

List of Ph.D. Course work subjects that can be offered under
Management Studies Group from 2026

Group 1		Group 2		Group 3		Group 4	
Subject Code	Name of the Subject	Subject Code	Name of the Subject	Subject Code	Name of the Subject	Subject Code	Name of the Subject
PHMS101	Contemporary Management Practices – Compulsory paper	PHMS201	Financial Management	PHMS301	Mergers, Acquisitions & Corporate Restructuring	PHMS401	Advanced Financial Management
-	-	PHMS202	Human Resource Management	PHMS302	Strategic Human Resource Management	PHMS402	Service Marketing
-	-	PHMS203	Management & Organisation behavior	PHMS303	Application in Marketing Research	PHMS403	Digital Marketing Management

PHMS101: Contemporary Management Practices

Innovative Management for Turbulent Time – Human Aspects of Management Understand dynamics of people behavior in organization – Attitudes, Perception, Personality, stress, Interpersonal relations, Managing interpersonal conflict, Managing and developing a creative organization, Management in Small business and Nonprofit Organizations, Management and New work place.

Strategic Market Management

External and customer analysis, Competitor analysis, Market analysis, Environmental analysis and dealing with strategic uncertainty, Internal analysis, Achievement of sustainable competitive advantage, alternative strategies for business success.

Management Functions and Techniques

Strategic Planning and Goal setting, Strategy formulation and implementation, Design adaptive organizations, Human resource management, Leadership, Motivation, Decision Making, Management and quality control, operations and value chain management.

Innovation and Technology Management

Competitive advantages through new technologies, Technological Forecasting, Technology strategy, Technology diffusion and absorption, Human Aspects in Technology Management, Social Issues in Technology Management.

Emerging Trends in Business Environment

ERP, Six Sigma, Mind maps for business, Business Process Re-engineering (BPR), Business Process Outsourcing (BPO), Corporate Social Responsibility (CSR), Total Quality Management (TQM), Economic Environment of Business, Political and Legal Environment of Business, International and Technological Environment,

References:

1. David A. Whetten, Kim S. Cameron (2008), Developing Management Skills, Printice Hall of India Private Limited.
2. David A. Aaker, Stratgic Market Management, John Wiley and Sons, Inc.
3. Harold Koontz (2004), Principles Of Management, Tata Mcgraw Hill Education Private Limited
4. Robbins, Stephen P, and Coulter Mary. (2007) Management, 9 Edition, Prentice Hall
5. Schilling (2008), Strategic Management of Technological Innovation, Tata Mcgraw Hill Education Private Limited.
6. Tudor Rickards, Creativity And The Management Of Change (Manchester Business And Management Series), Wiley-blackwell
7. Guide To Managing Creativity And Innovation, Harvard Business School Press
8. Managing for Creativity, Richard Florida (HBR reprint R0507L) How to Kill Creativity, Teresa Amabile (HBR reprint 98501)
9. Narayanan V. K (2001), Managing Technology and Innovation for Competitive Advantage, Pearson Publisher

PHMS201: Financial Management

Introduction: Meaning and objectives of Financial Management, changing role of finance managers. Interface of Financial Management with other functional areas. Indian Financial System: Financial markets, Financial Instruments, Financial institutions and financial services. Emerging issues in Financial Management: Risk Management, Behavioural Finance, Financial Engineering, Derivatives (Theory).

Time value of money: Meaning of Time value of money –Future value of single cash flow & annuity, present value of single cash flow, annuity & perpetuity. Simple interest & Compound interest, Capital recovery & loan amortization. (Theory & Problem). Case Study on Loan amortization. Computer lab for calculation of future value, present value and loan amortisation in MS excel.

Sources of Financing: Shares, Debentures, Term loans, Lease financing, Hybrid financing, Venture Capital, Angel investing and private equity, Warrants and convertibles (Theory Only).

Cost of Capital: Basic concepts. Cost of debenture capital, cost of preferential capital, cost of term loans, cost of equity capital (Dividend discounting and CAPM model) - Cost of retained earnings - Determination of Weighted average cost of capital (WACC) and Marginal cost of capital. (Theory & Problem). Case Study on WACC.

Investment Decisions: Capital budgeting process, Investment evaluation techniques – [Net present value, Internal rate of return, Modified internal rate of return, Profitability index, Payback period, discounted payback period, accounting rate of return Problem). Risk analysis in capital budgeting- Case Study on replacement of capital project. (Numerical problems). Computer lab for calculation of NPV, IRR, PI, Payback period, ARR in MS excel.

Working Capital Management: Factors influencing working capital requirements - Current asset policy and current asset finance policy-

Determination of operating cycle and cash cycle on Excel- Estimation of working capital requirements of a firm. (Does not include Cash, Inventory & Receivables Management). Case study on Working Capital Determination and the impact of negative working capital Amazon-negative working capital and profitability. Computer lab for calculation of working capital cycle and operating cycle in MS excel.

Capital structure and dividend decisions

Capital structure and dividend decisions – Planning the capital structure-Governance of Equity and Debt, Fall in interest rates and perils of Debt funding. Leverages, EBIT and EPS analysis. ROI & ROE analysis. Capital structure policy. Dividend policy – Factors affecting the dividend policy - Dividend Policies- Stable Dividend, Stable Payout (No dividend theories to be covered). Case Study on EBIT-EPS analysis & Leverages.

Textbook/Reference Books

1. The book “Financial Management” written by Khan M. Y. and Jain P. K. is one of the prescribed reference books. It is published by TMH (Tata McGraw-Hill) and the edition referred to is the 7th edition.
2. Another important reference is “Financial Management” by Prasanna Chandra. This book is also published by TMH and the syllabus refers to the 9th edition.
3. The book titled “Financial Management: A Strategic Perspective” is authored by Nishit Chandra Shil and Bhargaban Das. It is published by Sage Publications, and the edition mentioned is the 1st edition (2016).
4. “Financial Management” by I. M. Pandey is also included as a reference book. This book is published by Vikas Publications, and the syllabus specifies the 11th edition (2012).
5. Lastly, “Cases in Financial Management” authored by I. M. Pandey and Ramesh Bhat is another recommended book. It is published by McGraw Hill Education, and the edition referred to is the 3rd edition (2015).

PHMS202: Human Resource Management

Introduction

Human Resource Management and Personnel Management, The Importance of Human Resource Management, Models of Human Resource Management, Evolution of Human Resource Management, HRM in India, The Factors Influencing Human Resource Management , Human Resource Management and Line Managers, The HR Competencies, Human Resource Management and Firm Performance.

Human Resource Planning

Importance of HR Planning, Manpower Planning to HR Planning, Factors Affecting HR Planning, Benefits of HR Planning, HRP Process, Tools for Demand Forecasting, Attributes of an Effective HR Planning, Barriers to HR Planning, The Challenges for HR, Process of Job Analysis and Job Evaluation. Recruitment and Selection: Importance of Recruitment, Recruitment Policies, Factors Influencing Recruitment, Recruitment Process, Sources, Evaluation of Recruitment Process, Recruitment Strategy ; Selection, Future Trends in Recruitment; Selection Process; Selection Tests; Factors Influencing Selections, Challenges in Selection, Application Tracking System using MS-Excel Learning, Training, and Development: Training, Learning and Development, Learning Theories, The Future of Training, Learning, and Development: Crystal Gazing into the Future, World of Learning. Process of training and Techniques of Training.

Performance Management and Appraisal

Objectives of Performance Management, Performance Management and Performance Appraisal, Common Problems with Performance Appraisals, Performance Management Process, Types of Performance Rating Systems, Future of Performance Management. Compensation and Benefits. Introduction, Definitions, Total Compensation, Total Rewards System, Forms of Pay, Theories of Compensation, External Factors, Internal Factors, Establishing Pay Rates, Employee Benefits. Industrial Relations Decent Workplace: International Labor Organisation, Industrial Relations, The Objectives of Industrial Relations, Approaches of Industrial Relations Systems, The Actors in Industrial Relations, Indian Context, Industrial Relations and Human Resource Management. Employment Relations - The Definition, Traditional Employment Relations, Actors in the Fray: Role-taking, The New Frameworks for Employment Relations, The Future of Employee Relations.

Human Resource Management in Small and Medium Enterprises

Definition of SMEs, Human Resource Management and Performance in SMEs, The Difference in Adoption of Human Resource Management: SMEs and Large Firms, Indian Experience, Impact of Weak Adoption of Human Resource Management in SMEs, Factors Influencing the Adoption of Human Resource Management Practices in SMEs, Future of Human Resource. Management in SMEs. Human Resource Management in the Service Sector Introduction, The Emergence of the Services Sector, Implications for Human Resource, Management Function, Differences Between Services Sector and the Manufacturing Sector, Difference in Human Resource Management Practices in Services and Manufacturing Sectors, Human Resource Management and Service Quality Correlation, Some Specific Industries in Services Sector, Trade Unions in Services Sector, Models of Union Strategies.

Case Study on “Training Program at ABC Cement”.

Human Resource Management Innovations

Introduction, Human Resource Management and Innovations, Factors Affecting the Innovation Process in Organisations, Characteristics of Human Resource Management Innovations, Conditions Necessary for Successful HRMI Implementation, Current Trends in Human Resource Management Innovations, Innovative Human Resource Management Practices in India, How Human Resource Management Practices Contribute to

Organisational Innovation, How to Make Human Resource Management Innovations Sustainable.

HR Leadership and Organisation Transformation

Future of Human Resource Management: The next generation HR professionalism, Critical HR Issues of Today and Tomorrow, Changing Mental Models: HR's Most Important Task, HR roles critical for business survival, HR profession in today's changeful workplace, HR and Technology.

Textbook/Reference Books:

1. Human Resource Management: Concepts is written by Amitabh Sengupta and published by Sage Publication India Pvt. Ltd. The book explains the fundamental concepts, principles, and practices of human resource management. The publication year is 2019.
2. The HR Scorecard: Linking People, Strategy, and Performance is authored by Brian Becker, Dave Ulrich, and Mark A. Huselid. It is published by Harvard Business School Press and focuses on aligning HR practices with organizational strategy. The publication year is 2001.
3. The HR Answer Book: An Indispensable Guide for Managers and Human Resources Professionals is written by Shawn Smith and Rebecca Mazin. This book is published by AMACOM and provides practical solutions to common HR challenges. The publication year is 2011.
4. Performance Management and Appraisal Systems: HR Tools for Global Competitiveness is authored by T. V. Rao and published by AMACOM. The book discusses performance appraisal systems and their role in improving organizational competitiveness. The publication year is 2004.

PHMS203: Management & Organization behavior

Introduction to Management

Management -Introduction, Meaning, Nature, Objectives, Importance, Difference between Administration and Management, Levels of Management, Types of Managers, Managerial Skills, Managerial Competencies, Scope of Management, Functions of Management, Evolution of Management Thought, Fayol's fourteen principles of Management, Recent Trends in Management.

Functions of Management

Planning- Definition, Features, Nature, Importance, Types, Steps in Planning, Planning Tools and Techniques, Essentials of a Good Plan. Organisation-Definitions, Importance, Principles, Types of Organisation Structures, Span of Control, Centralisation and Decentralisation of Authority. Directing-Definitions, Importance, Elements of Directing, Principles of Directing, Characteristics of Directing; Controlling-Definitions, Need of Controlling, Characteristics of Control, Steps in the Controlling Process, Resistance to Control, Design of Effective Control System, Types of Control, Control Techniques. Decision-making- Concepts, Types, Models, Difficulties in Decision-making, Decision-making for Organisational Effectiveness, Decision-making Styles.

Organisational Behaviour

Organisational Behaviour: Introduction, Definitions, Nature, Goals, Importance, Approaches to Organisational Behaviour, Models. Attitude- Meaning, Definition, Types, Components, Attitudes and Behaviour, Changing Attitudes in the Workplace; Perception-Perception, Perceptual Process, Factors Influencing Perception, Perception and Decision-making; Personality-Definitions, Factors Influencing Personality, Big Five Personality Traits, Myers-Briggs Type Indicator (MBTI), Personality Tools and Tests; Motivation-Definitions, Process of Motivation (Cycle of Motivation), Nature, Importance, Types, Theories.

Managing Human at Work

Group Dynamics- Meaning of Group, Group Characteristics, Classification of Groups, Models of Group Development, Meaning of Group Dynamics, Group Behaviour, Impact of Group on Individual's Behaviour, impact of External Factors on Group Behaviour. Teamwork- Nature of Teams, Team Characteristics, Teams Versus Groups, Teamwork, Processes of Teamwork, Types of Teams, reasons for Team Failure, Creating Effective Teams.

Organizational Power, Politics and Culture

Power and Politics- Nature of Power and Politics, Early Voices, Questioning Power and Authority, Sources of Power for Individuals, Managing Organisational Politics. Culture- Definitions of Organisational Culture, Strong Versus Weak Culture, Characteristics, Types, Levels, Dimensions, Creating Organisational Culture, Changing Organisational Culture.

Change and Stress Management

Change- Nature, Characteristics, Process, Forces Responsible for Change in Organizations, Resistance to Change, Managing Resistance to Change. Stress Management-Definitions, Understanding Stress, Relation between Stress and Performance, Level, Signs and Symptoms of Stress, Types of Stress, Causes of Stress, Managing Stress.

References/Textbook:

1. Essentials of Management is written by Harold Koontz and published by McGraw Hill. The book provides a clear understanding of basic management concepts, managerial functions, and modern management practices. The 8th edition was published in 2014.
2. Principles and Practices of Management and Organisational Behaviour is authored by Chandrani Singh and Aditi Kharti. It is published by Sage Publications and explains core management principles along with organisational behaviour concepts. The publication year of this edition is 2016.
3. Organizational Behaviour is written by Stephen P. Robbins and Timothy A. Judge and published by Pearson. This book focuses on individual, group, and organizational-level behaviour in the workplace. The 14th edition was published in 2012.

PHMS301: Mergers, Acquisitions & Corporate Restructuring

Mergers and Acquisitions(M & A)Introduction of M & A

Meaning-types of mergers-Merger Motives-Theories of Mergers-Mergers and industry life cycle, Reasons for failures of M & A-synergy-types of synergy-value creation in M&A-SWOT analysis-BCG matrix. (Theory).

Merger Process

Procedure for effecting M & A-Five-stage model-Due diligence-Types, process and challenges of due diligence- HR aspects of M & A-Tips for successful mergers-Process of merger integration. (Theory).

Financial Evaluation of M & A

Merger as a capital budgeting-Business valuation approaches-asset based, market based and income based approaches-Exchange Ratio (Swap Ratio)-Methods of determining exchange rate. (Theory and Problems).

Accounting aspects of Amalgamation

Types of amalgamations (Amalgamation in the nature of merger and amalgamation in the nature of purchase)- Methods of Accounting-Pooling of interest method and Purchase method)-Calculation of purchase consideration- Journal entries in the books of transferor & transferee company-Ledger accounts in the books of transferor and transferee companies. (Theory and Problems).

Acquisitions/Takeovers

Meaning and types of acquisition/takeovers (Friendly and Hostile takeovers)-Anti-takeover strategies-Anti-takeover amendments-Legal aspects of M & A-Combination and Competition Act-2002Competition Commission of India (CCI)-The SEBI Substantial Acquisition of Shares and Takeover (Takeover code-2011). (Theory).

Corporate Restructuring

Meaning, significance and forms of restructuring-sell-off, spin-off, divestitures, demerger, Equity Carve Out (ECO), Leveraged Buy Outs (LBO), Management Buy Out (MBO), Master Limited Partnership (MLP), Limited Liability Partnership (LLP) and joint ventures. (Theory).

Textbook/Reference Books

1. Mergers, Acquisitions & Corporate Restructuring – Strategies & Practices is a comprehensive book written by Rabi Narayan Kar and Minakshi. The book is published by Taxmann's and its 3rd edition was released in 2017. It focuses on practical strategies, legal frameworks, and real-world practices related to mergers, acquisitions, and corporate restructuring.
2. Mergers and Acquisitions is authored by Sheeba Kapil and Kamal N. Kapil. This book is published by Wiley, and the 2nd edition was published in 2017. It provides detailed insights into the concepts, processes, valuation methods, and strategic aspects of mergers and acquisitions.
3. Mergers, Acquisitions and Corporate Restructuring: Text and Cases is written by Chandrasekhar Krishnamurti and Vishwanath S.R. The book is published by Sage Publications, with its 2nd edition released in 2018. It combines theoretical concepts with case studies to help readers understand real-life corporate restructuring and M&A scenarios.
4. Mergers, Acquisitions and Takeovers is authored by H.R. Machiraju and published by New Age International Publishers. The 1st edition was published in 2010. This book explains the legal, financial, and strategic dimensions of mergers, acquisitions, and takeovers in a structured and student-friendly manner

PHMS302: Strategic Human Resource Management

Strategic Human Resource Management: Nature of strategies and strategic Management process; Environmental Scanning, Scenario Planning, Strategy formulation, Kinds and Types of Strategies, Strategy implementation, Strategy evaluation, importance of strategic management, Role of HRM in Strategic management, Meeting Competitive Challenges via HRM Practices, SHR philosophy.

Human resource planning- Job Analysis & design- recruitment & selection – IT enabled recruitment & Selection practices, Recent Trends in Recruitment and Selection Practices, Placement and induction, Compensation management, Developing Pay Levels – Internal Equity and Job Evaluation, Methods and recent trends in compensation management.

Training and development, Training systems view, Needs assessment, Methods of training and techniques, Management Development, Managing Organizational change and Development, Evaluating training effort.

Performance Management and Appraisal, Steps in appraising performance, Types of Appraisal Interviews, 360 Degree Feedback, Balanced Score Card, HR Analytics, Career Planning and Development: Factors Affecting Career Choices, Responsibilities of Employers/Manager, Career Counseling-Designing Career Development System, Employee Counseling.

Global perspective of SHRM, Managing International HR activities: Implementation of Global HR System, Staffing the Global Organization, Improving productivity through HRIS, Major issues and challenges of SHRM: Outsourcing HR activities, Balancing work and life, Managing cross cultural diversity, Changing demographics of work force and changed employee expectations-loss of joy and pleasure.

Reference Books:

1. Srnivas R.Kandula, “Strategic Human Resource Development”, PHI Publication.
2. Jeffery A Mello “Strategic Human Resource Management” Cengage South – Western
3. Aswathappa K, “Human Resources &Personnel Management”, McGraw Hill Publication.
4. Stone, “Human Resources Management” Eastern Economy Edition.
5. Gary Dessseler, “Human Resources Management”, PHI Publication.
6. Raymond Noe, “Training and Development” Mc Graw Hill.
7. Prem Chadha “Performance Management ” Macmillan
8. Jerry M. Newman, Barry Gerhart, George T. Milkovich “Compensation Management” Mc Graw Hill.

PHMS303: Application in Marketing Research

Introduction to Market Research – Market Potential Analysis- Sales Analysis- Marketing Mix modeling – Marketing Metrics- Measuring Brand Equity and Brand Loyalty- Competitor analysis.

Consumer Research- Analyzing consumer behavior, Profiling, Measuring consumer attitudes, Motivation Research, Measuring the influence of Family, Reference Groups, Opinion Leaders, Social class and Culture on consumer behavior; Measuring customer satisfaction, Customer relationship management and Customer loyalty.

Product and Distribution Research – Product research; Development product specifications- Measurement of price sensitivity-Distribution research- Study of Channel member's activities, attitude and performance. Retail Research – Consumer shopping behavior, Retail Models, Trading area analysis, store design and layout evaluation, Merchandise evaluation, Supply chain and logistics issues, Retail branding, Pricing and Customer service Strategies, Measurement of retail image, Store loyalty.

Services Marketing: Delivery of Quality services – Concept and Service Marketing its implement- Service Mix- Gap Models of Service Quality- SERQUAL- SERVQUAL- SERVPERF- Service Failure-Recovery Guarantee- Complaint Management.

Promotion and Recent Advancements: IMC- Direct Marketing- Tools and Strategies – Internet and IMC- Web Participants, Role of Social Media in Research- Social Media Companies – Social Media and usage- Motives and Attitudes- Social Media Measurement- Social Media Marketing Metrics- Digital Shopping.

References:

1. Kinnear and Taylor, Marketing Research- Applied approach, McGraw Hill International.
2. Boyd, Westfall and Starch, Marketing Research, All India Travelers Booksellers.
3. Aaker, Kumar and Day, Marketing Research, John Wiley and sons Inc.
4. Naresh k. Malhotra, Marketing Research, Pearson Education.
5. George E. Belch and Michael A. Belch, Advertising and Promotion, Tata Mc. Graw Hill

PHMS401: Advanced Financial Management

Financial management- Shareholder value Analysis- Functions of Financial Management - Capital Structure decisions- factors influencing Capital Structure- Importance of Capital Structure- Theories of Capital Structure- Capital Structure Planning: Role of EBIT-EPS Analysis- Cost of Capital - Computation of Cost of Capital for each source of Finance- Weighted Average cost of capital-Industry Practices

Valuation of Bonds and Shares: Valuation of Bonds- Valuation of Equity Shares: Parameters in the Dividend Discount Model- Dividend Growth Model and the NPVGO Model- P/E Ratio Approach- Book Value Approach-Dividend Policies - Dividend Theories- Factors affecting dividend policy.

Components of Working Capital - Factors determining Working Capital- Sources of Working Capital Finance- Inventory Management- Receivables Management- - Working Capital Financing- Working Capital Policies- Ratios used in Working Capital Control.

Corporate Restructurings-Merger and Acquisitions-Motives for Mergers- Basic forms of Acquisitions - NPV of a merger- Defensive strategies to prevent takeover attempts - Benefits of Merger of shareholders- Leveraged Buyouts Spin- Offs - Financial Distress-Re-Organisation of firms - Share Buy Backs and Stock Splits.

Financial Planning Model- Percent of sales Method and other methodologies- Determinants of Growth- Sustainable Growth Modeling Measures of Corporate Performance: ROI, ROE, EVA, MVA, Balanced Scorecard-Practices of Indian Companies. Risk Management Tools- Hedging- Options, Futures and Swaps.

References:

1. Brealey, R. A., Myers, S. C. & Allen, F. – Principles of Corporate Finance
2. Ross, S. A., Westerfield, R. W. & Jordan, B. D. – Corporate Finance
3. Van Horne, J. C. & Wachowicz, J. M. – Fundamentals of Financial Management
4. Prasanna Chandra – Financial Management: Theory & Practice
5. M. Pandey – Financial Management
6. M. Y. Khan & P. K. Jain – Financial Management: Text, Problems & Cases

PHMS402: Service Marketing

Introduction to services

Reasons for the growth of services sector and its contribution; difference in goods and service marketing; characteristics of services; concept of service marketing triangle; service marketing mix; GAP models of service quality. Consumer behaviour in services: Search, Experience and Credence property, consumer expectation of services, two levels of expectation, Zone of tolerance, Factors influencing customer expectation of services. Customer perception of services-Factors influencing customer perception of service, Service encounters, Customer satisfaction, Strategies for influencing customer perception.

Market Research for Customer Expectation

Key reasons for gap using marketing research to understand customer expectation, Types of service research, Building customer relationship through retention strategies –Relationship marketing, Evaluation Of customer relationships, Benefits of customer relationship, levels of retention strategies, Market segmentation-Basis & targeting in services.

Customer defined service standards

“Hard” & “Soft” standards, challenges of matching supply & demand in capacity, four common types of constraints facing services, optimum v/s maximum use of capacity, strategies for matching capacity & demand. Yield management-balancing capacity utilization, pricing. Waiting line strategies- four basic Waiting line strategies. Leadership & Measurement system for market driven service performance-key reasons for GAP-2 service leadership- Creation of service vision and implementation, Service quality as profit strategy, Role of service quality In offensive and defensive marketing.

Employee role in service designing and Delivery

Boundary spanning roles, Emotional labour, Source of conflict, Quality- productivity trade off, Strategies for closing GAP 3. Customer’s role in service delivery-Importance of customer & customer’s role in service delivery, Strategies for enhancing-Customer participation, Delivery through intermediaries-Key intermediaries for service delivery, Intermediary control strategies.

Role of services marketing communication

Role of services marketing communication- Key reasons for GAP 4 involving communication, four categories of strategies to match service promises with delivery. Pricing of services- Role of price and value in provider GAP 4, Role of non-monitory cost, Price as an indicator of service quality – Approaches to pricing services, pricing strategies, SERVQUAL Model.

Physical Evidence in Services

Physical evidence in services: Importance of Physical Evidence, Elements of Physical Evidence, Physical Evidence Strategies, Guidelines for Physical Evidence. Service scapes: Types of service scapes-Objective and Goals of services capes Role of services capes, Approaches for understanding service scapes effects, Frame work for understanding services capes & its effect on behaviour-Guidance for physical evidence strategies.

Textbook/Reference Books:

1. Services Marketing by Valarie A. Zeithaml and Christopher Lovelock, published by McGraw Hill (6th Edition, 2018), is one of the main reference books for understanding service marketing concepts, customer value, and service quality management.
2. Services Marketing authored by Christopher Lovelock and published by Pearson Education in 2014 provides detailed insights into service design, delivery, and customer relationship management.
3. Services Marketing written by Rajendra Nargundkar and published by McGraw Hill in 2015 focuses on service sector strategies, consumer behavior, and practical applications in service industries.
4. Services Marketing by Hoffman and Bateson, published by Cengage Learning in 2017, explains modern service marketing practices, service encounters, and customer satisfaction with real-world examples.
5. Services Marketing: Operation, Management and Strategy by Kenneth E. Clow and David L. Kurtz, published by Biztantra in 2016, covers service operations, managerial decision-making, and strategic planning in service organizations.

PHMS403: Digital Marketing Management

Introduction to Digital Marketing

Concept of Digital Marketing, Origin, traditional versus Digital Marketing. Digital Marketing Strategy- The P- O-E-M Framework, Segmenting and customising Messages, Digital Landscape. Digital advertising Market in India. Skills required in Digital Marketing, Digital Marketing Plan

Display Advertising

Concept of Display Advertising, types of display ads, buying models, display plan Targeting- contextual targeting placement targeting, remarketing, interest categories, geographic and language tagging, demographics, mobile, other targeting methods. Programmatic digital advertising, YouTube Advertising.

Search Engine Advertising

Understanding Ad Placement, Understanding Ad Ranks, Creating First Ad Campaign, Performance Reports. Social Media Marketing: Building a successful Strategy Live Project: Create a digital marketing plan.

Social Media Marketing

Face Book Marketing: Facebook for business & facebook insights

LinkedIn Marketing: LinkedIn Strategy, LinkedIn Analytics

Twitter Marketing: Building Content Strategy, twitter usage , Twitter Analytics

Instagram & Snapchat: Objectives of Instagram, Hashtags. What is Snapchat. Digital Public Relations

Mobile Marketing

Mobile Usage, Mobile Advertising- Mobile Advertising Models, advantages of Mobile advertising, Mobile Marketing Toolkit, Mobile Marketing features- Location based services, Social marketing on mobile, QR Codes, Augmented Reality, Gamification. Tracking mobile campaigns- Mobile Analytics. **Live Project: Create a mobile advertising project.**

Search Engine Optimization

Search Engine Optimization: How search engines work, concept of search engine optimisation (SEO), On Page Optimisation, Off Page Optimisation, Social media Reach, Maintenance- SEO tactics, Google Search Engine, Web Analytics- Key Metrics- concepts only

Textbook/Reference Books:

1. Digital Marketing by Seema Gupta This book, titled "Digital Marketing," is authored by Seema Gupta. It was published by McGraw Hill Education in 2017.
2. Marketing 4.0 by Philip Kotler The book "Marketing 4.0: Moving from Traditional to Digital" is co-authored by Philip Kotler and Hermawan Kartajaya. It was published by Wiley in 2017.
3. Fundamentals of Digital Marketing by Puneet Bhatia The "Fundamentals of Digital Marketing" text is written by Puneet Bhatia. This 2nd edition was published by Pearson in 2017.
4. Social Media Marketing by Tracy L. Tuten The book "Social Media Marketing" is authored by Tracy L. Tuten and Michael R. Solomon. The 3rd edition was published by Sage Publications in 2017.
5. Digital Marketing by Swaminathan T. N. This "Digital Marketing" book is written by Swaminathan T. N. and Karthik Kumar. It was published by Cengage Learning India Pvt. Ltd in 2019.