwahati https://onlinecourses.nptel.ac.in/noc20_hs57/preview
4. Market Research and Consumer Behavior (Course on Coursera), Shameek Sinha, Professor, IE Business School, <https://www.coursera.org/learn/market-research#instructors>

Subject Elective (SE) Courses - Semester III

Semester III	SE-IL-SER-06	312SER: Theory of Constraints
2 Credits	LTP: 1:1:1	Subject Elective (SE) Course – Services Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO312SER.1	REMEMBERING	DEFINE the key concepts of TOC
CO312SER.2	UNDERSTANDING	DEMONSTRATE knowledge and understanding of the fundamentals of TOC.
CO312SER.3	APPLYING	IDENTIFY and mitigate both real constraints and managerial constraints
CO312SER.4	ANALYSING	ILLUSTRATE the tools and techniques that help in managing constraints to improve organizational performance
CO312SER.5	EVALUATING	EXPLAIN the benefits an organization may reap through the successful implementation of the TOC
CO312SER.6	CREATING	DEVELOP solutions to common problems in Project Management, Operations Management and Supply Chain Management using TOC principles and methods

1. **Thinking Process:** Introduction to Theory of Constraints (TOC), Tools of TOC, Where is TOC applicable? What is a constraint, TOC’s thinking process and Human Being, Terminology used in the thinking process, Steps to implement in the thinking process, Current Reality Tree, Conflict Resolution Diagram, Future Reality Tree, Prerequisite Tree, Transition Tree, Three Cloud Method. (5+1)

2. **Finance and Measures:** Economic Decisions, TOC and Service Product Costing, Economic Decisions using TOC Costing. (5+1)

3. **Project Management:** Phases of Project Management, Common problems in Project Environment, Critical Chain project Management – A TOC approach. (5+1)

4. **Drum-Buffer-Rope Solution:** Introduction to Drum -Buffer- Rope Solution; Concepts and application, Drum-Buffer-Rope in service businesses: Scheduling people within the organization, setting appointments for customers, predicting lead-times for customers, service encounters etc (5+1)

5. **Case Studies** of Application of Components of Theory of Constraints in Service Businesses such as Health Care, finance, banking, consulting, telecommunications, information systems, software development, legal and judicial, prisons, education, etc (6)

Suggested Text Books:

1. Theory of Constraints by S K Mukhopadhyay, Jaico Books.
2. The Goal by E M Goldratt and Cox J, Great Barrington, North River

Suggested Reference Books:

1. What is the thing called Theory of Constraints? by E M Goldratt, Great Barrington, North River
2. It’s Not Luck by E M Goldratt, Great Barrington, North River
3. Essays on Theory of Constraints by E M Goldratt, Great Barrington, North River

4. Critical Chain by E M Goldratt, Great Barrington, North River

Web Resources: <http://www.tocico.org/> [Success Stories]

Semester III	SE-IL-07	313 (SER) - Sustainability in Services Sector
2 Credits	LTP: 1:0:1	Subject Elective (SE) Course – Services Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO313SER.1	REMEMBERING	DEFINE various concepts related to sustainability in services
CO313SER.2	UNDERSTANDING	Paraphrase policies and guiding principles for implementing sustainability in service industry
CO313SER.3	APPLYING	Demonstrate business benefits by adopting sustainability business methods in services
CO313SER.4	ANALYSING	EXAMINE the challenges of service businesses in implementing sustainable business practices
CO313SER.5	EVALUATING	ASSESS the process of organizing sustainable business practices by service businesses
CO313SER.6	CREATING	BUILD sustainable practices for a service business in line with UN SDGs

- 1. Introduction to Sustainability:** Concepts of Environment, Environmental Degradation, Ecology and Eco-system, Sustainability, Sustainability and Indian Vedic Philosophy - Panch Tatva, Importance and role of sustainability in Services, Impact of industrialization, globalization and consumerism on eco-system, Concept of Geo-mimicry, biomimicry and sustainability, UN – Sustainable Development Goals (SDGs)
(6)
- 2. Services, Environment Management and Sustainability- Part I:** Effect of Services business operations on non-renewable resources, land, water and air, Waste generation and management by Service businesses, Environment ethics, laws and conservation, Challenges in environmental management in services sector, Green business models and sustainable practices in services, Sustainable consumption.
(5+1)
- 3. Services, Environment Management and Sustainability- Part II:** Size and spread of Service Industry, Standard guidelines for implementation of sustainable practices in service sector, Organizing sustainable practices in existing service businesses, Conflict between profit and Planet, Role of technology in increasing adoption of sustainable practices, Sustainability Challenges for businesses in Emerging Economies , *Jugaad* and Sustainability in small service businesses, Cases on Sustainable Policies and Practices of Shell, GE, Maersk Line, Infosys, TCS, etc.
(5+1)
- 4. Services and People Management:** Sustainable practices in people management, Gender issues, Gender based policies in service industry across the world, Case discussions on excellent gender practices in service organisations.
(5+1)
- 5. Case discussions:** Contemporary case studies on sustainable practices in hospitality, health care, tourism, IT service sector, e-retail services.
(6)

Suggested Textbooks:

1. Making Sustainability Work: Best Practices in Managing and Measuring Corporate Social, Environmental, and Economic, by Marc J. Epstein, Adriana Rejc Buhovac, Berrett-Koehler Publishers.
2. Sustainable Business: Theory and Practice of Business Under Sustainability Principles, by Geoffrey Wells, Edward Elgar Pub (March 31, 2013).
3. Can Business Save the Earth?: Innovating Our Way to Sustainability, by Michael Lenox, Aaron Chatterji, Stanford University Press.
4. Sustainability Principles and Practice, by Margaret Robertson, Routledge.

Suggested Reference Books:

1. The Responsibility Revolution: How the Next Generation of Businesses Will Win, by Jeffrey Hollender & Bill Breen, Publisher - Jossey-Bass, 1st edition (March 15, 2010)
2. Sustainability Is the New Advantage: Leadership, Change, and the Future of Business: 1 (Anthem Environment and Sustainability Initiative (AESI)), by Peter McAteer, Anthem Press.
3. Sustainability: A History, Sustainability: A History, by Jeremy L. Caradonna, OUP USA.
4. Green Swans: The Coming Boom in Regenerative Capitalism, by John Elkington, Fast company Press.

Reference List:

1. "Environmental sustainability in the service industry of transportation and logistics service providers: Systematic literature review and research directions" by Piera Centobelli, Roberto Cerchione, Emilio Esposito, Science Direct, Volume 53, June 2017, Pages 454-470, <https://www.sciencedirect.com/science/article/abs/pii/S1361920916305302>
2. Sustainable Services: The Natural Mimicry Approach, by Adi Wolfson, Dorith Tavor, Shlomo Mark, January 2011, Journal of Service Science and Management 04(02) DOI:10.4236/jssm.2011.42016, https://www.researchgate.net/publication/267373081_Sustainable_Services_The_Natural_Mimicry_Approach
3. Mimicking Nature, But Not as Nature Intended: An Introduction to Geomimicry, by Dr. Gregory Unruh, <https://sustainablebrands.com/read/product-service-design-innovation/mimicking-nature-but-not-as-nature-intended-an-introduction-to-geomimicry>
4. Environmental Ethics And Sustainable Development In Indian Philosophy And Culture, https://ir.nbu.ac.in/bitstream/123456789/2551/10/10_Chapter%204.pdf
5. 5 ways to improve the sustainability of your organisation, by World Economic Forum <https://www.weforum.org/agenda/2018/09/5-ways-to-make-your-organization-fit-for-partnering/>
6. Sustainability Issues in the Petroleum Refining Industry: A Case Study of Shell, by Asma Naimi, https://www.researchgate.net/publication/339326468_Sustainability_issues_in_the_petroleum_refining_industry_A_case_study_of_Shell
7. Green Marketing : Policies And Practices For Sustainable Development, by P B Singh and Kamal Kishor Pandey, https://www.researchgate.net/publication/338690653_GREEN_MARKETING_POLICIES_AND_PRACTICES_FOR_SUSTAINABLE_DEVELOPMENT
8. The Comprehensive Business Case for Sustainability, by Tensie Whelan and Carly Fink, <https://hbr.org/2016/10/the-comprehensive-business-case-for-sustainability>
9. Giving Waste New Value Case Studies from the Shipping and Consumer Electronics Industries, by Tim Edmonds, Nils-Petter Isoz, George Kwarteng and Gary Parker, https://www.researchgate.net/publication/271272377_Giving_Waste_New_Value_Case_Studies_from_the_Shipping_and_Consumer_Electronics_Industries
10. Infosys Sustainability Report, 2019 <https://www.infosys.com/sustainability/documents/infosys-sustainability-report-2018-19.pdf>
11. TCS Environment Policy, <https://www.tcs.com/content/dam/tcs/pdf/discover-tcs/corporate-sustainability/Environmental-Policy.pdf>

Audio visual links:

1. Nations United: Urgent Solutions for Urgent Times, Presented by Thandie Newton, <https://www.youtube.com/watch?v=xVWHuJOmaEk>
2. How We Can Make the World a Better Place by 2030, Michael Green, TED Talks, <https://www.youtube.com/watch?v=o08ykAqLOxk>

3. Building Sustainable Healthcare, Edward Booty, TEDxSingapore, <https://www.youtube.com/watch?v=O9-YSD57VE>
4. Sustainability - Full Documentary, <https://www.youtube.com/watch?v=bjrPilem30g>
5. Sustainable Business, Frank Wijen, TEDxErasmusUniversityRotterdam, https://www.youtube.com/watch?v=Y5fR_KAVRMO

Semester III	SE-IL-08	314 SER-Brand Management in Services
2 Credits	LTP: 1:1:1	SE-IL-SER-08 Subject Elective (SE) Course –Services Management

Course Outcomes: On successful completion of the course, the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO314SER.1	REMEMBERING	DEFINE key concepts of Brand Management
CO314SER-2	UNDERSTANDING	EXPLAIN Process and methods of Brand Management in Services Management
CO314SER.3	APPLYING	EXAMINE the concepts of Brand Management and Brand Equity
CO314SER.4	ANALYSING	ANALYZE the brand management strategies in Services Management
CO314SER.5	EVALUATING	ASSESS the elements of Brand identity and Brand Equity in Services Management
CO314SER.6	CREATING	FORMULATE Brand Strategies for a given Service

1. Key Concepts of Brand Management:

Definition of Brand, Role, Entities that can be branded, Services Branding -Meaning, Challenges and opportunities, Concepts of Brand Hierarchy- Corporate Brand, Family Brands, Individual Brands. Elements of Brands Identity (4+2)

2. Introduction to Brand Equity Models:

Understanding and application of Brand Asset Valuation, Aaker Model, BRANDZ, and Brand Resonance (3+2)

3. Steps in Brand Management Process in Services Management:

Creating customer value, Identifying and establishing brand positioning, positioning guidelines, choosing brand elements to build brand equity, Options and tactics for Brand, New perspectives on marketing, integrating marketing communication to build Brand equity, Conceptualizing the leveraging process, Co-branding, Celebrity Endorsement. Brand Marketing Strategies for Leaders, Challengers, Followers, Niche Strategies. Digital Brand Management, Brand strategies for service businesses (5+2)

4. Measuring Brand Value over time and Managing Service Brands over geography:

Brand Value chain- Designing Brand Tracking studies, establishing brand Equity Management Systems, Measuring brand value. (3+2)

5. Growth Strategies for Service Brands:

Brand architecture, Brand hierarchy, designing brand strategy, new products and Brand extensions Reinforcing brands, Revitalizing brands, Brand failures, Brand Imitations: Meaning of Brand Imitation, Kinds of imitations.

Suggested Cases Areas- Focus on Key Sectors to be kept in case facilitation to understand the service brand growth strategies, such as- Hospitality, Tourism, Food services, E-commerce, Retail and other sectors relevant to the target audience. (5+2)

Suggested Text Books

Strategic Brand Management- Kevin Keller, Pearson

Suggested Reference Books

Strategic Brand Management, J N Kapferer, Kogan Page

Brand Management, Dr. S.L.Gupta Himalaya Publishing House

Product & Brand Management, U.C. Mathur, Excel books

Building Brand Equity, David Aaker

Branding Concepts & Process, Debashish Pati

Brand Positioning Strategies for Competitive Advantage, Subrato Sen Gupta

Suggested Audio Visuals link

<https://www.youtube.com/watch?v=Sgppn5vuaU8> , Lessons in Building and Managing Strong Brands.” – Kevin Lane Keller of Dartmouth College

Suggested Journals

Journal of Service research

Journal of Brand Management

Journal of Product and Brand Management

Suggested Swayam Course

https://onlinecourses.swayam2.ac.in/imb19_mg04/preview , Course Name -Brand Management

Semester III	SE-ILSER-09	315 SER - CRM in Services Management
2 Credits	LTP: 1:1:1	Subject Elective (SE) Course – Services Management

Course Outcomes: On successful completion of the course the learner will be able to

CO	Cognitive Abilities	Course Outcomes
CO315SER.1	Remembering	Define basic concepts of CRM in services marketing, need and importance of CRM ; recent developments in CRM like e-CRM
CO315SER.2	Understanding	Describe the CRM process, CRM strategies with different CRM technology solutions and role of IT in CRM of services marketing
CO315SER.3	Applying	Illustrate Principles, theories and strategies of CRM in service industry
CO315SER.4	Analyzing	Analyze the role of Customer database as well as Customer Portfolio Management in CRM, Classify Customer acquisition and retention strategies for services marketing
CO315SER.5	Evaluating	Evaluate effectiveness of different CRM strategies in services marketing, Modern CRM trends over traditional CRM practices

CO315SER.6	Create	Develop CRM plan and Customer Care Management Tools using different strategies for various service industries
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Unit-I: - Introduction of CRM in Services Marketing

1.1 Concept and Context of relationship management in services marketing: Introduction to the concept of CRM, Role of CRM in services marketing. Transactional Vs Relationship Marketing, Difference between CRM in Product marketing and services marketing, Need and importance of CRM in services marketing; Need and Importance of relation with customers and suppliers, Service Level Agreements (SLAs), creating and managing effective SLA's, concept of Lifetime Customer and Customer Loyalty, Customer Loyalty Ladder, Benefits and difficulties of CRM **(5+1)**

Unit-II: - CRM Process and Implementation

Customer Development Process, Customer Retention, Customer satisfaction, Importance of customer retention, Customer Retention Strategies, Managing Customer retention, Strategies to reduce customer defections, Customer Life Time Value, Customer Touch Points, Customer Equity, types of Relationship Management, CRM process for B2B markets, CRM Framework- Switching, Customer Life Cycle and Customer Life Time Value (CLTV); Recency, Frequency and Monetary (RFM) Analysis, CRM Implementation Road Map **(6+1)**

Unit-III: - Developing and managing customer database in Services Marketing

Concept of customer related data base, Maintaining customer database, Desirable database attributes, Data warehousing, Data integration, Data mining and Privacy issues. Customer Portfolio Management-Concept and basic disciplines, Market segmentation-sales forecasting and CPM, Concept of Customer experience, Customer experience and Role of CRM. **(5+1)**

Unit-IV: - CRM Applications in service industry

Marketing of Services-Banking Industry, Aviation Industry, Hospitality Industry, Insurance Industry and Telecom Industry-Case study ; common CRM Tools in Practice and improvisation for Quality Service Assurance, Key Account Management, Internal CRM and Employee relationship management **(4+1)**

Unit-V: - IT in CRM and Future Trends in CRM

CRM Technology, Knowledge management, Automated workflow, Mobile and wireless solutions, Sales force automation, Service automation, Marketing Automation etc.; Role of AI in CRM for services marketing, e-CRM-emerging trends in CRM , Social Media CRM, Challenges involved in formulating and implementing e-CRM strategies, Multichannel CRM, Six E's of e-CRM **(5+1)**

Suggested Text Books

1. J N Sheth, Atul Parvatiyar, G. Shainesh, 2001, Customer Relationship Management, Tata McGraw Hill
2. Customer Relationship Management: Concepts and Cases, Second Edition, Alok Kumar Rai PHI learning Pvt Ltd, New Delhi
3. Customer Relationship Management – Concepts and Technologies by Francis Buttle, 2nd Edition, Butterworth Heinemann, Elsevier
4. Relationship Management – Text and Cases, S. Shajahan, TMGH.

Suggested Reference Books

1. Zikmund, McLEOD, Gilbert, Customer Relationship Management
2. Customer Relationship Management- Concepts and Technology, Second Edition, Francis Buttle, Elsevier, Sabre foundation
3. Handbook of Relationship Marketing by Jagdish Sheth and Atul Parvatiyar, Response Books, Sage Publications.

Suggested Journals:-

1. Customer Relationship Management: Emerging Practice, Process, and Discipline by Parvatiyar, Atul; Sheth, Jagdish N., Journal of Economic & Social Research. 2001, Vol. 3 Issue 2, p1.
2. A Strategic Framework for Customer Relationship Management by Payne, Adrian; Frow, Pennie. Journal of Marketing. Oct2005, Vol. 69 Issue 4, p167-176.

3. Customer Relationship Management: from Strategy to Implementation by Payne, Adrian; Frow, Pennie. Journal of Marketing Management. Feb2006, Vol. 22 Issue 1/2, p135-168.

Suggested Audio-Visual Links

1. https://onlinecourses.swayam2.ac.in/imb21_mg35/preview
2. <https://crm.org/crmland/what-is-a-crm>

Semester III	SE -IL –SER-10	316 SER-Management of Financial Services
Credits:2	LTP: 1:1:1	Subject Elective (SE) Course – Services Management

Course Outcomes: On successful completion of the course, the learner will be able to

CO 316SERV.1	REMEMBERING	RECALL the key concepts of the Indian Financial system
CO 316SERV.2	UNDERSTANDING	EXPLAIN Process of services provided by Financial Sector in India
CO316SERV.3	APPLYING	DEMONSTRATE the skills and knowledge required for providing financial services and products to the targeted customers
CO316SERV.4	ANALYSING	OUTLINE the importance of offerings of various Financial services in global and Indian Financial Markets
CO316SERV.5	EVALUATING	ASSESS the customer touch-points and customer-buying journey for Financial services
CO316SERV.6	CREATING	CREATE the Service strategy for financial products and services

1. Concept, Nature, and Scope of the Financial Sector in India. Regulatory framework of the Indian Financial System: Reserve Bank of India (RBI), Securities Exchange Board of India (SEBI), Indian Regulatory Authority of India (IRDA). Role and Importance of Financial Sector in the economy, An overview of the banking functions of Indian Banking and Non-banking financial institutions (**NBFC**). **(5+1)**

2. Overview of Financial Services

Importance of Financial Services: human involvement in providing financial services in India, Importance of **cross-selling** for the products such as Mutual funds, Insurance and Loans and Liabilities, Various Point of Services in Indian Financial Markets, Traditional Vs Modern Services - E-Banking; Telephone banking, branch networking, E-banking technologies/ electronic delivery channels – ATMs, POS Machine, electronic cards, mobile phone banking, electronic transfer methods: IMPS, NEFT, RTGS, Payment banks, Mobile Banking, mobile valets, Payment Mobile Applications. **(5+1)**

3. Extended P's of Marketing:

Importance of extended P's of Services: People, Physical Evidence and Process:

Roles and responsibilities of **People** as service providers and customers in Financial Services, The role of **Physical Evidence** while providing service to the customers in Financial Services, Origin, concept and Importance of **Process** while providing services to the customers in Financial Services. **(5+1)**

4. Four Cs of marketing for Services :

Understanding the 4C's of Marketing for services and importance of C's with respect to financial services **Customer, Cost, Convenience Communication**. Role of various marketing channels for improving financial services.:Franchisee, Branch, agents, Sales team etc. **(5 +1)**

5. Consumer behaviour for Financial Services

Understanding objectives of marketing financial products from the point of view of consumer, Consumer buying process for Financial services in context of Indian Consumers, Factors affecting buying of Financial services: marketing communications in various media such as television ads, print ads, and public relations, persuasion by the opinions of their friends and family, personal knowledge and an attitude about certain

brands based on past experiences, digital platforms, use of Facebook, Twitter, LinkedIn, company websites, financial services aggregator websites, email marketing, financial blogs, Chatbots, AI: future potential for growth for the marketing of financial services, Perception about risk and returns, knowledge about financial products, touch point for buying financial products, choice of distribution channels, customer journey of buying financial services. **(5+1)**

Suggested Text Books:

Security Analysis and Portfolio Management by Sudhindra Bhat, Excel Books, 2011 Edition

Suggested Reference Books:

1. Marketing Financial Services by Hooman Estelami, Dog Ear Publishing, LLC
2. The New Wealth Management: The Financial Advisor's Guide to Managing and Investing Client Assets
Harold Evensky, Stephen M. Horan, Thomas R. Robinson
3. Management of Banking and Financial Services (Third Edition) Padmalatha Suresh & Justin Paul (Pearson)

Suggested Online Courses:

1. Managing Services: by Jayata Chatterjee IIT Kharakpur
https://onlinecourses.nptel.ac.in/noc21_mg52/preview
2. Financial Markets : by Robert Shiller coursera.org/learn/financial-markets-

Websites

1. <http://www.Rbi.org.in>: Report on Internet Banking.
2. <http://www.lbef.org>: Banking Sector in India

Semester III		SE-IL-SER-11	317SER: Management of Tourism Services
2 Credits		LTP: 1:1:1	Subject Elective (SE) Course – Services Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO317SER.1	REMEMBERING	DEFINE core Concepts of Tourism and IDENTIFY various tourism considerations
CO317SER.2	UNDERSTANDING	DISCUSS and EXPLAIN various aspects of Tourism and Hospitality Marketing and EXEMPLIFY the various related terms
CO317SER.3	APPLYING	ORGANIZE and APPLY related numerical, pictorial and graphical data and MAKE USE OF them into business information
CO317SER.4	ANALYSING	ANALYSE important components of Service quality in Hospitality and Tourism industry and INTEGRATE them for appropriate service delivery through practical applications in the hospitality and tourism industry
CO317SER.5	EVALUATING	CREATE Appropriate segmenting, targeting and positioning strategies and DESIGN marketing mix for hospitality and tourism industry

CO317SER.6	CREATING	FORMULATE overall functioning in hospitality and tourism industry and PROPOSE a blend of legal and customer-based strategies to meet customer relationship marketing and face the challenges
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1. Introduction to Tourism and Hospitality Industry: Introduction to Tourism Industry: Concept, definition, types and characteristics, Types of Tourists – Components of Tourism Infrastructure – Elements and Characteristics of Tourism Products- Scope of Tourism – Motivation for Tourism- Employment Opportunities in Tourism, Tourism and Hospitality, Hospitality Services, Relation of hospitality industry with Tourism: Factors Affecting Hospitality and Tourism Industry, Customer Based Metrics, Product-Market Based Metrics, Marketing Mix Metrics **(4+1)**

2. Marketing Mix: Tourism: Types of tourism- Entertainment, Medical-Eco-Pilgrimage- Agri-Cultural-Sports-Leisure-Theme based, Destination Tourism. Domestic and International Tourism, Packages and Travel bookings, Tour Packaging & Costing - Importance of Tour Packaging – Classifications of Tour Packages -Components of Package Tours – Components of tour cost, Subsidies, Bookings, Citizen wise allowances, Tour agents and operators, cruise line traveling, Airline Tickets, Promotion through celebrity endorsements, events, Specialty features, **Hospitality:** Star Ratings of Hotels – Global Standards for Hotels, ownership structure: Sole Proprietorship, partnership, Franchisees, Restaurants- types, Tariffs and Discounts, Mode of booking- Personal, Telephonic, Online App based, Promoting season wise, festival wise, feature and facility wise, Off season promotion. **Role of integrated marketing communication in hospitality and tourism:** analyzing the effectiveness of different communication platforms and examining the fast-changing landscape in digital marketing. **Service Characteristics of Tourism Marketing:** The service culture, Extended 3Ps of Marketing for services, Characteristics of Service Marketing 4 Is – Intangibility, Inseparability, Inconsistency, Inventory **(5+1)**

3. Segmentation, Targeting and Positioning of Tourism and Hospitality Industry: Segmentation: Types of tourists- Personal, Business, Professional, differently-abled tourists- **Targeting and Positioning:** Understanding the marketplace and customer needs, wants and demands; Tangible Products (pick, drop facility, tour guide) **Hospitality segmentation:** Classification of Hotels – Major Departments of a Hotel – lodging, F&B, recreation, event planning, theme parks, transportation, and additional facilities like internet, gym- **Targeting and Positioning:** Locations, Sections and Layout–Room/ table booking availability- Room tariffs and calculation of rates - reservation – registration – Guest services – Checkout and settlement – Front office experiences, Room service differentiation, – safety and security. Evaluating and publicizing Hotel performance for the benefit of tourists– Evaluation of hotels by guests - Direct marketing techniques through various apps, Understanding organizational customers and success factors of marketing, Meeting, Incentive, Conference, and Exhibition (MICE) business. **(6+1)**

4. Customer Relationship Management [CRM] in Tourism and Hospitality Marketing: Benchmarking –Outsourcing -Value addition- Service Quality Control **Tourism Destination Planning:** Environmental Analysis- Resource Analysis - Cultural Analysis **Understanding brand development:** Referrals- Managing service Differentiation, Briefing, Banquets, Conference & Convention Management -Planning for Sustainable Tourism, Formulating Policy to Deal with Crises, Contingency Planning, Reviewing the relationship between service quality and human resources, Best practices for building customer loyalty and creating a strong brand **(5+1)**

5. Legal Aspects and Future Trends in Hospitality and Tourism: Legal Aspects: Recognition of Travel Agency, Tour Operator and Travel Guide License & Permits and Certifications required for Hotels, Awareness about existence of National & International Organization like IATA, PATA, ICAO, WTO, UFTAA, FHRAI, Government regulations and role of various certifications in Food Quality and Food Safety support- Travel and Health Insurance, Forex, Cargo & MICE – Documentation. **Prospects, Changing trends, issue and challenges and Future Growth in Tourism:** Space tourism, Adventure Tourism, Eco Tourism- Eco-tel and Eco resorts, Forces Impacting the future of Tourism –Pollution, Economic, Branding, Terrorism, Conflicts between countries, Technology; Tourist characteristics – Knowledge-Based Society and workforce, Changing Nature of Tourism Products. Future trends of market segmentation analysis in tourism industry **(5+1)**

Suggested Text Books:

1. Tourism Development: Principles and Practices: A.K. Bhatia
2. Hotel Facility Planning: BansalTarun
3. Hotel Housekeeping: Operations and Management: G. Raghubalan, Smritee Raghu balan
4. Hotel Front Office: Operations: J R Tewari
5. Tourism Operations and Management: RodaySunetra; Vandana Joshi; BiwalArchana
6. Marketing for Hospitality & Tourism - Philip Kotler, Bowen & Makens Prentice Hall Inc.
7. Marketing Management for the Hospitality Industry: A Strategic Approach: Allen Z. Reich Wiley,
8. Strategic Management for Hospitality and Tourism (1st ed.): Okumus, F., Altinay L., & Chathoth P. Butterworth-Heinemann.
9. Tourism Marketing: S.M. Jha, Himalaya Publishing House
10. Tourism Management: Anil Sharma, Essential Books, New Delhi
11. Tourism and Travel Management: Biswanath Ghosh, Vikas Publishing House Pvt. Ltd. New Delhi
12. Basic of Tourism Management: Suddhendu Mishra, Excel Books, New Delhi

Suggested Reference Books

1. Hospitality Strategic Management: Concepts and Cases: Cathy A. Enz, Wiley.
2. Strategic Management for Travel and Tourism: David F. J. Campbell, George Stonehouse, and Nigel Evans
3. Cross-Cultural Management Essential Concepts Fourth Edition: David C. Thomas, Mark F. Peterson
4. Promoting Tourism and Hospitality: Trends and Opportunities: Arvind K. Singh & R. A. Sharma
5. Tourism Management: Stephen J Page, Butterworth-Hienemann Oxford
6. Tourism Marketing: Tapan K Panda and Sitikantha Mishra, The ICAI University Press, Hyderabad
7. Marketing Whitebook of current year

Swayam resource:

1. TS-1: Foundation Course in Tourism By Dr. Sonia Sharma & Dr. Tangjakhombi Akoijam, Indira Gandhi National Open University
2. TS-2: Tourism Development Products, Operations and Case Studies

Online references (websites):

1. www.tourism.gov.in
2. www.agritourism.in
3. www.agrotourismworld.com

Semester- III	SE-IL-SER-12	318 SER -Business to Business Services Marketing
2 Credits	LTP: 1:1:1	Subject Elective (SE-IL) Course – Services Management

Course Outcomes: On successful completion of the course, the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO318SER.1	REMEMBERING	Enumerate the characteristics, opportunities and challenges for B-to-B services Marketing
CO318SER.2	UNDERSTANDING	Explain the role of social media in B to B Services Marketing
CO318SER.3	APPLYING	ILLUSTRATE the use of digital marketing for Service Marketing in B-to-B market scenario.
CO318SER.4	ANALYSING	Examine /Analyze variety of sales and marketing initiatives in B-to-B Services sectors / situations
CO318SER.5	EVALUATING	Elaborate the impact of CRM in B to B service marketing

CO318SER.6	CREATING	Create Digital Campaigns for various B to B services.
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Introduction:

Concept of the Business-to-Business (B2B) Marketing, Types of B-to-B Markets, Assessing Customer needs, Customer Value, Services in Business-to-Business Marketing, Importance of services in Business-to-Business Market. Difference between business-to-business product marketing and services marketing. **[4+1+1]**

Strategies and Services for Business Markets:

B to B Marketing strategies for various sectors, quality of e-services, designing new services, marketing services, international services delivery, overcoming the trade barriers **[4+1+1]**

Customer Experience and Business Service Marketing Challenges:

Understanding the Full Customer Experience, The Customer Life Cycle, Applying the Customer Experience Map, Customer Experience Management, Business Service Marketing: Special Challenges in B2B Services Marketing **[4+1+1]**

Digital Marketing and Sales in B2B Marketing:

Introduction: digital marketing campaigns, identifying improvements in sales and marketing engagement, The 3Es of digital sales and marketing, sales email tracking, CRM, and how sales and marketing leverage it, PR and digital integration, Digital Marketing and Artificial Intelligence. **[4+1+1]**

B2B Services and Social Media:

Introduction, B2B social media channels and its goals, B2B Social media listening, lead generation and social media, B2B Social media measurement framework, B2B Social media marketing strategies, sales and social media, the future of B2B digital marketing. **[4+1+1]**

Suggested Textbooks:

1. Business to Business marketing By MICHAEL D. HUTT & THOMAS W. SPEH, South-Western Cengage Learning
2. B2B Digital Marketing Strategy By Simon Hall, Kogan page
3. Business to Business Marketing Management by Alan S. Zimmerman and Jim Blythe Second edition, Routledge 2013

Suggested Reference Books:

1. Business to Business Marketing by Ross Brennan, Louise Canning, Raymond Macdowell
2. industrials Marketing by Mathur, New age international Publishers
3. Industrial Marketing: Text and Cases Krishna K. Havaladar Tata McGraw-Hill Education
4. Industrial Marketing By Hill, Alexander and cross, Irwin

Subject Core (SC) Courses - Semester IV

Semester IV	SC-SER-05	403 SER- Services Analytics
3 Credits	LTP: 2:1:1	Subject Core (SC) Course – Services Management

Course Outcomes: On successful completion of the course, the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO403SER.1	REMEMBERING	Define key concepts in analytics; Enumerate the need and use of services analytics
CO403SER.2	UNDERSTANDING	Understand the role of analytics in services marketing, and need and framework of customer analytics
CO403SER.3	APPLYING	Use Tableau for creating charts and dashboard for data driven decision - making in services marketing and customer retention/enhancing customer experience
CO403SER.4	ANALYSING	Illustrate the use of various software for customer analytics and analysing service marketing strategies
CO403SER.5	EVALUATING	Evaluate service marketing mix, segmentation, targeting, positioning and service quality using analytics
CO403SER.6	CREATING	Build value for improving services marketing by linking analytics in services marketing

- 1. Basics of Service Analytics:** Definition of Analytics, Need of Analytics in Services Marketing, Differences between data, information and knowledge, Types of Analytics (Descriptive, Diagnostic, Predictive and Prescriptive) and its uses in improving Services Marketing. [7+2]
- 2. Role of Analytics in Services Marketing:** Analytics for Marketing Segmentation, Targeting & Positioning of Services [Concepts and Cases], Use of Analytics in improving Service Marketing Mix Elements: Process, People and Physical Evidence [Concepts and Cases], Analytics in Managing Consumer Behaviour & Service Quality [Concepts and Cases] [7+2]
- 3. Tableau and Service Analytics Strategies:** Tableau - data connections, organizing and simplifying data, creating charts and sharing Insights through dashboards, Implement Service Analytics Strategies using Tableau- Continuous improvement in every customer touch point (using chatbots, phone technology, call centers etc), Aligning service metrics to vision, Enabling career growth in service, Turning customer service into everyone’s responsibility[8+2]
- 4. Customer Analytics:** Definition of Customer Analytics, Need of Customer Analytics, Type of Customer Analytics, Process/ Framework of Customer Analytics, , Best Practices and Trends in Customer Analytics, Tools and Software used for Customer Analytics, Analytics for Customer Retention, enhancing Customer experience, acquiring new customer, etc – Case Studies) [7+2]
- 5. Use of Analytics in Services Application domain (Field Study of two domains):** Hospitality, Aviation, Education, Financial Services, Travel & Tourism including hotels & restaurants, Shipping, Storage services(warehouses), Telecom & related services, Real estate services, IT services (BPO),Legal services, Transportation, Media, Entertainment, Sports, Healthcare, E-commerce. [8]

Reference Books

1. Customer Analytics for Dummies, by [Jeff Sauro](#)

2. Marketing Analytics: A Practical Guide to Improving Consumer Insights Using Data Techniques, by Mike Grigsby
3. Services Marketing by Govind Apte
4. Tableau For Dummies (For Dummies (Computer/Tech)) 1st Edition, KindleEdition by [Molly Monsey](#) (Author), [Paul Sochan](#) (Author)

Case Study

1. **Dark Side of Customer Analytics (HBR Case Study)**, [Thomas H. Davenport](#), [Jeanne G. Harris](#)
2. **WeWork - Service Excellence through Business Model Innovation: Creating Outstanding Customer Experiences by Leveraging Data, Analytics and Digital Technologies**, [Wolfgang Ulaga](#), [Joerg Niessing](#), [Nancy J. Brandwein](#)
3. **Carolinas HealthCare System: Consumer Analytics** [John A. Quelch](#), [Margaret Rodriguez](#)
4. **Marketing Simulation: Customer Centricity**, [Peter S. Fader](#)

Website Links

1. <https://www.tableau.com/en-gb/solutions/support-and-service-analytics/strategies>
2. <https://www.martechadvisor.com/articles/data-management/what-is-customer-analytics/&/>
3. <https://monkeylearn.com/blog/customer-service-analytics/>
4. <https://www.zendesk.com/blog/3-types-customer-analytics/>

Semester IV	SC-SER-06	404 SER- E-Services
3 Credits	LTP: 2:1:1	Subject Core (SC) Course –Services Management

Course Outcomes: On successful completion of the course, the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO404SER.1	REMEMBERING	ENLIST different key e- services formats
CO404SER.2	UNDERSTANDING	INTERPRET Sectorial perspectives of E- Services Choose appropriate e- service practices for relevant sectors
CO404SER.3	APPLYING	CHOOSE appropriate e- service practices for relevant sectors
CO404SER.4	ANALYSING	COMPARE e- services practices across b2b and b2c context
CO404SER.5	EVALUATING	INTERPRET impact of technology on traditional and e- services
CO404SER.6	CREATING	ELABORATE on how e- services and traditional services can be leveraged wrt to the sectorial business needs

1. Evolution of Traditional form of services to Digital Services.

Meaning of e services, Difference between traditional and E- Services, Types of E- Services-Web based, App Based, Omni Channel E-Services, How Traditional services emerged as E- Services, Digital environment, Factors driving the e- services emergence, Role of Industrial revolution in digitizing services. Role of Changing Consumer Lifestyle in rise of digital services, Digital formats of Public and private services, B2b, B2C e- Services (7+2)

2. Understanding Consumers of E-services:

Understanding Digital Consumer buying roles, process, environment, segments, persona, Understanding Consumers Buying Shifts- buying service point – to- Anytime, anywhere, Service buying to Service Experience buying, E-CRM in digital services, Understanding Consumers for both E- Service companies and E-Services Extensions of traditional services (6+2)

3. Managing E- Services- Understanding Digital Consumers and Service Marketing Mix:

Transformation from Traditional to Digital Service Marketing Mix- from the point of view of service providers and consumers, Fixed Price to Dynamic Pricing, Point of Service to Point of Consumer, Managing Digital consumer segments, Digitized Promotion getting on demand, more targeted and lethal Hyper Personalization, Influence of social media /word of mouth., Service supply chains- From Fixed Time to Real Time Supply, Digital services business channels- Multiple channels to Omni Channel (9+2)

4. Managing E- Services-- Operational perspective- Physical Evidence, Process, People:

Driving Factors of managing service operations, Understanding Physical Evidence, Elements of physical evidence in website, Mobile Application, Physical evidence becoming more asset light, Understanding People Elements in E- services, People element getting supported by interactive Human Technology such as chatbots, Understanding Processes in the E- services. - Push and Pull processes. Understanding back-end Supply Chains for e- services. Role of IoT, AI, VR, mobile applications, social media. (7+2)

5. Understanding B2B E-Services:

Understanding Customer buying of E- services in B2B context, Understanding B2B buying roles, process, environment in B2B context. E- Services for buying products, Understanding B2B E- Services for various sectors such as Hospitality, Tourism, Logistics and other sectors relevant to the target audience through Case Studies of Global, Urban and Rural based B 2 B E -services within Public and Private Sector (6+2)

Suggested Text Books-

1. Service Management: Operations, Strategy, and Information Technology, James A. Fitzsimmons, Mona J. Fitzsimmons, McGraw-Hill/Irwin, 2006
2. Service Marketing Concepts Applications & Cases Mk Rampal,SI Gupta, Galgotia Publishing Company
3. Services Marketing: People Technology Strategy, by Wirtz Jochen (Author), Lovelock Christopher (Author), Chatterjee Jayanta, Pearson Education; 8th edition (2017)
4. Services Marketing by Zeithaml, Bitner, Gremler & Pandit, TMGH, 4th Edition
5. Services Marketing: Global Edition by Christopher Lovelock (Author), Jochen Wirtz, Pearson Education; 7 Edition
6. Services Marketing- Valarie A Zeithaml, Mary Jo Bitner, Dwayne D. Gremler, Ajay Pandit, McGraw Hill

Suggested Reference Books

1. E-services- Towards New model of Interactive Community, Ronchi, Alfredo M., Springer, 2019 edition
2. E- Services- New Directions in Theory and Practice, Roland T. Rust, P.K. Kannan, Taylor and Francis, 2016
3. Cases on Managing E- Services, Scupola Ada, 2008, IGI Global
4. Digital Transformation and Innovative Services for Business and Learning, Kamaljeet Sandhu, 2020, IGI Global

Suggested Audio Visuals link

<https://www.youtube.com/watch?v=7T4KnAifFeI>, Digital Transformation in Service Management

Suggested Journals

International Journal of E-Services and Mobile Applications (IJESMA)
Journal of Service Research
Journal of Consumer Research
Journal of Consumer Psychology
Computers in Human Behaviour
Journal of Electronic Commerce Research
International Journal of Internet Marketing and Advertising
International Journal of Electronic Marketing and Retailing

Suggested Swayam Course

https://onlinecourses.nptel.ac.in/noc20_mg12/preview

Subject Elective (SE) Courses - Semester IV

Semester IV	SE-IL-SER-13	409-SER-Global Trends and Cases in Services Management
2 Credits	LTP: 2:1:0	Subject Elective (SE) Course – Services Management

Course Outcomes: On successful completion of the course, the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO409SER .1	REMEMBERING	IDENTIFY the current Global Service management trends
CO409SER .2	UNDERSTANDING	CLASSIFY sectorial perspective of the global trends
CO409SER .3	APPLYING	RELATE global service management trends in the Indian/Regional context
CO409SER .4	ANALYSING	ILLUSTRATE changes in global service management
CO409SER .5	EVALUATING	APPRAISE the practices of service management providers in the current context
CO409SER .6	CREATING	COMPOSE strategies and innovative solutions for service excellence based on global service trends

1. Global Trend 1: Consumers and Employees - Key in Service Excellence

Overriding importance of customers and people in service creation and delivery and achieving excellence
Paradigm shift in considering, 'People' as 'Key Success Factor' rather than just as a Service Mix element and resource

Cases for discussion:

1. Case of Hotel Taj Mumbai [Importance of Employees for achieving excellence in services]
 2. Case of Starbucks [Importance of Consumers in service creation]
- (4+2)

2. Global Trend 2- Service Offering to Service Experience

Importance of 'service experience' over service offering [The superior service experience may be on account of People, Processes, Physical evidence etc]

Case for discussion:

OYO Transforming Hotel Service Experience in Unorganized Hotel segment. (4+2)

3. Global Trend 3- Omni Channel Service Experience:

Anywhere-Anytime Concept in service delivery, Hyper-customization.

Cases for discussion:

1. Amazon Prime Entertainment [providing entertainment on every channel such as web, app in On-Demand Manner]
2. India Post Payment Bank [Revolutionary home banking services for the unbanked segment through Omni Channel approach]. (4+2)

4. Global Trend 4- Technology Based Service Experience

Trends related to Application of Internet of things, Web, App in achieving service experience. Role of big data, AI, VR, AR, Voice based services in service excellence

Case for discussion:

Use of Technology by IKEA in Hyderabad Store launch (4+2)

5. Global B2B Trends

Traditional B2B Services transforming into digital services
B2B Trends and Cases in Public and Private B2B , B2G, G2B businesses
Changing business models from asset heavy to asset light service business models.

Case for discussion:

GeM of Government of India - Government B2G Services getting digitized through Government E-marketplace. (4+2)

Please Note:

1. Trends as visible in the Service Industry must be discussed besides those mentioned above
2. Cases suggested are illustrative. Other relevant and current cases can be used to elucidate the trends. Use of self-developed caselets, reference to Articles, Interviews of prominent Service Business Heads may be used for explanation.

Suggested Text Books

IUP Case Folio, Case Journal from IUP Publications

Suggested Reference Books

1. Indian Case Collection Centres from IIMs
2. ET Cases,
3. Ivey Cases
4. The Case Centre
5. Harvard Cases

Suggested Audio Visuals link

1. <https://www.youtube.com/watch?v=vQGz1YRqBPw> Case Experience by Prof. Rohit Deshpande, Harvard Business School.
2. www.mystarbucksidea.com
3. www.oyo.com
4. https://www.primevideo.com/?ref=dvm_pds_amz_in_as_s_g_72|m_fQQR2NKbc_c386559716835
5. <https://www.youtube.com/watch?v=TlrJqmFAhks>, Launch Trailer Video
6. <https://www.youtube.com/watch?v=Sy8zsHq8NeE> , Illustrative Services Details Video
7. <https://www.ippbonline.com/>
8. https://www.youtube.com/watch?v=EMwHit_RMNA
9. <https://www.youtube.com/watch?v=ad-GuV6YIMl> [illustrative Video from The Economist for Tech driven retail experience]
10. <https://gem.gov.in/>
11. https://www.youtube.com/watch?v=knHG3Hv_H5U
12. <https://www.youtube.com/watch?v=7sQcP6pMhic> [Top 10 B2B Trends]
13. <https://www.youtube.com/watch?v=kUUHPXJV0UI>[Top Field Service Management Trends]

Suggested Journals

Case Folio,
IUP Publication
Journal of Service Research

Suggested Swayam Course

https://onlinecourses.nptel.ac.in/noc20_mg12/preview

Semester IV	SE-IL-SER-14	410 SER –Service Industry Training
2 Credits	LTP: 1:1:1	Subject Elective (SE) Course – Services Management

Course Outcomes: On successful completion of the course, the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO410SER.1	REMEMBERING	Define, describe soft skills and related terms
CO410SER.2	UNDERSTANDING	INFER the SELF- through SWOT Analysis and Self-Grooming
CO410SER.3	APPLYING	DEVELOP and apply knowledge of impressions, manners and etiquettes in delivering excellent service quality
CO410SER.4	ANALYSING	CATEGORISE required soft skills for different services
CO410SER.5	EVALUATING	JUSTIFY the application of soft skills in different service scenarios

- 1. Introduction:** Meaning of Soft skills, Importance of Soft Skills in Service Industry-Basics of Personality Development-Setting goals- Beliefs, Values, Attitude (5+1)
- 2. Developing the Self: SWOT and Self-grooming:** Discovering Self-Mapping one's strengths in the area of Soft Skills-Self-SWOT analysis-Corporate Grooming-Presentation Skills-Selling Skills-Dressing Skills-Appearance Management: Occasion-wise-Dressing (Western)-Dressing (Indian)-Choice of Personal colours sand its relationship with Organization-Clustering of clothes (5+1)
- 3. Image Building and Etiquettes:** Body Language-Positive and Powerful First Impression-Corporate Etiquettes-Telephone Etiquettes-Meeting Etiquettes-Employer and Employee Etiquettes-Desk etiquettes-Office toilet etiquettes-Table/ Eating etiquettes and Office party etiquettes-mobile, email and internet etiquettes- Work from Home etiquettes in Service industry (5+1)
- 4. Major Soft Skills** required in the Service Industry-**Part I:** Communication-Listening Skills-Self-Control-Assertiveness-Interpersonal Skills-Conflict Resolution-Empathy-Depersonalization-Time Management-Taking Responsibility-Sense of Humour (5+1)
- 5. Major Soft Skills** required in the Service Industry-**Part II:** Critical Thinking-Creativity-People Management-Emotional Intelligence-Negotiation-Cognitive Flexibility-Complex Problem Solving-Adaptability-Judgement and Decision-making [5+1]
[Pedagogy must include practical exercises]

Suggested Text Books:

- Soft Skills: An Integrated Approach to Maximise Personality by Gajendra Singh Chauhan and Sangeeta Sharma, WILEY Publications
- Personality Development and Soft Skills by Barun Mitra

Suggested Reference Books:

- The Ace of Soft Skills: Attitude, Communication and Etiquette for Success by Gopaldaswamy Ramesh, Pearson Publication

Suggested Audio Visuals link:

Suggested Journals:

<https://www.nationalsoftskills.org/research-publications>
<https://thejournalofbusiness.org/index.php/site/article/view/1052>

Suggested Swayam Course:

Developing Soft Skills and Personality by Prof T Ravichandran, IIT Kanpur

https://onlinecourses.nptel.ac.in/noc21_hs57/preview

Soft Skills by Prof Binod Mishra, IIT Roorkee

https://onlinecourses.nptel.ac.in/noc21_hs76/preview

Semester IV	SE-IL-SER-15	411 SER: Public Utility Services
2 Credits	LTP: 1:1:1	Subject Elective (SE) Course – Services Management

Course Outcomes: On successful completion of the course, the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO411SER.1	REMEMBERING	DEFINE the concept of Public Utility and enumerate the types of Public Utility Services
CO411SER.2	UNDERSTANDING	EXPLAIN characteristics and different forms of public utility services and the problems of Public Utilities
CO411SER.3	APPLYING	DEMONSTRATE the application of Pricing and Sales Policy and Service Performance evaluation methods for Public Utilities
CO411SER.4	ANALYSING	COMPARE the Past and Present and Future of the Public Utilities in context of Utility Service offerings, service quality and management
CO411SER.5	EVALUATING	APPRAISE the role and contribution of Public Utilities in Indian Economy; effect of liberalization, deregulation and privatization of public utilities; its Control and Regulatory Framework
CO411SER.6	CREATING	DESIGN a Model of a Novel and Modern Public Utility that best fits contemporary times

1. Introduction of Public Utility: Definition, Meaning and Characteristics of Public Utility; Importance of Public Utility Service; Forms of Public Utility Undertakings; Key Players in Public Utility; Privileges and Obligations of Public Utility; Types of Public Utility Services; Problems faced by Public Utility and Government Initiatives (5+1)

2. Economics of Public Utility: Consumer Categories of Public Utility; Role and contribution of Public Utility Services in Indian Economy; Public Utility Rate Level and Rate Structure Design; Public Utilities as Natural Monopolies, Regulating Natural Monopolies; Privatization push, its Economic Effects and Popular Opposition to Privatization; Liberalization, Deregulation and Erosion of Traditional Public Utilities Monopoly Position (5+1)

3. Public Utilities Law: Growth and Evolution of Public Utilities and their legislation; Public Utilities in India and Regulatory Framework; Public Accountability and Autonomy; Control and State Regulation; Consumer Complaints and Grievance Redressal Mechanism, Role of Consumer Forums; Public Utility Services under Consumer Protection Act, 1986 (5+1)

4. Organization and Management of Public Utilities: Organizational Structure; Pricing Policies of Public Utility; Sales Policy of Public Utility; Competition; Utility Service Delivery System; Paradigm Shift in Public Utility Service Offering - Value creation, Improved Service Delivery, Quality of Service, Customer Incentivization and Engagement; Efficiency and Service Performance Evaluation (5+1)

5. Utilities of the Future: New Technologies and Trends in Public Utility; Global Collaboration Opportunities; Net Neutrality – Is the Internet a public utility; Participation of Public Utilities in Smart City Programmes; New transactive

business models like use of block chain, incentivizing customer participation, Use of Gamification for Customer engagement; Push towards renewable and clean energy, Forces shaping the Modern Public Utility Industry (5+1)

Suggested Text Books:

1. Public Utilities – Old Problems New Challenges by David E. McNabb, Second Edition, Edward Elgar Publishing
2. Public Utilities Law by Dr. Archana Ranka, Paragon International Publishers
3. The Economic and Social Regulation of Public Utilities – An International History, Edited by Judith Clifton, Pierre Lanthier, Harm Schröter, First Edition, Toutledge
4. Public Utility Economics by Michael A. Crew, Paul R. Kleindorfer, Springer
5. Fundamentals of Public Utilities Management by Frank R. Spellman

Suggested Reference Books:

1. Competition & Regulation of Utilities, Edited by Michael A. Crew, Springer
2. Regulating Public Utility Performance – The Law of Market Structure, Pricing and Jurisdiction by Scott Hempling
3. The Theory of Public Utility Pricing by David Summer Sibley & Stephen J. Brown, Cambridge University Press
4. Public Utility Services under The Consumer Protection Act by Manta Rao, Deep & Deep Publications

E- Resources:

1. <https://marketbusinessnews.com>
2. <https://www.yourarticlelibrary.com/business/public-utilities-meaning-characteristics-forms-privileges-and-obligations/42066>
3. <https://accountlearning.com/public-utility-meaning-characteristics-rights-duties/>
4. https://www.psrindia.com/Upload/Event/03%20Background%20Paper_Uilities%20of%20the%20Future_Final2017102414542590920180106151217131.pdf
5. <http://egyankosh.ac.in/bitstream/123456789/13156/1/Unit-18.pdf>
6. <https://www.tdworld.com/>
7. <https://opentextbc.ca/principlesofeconomics/chapter/11-3-regulating-natural-monopolies/>
8. https://www.investopedia.com/terms/n/natural_monopoly.asp
9. <https://www.oecd.org/daf/ca/corporategovernanceofstate-ownedenterprises/1929700.pdf>
10. <https://independent.org/wp-content/uploads/2012/08/privatization.pdf>

Semester IV	SE – IL – SER - 16	412SER – Event Management Services
2 Credits	LTP: 1:1:0	Subject Elective (SE) Course – Services Management

Course Outcomes: On successful completion of the course, the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO412SER.1	REMEMBERING	RECOGNIZE Event Management as a Service
CO412SER.2	UNDERSTANDING	UNDERSTAND the Planning and Team Management of Event
CO412SER.3	APPLYING	RELATING Marketing Mix to Event Management Service
CO412SER.4	ANALYSING	CONNECT Leadership, Communication with perspective of Services Management
CO412SER.5	EVALUATING	JUDGE the trends and profiles in Event Management

CO412SER.6	CREATING	DESIGN and Execute an Event
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1.Introduction: Event Management as a Service, Characteristics of Event Management-5 Cs of Event Management-Introduction to Principles of Event Management-Code of Ethics-SWOT Analysis. (5+1)

2.Event Planning and Team Management: Setting up the objectives for the event-Construction of a Service Blueprint for an event-Decide on the protocols, dress codes, staging and staffing-plan the logistics and other requirements-Documentation required for the event (5+1)

3.Event Marketing: Application of Services Marketing mix to Event Management-Process-People-Physical evidence-Marketing the event as an experience-Image building and branding (5+1)

4.Event Leadership, Communication, Budgeting and Security: Managing teams-managing meetings-written communications-Budgeting-security-occupational safety- Crowd management-major risks and emergency planning-incident reporting-emergency procedures (5+1)

5.Trends in Event Management as a service and Job Profiles in Event Management: Virtual Events-Live Streaming-Artificial Intelligence: Event chatbots, Facial recognition during event registration, Voice translation and interpretation during panels, Event newsletter personalization-Enhanced Attendee experience-Augmented Reality and Virtual reality-Secured data collection-Job profiles: Event Planner, Event Manager, Logistics Manager, Project Manager, Museum/Gallery Manager, Client Service Provider (5+1)

Managing an Event: Plan and Execute an Event within or outside the Institute as an activity in a group of 6-10 students

Suggested Text Books:

Event Management by Wagen: Pearson

Event Management For Dummies by Laura Capell, Making Everything Easier!™

Suggested Reference Books:

Event Management and Marketing: Anukrati Sharma, Shruti Arora: Bharati Publications, New Delhi

Experiential Events: Dr Deepank Swaminathan: Notion Press.com

Suggested Audio Visuals link:

Suggested Journals

<https://www.emerald.com/insight/publication/issn/1758-2954>

<https://www.ingentaconnect.com/content/cog/em>

<https://www.inderscience.com/jhome.php?jcode=ijhem>

<https://www.scimagojr.com/journalrank.php>

Suggested Swayam Course

BHC-011: Basics of Event Management by Prof Heena K Bijli, Indira Gandhi National Open University https://onlinecourses.swayam2.ac.in/nou21_ge05/preview

Semester IV	SE -IL –SER-17	413-SER -Management of Telecommunication services
Credits:-2	LTP: 1:1:1	Subject Elective (SE) Course – Services Management

Course Outcomes: On successful completion of the course, the learner will be able to

CO 413 SER.1	REMEMBERING	RECALL the key concepts of the Telecommunication services.
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CO 413 SERV.2	UNDERSTANDING	EXPLAIN Process of services provided by Telecommunication sector in India
CO 413 SER.3	APPLYING	DEMONSTRATE the skills and knowledge required for providing Telecommunication services to the targeted customers
CO 413 SER.4	ANALYSING	OUTLINE the offerings of various Telecommunication services providers in the Indian and Global Market
CO 413 SER.5	EVALUATING	ASSESS the customer touchpoints and customer-buying journey for Telecommunication services.
CO 413 SER.6	CREATING	CREATE the Service strategy for Telecom products

1. Overview of Telecommunication Sector:

Role of Telecommunication Sector and services provided by the telecommunication sector in India, Analyzing market size of telecommunication sector in India, Investment and major developments in India's telecommunication sector, Government initiatives for development of telecommunication sector in India. Factors of growth in of telecommunication services in India. **(5+1)**

2. India's Telecommunication Sector:

Regulatory framework of the Indian Telecommunication sector, Telecom Regulatory Authority of India (TRAI), TRAI ACT, 1997, Telecommunication Telecom Regulatory Authority of India Amendment Act 2000, Telecommunication Telecom Regulatory Authority of India Amendment Act 2014. National Telecom Policy 1994, New Telecom Policy 1999, National Telecom Policy 2012, Broadband Policy 2014 **(5+1)**

3. Indian Telecommunication Market:

Introduction of telecommunication market in India, Industry trends in telecommunication services, Market structure of Indian telecommunication market, Competition issues in Indian telecommunication sector (Price based competition, non-Price based competition), Vertical integration in telecommunication services. Unbundling services and Infrastructure, Key challenges in telecommunication service, Steps taken by government for protecting consumer interests and development of telecommunication services. **(5+1)**

4. Key players in Indian Telecommunication services:

Major telecom companies/operators in India, MTNL, Bharat Sanchar Nigam Limited, Bharti Airtel limited, Reliance JIO, Vodafone, Idea limited, Selling telecommunication service, Issues in telecommunication services marketing, Pricing strategies in telecommunication services, Competitive strategies in Telecommunication sector in Indian Market, Service differentiation in telecommunication services. **(5 +1)**

5. Customer satisfaction and Service Quality in Telecommunication Services. :

Introduction, customer satisfaction, measurement of customer service satisfaction, customer satisfaction ratings, Customer satisfaction model, Customer retention, customer expectations, factors influencing expected services, service quality, gaps in service quality, measurement of service quality. **(5+1)**

Suggested Text Books:

Services Marketing the Indian Context by R. Shrinivasan (Third Edition) PHP learning publications, February 2012

Suggested Reference Books:

1. Telecommunications Essentials: 1st Edition Lillian Goleniewski and (editor) Jarrett, Kitty Wilson | Oct 10, 2006

Suggested videos for course:

2. <https://www.youtube.com/watch?v=MC3MFNVTNbE> (The most popular Telecom Companies in India (2009-2020)
3. <https://www.youtube.com/watch?v=pPqjvus2ZEc> (15 Things You Didn't Know About The Telecommunication Industry)

Websites

3. <https://www.ibef.org/industry/telecommunications.aspx>
4. https://niti.gov.in/planningcommission.gov.in/docs/aboutus/committee/wrkgrp/wg_telecom.pdf