



**INDIAN INSTITUTE of ENGINEERING SCIENCE and  
TECHNOLOGY, SHIBPUR**

**Course Syllabi of**

**MASTER OF BUSINESS ADMINISTRATION (M.B.A)**

**Effective from Academic Session 2019 - 20**

**Offered By**

**SCHOOL OF MANAGEMENT SCIENCES (SOMS)**

**Course Structure for Two-Year MBA Program (From 2019 Onward)**  
**School of Management Sciences**

**1st Semester**

Sl. No	Course Name	Course code	Class Load/Week			Credit	Marks
			L	T	P		
1.	Paper I: Principles of Management and Organisational Behaviour	MS5101	3	0	0	3	100
2.	Paper II: Managerial Economics	MS5102	3	0	0	3	100
3.	Paper III: Quantitative Methods in Management	MS5103	3	0	0	3	100
4.	Paper IV: Managerial Accounting	MS5104	3	0	0	3	100
5.	Paper V: Marketing Management-I	MS5105	3	0	0	3	100
6.	Paper VI: Information Technology Management	MS5106	3	0	0	3	100
	<b>Theory Sub-total</b>		<b>18</b>	<b>0</b>	<b>0</b>	<b>18</b>	<b>600</b>
7.	Lab1: Business Communication	MS5171	0	0	3	3	100
	<b>Practical Sub-total</b>		<b>0</b>	<b>0</b>	<b>3</b>	<b>3</b>	<b>100</b>
	<b>1st Semester Total</b>		<b>18</b>	<b>0</b>	<b>3</b>	<b>21</b>	<b>700</b>

**2nd Semester**

Sl. No	Course Name	Course code	Class Load/Week			Credit	Marks
			L	T	P		
1.	Paper VII: Human Resource Management	MS5201	3	0	0	3	100
2.	Paper VIII: Operations Research	MS5202	3	0	0	3	100
3.	Paper IX: Marketing Management-II	MS5203	3	0	0	3	100
4.	Paper X : Financial Management	MS5204	3	0	0	3	100
5.	Paper XI : Production and Operations Management	MS5205	3	0	0	3	100
6.	Paper XII : Business Environment and Legal System	MS5206	3	0	0	3	100

	<b>Theory Subtotal</b>		<b>18</b>	<b>0</b>	<b>0</b>	<b>18</b>	<b>600</b>
7.	Project-I	MS5271	0	0	3	3	100
	<b>Practical Subtotal</b>		<b>0</b>	<b>0</b>	<b>3</b>	<b>3</b>	<b>100</b>
	<b>2nd Semester Total</b>		<b>18</b>	<b>0</b>	<b>3</b>	<b>21</b>	<b>700</b>

### 3<sup>rd</sup> Semester

Sl. No	Course Name	Course code	Class Load/Week			Credit	Marks
			L	T	P		
1.	Paper XIII: Management Information Systems	MS6101	3	0	0	3	100
2.	Paper XIV: Entrepreneurship Management	MS6102	3	0	0	3	100
<b>Departmental Electives (2 Papers of Major Specialization)</b>							
<b>Finance</b>							
3.1	Company Accounts and Corporate Taxation and Tax Planning	MS6121	3	0	0	3	100
4.1	Strategic Financial Management and Security Analysis and Portfolio Management	MS6122	3	0	0	3	100
<b>Marketing</b>							
3.2	International Marketing	MS6123	3	0	0	3	100
4.2	Consumer Behaviour and Marketing Research	MS6124	3	0	0	3	100
<b>Human Resource</b>							
3.3	Performance, Compensation and Reward Management	MS6125	3	0	0	3	100
4.3	Industrial Relations and Labour Laws	MS6126	3	0	0	3	100
<b>Operations</b>							
3.4	Logistics and Supply Chain Management	MS6127	3	0	0	3	100
4.4	Quality Management Systems	MS6128	3	0	0	3	100
	<b>Theory Subtotal</b>		<b>12</b>	<b>0</b>	<b>0</b>	<b>12</b>	<b>400</b>
5.	Project-II	MS6171	0	0	3	3	100
6.	Society, Ethics and Sustainability	MS6172	0	0	3	3	100

7.	Viva-Voce	MS6191	0	0	0	3	100
	<b>Practical Subtotal</b>		<b>0</b>	<b>0</b>	<b>6</b>	<b>9</b>	<b>300</b>
	<b>3rd Semester Total</b>		<b>12</b>	<b>0</b>	<b>6</b>	<b>21</b>	<b>700</b>

#### 4<sup>th</sup> Semester

Sl. No	Course Name	Course code	Class Load/Week			Credit	Marks
			L	T	P		
1.	Paper XV: Strategic Management	MS6201	3	0	0	3	100
<b>Departmental Electives (2 Papers of Major Specialization and 2 Papers of Minor Specialization)</b>							
<b>Finance</b>							
2.1	Financial Markets, Financial Institutions and Services	MS6221	3	0	0	3	100
3.1	International Financial Management	MS6222	3	0	0	3	100
<b>Marketing</b>							
2.2	Advertising, Sales and Distribution Management	MS6223	3	0	0	3	100
3.2	Advanced Marketing Management	MS6224	3	0	0	3	100
<b>Human Resource</b>							
2.3	Advanced Human Resource Management	MS6225	3	0	0	3	100
3.3	Corporate Human Resource Planning and HRD Audit	MS6226	3	0	0	3	100
<b>Operations</b>							
2.4	Technology Management	MS6227	3	0	0	3	100
3.4	Service Operations Management	MS6228	3	0	0	3	100
	<b>Theory Subtotal</b>		<b>15</b>	<b>0</b>	<b>0</b>	<b>15</b>	<b>500</b>
4.	Dissertation	MS6271	0	0	8	8	100
5.	Comprehensive Viva-Voce	MS6291	0	0	0	4	100
	<b>Practical Subtotal</b>		<b>0</b>	<b>0</b>	<b>8</b>	<b>12</b>	<b>200</b>
	<b>4th Semester Total</b>		<b>15</b>	<b>0</b>	<b>8</b>	<b>27</b>	<b>700</b>

<b><u>OpenElective [Odd Semester]</u></b>		<b><u>OpenElective [Even Semester]</u></b>	
<b><u>Course Code</u></b>	<b><u>Course Title</u></b>	<b><u>Course Code</u></b>	<b><u>Course Title</u></b>
MS5161	Introduction to General Management	MS5261	Entrepreneurship and Small Business Management
MS5162	Consumer Psychology	MS5262	Brand Management and Advertising
MS5163	Quality and Performance Management	MS5263	In Innovation Management and New Product Development
MS5164	Project Management and Financing	MS5264	Digital Marketing

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**FIRST YEAR**  
**MBA – I SEMESTER**

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**Principles of Management and Organizational Behaviour**

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**Area:** General Management

**Course Code:** MS5101

**Course description:**

The three things that all organizations share are: (a) Each organization has a distinct purpose of existence (b) Such purpose of existence are achieved by people and (c) an organization is structured in some way that defines and limits the behaviour of its member. Therefore a significant part of the manager's role is to interact with people, groups and organizations towards achieving the goals. It is therefore important that management scholars are introduced early to the core functions of management and related behavioural aspects of individual, group and organization.

**Course objectives:**

- To introduce the students to the core functions of management – planning, organizing, leading controlling
- Establish the importance of behavioural science (concepts and applications) in performing the management functions
- The interconnectedness among the technical, behavioural and creative aspects of management.
- To introduce the student to the variety of principles influencing human behaviour, group behaviours and organizational behaviours
- To give the student a basic understanding of these principles so that he/she will have a better understanding of human behaviour and applying such understanding in practice ( in dealing with others and decision making)

**Syllabus:**

Definition of Management, Evolution of Management, Managerial roles and skills, Planning and Decision Making Process, Organization culture and Environment – Current trends and issues in Management, Individual and Group Behaviour in Organizational System, Communication.

**Course Content:**

1. **Concept, Nature & Scope of Management**
2. **Different Schools of Management Thought**
3. **Management Process – Functions and Principles**
4. **Foundations of Decision Making**
5. **Planning and Strategic Management**

6. **Introduction to Organizational Behaviour**
7. **Individual Behaviour in Organization**
8. **Group Behaviour in Organization**
9. **Communication**
10. **Organizational Culture & Organizational Change**

#### **References**

1. Robbins, S.P., De Cenzo, D.A. and Coulter, M.A. (2014), *Fundamentals of Management: Essential Concepts and Applications*, Pearson.
2. Robbins, S.P., Judge, T.A. and Vohra, N. (2016), *Organizational Behavior*, Pearson.
3. Koontz, H. and Weihrich, H. (2015), *Essentials of Management: An International, Innovation and Leadership Perspective*, McGraw Hill.
4. Aswathappa, K. and Ghuman, K. (2017), *Management: Concepts, Practice & Cases*, McGraw Hill.

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## **Managerial Economics**

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**Area:** General Management

**Course Code:** MS5102

#### **Course description:**

This course aims at giving a perspective to students specializing in Management, reasons why people and businesses thrive in some economies. The idea is not so much a cross-country analysis, but more an analysis of how perspectives on development have changed over time.

#### **Course objectives:**

- The objective of the course is to introduce students to the most essential Course Content in microeconomics.
- To enable the students to acquire a thorough understanding of economic theory relevant to the Course Content covered.
- To introduce the Students to managerial issues.

#### **Syllabus:**

Managerial economics is the study of how scarce resources are directed most efficiently to achieve managerial goals. A clear understanding of how market forces create both opportunities and constraints for business enterprises would be imparted, with discussions on the concepts of Demand, Cost, Theories of Production, Pricing etc.

#### **Course Content:**

1. **Law of Demand**
2. **Theory of Cost**
3. **Theory of Production**

4. **Theory of Commodity Pricing**
5. **Utility Analysis**
6. **Consumer Equilibrium**
7. **National Income Accounting**
8. **The Money Market and the Commodity Market**
9. **Money and Banking**
10. **Inflation and Unemployment**
11. **Concept of Welfare Economics**
12. **Development Economics**

#### **References**

1. Ahuja, H.L. (2016), Microeconomics, S Chand & Company.
2. Branson, W.H. (2005), Macroeconomics: Theory and Policy, Affiliated East-west Press Pvt Ltd.
3. Andreu Mas-Colell (1995), Microeconomic Theory, Oxford University press.

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## **Quantitative Methods in Management**

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**Area:** General Management

**Course Code:** MS5103

#### **Course description:**

This is an elementary introduction course in probability and statistics. It will demonstrate how to apply probability theory to gain insight into real, everyday statistical problems and situations. It will cover the statistical procedures and strategies most often used in various industries and academics for data analysis.

#### **Course objectives:**

- To learn the basic concepts of probability theory.
- To understand the core principles of statistical inference.
- To use software and simulation for doing the statistical analysis.
- To prepare for the advanced coursework.

#### **Syllabus:**

Descriptive Statistics, Introduction to Probability, Random Variables and Expectation, Discrete Distributions, Continuous Distributions, Joint Probability Distributions, Sampling Distributions, Parameter Estimation, Tests of Hypotheses, Regression, Analysis of Variance.

#### **Course Content:**

1. **Basic Statistics**
2. **Probability and Distributions**
3. **Sampling Estimation and Tests**



- 4. Correlation and Regression**
- 5. Time Series and Forecasting**
- 6. Introduction to Linear Programming**
- 7. Index Methods and their Application**

#### **References**

1. Anderson, D.R., Sweeney, D.J., and Williams, T.A. (2011), *Statistics for Business and Economics*, South-Western.
2. Bowerman, B.L., O'Connell, R.T., and Murphree, E.S. (2014), *Business Statistics in Practice*, McGraw-Hill/Irwin.
3. Levin, R.I., Rubin, D.S., Siddiqui, M.H. and Rastogi, S. (2017), *Statistics for Management*, Pearson Prentice Hall.
4. Ross, S. (2010), *A First Course in Probability*, Pearson Prentice Hall.
5. Quantitative Techniques by C.R. Kothari – Vikas

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## **Managerial Accounting**

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**Area:**General Management

**Course Code:**MS5104

#### **Course description:**

Accounting is the language of business. The course provides necessary exposure to the students on the basics of financial accounting. It is to inculcate a broad level of understanding of accounting principles and policies, preparation of accounting numbers, their interpretation and to develop skills in reading annual reports among the students.

#### **Course objectives:**

- To demonstrate the key financial accounting standard.
- To illustrate the financial reporting with emphasis on sound concepts along with their managerial (and governance-related) implications.'
- To impart the concepts of Depreciation & Inventory Valuation

#### **Syllabus:**

Financial Accounting: financial accounting process event, journal, ledger, trial balance; Preparation of Income Statement and Balance Sheet. Cost Accounting & Management Accounting: Overhead; Methods of Costing; Marginal Costing; Budgetary Control; Standard Costing.

#### **Course Content:**

- 1. Introduction to Accounting**
- 2. Balance Sheet**
- 3. Profit & Loss Account**

4. **Accounting Records**
5. **Cash Flow Statement**
6. **Accounting for Joint Stock Companies**
7. **Financial Statement Analysis**
8. **Methods of Depreciation & Inventory Valuation**  
**Cash Flow Statement Analysis**
9. **Accounting Standards, Creative Accounting & Good Governance and Financial Reporting**

#### **References**

1. Shukla, M.C., Grewal, T.S. and Gupta, S.C. (1997), *Advanced Accounts*, S Chand.
2. Gupta, R.L. and Radhaswami, M. (2014), *Financial Accounting*, Sultan Chand & Sons.
3. Narayanaswamy, R. (2014), *Financial Accounting - A Managerial Perspective*, PHI Learning Pvt Limited.
4. Basu and Das, Principle and Practice of Accountancy, (Rabindra Library)
5. Maheswari S. N. , Principles of Cost and Management Accounting
6. Saxena V. K. and Vasist C D, Basics of Cost and Management Accounting (Sultan Chand and Co.)
7. Bhagwati Pillai – Cost & Management Accounting (S. Chand)

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## **Marketing Management-I**

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**Area:** General Management

**Course Code:** MS5105

**Course description:**

This course covers the processes involved in the creation, communication, sale and distribution of products. It takes a managerial perspective - exposing students to the tasks and decisions faced by marketing managers, including target market selection, competitive positioning, and the formulation of product, pricing, communications and distribution strategies.

**Course objectives:**

- To understand and appreciate the concept of marketing in theory and practice
- To evaluate the environment of marketing and develop a feasible marketing plan
- To understand and apply the STP of marketing (segmentation, targeting, positioning)
- To have an elementary knowledge of consumer behaviour and marketing research
- To understand and appreciate the concept of marketing strategy formulation and implementation

**Syllabus:**

Introduction to marketing; Understanding customer value, satisfaction and relationships; Scanning the marketing environment; Developing marketing plans; Understanding

customers buying behaviours; Market segmentation, targeting and positioning; Product & brand management; Managing services; Managing distribution channels; Personal selling and sales management; Integrated marketing communication; Pricing.

**Course Content:**

1. **Marketing's Value to Consumers, Firms and Society**
2. **Evaluating Marketing opportunities and Marketing Strategy Planning**
3. **Behavioural dimensions of consumer and organizational buyers**
4. **Improving decisions with Marketing information**
5. **Developing Marketing Strategy with segmentation, targeting and positioning**
6. **Elements of Product planning for goods and services**
7. **Product pricing and policies**
8. **Place and Development of Channel Systems**
9. **Promotion – Introduction to integrated marketing communications**
10. **Assembling relevant marketing mix for a target market- Case study**

**References**

1. Kotler, P., Keller, K., (2015), Marketing Management, Pearson.
2. Baines, P., Fill, C., Page, K and Sinha, P. (2013), Marketing: Asian Edition, Oxford University Press.
3. Marshall, G. and Johnston, M. (2014), Marketing Management, Irwin/McGraw Hill.
4. Lamb; Hair; McDaniel and Sharma, (2016), MKTG : A South-Asian Perspective, Cengage.
5. Marketing Management – Ramaswamy & Namakumary, Macmillan

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## **Information Technology Management**

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**Area:** General Management

**Course Code:** MS5106

**Course description:**

The last few decades have witnessed Information Technology (IT) assuming increasingly bigger roles in transforming the way businesses are managed across the globe. Irrespective of the size of the business – be it one of the largest manufacturing firms or the local departmental store, IT has penetrated almost every sphere of business processes. Ability to understand how IT can be leveraged to enhance organizational performances is widely being considered to be a prerequisite to become successful in today's extremely competitive business environment. The course aims to introduce the students to different aspects of application and management of IT with the objective of creating competitive advantage.

**Course objectives:**

- To understand IT's value proposition with respect to the organizational value chain
- To investigate how IT can be leveraged to gain competitive advantage
- To explore emerging IT trends and their implications in business

- To study potential applications of IT in different industries

**Syllabus:**

IT-assisted Decision Making, Competitive Advantage, Organizational Value Chain, IT Use and Management, IT Organization, Knowledge Management, ERP, Business Analytics, E-Commerce, New IT initiatives

**Course Content:**

1. **Introduction to IT – How does IT matter in Business?**
2. **Building Blocks of IT – Concepts and Tools**
3. **Using Information in Organizational Decision Making**
4. **Leveraging IT for Competitive Advantage**
5. **Strategic Use of IT – The Organizational Value Chain Perspective**
6. **IT Implementation and Management – Opportunities and Challenges**
7. **Impact of IT in Organizational Design**
8. **IT and Organizational Knowledge Management**
9. **Supply Chain Management and Enterprise Resource Planning (ERP)**
10. **Introduction to Business Analytics**
11. **E-Business and E-Commerce**
12. **Cloud Computing and Virtual Office Management**

**References**

1. Rajaraman, V- Essentials of E-Commerce Technology- PHI Learning
2. Sahil Raj, Business Analytics, Cengage Learning
3. SushilaMadan, Information Technology, Taxmann
4. Laudon and Laudon, Management Information Systems: Managing the digital firm, 16<sup>th</sup> Edition, Pearson

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## **Business Communication**

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**Area:** Laboratory/ General Management

**Course Code:** MS5171

**Course description:**

This course aims for the business communication within an organization. It will help the student to strategize and tactfully organize a piece of information in a professional, high-quality business document. Also, it will illustrate writing of lucid reports that recommend decisions based on rigorous analysis and systematic evaluation of options. It will help the students to deliver a formal oral presentation integrating appropriately selected rhetorical tools.

**Course objectives:**

- To make the students adept at handling issues related to communication in and outside the workplace

- To communicate information and ideas in a clear, logical and persuasive manner
- To enable them to structure a coherent and focused discourse

**Syllabus:**

Fundamentals of Managerial Communication; Oral Communication; Logic in Persuasive Speech; Academic Writing; Analytical Writing; Business Plan; Crisis Communication; Negotiation; Business Presentations.

**Course Content:**

1. Introduction to Fundamentals of Managerial Communication, Business Communication vs General English Communication
2. Planning Oral Communication, Organising
3. Logic in persuasive speech, The art of story-telling, Rhetoric
4. Academic Writing
5. Argumentative Writing
6. Analytical Writing
7. Business Plan
8. Crisis Communication
9. Negotiation
10. Business Presentations

**References**

1. Clampitt, P.G. (2012), *Communicating for Managerial Effectiveness*, SAGE Publication.
2. Munter, M. and Hamilton, L. (2013), *Guide to Managerial Communication*, Pearson.
3. Hartley, J. (2008), *Academic Writing and Publishing*, Routledge.
4. Guffey, M.E. and Loewy, D. (2012), *Essential of Business Communication*, South-Western College Publishing.
5. Kaul Asha (2009) , *Business Communication 2<sup>nd</sup> Edition* , PHI

**MBA – II SEMESTER**

**Human Resource Management**

**Area:** General Management

**Course Code:** MS5201

**Course description:**

Human resource management is a management function concerned with hiring, motivating and maintaining people in an organization. The quality of the organization's employees, their enthusiasm and satisfaction with their jobs, and their sense of fair

treatment, all impact the firm's productivity, level of customer service, reputation, and survival.

**Course objectives:**

- To introduce the basic concepts, structure and functions of human resource management
- To create an awareness of the roles, functions and functioning of human resource department.
- To impart basic understanding on issues like employee welfare, safety and health.

**Syllabus:**

Fundamental of HRM; Challenges of HRM; Legal context of employment decisions, diversity of work; Analyzing Work and Planning; Recruiting, Staffing, Workplace Training; Performance Management; Pay and Incentive Systems; Indirect Compensation; Human Resource Management and Organizational Performance.

**Course Content:**

1. **Contemporary Human Resource Management Perspectives: Challenges of HRM, the Competitive Environment**
2. **Human Resource Planning: methods of HRP, HR Accounting, Job Analysis process and methods**
3. **Recruitment and Selection: techniques of internal and external recruitment, selection techniques**
4. **Training and Employee Development: training need evaluation, on-the-job and off-the-job training methods, Donald Kirkpatrick's Training Evaluation Model; Learning Theory, Methods of Approaches to Employee development, Coaching, Counselling, Mentoring Career Planning, Succession Planning**
5. **Performance Appraisal: past and modern methods of PA, Rating errors**
6. **HR Analytics: HR Analytics Maturity Model and HR Metrics, Accountability in HRM**
7. **Managing diverse workforce: workforce diversity, dimensions and impact of diversity,**
8. **Compensation management: Job evaluation, compensation structure,**
9. **Managing employee relations: motivation, communication, grievance handling, discipline, collective bargaining, Ethics,**
10. **HR Decision Making in Organization: right sizing the organization, managing termination and retention, safety, health and well-being of employees**

**References**

1. Human Resource and Personnel Management – Aswathappa, Tata McGraw Hill
2. Cascio, W. (2012), Managing Human Resources, McGraw-Hill.
3. Beer, M., Spector, B., Lawrence, P., Mills, D. and Walton, R. (1985), Human Resources Management: A General Manager's Perspective, Free Press.
4. Armstrong, M. (2006), Handbook of Human Resource Management, Kogan Page.
5. Dressler, G. (2000), Human Resource Management, Prentice Hall.
6. Human Resource Management – Text and Cases – V. S. P. Rao      Excel Books

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# Operations Research

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**Area:** General Management

**Course Code:** MS5202

**Course description:**

This course introduces the theory, algorithms, and applications of optimization. The optimization methodologies include linear programming and network optimization. Applications to logistics, manufacturing, transportation, marketing, project management, and finance are acquainted.

**Course objectives:**

- Formulating the real life problem instances.
- Decision making for maximizing industrial output.
- Optimal production planning, controlling, and scheduling.
- Solution method for linear, non-linear, and integer programming problems.
- Modelling of network planning, transportation problem, assignment problem, and optimal sequencing.

**Syllabus:**

Problem Formulation; Geometry of Linear Programming; The Simplex Algorithm; Duality Theory; Sensitivity Analysis; Transportation Problems; Network Analysis & Project Management; Sequencing Problem; Game Theory; Queuing Theory.

**Course Content:**

- 1. Problem Formulation: introduction to operations research**
- 2. Geometry of Linear Programming**
- 3. The Simplex Algorithm**
- 4. Duality Theory**
- 5. Sensitivity Analysis**
- 6. Transportation Problems; Assignment problems, Hungarian method**
- 7. Project Management with PERT/CPM**
- 8. Sequencing Problem**
- 9. Theory of Games- pure strategies & mixed strategies**
- 10. Queuing Theory**

**References**

1. Hillier, F.S. and Lieberman, G.J. (2004), Introduction to Operations Research, McGraw Hill.
2. Handy A. Taha ,Operations Research- An Introduction — (PHI)
3. Kanti Swarup, P.K. Gupta, Man Mohan, Operations Research -- Sultan Chand and Sons, New Delhi .
4. J.K. Sharma, Operations Research – Theory and Applications, 6th Edition,Laxmi Publications

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## **Marketing Management - II**

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**Area:** General Management

**Course Code:** MS5203

**Course description:**

This course aims to expose the students to the modern theory and practices of marketing management and consumer behaviour and equip them with the requisite skills to understand the marketing and customer oriented decision-making framework in which everyday executives work.

**Course objectives:**

- To understand the role of marketing management in a business environment.
- To demonstrate the theory of Consumer Behaviour.
- To evaluate the value of a firm.

**Syllabus:**

Advanced Marketing Management Concepts; Concepts of Consumer Behaviour; Marketing Research Principles; Advertising and Sales; Concept of International Marketing; Marketing of Services and Preliminary Concepts of Strategic Marketing

**Course Content:**

- 1. Consumer Behaviour: Power, Scope and Context**
- 2. Marketing Research: An overview**
- 3. Foundations of Consumer Behaviour**
- 4. The Concept of Global Marketing**
- 5. Product, Pricing, Distribution Promotion strategies for International Markets**
- 6. Core concept of Advertising and Marketing Communication**
- 7. Strategic Marketing Planning**
- 8. Sales Management**
- 9. Service Marketing**

**References**

1. Consumer Behavior – Schiffman & Kanuk, Prentice Hall of India
2. Marketing Research – Luck & Rubin, Prentice Hall of India
3. International Marketing – Rakesh Mohan Joshi, Oxford
4. The Essentials of Services Marketing – Adrian Payne, Prentice Hall of India
5. Advertising Management: Text & Cases – U.C. Mathur, New Age International
6. Sales and Distribution Management – Tapan K. Panda & Sunil Sahadev, Oxford



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# **Financial Management**

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**Area:** General Management

**Course Code:** MS5204

**Course description:**

This course aims to expose the students to the modern theory and practices of accounting and financial management and equip them with the requisite skills to understand the financial decision-making framework in which everyday executives work.

**Course objectives:**

- To understand the role of financial management in a business environment.
- To demonstrate the theory of cost capital and capital structure planning.
- To evaluate the value of a firm.

**Syllabus:**

Financial Statement Analysis; Working Capital Management; Investment Decision; Theory of Capital Structure; Cost of Capital & Capital Structure Planning; Leverage and its implication in Financial Management; Dividend Decision and Value of a Firm.

**Course Content:**

- 1. Introduction to Financial Management**
- 2. Financial Statement Analysis**
- 3. Working Capital Management**
- 4. Cash Management**
- 5. Receivable management**
- 6. Inventory management**
- 7. Capital Budgeting Decisions**
- 8. Capital Structure**
- 9. Cost of Capital**
- 10. Leverage**
- 11. Dividend Policy**

**References**

1. Prasanna, C. (2011), Financial Management - Theory and Practice, Tata McGraw Hill.
2. Vanhorne, J.C. (2011), Financial Policy and Financial Management, Prentice Hall of India.
3. Brealy, R., Myers, S. and Allen, F. (2017), Principles of Corporate Finance, McGraw Hill.
4. Banerjee, B. (2010), Financial Policy and Management Accounting, Prentice Hall of India.

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# **Production and Operations Management**

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**Area:** General Management

**Course Code:** MS5205

**Course description:**

Production and Operations Management essentially covers the Course Content on transformation process(s) leading to manufacturing of products and services, and aims at effective utilization of scarce resources through production control and planning. Location of plant and layout of facilities, methods and work study, maintenance management, and project management are also integrated into the course to have a complete conceptual understanding.

**Course objectives:**

- To familiarize the students with decision making in planning, scheduling, control and productivity improvement in production and operations.
- To take care of all important facets of production and operations for improving productivity in a holistic manner.

**Syllabus:**

Overview of Operations Management; Productivity; Facility Planning; Goods and Service Design; Resource management; Operations scheduling and sequencing; Project Management; Quality Management; Lean Operating Systems; Supply Chain Design; Maintenance Management; Technology Management in Operations.

**Course Content:**

- 1. Production and Operations Management- An Overview**
- 2. Productivity Management**
- 3. Facility Layout and Planning, Safety, Ergonomics and the Work Environment; OHSAS 18001**
- 4. Designing of Goods and Services, Service Encounter Design**
- 5. Strategies for aggregate planning and MPS; MRP I to MRP II to ERP; Capacity Requirement Planning**
- 6. Operations Scheduling and Sequencing**
- 7. Theory of Constraint**
- 8. Project Management**
- 9. Quality Management Systems**
- 10. Lean Operating Systems**
- 11. Supply Chain Design**
- 12. Maintenance Management**
- 13. Technology and Operations Management**

**References**

1. Chary, S. N. (2006), Production and Operations Management, McGraw Hill.

2. Jacobs, F.R. and Chase, R. (2017), Operations and Supply Chain Management, McGraw Hill.
3. Gaither, N. and Frazier, G. (2001), Operations Management, South-Western.
4. Khanna, R. B. (2015), Production and Operations Management, Prentice-Hall.
5. Operations Management by James B. Dilworth (1996), McGraw – Hill
6. Operations Management –A South – Asian Perspective by Collier/Evans/ Ganguly, Cengage Learning

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## **Business Environment and Legal System**

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**Area:** General Management

**Course Code:** MS5206

**Course description:**

The course covers some essential acts and their interpretations in various business operations. Legal aspects of contracts, sale, company operations, consumer protection, information technology etc. reinforce the course so that the students are conceptually aware of the legal environment of business.

**Course objectives:**

- To make the students familiar with the Indian legal framework applied to business.
- To enable the students to relate implications of the relevant part of Law to different functions and areas of business.

**Syllabus:**

Overview of Law related to Business Environment; Indian Contract Act, 1872; Sales of Goods Act, 1930; Companies Act, 1956; Negotiable Instruments Act, 1881; Consumer Protection Act, 1986; Laws related to IT and others.

**Course Content:**

1. Overview and concept of Law related to business and society
2. International Business Environment
3. Industrial policy of 1991 and recent developments, Policy on foreign direct investment in Indian industry.
4. Fiscal Policy; Monetary Policy; Balance of Payments; India's Trade Policy
5. WTO; WTO impact on domestic and international business
6. Indian Contract Act, 1872
7. Sale of Goods Act, 1930
8. Companies Act, 2013
9. Negotiable Instruments Act, 1881
10. Consumer Protection Act, 1986
11. Laws related to - Information Technology; Patents, Trademarks, Copyright; Packaging, Fair Trade Practices.
12. Limited Liability Partnership Act, 2008
13. Competition Act, 2002
14. Goods and Services Tax Act, 2017

**References**

1. Kapoor, N.D. (2014), Elements of Mercantile Law including Industrial Law, Sultan Chand.
2. Gogna, P.P.S. (2010), A Textbook of Business and Industrial Law, S Chand & Company.
3. Gulshan, S.S. and Kapoor, G.K. (2012), Business Law, New Age International.
4. Bulchandani, K.R. (2014), Business Law for Management, Himalaya Pub. House- New Delhi.

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**Project I**

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**Course Code:** MS5271

**Course description:**

To be taken up by the students individually under the supervision of departmental faculty member(s). During this semester, the students basically would be conceptualising and doing an in-depth literature survey to arrive at the problem statement and the list of objectives, with a tentative planning on the methodologies that would be adopted in future.

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**SECOND YEAR**  
**MBA – III SEMESTER**

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**Management Information System**

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**Area:** General Management (CORE)

**Course Code:** MS6101

**Course description:**

Success in today's competitive business environment depends on effective management of its resources. This course provides in-depth coverage of different components of information systems, and management issues in information systems. It pays special attention to emerging areas like enterprise application and planning, knowledge management, installation and use of information technology architectures and information strategy for business processes and the role of the chief information officer in information system leadership.

**Course objectives:**

- To create awareness on the basic concepts, structure and functions of Management Information System.
- To create insights on emerging areas of Management Information System.

**Syllabus:**

Fundamentals of MIS; Challenges of MIS; Different contexts of information system decisions; Insights into Organizations, Management and the Networked Enterprise; Emerging areas like Big Data, Cloud Computing, Social Business, Internet of Things, Visual Web, Location analytics, mobile application development, mobile and native apps to be discussed under appropriate lecture Course Content.

**Course Content:**

- 1. Management Information System–Definition, Objectives and Responsibilities.**
- 2. Information Systems in Global Business Today.**
- 3. IT Infrastructure and Emerging Technologies**
- 4. Databases and Information Management.**
- 5. Achieving Operational Excellence and Customer Intimacy through Information System**
- 6. Managing Knowledge and Enhancing Decision Making.**
- 7. Building Information System and Managing Projects**
- 8. Information Systems, Organization and Strategy**
- 9. Ethical and Social Issues in Information System**
- 10. Managing Information Systems for Global Organisation.**

## References

1. Management Information Systems: Managing the Digital Firm. Kenneth C. Laudon and Jane P. Laudon, Pearson, 16<sup>th</sup> ed.
2. Jawadekar: Management Information Systems, Tata McGrawHill, 7<sup>th</sup> edition.
3. James A. O'Brien, George M. Marakas, Ramesh Behl : Management Information Systems Paperback – 1 Jul 2017, McGraw Hill International edition.
4. Automation, Production Systems and Computer-Integrated Manufacturing Paperback – 22 Jul 2016, Pearson, 16<sup>th</sup> ed.
5. Silbershactz, Korth and Sudershan : Database System Concept, Tata McGrawHill
6. Davis, G. B., & Olson, M. H. (1985): Management Information Systems: Conceptual Foundations, Structure, and Development. New York: McGraw-Hill.

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## Entrepreneurship Management

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**Area:** General Management (CORE)

**Course Code:** MS6102

### Course description:

The course aims to emphasise on creating a learning system through which management students can familiarize themselves with challenges pertaining to introducing new product and service ideas with entrepreneurial mind-set and personality. This course examines the initiation of entrepreneurial ventures with the pursuit of ideas and opportunity recognition by examining creativity for individuals and the concept of innovation. The course focuses on the development of an entrepreneurial plan, operational aspects of entrepreneurial start-ups, growth, and harvest of entrepreneurial ventures.

### Course objectives:

- To explain and understand the process approaches in entrepreneurship.
- To explore the opportunity identification process and examine the role of creativity and innovation.
- To develop understanding on entrepreneurial planning for new ventures
- To examine the transition that occurs in the movement from an entrepreneurial style to a managerial approach.

### Syllabus:

Introduction and Approaches to Entrepreneurship; Entrepreneurial Culture; Essence of Social and Business Ethics in Entrepreneurship; New Venture Creation; Linking Innovation with Entrepreneurship; Business Organizations and Business Laws; Capital Structure and Cost of Capital; Entrepreneurial Business Plan; Managing Marketing and Financial Aspects for New Ventures; Entrepreneurial Strategies.

### **Course Content:**

- 1. Introduction and approaches to Entrepreneurship**
- 2. Individual Entrepreneurial mind-set and Personality**
- 3. Social and Ethical Perspectives of Entrepreneurship**
- 4. Launching Entrepreneurial Ventures**
- 5. Innovation Process**
- 6. Legal Challenges in Entrepreneurship and Business Laws**
- 7. Search for Entrepreneurial Capital**
- 8. Formulation of Entrepreneurial Plan**
- 9. Marketing and Financial aspects New Ventures**
- 10. Strategic Perspectives in Entrepreneurship**

### **References**

1. Hisrich, R.D. and Peters, M.P. (2017), *Entrepreneurship*, McGraw-Hill.
2. Dollinger, M.J. (2003), *Entrepreneurship*, Prentice Hall.
3. Drucker, P. (2015), *Innovation and Entrepreneurship*, Harper Collins.
4. Kuratko and Rao (2019), *Entrepreneurship – A South Asian Perspective*, Cengage.

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## **Departmental Elective: Finance**

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### **Company Accounts, Corporate Taxation and Tax Planning**

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**Area:** Finance

**Course Code:** MS6121

**Course description:**

This course is to provide an understanding of the concepts of corporate financial reporting, company accounts including regulatory framework and implications of Ind-As. This program will also cover the direct and indirect taxes.

**Course objectives:**

- To provide an understanding of the concept of corporate financial reporting.
- To familiarize the students in computation of taxable income & tax liability.
- To impart working knowledge of Indirect tax.
- To help the students to take better managerial decisions.

**Syllabus:**

Company accounts and its' Structure; Financial Statement Analysis; Corporate Governance; Corporate taxation; Taxable Income calculation; Tax considerations in respect of specific managerial decisions and GST.

**Course Content:**

1. **Company accounts**
2. **Structure of company accounts ( Provisions, Financial Statement, Notes to accounts, supplementary schedules, narrative disclosures)**
3. **Management discussion and analysis (case studies)**
4. **Indian Accounting Standard (Ind-As)**
5. **Advanced financial Statement Analysis (case studies)**
6. **Corporate Governance**
7. **Concepts of Income tax, Computation of taxable income**
8. **Income under the head “profits and gains of business or profession” and its computation**
9. **Computation of Income, under the head “Capital gains”**
10. **Concept of Tax planning and related issues**
11. **Tax considerations in respect of specific managerial decisions**
12. **GST**

**References**

1. Singhania, V. and Singhania, M. (2013), *Student’s Guide to Income Tax*, Taxmann Publications.
2. Brealy, R., Myers, S. and Allen, F. (2017), *Principles of Corporate Finance*, McGraw Hill.
3. Penman, S.H. (2009), *Financial Statement Analysis and Security Valuation*, McGraw Hill.

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## **Strategic Financial Management, Security Analysis and Portfolio Management**

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**Area:** Finance

**Course Code:** MS6122

**Course description:**

This course is designed to teach the fundamentals of investments along with the analysis and strategies to become a successful investor/professional. It will start from the valuation to the performance evaluation of securities and portfolio. It discusses the risk return trade-offs of an individual investor, it also persists how investment in securities market is evaluated based on Fundamental and Technical analysis. It also discusses application of Modern Portfolio Theory, analysis of active and passive investment strategies, and measurement of portfolio performance.



**Course Objectives:**

- To appraise the student about the concept of strategic financial management and its implication on creation of shareholders value.
- To provide an understanding of the tools used for analysis and valuation of corporate securities and construction of optimum investment portfolios.

**Syllabus:**

Strategic Financial Management; Valuation issues in Financial management; Introduction to Risk; Organization and Functioning Securities Markets, Primary and Secondary Markets; Economic Analysis; Industry Analysis, Company Analysis, Technical Analysis; Security Analysis; Behavioral finance; Introduction to Efficient Market Hypothesis; Forms of EMH; Portfolio Management: Overview and Strategies, Passive and Active Management; Portfolio Theory; Portfolio selection; Capital Assets Pricing Model; Evaluation of Portfolio Performance & Revision

**Course Content:**

- 1. Introduction to Strategic Financial Management**
- 2. Valuation issues in Financial management, Valuation of Securities**
- 3. Financial Planning and Forecasting**
- 4. Measurement of Corporate Performance**
- 5. Strategic Cost Management**
- 6. Introduction to Security Analysis**
- 7. Risk & Return and Investment Decision**
- 8. Fundamental Analysis&Technical Analysis**
- 9. Behavioural Finance**
- 10. Efficient Market Hypothesis**
- 11. Portfolio Management: Concepts and Strategies**
- 12. Asset pricing Models**
- 13. Evaluation of Investment Performance**
- 14. Live Trading Session**

**References**

1. Jordon and Fisher – Security analysis and portfolio management (Pearson Education)
2. Portfolio Management – Alexander, Sharpe and Baily
3. David G. Luenberger – Investment Analysis (Oxford Publication)
4. Robert A. Strong – Portfolio construction, management and protection – (Taxmann)
5. E. J. McLaney – Business Finance Teory and Practice (Taxmann)

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## **Departmental Elective: Marketing**

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### **International Marketing**

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**Area:** Marketing

**Course Code:** MS6123

**Course description:**

The course aims to help students develop a critical awareness of the facets of international marketing strategy and planning, its role and importance as an element of strategic management, and the implications of international marketing strategy and planning. The course enables students to build an appreciation of decision making processes in understanding the macro and micro environment factors, their influence on developing an international marketing strategy and the key issues to be addressed in international marketing strategy implementation and management.

**Course objectives:**

- The course participants will become more familiar with the nature and practices of international marketing. They should feel equally confident to be able to distinguish international marketing mechanics from the domestic marketing models and approaches.
- They would be far more equipped to design and participate in designing an international marketing strategy.
- The spin-off benefits to the participants should be to develop a right attitude, inject enthusiasm and hone their interactive ability as they address the issues and challenges of operating in the international markets.

**Syllabus:**

Introduction to International Marketing; International Marketing Mix; The Indian Export import market scenario; International Marketing Planning; International marketing and blue ocean strategy; Market entry strategies; Building knowledge base exporting, licensing and franchising; Communication and distribution strategies in international marketing; International logistics and promotion strategies; Pricing strategies; International Strategies for emerging markets.

**Course Content:**

- 1. The Concept of International Marketing**
- 2. The International Marketing Environment**
- 3. Theories of International Trade**
- 4. Decision-making process for International Markets**
- 5. Product & Services Strategy for International Markets**
- 6. Pricing strategies for International Markets**

7. **International outbound Logistics and Distribution**
8. **Communication Decisions for International Markets**
9. **EXIM policy and Export Documentation**
10. **Contemporary issues in Global marketing**

#### **References**

1. International Marketing – Rakesh Mohan Joshi, Oxford
2. Czinkora, M. and Ronkainen, I.A. (2012), International Marketing, South-Western College Pub.
3. Cateora, P., Gilly, M. and Graham, J. (2010), International Marketing, Mc-Graw-Hill/Irwin.
4. Onkvisit, S. and Shaw, J. (2008), International Marketing: Strategy and Theory, Routledge.
5. Cherunilam, F. (2010), International Business: Text and Cases, PHI Learning

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## **Consumer Behaviour and Marketing Research**

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**Area:** Marketing

**Course Code:** MS6124

#### **Course description:**

This course will expertise the students with the advances in consumer research in interpreting buyer motivation, behaviour, impact of social and cultural variables on consumption decisions. It will help the students to analyse consumer behaviour and use them in designing marketing strategies and in enhancing the effectiveness of marketing programmes. Further the course will inculcate practical experience in planning and implementing marketing research. It develops problem analysis skills, provides knowledge of concepts and methods of marketing research and increases sensitivity to limitations of marketing data.

#### **Course objectives:**

- To illustrate the basic concepts of consumer behaviour and marketing research.
- To explain the core principles of consumers and business.
- To develop an understanding of people consumption related behaviours and how marketing strategies can be used to influence those behaviours.
- To demonstrate the use of various marketing research tools and techniques to understand marketing flow as well as consumer behaviour.

#### **Syllabus:**

Introduction to Consumer Behaviour-key foundations of behaviour; Consumer decision process; Individual Determinants of Buyer Behaviour and Internal Processes; Consumer Personality and Consumer Motivation; External influences on Consumer Behaviour;

Consumer emotions and value; Personality and consumer behaviour; Lifestyle, psychographics and attitudes of consumer; Role of culture consumer behaviour; Decision making models in consumer behaviour; Consumer and marketing Research.

**Course Content:**

1. **Consumer Behaviour- Power, Scope and Context**
2. **Trends as Determinants of Consumer Behaviour**
3. **Information Gathering & Evaluation: Perceptual Mapping & Positioning**
4. **Foundations of Consumer Behaviour- Consumer Expectations & Perceptions. Consumer Learning**
5. **Consumer Personality and Consumer Motivation**
6. **Formation, Measurement and Modification of Consumer Attitudes**
7. **Consumer Decisions and Relationships**
8. **Consumer Decision Making Models: Nicosia Model, Howard-Sheth Model, Engel-Kollat-Blackwell Model in consumer behaviour**
9. **Organizational Buying Behaviour, Government Buying Behaviour**
10. **Introduction to Marketing Research and scope, Marketing Research Process**
11. **Various methods and techniques of consumer research, reliability and validity, generalization**
12. **New Developments in the field of Consumer Research; Qualitative and quantitative Research methods**

**References**

1. Sciffman, L.G. and Kanuk, L.L. (2010), *Consumer Behavior*, Pearson.
2. Solomon, M.R. (2016), *Consumer Behavior*, Pearson.
3. Peter, J.P. and Olson, J. (2009), *Consumer Behavior*, Mc-Graw-Hill.
4. Malhotra, N. and Dash, S. (2015), *Marketing Research: An Applied Orientation*, Pearson Education India.

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**Departmental Elective: Human Resource**

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**Performance, Compensation and Reward Management**

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**Area:** Human Resource

**Course Code:** MS6125

**Course description:**

This course intends to give the students a reasonably thorough knowledge of how organisations manage performance, compensation and reward in order to stay competitive and grow.

**Course Objectives:**

- To make students understand the basic issues and concern of compensation, reward and talent management at corporate level

- To impart concepts on estimation of Human Resource requirement
- To equip students in evaluating the Human Resource Functions for Business Improvement

### **Syllabus:**

Performance Appraisal in the emerging environment; essence, methods and techniques of performance appraisal; Linkages of performance appraisal with HRD and its subsystems; Competency of individual and organization; Mapping and developing Competencies; Current trends in compensation; Wage and Salary Administration- Definition of wage and salary, concept of wages, wage policy, wage determination process, wage incentive plans, working of wage boards and pay commissions; Conceptual and theoretical understanding of Economic theory related to reward management ; Equity and its impacts on pay rates; pricing managerial and professional jobs; Job evaluation methods- HAY MSL method; Compensation practice of MNCs; Understanding different components of compensation- financial and non- financial and manpower cost; Team and Group incentive plan- Incentives for sales people, professionals, merit pay, profit sharing pay, employee stock ownership pay, gain sharing, Scanlon plan, developing effective incentive plan; employee benefits, retirement benefits, computerizing benefits administration.

### **Course Content:**

- 1. Performance Appraisal**
- 2. Linkages of performance appraisal with HRD and its subsystems**
- 3. Managing Performance through Competencies: Competency Framework, Competency Mapping and Competency Profiling**
- 4. Competency management in selected Companies**
- 5. Compensation and Reward Management**
- 6. Job evaluation methods, HAY MSL method**
- 7. Equity and its impacts on pay rates; pricing managerial and professional jobs;**
- 8. Compensation Structure & Compensation practice of MNCs**
- 9. Wage and Salary Administration- Definition of wage and salary, concept of wages, wage policy, wage determination process, minimum wage, fair wage and living wage, wage incentive plans, working of wage boards and pay commissions**
- 10. Reward Management System**
- 11. Conceptual and theoretical understanding of Economic theory related to reward management**

### **References**

1. Managing Human Resources – Bohlander& Snell-Thomson learning
2. Human Resources Management – Mathis Jackson-Thomson Learning
3. Performance Management – Cardno -PHI
4. 360 degree feedback – Peter Ward-Jaico Books

5. Turning team performance inside out – Nash-Jaico Books
6. Reward Management – White & Druker-Routledge
7. Employee Reward – Michael Armstrong- University Press
8. Competency Management- Ganesh Sharma- TMH

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## **Industrial Relations and Labour Laws**

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**Area:** Human Resource Management

**Course Code:** MS6126

**Course description:**

This course intends to give the students a reasonably thorough knowledge of Industrial Relations and Labour Laws and existing practices.

**Course objectives:**

- Critical understanding of the concept of Industrial Relations and its effects on organisation
- To make students aware of the prevailing laws and practices in organizational settings.

**Syllabus:**

Characteristics of Indian Industrial Labour; Labour Commitment and labour welfare, Indian Constitution and labour welfare; Agencies of Labour Welfare; Classification of Labour Welfare Programmes: Statutory and Non-statutory Wage Theories. Wage Structure – Basic, Dearness Allowance, Fringe Benefits; Incentives – classification of Incentives. Wage Incentive Systems; Wage Calculations in software and other sectors, Statutory Deductions – Provisions relating to payment of wages act-1936; Social Security: Concept and scope: Social Assistance and Social Insurance; Social Security measures in India; Calculation of PF, ESI, Gratuity, Workmen's compensation (coverage, contributions and benefits).

**Course Content:**

1. Introduction to Industrial Relations:
2. Concepts of IR: Definition, Objectives and Needs; Causes of Good and Strained IR; HRM, IR, OD and HRD interface; IR: Systems Model; Collective Bargaining; Collective Agreement.
3. Trade Union Movement in India
4. The objects of Trade Unions; Advantages of Trade Unions; Formation of Trade Unions
5. Employee Grievance Handling
6. Grievance, Sources: Causes and Effects of Grievance; Model Grievance procedure; Steps in handling employee grievance; case study/ role play
7. Disciplinary Action

8. Discipline and Act of Indiscipline, Red Hot stove rules of discipline; law of natural justice; domestic enquiry; Case study
9. Participative Management, Negotiating Labour Agreements
10. At the board level, ownership, complete control, staff or works councils, Joint councils and committees; Collective Bargaining; Job Enlargement and enrichment; Suggestion schemes; Quality Circles; Empowered teams; TQM; Financial participation.
11. Labour Laws
12. Salient features of Trade Union Act, 1926; Industrial Employment (Standing Order) Act, 1946; Industrial Disputes Act, 1947; Contract Labour, 1970; Factories Act, 1948; Payment of Wages Act ; Minimum Wages Act; Payment of Bonus Act; Gratuity Act .

## References

1. Industrial Relations – Ratna Sen, McMillan
2. Industrial Relations & Labour Laws – Srivastava S.C.,7<sup>th</sup> edition –Vikas Publishing
3. Industrial Jurisprudence & Labour Legislation, 8<sup>th</sup> edition – Sharma, A. M.- Himalaya Publishing House.
4. Industrial Relations, Trade-Unions and Labour Legislations- PRN Sinha, I.B.Sinha, S.P.Shekhar- Pearson.
5. Sarma, A.M., Aspects of Labour Welfare and Social Security, Himalaya Publishing House, Mumbai.
6. Punekar, Deodhar and others, Labour welfare and industrial relations

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## Departmental Elective:Operations

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## Logistics and Supply Chain Management

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**Area:** Operations

**Code:** MS6127

**Course description:**

The course has been designed to create students' awareness of key issues, drivers and the strategic importance of supply chain along with the need and significance of logistics in product flow. The course includes various concepts, models and decision-making tools pertaining to logistics/ supply chain network design, forecasting, inventory, transportation etc.; supply chain performance evaluation models and issues relating to strategic alliances.

**Course Objectives:**

- To offer students an understanding of the problems and issues pertaining to logistics and supply chain management.

- To incorporate and learn critical elements of supply chain management process
- To give students an appreciation that the process by which appropriate decisions are made often requires not only technical competencies from those individuals involved, but also requires them to possess competencies of a more managerial nature; and vice versa.

### **Syllabus:**

Introduction to logistics and supply chain; Performance and Metrics of SCM; Distribution Operations and Network Design to Logistics/ Supply Chain; IT in Network Design and Logistics Information Systems; Inventory and Warehouse Management; Transportation Management and Packaging; Supply Chain Sustainability; Strategic Challenges and Change

### **Course Content:**

- 1. Overview of Logistics and Supply Chain**
- 2. Strategy, Performance; Drivers and metrics of supply chain**
- 3. Supplier selection; Contract negotiation; Supplier development.**
- 4. Role of distribution operations in supply chain**
- 5. Logistics/supply chain network design**
- 6. Role of IT in network design and logistics information systems.**
- 7. Inventory and Warehousing**
- 8. Transportation and Packaging**
- 9. Supply Chain Sustainability**
- 10. Strategic Challenges and Change for Supply Chains**

### **References**

1. Supply Chain Management: Text and Cases by Janat Shah, Pearson Education India, 2009
  2. Supply Chain Management: Strategy, Planning and Operation by Sunil Chopra, Peter Meindl, D.V. Kalra, 6 th Edition, Pearson
  3. Ballou, R.H. and Srivastava, S.K. (2008), *Business logistics/ supply chain management*, Pearson Education.
  4. Chopra, S. and Meindl, P. (2007), *Supply chain management: Strategy, planning and operation*, Pearson Education.
  5. Monczka, R.M., Handfeld, R.B., Giunipero, L.C. and Petterson, J.L. (2009), *Purchasing and supply chain management*, Cengage Learning.
  6. Shah, J. (2009), *Supply chain management: Text and cases*, Pearson Education.
  7. Simchi-Levi, D., Kaminsky, P., Simchi-Levi, E. and Shankar, R. (2008), *Designing and managing the supply chain*, McGraw Hill.
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# Quality Management Systems

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**Area:** Operations

**Course Code:**MS6128

**Course description:**

The objective of this course is to introduce philosophies and strategies to quality related issues. The goal is to deliver a foundation that would benefit techno - management professionals involve in practice towards continuous professional and organisational improvement in response to various challenges in quality management. This course will provide opportunities to the students an understanding of issues related to quality management in order to bridge the gap between managerial plan and quality. The course offers opportunities to the students to develop leadership skills and abilities in managing quality and its interrelated processes in managing innovation for social transformation.

**Course objectives:**

- To introduce and identify philosophies and strategies of quality related issues and improvement.
- To develop abilities in applying tools & techniques of quality improvement.
- To develop skills in diagnosing and analyzing problems causing variation in process industry.
- To make students ready for future integration within any quality management system

**Syllabus:**

Fundamental of Quality Management; Quality Tools & Techniques; Total Quality Management and BPR; Statistical Quality Control; New Quality Initiatives and Models; Six Sigma.

**Course Content:**

- 1. Quality Management Fundamentals and Philosophies**
- 2. Frameworks for Quality and Performance Excellence**
- 3. Tools and Techniques for Quality Improvement**
- 4. Total Quality Management and Business Process Re-engineering**
- 5. Quality Assurance and Control**
- 6. Statistical Process Control**
- 7. New Quality Initiatives and Models**
- 8. Foundations and Principles of Six Sigma**

**References**

1. Besterfeld, D.H. (2011), *Total Quality Management*, Pearson.
2. Gitlow, H.S. (2000), *Quality Management Systems: A Practical Guide*, CRC Press.
3. Muralidharan, K. (2015), *Six Sigma for Organizational Excellence: A Statistical Approach*, Springer.

4. Evans (2016), Quality & Performance Excellence, Cengage Learning

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## Project-II

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**Area:** Laboratory/Project

**Course Code:**MS6171

**Course description:**

Projects already taken up by the students in earlier semester, under the supervision of departmental faculty member(s); should be continued further, where, students may need to perform a primary survey individually to meet the pre-decided objectives of the study.

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## Society, Ethics and Sustainability

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**Area:** Laboratory/Project

**Course Code:**MS6172

**Course description:**

The issues of business ethics, corporate social responsibility and sustainability have attracted attention in management education in recent years. In this course on business ethics, CSR and sustainability – the students would be engaged in the lab based activities to get a reasonable understanding of the subject by preparing project reports and presentations, which will reflect their ability to provide solutions on the social issues.

**Course objective:**

- To create awareness on the basic concepts of ethics and sustainability and their impact on society and corporations.
- To acquire knowledge on emerging trends in good governance practices and sustainability
- Create familiarity with CSR strategy

**Syllabus:**

Current ethical questions, economic, social and environmental policy frameworks in which CSR takes place; Critical issues of CG and CSR; Ethics in societal settings

**Course Content:**

1. Introduction
2. The Approaches in Making Ethical Judgement
3. The Ethics of Consumer Production and Marketing
4. Information Technology and Ethics
5. Corporate Social Responsibility and Corporate Governance
6. Obligatory Relationship between Employer and Employees
7. Environment Protection laws and Pollution Control Laws

## References

1. Business Ethics-A Stakeholder and Issues based Approach – Weiss, JosephW, Seventh edition, Thomson Learning.
2. Business Ethics – Concepts & Cases – Velasquez,M., Pearson.
3. Values and Ethics for Organizations Theory & Practice – S. K. Chakraborty, Oxford
4. Corporate Sustainability, Social Responsibility and Environmental Management: An Introduction to Theory and Practice with Case Studies (CSR, Sustainability, Ethics & Governance) Hardcover – 3 Mar 2017 – Camilleri, Mark Anthony., Springer
5. Organizational Behaviour by Robbins S., 16<sup>th</sup> Edition, Pearson.

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## Viva-Voce

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**Area:** Laboratory/Project

**Course Code:**MS6191

**Course description:**

Every student shall be required to make a presentation of his/ her project work undertaken by him/her. Students have to submit a project report/ dissertation to their respective supervisor(s) which will be sent to the board consisting of departmental faculties and external expert(s). Students take up individual projects shall be evaluated through power point presentation and question answer session.

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## MBA –IV SEMESTER

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### Strategic Management

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**Area:** General Management (CORE)

**Course Code:** MS6201

**Course description:**

Strategy is the art and science of managing company performance to higher levels. As the business environment becomes more complex, firms increasingly rely on formulating and implementing solid business strategies for success. The Introduction to Strategic Management is a capstone course where students are expected to integrate and apply their prior learning to strategic decision making for organisations.

**Course objectives:**

- To explore an organisation's vision, mission, goals, and values.
- To examine principles, techniques and models of organisational and environmental analysis

- To discuss the theory and practice of strategy formulation and implementation
- To understand the importance of ethical principles and organizational values

**Syllabus:**

Introduction to Strategy and Strategic Management; Strategy and Value Creation; Sources of competitive advantage; Corporate Strategy; Strategy Implementation; Corporate Social Responsibility; Leadership & Strategy.

**Course Content:**

- 1. Introduction to Strategy and Strategic Management**
- 2. Strategy Analysis: Environmental Appraisal and Scanning Techniques, Strategic Management Model**
- 3. Strategy Formulation and Implementation**
- 4. Strategic Control and Evaluation**
- 5. Industry competitive dynamics and strategy, Sources of competitive advantage**
- 6. Corporate Strategy: Defining the scope and boundary of the firm, Creating Advantage through Vertical Integration, Diversification**
- 7. Strategic Alliances: Types, of Strategic Alliances and Business Decisions, Problems Involved in Strategic**
- 8. Strategic Management Implications and Challenges**
- 9. Corporate Social Responsibility**
- 10. Leadership and Strategy**
- 11. Integration & Review**

**References**

1. Grant, R.M. (2013), *Contemporary Strategic Management*, Blackwell.
2. Porter, M.E. (1998), *Competitive Strategy: Techniques for Analyzing Industries and Competitors*, Free Press.
3. Porter, M.E. (1998), *Competitive Advantage: Creating and Sustaining Superior Performance*, Free Press.
4. Barney, J. and Hesterly, W.S. (2012), *Strategic Management and Competitive Advantage*, Pearson.

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**Departmental Elective: Finance**

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**Financial Markets, Financial Institutions and Services**

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**Area:** Finance

**Course Code:** MS6221

**Course description:**

This course will provide a foundation of further study of finance, as well as an essential component of managerial education about the world in which business operates. The syllabus is structured in a way which provides adequate information about the role of intermediaries and regulating bodies in Indian financial system

**Course objectives:**

- To help students to learn the various forms of financial markets & financial services provided in those markets.
- The course also provides information about the overall financial system and the system prevailing in India.

**Syllabus:**

Financial System and Markets; Financial Market in India; Security Market; Commercial & Development Banks; Merchant banking; Mutual Fund; NBFC's; Venture Capital; Leasing; Credit Rating; Factoring; Securitization; Personal Finance & Micro Finance; Regulatory Framework and Overview of World Financial Markets and Institutions.

**Course Content:**

1. Financial System and Markets
2. Financial Services: Money market, Capital Market and Security market
3. Commercial and Development Banks
4. Merchant Banking
5. Mutual Fund
6. NBFC's
7. Venture capital, Leasing
8. Credit Rating
9. Factoring
10. Securitization
11. Personal Finance and Micro Finance
12. Regulatory Framework
13. Overview of World Financial Markets and Institutions
14. Live Trading Session.

**References**

1. Khan and Jain – Indian Financial System – (Tata McGraw Hill)
2. I. M. Bhole (Financial Institutions and Markets)
3. Nalini Prava Tripathi (Financial Instruments and Services) (Prentice Hall of India)
4. Macchiraju – Indian Financial System

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**International Financial Management**

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**Area:** Finance

**Course Code:** MS6222

**Course description:**

The broad objective of this course is to expose the students to the various issues related Investment, Financing and Risk Management functions of Corporate Financial Management in an international context.

**Course objectives:**

To develop an understanding and appreciation of the critical financial issues facing managers of international firms and international investors in today's increasingly globalized world.

**Syllabus:**

International Financial Management; Balance of Payments; Foreign Exchange Markets; Parity Relationships and Exchange Rate Forecasting; Foreign Exchange Spot and Derivative Markets; Foreign Exchange Exposure; International Capital Markets; International Capital Structure; International Capital Budgeting; International Working Capital Management.

**Course Content:**

- 1. Introduction to International Financial management**
- 2. Balance of Payments**
- 3. Foreign Exchange Market & Country risk**
- 4. Parity conditions in International Finance**
- 5. Foreign Exchange Exposure**
- 6. International Financing**
- 7. Derivatives**
- 8. Risk management techniques**
- 9. Mergers, Acquisitions and Demergers**
- 10. Transfer Pricing**
- 11. International Capital Structure**
- 12. International Capital Budgeting**
- 13. International Working Capital Management**
- 14. Accounting and Reporting of MNC**

**References**

1. Shapiro, A.C. (2013), *Multinational Financial management*, Wiley.
2. Eun, C. and Resnik, B. (2014), *International Financial Management*, McGraw Hill.
3. Hull, J.C. (1994), *Introduction to Futures and Options*, Pearson.
4. Sathye, M., Rose, L. and Allen, L. (2011), *International Financial Management*, Wiley.

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**Departmental Elective: Marketing**

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# Advertising, Sales and Distribution Management

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**Area:** Marketing

**Course Code:** MS6223

**Course description:**

Aim of this course is to create a thorough understanding about every aspects of advertising campaign design process. This paper will help participants in knowing the techniques adopted while fixing the advertising budget, selecting the suitable media vehicle, designing the creative component of the ad, fixing the desired level of reach and frequency needed as well as measuring the effectiveness of an ad campaign.

This course will also help the participants to develop critical skills for generating, evaluating and selecting sales and distribution strategies. This subject will cover the concepts attitudes, techniques and approaches required for effective decision making in the areas of Sales and Distribution.

**Course objectives:**

- To provide a deep insight on different aspects of advertising campaign design process.
- To develop knowledge on the techniques adopted while taking advertising decisions.
- To provide an understanding of the concepts, attitudes, techniques and approaches required for effective decision making in the areas of Sales and Distribution.
- To pay special emphasis on the practicing manager's problems and dilemmas.
- To develop skills critical for generating, evaluating and selecting sales and distribution strategies.

**Syllabus:**

Introduction to Advertising Management; History of Indian Advertising; Concept of Integrated Marketing Communication; Advertising as a Communication Process; Planning and Managing Advertising; Advertising Budget; Media Selection and Media Planning Process; Copywriting and Advertising Layout Strategy; Approaches for Testing Advertising Effectiveness; Advertising Agencies; Laws and Ethics of Advertising in India.

Introduction and Key Approaches In Sales Management, Evolution Of Sales Management , Sales force automation, organization and management, Planning of sales, Sales force motivation, Sales force compensation, Distribution management, Distribution planning, Issues in distribution management, Types of distribution channels, Designing Customer-oriented Marketing Channels.

**Course Content:**

1. Core concept of Advertising and Marketing Communication
2. Integrating marketing communication promotional tool
3. Advertising campaign management

4. Advertising Budgets and its determinants
5. Advertising agency – selection steps and criteria for selection
6. Advertising Media and Media Planning process
7. Advertising appeals, message strategies, execution of framework, creating an advertisement
8. Advertising effectiveness, Pre-testing and post-testing of advertising campaign
9. Sales Management: Meaning, Scope, Challenges and Approaches
10. Types of selling, Sales objectives, Sales forecasting
11. Distribution Management: Issues in Channel Management and Physical Distribution

### References

1. Belch, G.E. and Belch, M.A. (2011), *Advertising and Promotion*, Tata McGraw Hill
2. Smith, P.R. and Taylor, J. (2004), *Marketing Communication*, Kogan Page
3. Batra, R., Mayer, J.G. and Aaker, D.A. (2001), *Advertisement*, Tata McGraw Hill
4. Cundiff, E.W., Still, R.R. and Govoni, N.A.P. (2008), *Sales Management*, Phi Learning Pvt Limited.
5. Panda, T.K. and Sahadev, S. (2005), *Sales and Distribution Management*, Oxford University Publication.

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## Advanced Marketing Management

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**Area:** Marketing

**Course Code:** MS6224

**Course description:**

This course aims to expertise the students in different spheres of marketing as a whole. It covers areas of strategic marketing, illustrates different models used for strategic marketing planning; covers concepts and issues related to product management, brand management and retail management. This course will also help to understand the role and importance of CRM in customer-centric, marketing cum services continuum and designing innovative strategies with technological support for long-term customer retention. This course give special focus on service marketing as the importance of services is ever growing.

**Course objectives:**

- To become familiar with the concepts and framework in marketing strategy, strategic market planning, competition analysis and in creating competitive advantage.
- To help students sharpen their analytical abilities in integrating strategic marketing decision in a comprehensive manner.
- The objective of this course is to equip students with a sound foundation of CRM concepts and best practices so they can implement CRM practices successfully for long-term profitability.



- To make students equipped with the knowledge of product and brand management techniques and practices as well as on the issues on retail management.
- To equip the students with an understanding of the vital role that services play in the economy as well as this course will be of particular value to those who intend to work in a service organization or have a need to understand service organization from a point of view of investing or starting their own service business.

### **Syllabus:**

Strategic Marketing: Introduction and overview, Market portfolio analysis, Strategic analysis of Market, Strategic Analysis of market competition, Strategic market environment analysis; Product and Brand management: strategies and issues; Concept, trend, scope and strategies related to Retailing in general and India in particular; CRM concepts and best practices, Designing and implementing CRM programmes; Introduction to Services Marketing; Consumer Behaviour in Services; Delivering Quality Service; Customer Satisfaction Measures; Developing Sustainable Service Models; Demand Management in Services; Service Recovery; Service Promotion; Service Pricing; Relationship Marketing and Loyalty Programmes; Distribution of Services; Service Strategy and Performance Measurement.

### **Course Content:**

- 1. Strategic Planning Process, Situation and Environmental Analysis, SWOT-driven strategic planning**
- 2. Strategic Marketing Planning: Creating competitive advantage in marketplace, Market Portfolio analysis models, Porters Generic growth strategic**
- 3. Introduction to CRM, Commercial contexts of CRM, Models of CRM**
- 4. Quality of Relationship in CRM; Measuring Customer expectations and satisfaction; Relationship management theories; Issues in Customer retention and recovery; Designing and implanting CRM programmes.**
- 5. Product Management: Product characteristics, Product Mix and Line strategies, Developing and managing New Products/ Services**
- 6. Brand Management: Concept and scope of Branding, Brand image and Brand equity-their application and measurement**
- 7. Retailing: Relevance and Trends, Retail in India; Retailing Format and Strategies**
- 8. Merchandise Management Planning in Retail segments. Relationship Marketing Strategies in Retailing**
- 9. Service Marketing: Introduction, scope, challenges and opportunities, The Gaps Model, The Services Marketing Mix, Reasons for growth of service sector in India**
- 10. Challenges of Measuring Service Quality, Measures of Service Quality, Dimensions of Service Quality SERVQUAL**
- 11. Service mapping—Divergence versus Complexity, Role of Service-scape, Service Failure and Service Recovery**

### **References**

1. Ashford, R., Ensor, J., Drummond, G. and Drummond, A.E. (2007), *Strategic Marketing: Planning and Control*, Taylor & Francis.

2. Proctor, T. (2000), *Strategic Marketing: An Introduction*, Routledge.
3. Anderson, K.L. and Kerr, C.J. (2001), *Customer Relationship Management*, McGraw-Hill.
5. Buttle, F. and Maklan, S. (2015), *Customer Relationship Management: Concepts and Technologies*, Routledge.
6. Chunawella, S.A. (2013). *Compendium of Brand Management*. Himalaya Publishing
7. Zeithmal, V. and Bitner, M. (2012) *Services Marketing*, McGraw Hill.

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## **Departmental Elective: Human Resource**

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### **Advanced Human Resource Management**

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**Area:** Marketing

**Course Code:** MS6225

**Course description:**

This course intends to give the students an understanding of issues in Strategic Human Resource concepts.

**Course Objectives:**

- To Understand and clarify the concepts of Strategic Human Resource Management and its linkages with Strategic Business Planning in the organizational context.
- To understand the needs of Strategic Human Resource Management in global context.

**Syllabus:**

Strategic Human Resource Management and its linkages with Strategic Business Planning; Concepts and major HRM strategies; HRD, OB and IR interface; Organizing and Structuring of HRD in organizations; Strategic Human Resource Management : Human Resource Planning, Staffing, Training and Development; Performance Management and Feedback system; International Human Resource Management.

**Course Content:**

1. **Strategic Human Resource Management philosophy**
2. **Implementation of Strategic Human Resource Management: HR Strategy Mix, Ownership and Positioning of HR Strategy, The HR strategy processes and roles, The Strategic Partner Model**
3. **Strategies for Organization's Rightsizing, Diagnosis of HRD needs and evaluation of HRD programmes**
4. **Human Resource Development and Employee Empowerment**

5. **Role of Strategic Human Resource Management in International Joint Ventures, Mergers and Acquisitions, Strategic Change**
6. **HR practices in selected organizations**
7. **Introduction; Defining Culture; International Management and Culture**
8. **Managing Cultural Diversity; Culture and Workplace :Hoffstede Model; Trompenaar's Model; International Staffing Policy including Recruitment, Selection, Training and development**
9. **International Compensation Management: Compensation Management for Expatriate Assignment; International Talent Management, Role of International Human Resource Management Professionals in managing BPOs; HRM practices in selected Global Companies, International HRM models**

## References

1. Strategic Human Resource Management, Mello, Jeffrey A., 5<sup>th</sup> Edition, 2018, Cengage Learning.
2. Strategic Human Resource Development, Kandula, Srinivas; PHI
3. Strategic Human Resource Management – Greer-Pearson Education
4. International management- Deresky, Helen - PHI
5. Human Resource Management- A Contemporary perspective- Ian Beardwell, Len Holden- Macmillan India Ltd.
6. Successful Applications of HRD: Case Studies of Indian Organizations, IswarDayal; PunamSaigal.
7. Recent experiences in HRD, T V Rao and D F Pereira- Oxford , IBH, NewDelhi
8. Strategic prospects for HRM – Tyson-Jaico Book
9. Human Resources Strategic – Chanda &Kabra-Response Books
10. Human Resource Management in Practice-Srinivas Kandula-PHI
11. Principles and Practices of Organizational Performance excellence-Thomas J Cartin-PHI
12. International Perspectives on Organizational Behaviour and Human Resource Management- Betty Jore Punnett- PHI

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## Corporate Human Resource Planning and HRD Audit

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**Area:** Human Resource

**Course Code:** MS6226

**Course description:**

Fundamental of Corporate HRM; Challenges of Corporate HRM; Legal context of employment decisions, diversity of work; Analyzing Work and Planning; Recruiting, Staffing, Workplace Training; Performance Management; Pay and Incentive Systems; Indirect Compensation; Human Resource Management and Organizational Performance; HRD Audit.

**Course Objectives:**

- To understand the basic issues and concern of HRP at corporate level; translating concepts into estimation of human resource requirement, developing manpower plan and HRIS for decision making.
- To evaluate human resource functions for business improvement.

**Syllabus:**

Concept of Human Resource Planning; Human Resource Planning Methodology; Corporate Human Resource Management; CHRM system; Emerging trends and issues; Basic concepts on HRD Audit; Audit methodologies; Impact of HRD Audit on Strategic Decision Making

**Course Content:**

1. Corporate Planning and HR strategies;
2. Concept of Human Resource Planning; Human Resource Planning at Enterprise level;
3. HRP methodology for existing and new companies;
4. Manpower Demand/Supply forecasting; Job family inventory;
5. Impact of outsourcing on CHRM;
6. Strategic HRIS;
7. Corporate Human Resource Management:trends and issues
8. Career and Succession planning,
9. Training and development
10. Human resource costs, various methods for valuation of Human Resources
11. Need for HRD Audit; HRD Audit basic concepts and components
12. Audit methodologies; Balance Score Card, HR Score Card; Total Performance score card;
13. Human Asset Accounting
14. Impact of HRD Audit on Strategic Decision Making

**References**

1. HRD Audit- 2<sup>nd</sup> edition, Rao, T.V., Sage Publications
2. HR Effectiveness – Jim Mathewman, institute of Personnel Management
3. Assessing Management Skills – Dale & Iles-Jaico Books
4. Strategic Human Resource Management: Corporate Rhetoric and Human Reality, Illustrated Reprint,Gratton, L., Oxford

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**Departmental Elective: Operations**

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**Technology Management**

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**Area:** Operations

**Course Code:** MS6227

**Course Description:**

This course has been designed to offer an exposure on the latest advancement in managing technology including various techniques, evaluation methods and intellectual property rights. The course curriculum includes technological development of an organization; technology planning and performance; technological environment and competition; managing technology innovation and new product development, and intellectual property rights.

**Course Objectives:**

- This course provides an integrated approach for students regarding issues pertaining to technology management.
- The objective of this course is to guide the students through technology development process which emphasize on different aspects of importance related to managing technology.

**Syllabus:**

Introduction to Technology Management; Technology Development and Planning; Technological Forecasting and Environment; Technology Innovation and Diffusion; Technology and Intellectual Property Strategy; Project Valuation and Financing

**Course Content:**

- 1. Introduction to Technology Management**
- 2. Technology Development, Policy and Planning**
- 3. Technology Forecasting**
- 4. Technological Environment**
- 5. Process of Technology Change: Innovation and Diffusion**
- 6. Technology and Competition**
- 7. Technology Strategy**
- 8. Domains of Technology Strategy**
- 9. Intellectual Property Strategy**
- 10. Project Valuation and Financing**

**References**

1. Gerard H. Gaynor 1996, Handbook of Technology Management, McGraw-Hill
2. Betz Fredrick: Managing Technology, Prentice Hall, New Jersey.
3. Ziman, J. Technological Innovation as an Evolutionary Process, Cambridge University Press, Cambridge, 2000

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# Service Operations Management

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**Area:** Operations

**Course Code:** MS6228

**Course Description:**

The objective of this course is to emphasise on the strategic and operational facets of managing service systems. The course would enable the students to recognize nature, design and management of services.

**Course objectives:**

- To understand the unique challenges in managing service operations
- To develop the ability to design and deliver operations in order to achieve competitive advantage in services
- To identify and evaluate comparative approaches to operations management in service sector from global perspective

**Syllabus:**

Nature of Services; Service Strategy and Competitiveness; Service Design, Development and Automation; Managing Human Resources in Services; Service Quality; Service Facility Design and Facility Location; Demand and Capacity Management in Services; Capacity Planning and Queuing Models; Service Supply Relationships; Technology and service Strategy.

**Course Content:**

- 1. Introduction and Nature of Services**
- 2. Service Strategy and Competitiveness**
- 3. Service Design, Development and Automation**
- 4. Managing Human Resource in Services**
- 5. Service Quality**
- 6. Service Facility Design and Facility Location**
- 7. Demand and Capacity Management in Services**
- 8. Capacity Planning and Queuing Models**
- 9. Service Supply Relationships**
- 10. Technology and Service Strategy**

**References**

1. Fitzsimmons, J. and Fitzsimmons, M. (2006), *Service Management: Operations - Strategy*, McGrawHill.
2. Haksever, C. and Render, B. (2013), *Service Management: An Integrated Approach to Supply Chain Management and Operations*, FT Press.

3. Robert, J., Graham, C. and Michael, S. (2017), *Service Operations Management: Improving Service Delivery*, Pearson Edition.

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## **Dissertation**

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**Area:** Dissertation

**Course Code:** MS6271

**Course Description:**

MBA students shall be required to prepare a dissertation preferably in his/her area of specialization under the supervision of departmental faculty member(s).

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## **Comprehensive Viva-Voce**

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**Area:** Dissertation

**Course Code:** MS6291

**Course Description:**

Comprehensive Viva Voce of MBA students shall be conducted at the end of last semester. This comprehensive Viva Voce examination shall cover the entire course programme. It shall be conducted by the board consists of Head of Department, faculty members from the department and external expert(s).

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**Open Electives**  
**Offered by School of Management Sciences, IEST, Shibpur**  
**for other departments/schools/centres In Odd Semesters (Any One)**

<b>Total</b>	<b>L-T-P</b>	<b>Credits</b>
100	3-0-0	3

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**Introduction to General Management**

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**Area:** General Management

**Course Code:** MS5161

**Course description:**

Management is universal phenomenon which is not merely confined to offices and factories. It is important for our society, industry and govt. organizations. Every organization requires taking of decisions, co-ordination of activities, handling of people and evaluation of performance of those directed towards attainment of objectives. It is therefore important for the students to get flair of management. Thus, in this foundation course the core areas of management practices are combined and covered in a comprehensive manner to welcome and introduce students of post- graduation to the field of management science.

**Course Objectives:**

- To introduce the students to the core functions of management – planning, organizing, and leading controlling
- To evaluate the environment of marketing and develop a feasible marketing plan
- To have an elementary knowledge of consumer behaviour
- To introduce the students with the concept of management tools and techniques leading to competitive management
- To help students in financial decision making

**Syllabus:**

Foundations of Management; Basic Managerial Functions; Managing human factors in business and industry ; Concepts of Marketing Management; Introduction to Operations Management; Overview of Financial Management

**Course Content:**

- 1. Basic concepts of Management, Different schools of management thought**



2. **Principal functions of Management, Management as an organizing and directing force, Overview of Planning, organizing and controlling**
3. **Managerial leadership, communication systems, Values and Ethics**
4. **Managing human factors in business and industry, Industrial relation, Collective bargaining, disciplinary procedure.**
5. **Concepts of Marketing Management**
6. **Study of Consumer Behaviour & CRM**
7. **Introduction to Operations Management**
8. **Productivity Management, Basics of Quality, Quality control, Quality tools and techniques, Continuous improvement methods**
9. **Overview of Financial Management. Cost- benefits analysis, Budgetary Control**
10. **Introduction to Project Finance**

### **References**

1. Essentials of Management, Koontz,
2. Robbins, S.P., De Cenzo, D.A. and Coulter, M.A. (2014), Fundamentals of Management: Essential Concepts and Applications, Pearson.
3. Aswathappa, K. and Ghuman, K. (2017), Management: Concepts, Practice & Cases, McGraw Hill.
4. Khan and Jain – Financial Management – Text and Cases (Tata McGraw Hill)
4. Kotler, P., Keller, K., (2015), Marketing Management, Pearson.
5. Production & Operations Management – Adam, Pearson Education /PHI
6. Altekar, Production Management, Jaico

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## **Consumer Psychology**

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**Area:** Management (Marketing)

**Course Code:**MS5162

**Course description:**

This course will impart students with the understanding of buyer motivation, buyer behaviour and psychology, impact of social and cultural variables on consumption decisions. It will help the students to analyze consumer behaviour and use them in designing marketing strategies and in enhancing the effectiveness of marketing programmes.

**Course objectives:**

- To illustrate the basic concepts of consumer psychology and behaviour.
- To explain the core principles of consumers and business.

- To develop an understanding of people consumption related behaviours and how marketing strategies can be used to influence those behaviours.

### **Syllabus:**

Introduction to Consumer Psychology; Foundations of Consumer Behaviour; Consumer decision process; Consumer Decision Making Models; Individual Determinants of Buyer Behaviour and Internal Processes; Consumer Personality and Consumer Motivation; Personality and consumer behaviour; Lifestyle, psychographics and attitudes of consumer

### **Course Content:**

- 1. Consumer Psychology- An Introduction**
- 2. Consumer Behaviour - Power, Scope and Context**
- 3. Consumer Decision Making Models: Nicosia Model, Howard-Sheth Model, Engel-Kollat-Blackwell Model in consumer Behaviour**
- 4. Problem Recognition, Information Gathering & Evaluation**
- 5. Consumption and Post-purchase Behaviour**
- 6. Consumer Expectations & Perceptions**
- 7. Consumer Learning Process**
- 8. Consumer Personality and Consumer Motivation**
- 9. Formation, Measurement and Modification of Consumer Attitudes**
- 10. Communication and Persuasion**

### **References**

1. Sciffman, L.G. and Kanuk, L.L. (2010), *Consumer Behavior*, Pearson.
2. Solomon, M.R. (2016), *Consumer Behavior*, Pearson.
3. Peter, J.P. and Olson, J. (2009), *Consumer Behavior*, Mc-Graw-Hill.

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## **Quality and Performance Management**

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**Area:** Management (Quality)

**Code:** MS5163

### **Course Description:**

This course presents the basic principles and tools associated with managing quality and performance excellence through cutting edge exposure that comprises the latest philosophy and practices from the field. The course has been designed in such a way so that students can map the connections between quality principles and management theories.

### **Course Objectives:**

- To introduce and identify philosophies and strategies of quality related issues and performance management

- To develop abilities in applying tools & techniques of quality improvement
- To provide skills in diagnosing and analyzing problems causing variation process industry

### **Syllabus:**

Foundations of Quality and Performance Excellence; Performance excellence, strategy and organization theory; Performance excellence and organizational behaviour; Leadership and organizational change

### **Course Content:**

- 1. Introduction to quality and performance management**
- 2. Framework for quality and performance management**
- 3. Tools and techniques for quality design and control**
- 4. Tools and techniques for quality improvement**
- 5. Competitive advantage and strategic management for performance excellence**
- 6. Quality in customer-supplier relationships**
- 7. Designing organizations for managing performance excellence and Quality teamwork**
- 8. Role of quality in leadership for performance excellence**
- 9. Performance excellence and organizational change**

### **References**

1. Besterfeld, D.H. (2011), *Total Quality Management*, Pearson.
2. Evans (2016), *Quality & Performance Excellence*, Cengage Learning
3. Maillard, Pierre. (2013), *Competitive Quality Strategies*, John Wiley & Sons.

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## **Project Management and Financing**

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**Area:** General Management

**Course Code:** MS5164

### **Course description:**

Project Management is universal phenomenon which is not merely confined to offices and factories. It is important for our society, industry and govt. organizations. Every organization requires taking of decisions, co-ordination of activities, handling of people and evaluation of performance of those directed towards attainment of objectives as projects. It is therefore important for the students to get an overview of project management practices. Thus, in this open elective course the core areas of project management practices are combined and covered in a comprehensive manner which would be beneficial for post graduate students.

**Course Objectives:**

- To introduce the students to the basic concepts related to project management
- To introduce the students with the concept of project management tools and techniques leading to competitive management
- To help students in financial decision making related to projects

**Syllabus:**

Project Initiation; Project Planning; Project Execution; Project Control; Project Closing; Project Responsibility.

**Course Content:**

- 1. Project Concepts**
- 2. Tools and Techniques of Project Management**
- 3. Establishing Project Scope, Time, Cost and Performance Goals**
- 4. Organizing Human Resources and Contracting**
- 5. Project Buying**
- 6. Organizing Systems and Procedures for Project Implementation**
- 7. Project Direction, Coordination and Control**
- 8. Project Management Performance**

**References**

1. Chandra, Prasanna, *Projects Planning, Analysis, Selection, Implementation and Review*, Tata McGraw Hill
  2. Choudhury, S, *Project Management*, Tata McGraw Hill
  3. Desai, Vasant, *Project Management*, Himalaya
  4. Gopalakrishnan, P & V. E. Rama Moorthy, *Text Book of Project Management*, MacMillan
  5. Joy, P. K., *Total Project Management*, MacMillan
  6. Meredith, J. R., *Project Management: A Managerial Approach*, John Wiley
  7. Singh, Narendra, *Project Management & Control*, Himalaya
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## Open Electives

**Offered by School of Management Sciences, IEST, Shibpur  
for other departments/schools/centres in Even Semesters (Any One)**

Total	L-T-P	Credits
100	3-0-0	3

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## Entrepreneurship and Small Business Management

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**Area:** General Management (Entrepreneurship)

**Code:** MS5261

**Course Description:**

The purpose of this course is to introduce the subject to students from all disciplines and provides a thoughtful, practical guide to the process of successfully launching and growing an entrepreneurial venture. The course provides a thorough coverage of the conceptual framework of developmental aspects of entrepreneurship and discussion of the entrepreneurial scenario and challenges peculiar to India. The manufacturing and service sectors have been concealed in detail by illustrating real-world examples and case studies from Indian and global enterprises. The course structure broadly focuses into areas of entrepreneurial perception, new venture creation and managing enterprises.

**Course Objectives:**

- To understand the role and importance of the entrepreneur in economic development.
- To understand the significance of entrepreneurial development and opportunities
- To understand the role, importance, problems and prospects of MSMEs
- To understand the importance of operations, production and technology management in enterprises.

**Syllabus:**

Entrepreneurial perspectives; Entrepreneurial development and training; Women entrepreneurs; Family business; Micro small and medium enterprises; New venture creation; Managing of enterprises; Enterprise financial management; Linking operations and human resources in enterprises; Managing market and growth in enterprises.

**Course Content:**

1. Introduction and evolution of the concept of entrepreneurship
2. Models of entrepreneurial development, motivation and training methods

3. **Introduction to women entrepreneurship and family business**
4. **Micro Small and Medium Enterprises: Importance, organizational set-up, policy, current schemes and challenges**
5. **New venture creation: Identification of business opportunities, Business plans, project management and financing; Supporting institutions, Business laws and IPR issues.**
6. **Preventing sickness in enterprises**
7. **Financial management in enterprises**
8. **Operations and human resource management in enterprises**
9. **Managing marketing and growth in enterprises**

#### **References**

1. Hisrich, R.D. and Peters, M.P. (2017), *Entrepreneurship*, McGraw-Hill.
2. Burns, Paul. (2016), *Entrepreneurship and Small Business*, Palgrave Macmillan
3. Charantimath, P.M. (2020), *Entrepreneurship Development and Small Business Enterprises*, Pearson

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## **Brand Management and Advertising**

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**Area:** Management (Marketing)

**Course Code:**MS5262

**Course description:**

Aim of this course is to create a thorough understanding about every aspects of branding and advertising process. This paper will help participants in knowing the techniques adopted while fixing the advertising budget, selecting the suitable media vehicle, designing the creative component of the ad, fixing the desired level of reach and frequency needed as well as measuring the effectiveness of an ad campaign.

**Course Objectives:**

- To make students equipped with the knowledge of brand management
- To provide a deep insight on different aspects of advertising campaign design process.
- To develop knowledge on the techniques adopted while taking advertising decisions.

**Syllabus:**

Concepts of Brand Management; Brand Image and Brand Equity; Introduction to Advertising Management; Concept of Integrated Marketing Communication; Advertising Campaign design; Advertising Budget; Advertising Agencies; Media Selection and Media Planning Process; Copywriting and Advertising Layout Strategy; Approaches for Testing Advertising Effectiveness

**Course Content:**

1. **Brand Management: Concept and scope of Branding**

2. **Brand Image and Brand Equity- their application and measurement**
3. **Core concept of Advertising and Marketing Communication**
4. **Integrating Marketing Communication**
5. **Advertising Campaign management**
6. **Advertising Budgets and its determinants**
7. **Advertising Agency – selection steps and criteria for selection**
8. **Advertising Media and Media Planning process**
9. **Advertising appeals, message strategies, execution of framework, creating an advertisement**
10. **Advertising effectiveness, Pre-testing and post-testing of advertising campaign**

#### **References**

1. Chunawella, S.A. (2013). *Compendium of Brand Management*. Himalaya Publishing
2. Belch, G.E. and Belch, M.A. (2011), *Advertising and Promotion*, Tata McGraw Hill
3. Smith, P.R. and Taylor, J. (2004), *Marketing Communication*, Kogan Page
4. Batra, R., Mayer, J.G. and Aaker, D.A. (2001), *Advertisement*, Tata McGraw Hill

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## **Innovation Management and New Product Development**

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**Area:** Management (Engineering Management)

**Code:** MS5263

#### **Course Description:**

This course brings together the areas of innovation management and new product development for students of all disciplines. The entire course has been divided into three parts. The first part reconnoitres the concepts of managing innovation. The second part illustrates the wide issue of managing technology and knowledge and in particular how companies can use it to develop new products and part three examines the process of developing new products and many of the new product management issues faced by companies.

#### **Course Objectives:**

- To provide students with the knowledge to understand how to manage innovation.
- To explain the significance of technology trajectories for firms investing in technology
- To recognize R &D in wider context of technology acquisition
- To provide an understanding of the significance of new product development process.

#### **Syllabus:**

Introduction to innovation and its management process; Nature of design and innovation in context of operations; Intellectual property rights; Managing organizational knowledge, strategic alliances and networks; Managing R & D projects; Open innovation and models of technology transfer; Service innovation and its development models; New

product development and brand strategy; Packaging and product development; Market research and new product development process

**Course Content:**

- 1. Introduction to Innovation Management**
- 2. Innovation and Operations Management**
- 3. Managing Intellectual Property**
- 4. Managing Technology and Organizational Knowledge**
- 5. Management of Research and Development**
- 6. Open Innovation and Technology Transfer**
- 7. New Service Innovation**
- 8. New Product Development and Packaging**
- 9. Market Research and Its Impact on New Product Development**
- 10. Managing New Product Development Process**

**References**

1. Burgelman, Robert et al. (2008) “Strategic Management of Technology and Innovation”, McGraw-Hill Education.
2. Maital and Seshadri (2012). “Innovation Management: Strategies, Concepts and Tools for Growth and Profit”, Sage Publications Pvt Ltd.
3. Trott, Paul (2011), “Innovation Management and New Product Development”, Pearson.

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## **Digital Marketing**

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**Area:**Management (Marketing)

**Code:** MS5264

**Course Description:**

This course aims to provide students with the knowledge about business advantages pertaining to digital marketing. This course of digital marketing brings a pedagogical, framework-driven approach that was lacking across academic and corporate circuits. The course will help students to understand basic concepts and emerging trends of digital marketing from Indian perspective.

**Course Objectives:**

- To describe the structure, opportunities, applications, business modes and challenges of digital marketing
- To develop understanding concepts of Marketing 4.0, Industry 4.0 and IoT from disruptive digital technologies



**Syllabus:**

Basics of digital marketing; Digital marketing strategy development; Digital marketing planning and setup; Digital marketing execution; Digital business – Present and future

**Course Content:**

- 1. Introduction to Digital Marketing**
- 2. Digital Marketing Models Creation**
- 3. Digital Marketing Consumers**
- 4. Assessment Phase and Objectives Planning**
- 5. Strategic Aspects of Digital Marketing**
- 6. Digital Marketing Communication, Channel Mix and Operations Set up**
- 7. Digital Marketing Campaign Management**
- 8. Indian View of Digital Marketing**
- 9. Emerging Trends and Concept of Digital Marketing**

**References**

1. Ryan, D. (2014) “Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation”, Kogan Page
  2. Dodson, I. (2016), “The Art of Digital Marketing: The Definitive Guide for Creating Strategic, Targeted, and Measurable Online Campaigns”, Wiley
  3. Swaminathan T.N., and Kumar. K. (2019) “Digital Marketing: From Fundamentals to Future”, Cengage
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