

Master of Business Administration (MBA) – Digital Marketing

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

MBA I effective from AY 2021-22

MBA II effective from AY 2022-23

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

1.1 Programme Educational Objectives (PEOs):

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

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

1. Generic and Domain Knowledge - Ability to articulate, illustrate, analyse, synthesize and apply the knowledge of principles and frameworks and key concepts related to digital marketing including consumer behavior, online marketing communications, and social media marketing.
2. Problem Solving & Innovation - Ability to Identify, formulate and provide innovative solution frameworks to real world complex business and social problems by systematically applying modern quantitative and qualitative problem-solving tools and techniques.
3. Critical Thinking - Ability to conduct investigation of multidimensional Digital Marketing and related problems using research-based knowledge and research methods to arrive at data driven decisions and assess role that digital marketing can play in business strategy.
4. Effective Communication - Ability to effectively communicate in cross-cultural settings, in technology mediated environments, especially in the business context and with society.
5. Leadership and Team Work - Ability to collaborate in an organizational context and across organizational boundaries and lead themselves and others in the achievement of organizational goals and optimize outcomes for all stakeholders.

6. Global Orientation and Cross-Cultural Appreciation: Ability to approach any relevant business issues from a global perspective and exhibit an appreciation of Cross-Cultural aspects of business and management.
7. Entrepreneurship - Ability to identify entrepreneurial opportunities and leverage managerial & leadership skills for founding, leading & managing start-ups as well as professionalizing and growing family businesses.
8. Environment and Sustainability - Ability to demonstrate knowledge of and need for sustainable development and assess the impact of managerial decisions and business priorities on the societal, economic and environmental aspects.
9. Social Responsiveness and Ethics - Ability to exhibit a broad appreciation of the ethical and value underpinnings of managerial choices in a political, cross-cultural, globalized, digitized, socio-economic environment and distinguish between ethical and unethical behaviour & act with integrity.
10. Life-Long Learning – Ability to operate independently in new environment, acquire new knowledge and skills and assimilate them into the internalized knowledge and skills.

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

1. Learnt the fundamental concepts of Digital Marketing and Interpret the traditional marketing mix within the context of a changing and extended range of digital strategies and tactics.
2. Plan, Create and Execute effective Digital Marketing (social media, mobile) campaigns and Understand and appreciate websites, social networking sites as platforms for connect with stakeholders.
3. Apply best practices pertaining to Marketing Channels and get Insights in to consumer behaviour.
4. Demonstrate cognitive knowledge of the skills required in Digital Marketing Research, explain emerging trends, and critically assess the use of various tools.
5. Analyse cross-cultural and ethical issues in globalised digital markets

1.4 Graduate Attributes (GAs): At the end of the MBA (Digital Marketing) programme, the learner shall exhibit:

GA1: Managerial Competence

GA2: Proficiency in Communication, Collaboration, Teamwork and Leadership

GA3: Competence in Creativity & Innovation

GA4: Research Aptitude, Scholarship & Enquiry

GA5: Global Orientation

GA6: Proficiency in ICT

GA7: Entrepreneurship & Intrapreneurship Orientation

GA8: Functional Orientation

GA9: Orientation for Results

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

GA11: Life-Long Learning Orientation

2.1 Course Types & Evaluation Pattern:

S.N	Course Type	Credits	Nature	Comprehensive Concurrent Evaluation (CCE)	End Semester Evaluation (ESE) Marks	Total Marks
1	Generic Core (GC)	3	Compulsory	50	50	100
2	Subject Core (SC)	3	Compulsory	50	50	100
3	Generic Elective (GE - UL)	2	Elective	0	50	50
4	Generic Elective (GE - IL)	2	Elective	50	0	50
5	Subject Elective (SE - IL)	2	Elective	50	0	50
6	Summer Internship Project (SIP)	6	Project (Compulsory)	50	50	100

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

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

2.2 Programme Structure: The Programme Structure is as depicted below

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

LEGEND:

#	Blo ck	CIE - ESE (Credits per course)	Course Type	Credi ts	Cours es	Nature
1.	A1	50-50 (3 Credits)	GENERIC CORE (GC)	42	14	COMPULS ORY
1.	A2	50-50 (3 Credits)	SUBJECT CORE (SC)	18	6	COMPULS ORY
1.	A3	50-50 (3 Credits)	PROJECT	6	1	COMPULS ORY
2	B	0 - 50 (2 Credits)	GENERIC ELECTIVE (UNIVERSITY LEVEL) GE – UL	22	11	ELECTIVES
3.	C1	50-0 (2 Credits)	GENERIC ELECTIVE (INSTITUTE LEVEL) GE – IL	8	4	ELECTIVES
3.	C2	50-0 (2 Credits)	SUBJECT ELECTIVE (INSTITUTE LEVEL) SE - IL	14	7	ELECTIVES
TOTAL				110	43	

Note:

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

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

The SIP may or may not have a Functional Focus, i.e. the student may take up a SIP in his/her intended area of specialization or in any other functional area of management. **Ideally, the SIP should exhibit a cross-functional orientation.** SIP can be carried out in a Corporate Entity / NGO / SME / Government Undertaking / Cooperative Sector. SIP may be a research project – based on primary / secondary data or may be an operational assignment involving working by the student on a given task/assignment/project/ etc. in an organization / industry. It is expected that the SIP shall sensitize the students to the demands of the workplace.

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

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

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

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

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

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

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

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

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

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

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

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

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

1. The course teacher shall prepare the scheme of Comprehensive Concurrent Evaluation (Formative Assessment) before commencement of the term. The scheme of Comprehensive Concurrent Evaluation shall explicitly state the linkages of each CCE with the Course Outcomes and define the targeted attainment levels for each CO.
2. The Director / Head of the Department / designated academic authority shall approve the scheme of Comprehensive Concurrent Evaluation with or without modifications.
3. The course teacher shall display, on the notice board, the approved CCE scheme of the course and the same shall also be hosted on the website, not later than the first week of the term.
4. Each CCE item shall be of minimum 25 marks.
5. For a 3 Credit Course there shall be a MINIMUM of three CCE items. The final scores shall be converted to 50, using an average or best two out of three formulas.
6. For 2 Credit Course there shall be a MINIMUM of two CCE items. The final scores shall be converted to 50.
7. For a 1 Credit Course there shall be a MINIMUM of one CCE item.

8. CCE shall be spread through the duration of course and shall be conceptualized, executed, assessed and documented by the course teacher along with student-wise and class-wise attainment levels of the COs and the attainment levels of the course.
9. The assessment outcome of each CCE shall be duly signed by the course teacher, programme coordinator / academic head and the Director / Head of the Department / designated academic authority of the Institute.
10. A copy of the duly signed CCE *outcome* shall be displayed on the notice boards, within a week of the assessment and course teachers shall guide the students on a need basis.
11. Institute may conduct additional make up / remedial CCE items at its discretion.
12. At the end of the term aggregate CCE scores / grades shall be calculated and the CO attainment levels shall be calculated by the course teacher. The same shall be displayed on the notice board

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

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

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

Group B (Individual Assessment) – At least 1 per course

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

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

9. Field Visit / Study tour and report of the same
10. Small Group Project & Internal Viva-Voce
11. Model Development
12. Role Play
13. Story Telling
14. Fish Bowls

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

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

27. Work Portfolio

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

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

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

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

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

1. Linkages of the CCE to COs.
2. A description of the assessment - brief concept note
3. Criteria that will be assessed - the expected learning outcomes.
4. Descriptions of what is expected for each assessment component - the expectations from the student.
5. Substantive description of the expected performance levels indicating mastering of various components - the assessment criteria.
6. The team composition, if applicable.
7. The format and mode of submission, submission timelines
8. Any other relevant details.

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

1. Involving faculty members from other management institutes.
2. Setting multiple question paper sets and choosing the final question paper in a random manner.
3. One of the internal faculty members (other than the course teacher) acting as jury during activity-based evaluations.
4. Involvement of Industry personnel in evaluating projects / field-based assignments.

5. Involvement of alumni in evaluating presentations, role-plays, etc.
6. 100% moderation of answer sheets, in exceptional cases.

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

5.0 End Semester Evaluation (ESE):

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

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

6.0 Programme Flexibility:

6.1 Average Credits per semester, Fast & Slow Learners:

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

6.2 Dropping an Elective Course:

1. Students who opt for an elective course and fail to earn the credits for the elective course (generic / subject) are permitted to opt for another elective course (generic / subject) in case they feel to do so.
2. In such a case they shall be said to have dropped the original course and opted for a new one.
3. Generic Core (GC), Subject Core (SC) CANNOT be dropped.
4. Generic Elective (GE - UL), Generic Elective (GE - IL) & Subject Elective (SE - IL) can be dropped and replaced with equivalent alternative courses
5. Not more than four courses can be dropped and replaced with equivalent alternative courses during the entire programme.

6.3 Horizontal or Lateral Credit Transfer:

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

6.4 Block Credit Transfer:

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

6.5 Credit Transfer for MOOCs:

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

award marks/grade as per the evaluation scheme announced and communicate the marks/grade to the students as well the parent institution of the student, within 4 weeks from the date of completion of the final examination.

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

6.6 Professional Certification Programmes:

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

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

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

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

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

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

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

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

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

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

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

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

7.0 Passing Standards:

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

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

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

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

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

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

7.6 Grade Improvement:

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

8. Miscellaneous

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

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

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

8.4 Text Books and Reference Books refer to latest edition.

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

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

ANNEXURE I

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

* Six Credits

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

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

SUBJECT CORE (SC) COURSES: (MBA Digital Marketing)			
3 Credits Each, 50 Marks CCE, 50 Marks ESE			
Course No.	Course Code	Course	Semester
205 DM	SC – DM- 01	Fundamentals of Digital Marketing	II
206 DM	SC – DM- 02	Consumer Behaviour in Digital Era	II
304 DM	SC – DM- 03	Social Media Marketing	III
305 DM	SC – DM- 04	Digital Marketing Research	III
403 DM	SC – DM- 05	Digital Marketing Channels	IV
404 DM	SC – DM- 06	Marketing 5.0	IV
SUBJECT ELECTIVE (SE - IL) COURSES: Specialization – Digital Marketing (DM)			
2 Credits Each, 50 Marks CCE, 00 Marks ESE			
Course No.	Course Code	Course	Semester
Maximum 2 courses to be selected from the following list in Semester II			
217 DM	SE – IL - DM- 01	Search Engine Marketing-I	II
218 DM	SE – IL - DM- 02	Mobile Marketing	II
219 DM	SE – IL - DM- 03	Email Marketing	II
220 DM	SE – IL - DM- 04	Website Design and Development	II
221 DM	SE – IL - DM- 05	Data Visualization Using Tableau	II
Maximum 3 courses to be selected from the following list in Semester III			
312 DM	SE – IL - DM- 06	Search Engine Marketing-II	III
313 DM	SE – IL - DM- 07	Content Marketing	III
314 DM	SE – IL - DM- 08	Affiliate Marketing	III
315 DM	SE – IL - DM- 09	Building Digital Brands	III
316 DM	SE – IL - DM- 10	Digital Analytics	III
317 DM	SE – IL - DM- 11	Start-ups and Digital Business Management	III
Maximum 2 courses to be selected from the following list in Semester IV			
409 DM	SE – IL - DM- 12	E-Customer Relationship Management	IV
410 DM	SE – IL - DM- 13	Neuro Marketing	IV
411 DM	SE – IL - DM- 14	Data Protection Laws and Data Privacy	IV
412 DM	SE – IL - DM- 15	Marketing Strategy in Digital Age	IV
413 DM	SE – IL - DM- 16	Current Trends in Digital Marketing	IV
414 DM	SE – IL - DM- 17	Cases in Digital Marketing	IV

ANNEXURE II – COURSE WISE DETAILED SYLLABUS

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

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

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

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

Note: Numerical Problems will be asked on the following –

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

Suggested Text Books:

1. Management Accounting, Khan and Jain, Tata McGraw Hill
2. Fundamentals of Management Accounting, H. V.Jhamb
3. Financial Management, Dr. Mahesh Abale
4. Management Accounting, Dr. Mahesh Kulkarni

Suggested Reference Books:

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

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

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

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

1. Fundamentals of OB: Evolution of management thought , five functions of management, Definition, scope and importance of OB, Relationship between OB and the individual, Evolution of OB, Models of OB (Autocratic, Custodial, Supportive, Collegial & SOBC), Limitations of OB. **Values, Attitudes and Emotions:** Introduction, Values, Attitudes, Definition and Concept of Emotions, Emotional Intelligence - Fundamentals of Emotional Intelligence, The Emotional Competence Framework, Benefits

of Emotional Intelligence , difference between EQ and IQ. **Personality & Attitude:** Definition Personality, importance of personality in Performance, The Myers-Briggs Type Indicator and The Big Five personality model, Johari Window, Transaction Analysis, Definition Attitude Importance of attitude in an organization, Right Attitude, Components of attitude, Relationship between behavior and attitude. **(7+2)**

2. Perception: Meaning and concept of perception, Factors influencing perception, Selective perception, Attribution theory, Perceptual process, Social perception (stereotyping and halo effect).

Motivation: Definition & Concept of Motive & Motivation, The Content Theories of Motivation (Maslow's Need Hierarchy & Herzberg's Two Factor Model Theory), The Process Theories (Vroom's expectancy Theory & Porter Lawler model), Contemporary Theories- Equity Theory of Work Motivation. **(8+2)**

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

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

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

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

Suggested Text Books:

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

Suggested Reference Books

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

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

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

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO103.1	REMEMBERING	DEFINE the key terms in microeconomics.

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

1. **Managerial Economics:** Concept of Economy, Economics, Microeconomics, Macroeconomics. Nature and Scope of Managerial Economics, Managerial Economics and decision-making. Concept of Firm, Market, Objectives of Firm: Profit Maximization Model, Economist Theory of the Firm, Cyert and March's Behaviour Theory, Marris' Growth Maximisation Model, Baumol's Static and Dynamic Models, Williamson's Managerial Discretionary Theory. **(6+1)**
2. **Utility & Demand Analysis:** Utility – Meaning, Utility analysis, Measurement of utility, Law of diminishing marginal utility, Indifference curve, Consumer's equilibrium - Budget line and Consumer surplus. Demand - Concept of Demand, Types of Demand, Determinants of Demand, Law of Demand, Elasticity of Demand, Exceptions to Law of Demand. Uses of the concept of elasticity. Forecasting Introduction, Meaning and Forecasting, Level of Demand Forecasting, Criteria for Good Demand Forecasting, Methods of Demand Forecasting, Survey Methods, Statistical Methods, Qualitative Methods, Demand Forecasting for a New Products. (Demand Forecasting methods - Conceptual treatment only numerical not expected) **(8+1)**
3. **Supply & Market Equilibrium:** Introduction, Meaning of Supply and Law of Supply, Exceptions to the Law of Supply, Changes or Shifts in Supply. Elasticity of supply, Factors Determining Elasticity of Supply, Practical Importance, Market Equilibrium and Changes in Market Equilibrium. Production Analysis: Introduction, Meaning of Production and Production Function, Cost of Production. Cost Analysis: Private costs and Social Costs, Accounting Costs and Economic costs, Short run and Long Run costs, Economies of scale, Cost-Output Relationship - Cost Function, Cost-Output Relationships in the Short Run, and Cost-Output Relationships in the Long Run. **(8+1)**
4. **Revenue Analysis and Pricing Policies:** Introduction, Revenue: Meaning and Types, Relationship between Revenues and Price Elasticity of Demand, Pricing Policies, Objectives of Pricing Policies, Cost plus pricing. Marginal cost pricing. Cyclical pricing. Penetration Pricing. Price Leadership, Price Skimming. Transfer pricing. Price Determination under Perfect Competition- Introduction, Market and Market Structure, Perfect Competition, Price-Output Determination under Perfect Competition, Short-run Industry Equilibrium under Perfect Competition, Short-run Firm Equilibrium under Perfect Competition, Long-run Industry Equilibrium under Perfect Competition, Long-run Firm Equilibrium under Perfect Competition. Pricing Under Imperfect Competition- Introduction, Monopoly, Price Discrimination under Monopoly, Bilateral Monopoly, Monopolistic Competition, Oligopoly, Collusive Oligopoly and Price Leadership, Pricing Power, Duopoly, and Industry Analysis. Profit Policy: Break Even analysis. Profit Forecasting. Need for Government Intervention in Markets. Price Controls. Support Price. Preventions and Control of Monopolies. System of Dual Price. **(11+1)**

5. **Consumption Function and Investment Function:** Introduction, Consumption Function, Investment Function, Marginal efficiency of capital and business expectations, Multiplier, Accelerator. Business Cycle: Introduction, Meaning and Features, Theories of Business Cycles, Measures to Control Business Cycles, Business Cycles and Business Decisions. **(7+1)**

Suggested Text Books:

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

Suggested Reference Books:

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

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

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

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO104.1	REMEMBERING	DEFINE various concepts & terms associated with scientific business research.
CO104.2	UNDERSTANDING	EXPLAIN the terms and concepts used in all aspects of scientific business research.
CO104.3	APPLYING	MAKE USE OF scientific principles of research to SOLVE contemporary business research problems.
CO104.4	ANALYSING	EXAMINE the various facets of a research problem and ILLUSTRATE the relevant aspects of the research process from a data driven decision perspective.
CO104.5	EVALUATING	JUDGE the suitability of alternative research designs, sampling designs, data collection instruments and data analysis options in the context of a given real-life business research problem from a data driven decision perspective.
CO104.6	CREATING	FORMULATE alternative research designs, sampling designs, data collection instruments, testable hypotheses, data analysis strategies and research reports to address real-life business research problems.

1. Foundations of Research: Definition of Research, Need of business research, Characteristics of scientific research method, Typical Research applications in business and management. **Questions in Research:** Formulation of Research Problem – Management Question – Research Question – Investigation Question. **The process of business research:** Literature review - Concepts and theories - Research

questions - Sampling - Data collection - Data analysis - Writing up - The iterative nature of business research process, Elements of a Research Proposal. **Practical considerations:** Values – researcher & organization. Ethical principles - Harm to participants, Lack of informed consent, Invasion of privacy, Deception, Reciprocity and trust, Affiliation and conflicts of interest. Legal considerations - Data management, Copyright. **(6+1)**

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

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

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

5. Data Analysis & Report Writing: Data Analysis: Cleaning of Data, Editing, Coding, Tabular representation of data, frequency tables, Univariate analysis - Interpretation of Mean, Median Mode; Standard deviation, Coefficient of Variation. **Graphical Representation of Data:** Appropriate Usage of Bar charts, Pie charts, Line charts, Histograms. **Bivariate Analysis:** Cross tabulations, Bivariate Correlation Analysis - meaning & types of correlation, Karl Person's coefficient of correlation and spearman's rank correlation. Chi-square test including testing hypothesis of association, association of attributes. **Linear Regression Analysis:** Meaning of regression, Purpose and use, Linear regression; Interpretation of regression co-efficient, Applications in business scenarios. **Test of Significance:** Small sample tests: t (Mean, proportion) and F tests, Z test. Non-parametric tests: Binomial test of proportion, Randomness test. Analysis of Variance: One-Way and two-way Classifications. **Research Reports:** Structure of Research report, Report writing and Presentation. **(10+1)**

Note:

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

Suggested Text Books:

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

Suggested Reference Books:

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

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

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

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

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

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

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

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

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

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

Suggested Text Books:

1. Marketing Management, Philip Kotler, Kevin Lane Keller, Abraham Koshy, MithileshwarJha, Pearson
2. Marketing Management, RajanSaxena, TMGH
3. Marketing, Lamb Hair Sharma, Mc Daniel, Cengage Learning

Suggested Reference Books:

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

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

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

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

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

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

3. **Digital Business Ecosystem:** Electronic Commerce Mechanisms, Online Purchasing Process, E-Marketplaces - Types, Components and Participants, Disintermediation and Reintermediation; Customer Shopping Mechanisms - Webstores, Malls, and Portals, Webstores, Electronic Malls , Web (Information) Portals. **Intermediaries:** Roles of Intermediaries in E-Marketplaces, Merchant Solutions: Electronic Catalogs, Search Engines, and Shopping Carts, Electronic Catalogs, E-Commerce Search Activities, Auctions - Traditional Auctions Versus E-Auctions, Dynamic Pricing. **Changing Supply Chains:** Structure of the Supply Chain, EC Order Fulfillment Process, Speeding Up Deliveries, Partnering Efforts and Outsourcing Logistics, Order Fulfillment in Make-to- Order (MTO) and Mass Customization. **Digital Payments:** Smart Cards, Stored-Value Cards, EC Micropayments, Payment Gateways, Mobile Payments, Digital and Virtual Currencies, Security, Ethical, Legal, Privacy, and Technology Issues. **(7+2)**

4. **Digital Business Applications - I: Electronic Retailing:** B2C Electronic Retailing, Characteristics, Advantages, Limitations, E-Tailing Business Models, Classification of Models by Distribution Channel, Referring Directories, Malls with Shared Services. Social Shopping – Concept, Benefits and Drivers, Social Shopping Aids – Recommendations, Reviews, Ratings, and Marketplaces, Real-Time Online Shopping. The

Online Versus Off-Line Competition, Click-and-Brick models, Product and Service Customization and Personalization. **Fintech:** E-Banking, Mobile Banking, Pure Virtual Banks, Insurance, and Stock Trading, Other Mobile Finance Applications. **Digital Government:** Government-to-Citizens, Government-to-Business, Government-to-Government, Government-to-Employees Models, Internal Efficiency and Effectiveness, E-Government and Social Networking, M-Government. **E Learning, E-Training, and E-Books:** Basics of E-Learning, Characteristics, Advantages, Limitations, Distance Learning and Online Universities, Online Corporate Training, Social Networks and E-Learning, E-Learning Management Systems, Electronic Books. **(7+2)**

5. **Digital Business Applications - II: Online Travel and Tourism Services:** Characteristics of Online Travel, Benefits, Limitations, and Competition in Online Travel Services. **E-Employment:** Online Job Market, Social Networks Based Job Markets, Social Recruiting, Virtual Job Fairs and Recruiting Events, Benefits and Limitations of the Electronic Job Market. **E-Health:** Definition, Electronic Medical Record Systems (EMR), Doctors’ System, Patients Services, Medical Devices and Patients Surveillance. **Entertainment, Media & Gaming:** Service Industry Consumer Applications. Digital Products, Internet TV and Internet Radio, Social Television (TV) Mobile Entertainment, Mobile Marketing, Mobile Streaming Music and Video Providers, Entertainment in Cars; Gaming - Mobile Games, Social Games and Gamification, Business of Social Games, Educational Social Games; Mobile Gambling, Mobility and Sports; Social Entertainment. **(7+2)**

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

Suggested Text Books:

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

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

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

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO201.1	REMEMBERING	DESCRIBE the key terms associated with the 4 Ps of marketing.
CO201.2	UNDERSTANDING	COMPARE and CONTRAST various approaches to pricing for a real-world marketing offering (commodities, goods, services, e-products/ e-services.)
CO201.3	APPLYING	DEMONSTRATE an understanding of various channel options for a real-world marketing offering (commodities, goods, services, e-products/ e-services.)
CO201.4	ANALYSING	EXAMINE the product line of a real-world marketing offering (commodities, goods, services, e-products/ e-services.)
CO201.5	EVALUATING	EXPLAIN the role of various communication mix elements for a real-world marketing offering (commodities, goods, services, e-products/ e-services.)
CO201.6	CREATING	DESIGN a marketing plan for a real-world marketing offering (commodities, goods, services, e-products/ e-services.)

1. **Product:** Meaning, The Role of Product as a market offering, Goods & Services Continuum, Classification of consumer products- convenience, shopping, shopping, unsought goods. Classification of industrial products- materials and parts, capital items, supplies and services. The Product Hierarchy, Product Systems and Mixes, Product Line Analysis, Product Line Length, The Customer Value Hierarchy. New Product Development - Need, Booz Allen & Hamilton Classification Scheme for New Products, New Product Development Process - Idea Generation to commercialization. Branding: Concept, Definition, Commodity Vs. Brand, Product Vs Brand, Concept of Brand equity. **(7 + 2)**
2. **Pricing Meaning,** The Role of Pricing, Importance and Factors influencing pricing decisions. Setting the Price: Setting pricing objectives, determining demand, estimating costs, analyzing competitors' pricing, selecting pricing method, selecting final price. Adapting the Price: Geographical pricing, Price discounts & allowances, Promotional pricing, differentiated pricing, concept of transfer pricing, Dynamic pricing (surge pricing, auction pricing), Pricing in online marketing (free, premium, freemium). Price Change: Initiating & responding to price changes. **(7 + 2)**
3. **Place:** Meaning, The Role of Marketing Channels, Channel functions & flows, Channel Levels, Channel Design Decisions - Analyzing customers' desired service output levels, establishing objectives & constraints, Identifying & evaluating major channel alternatives. Channel Options - Introduction to Wholesaling, Retailing, Franchising, Direct marketing, Introduction to Omni channel & hybrid channel options. Market Logistics Decisions - Order processing, Warehousing, Inventory, and Logistics. **(7 + 2)**
4. **Promotion:** Meaning, The role of marketing communications in marketing effort. Communication Mix Elements - Introduction to Advertising, Sales Promotion, Personal Selling, Public Relations, Direct Marketing. Concept of Integrated Marketing Communications (IMC), Developing Effective Communication - Communication Process, steps in Developing effective marketing communication - identifying target audience, determining communication objectives, designing a message, choosing media, selecting message source, Collecting feedback. Shaping the overall promotion mix: promotional mix strategy, push-pull strategies. **(7 + 2)**
5. **Product Level Planning:** Preparation & evaluation of a product level marketing plan, Nature & contents of Marketing Plans - Executive Summary, Situation Analysis, Marketing Strategy, Financials, Control. Marketing Evaluation & Control - Concept, Process & types of control - Annual Plan Control, Profitability Control, Efficiency Control, Strategic Control, Marketing audit. **(7 + 2)**

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

Suggested Text Books:

1. Marketing Management, Philip Kotler, Kevin Lane Keller, Abraham Koshy, MithileshwarJha, Pearson
2. Marketing Management, RajanSaxena, TMGH
3. Marketing, Lamb Hair Sharma, Mc Daniel, Cengage Learning

Suggested Reference Books:

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

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

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

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

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

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

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

Suggested Text Books:

1. Financial Management, Shashi K. Gupta and R.K. Sharma (Kalyani Publication)
2. Basics of Financial Management, V.K. Saxena and C.D.Vashist (Sultan Chand & Sons)
3. Financial Management, A Contemporary Approach, Rajesh Kothari (SAGE)
4. Financial Management, Dr. Mahesh
5. Working Capital Management, Theory and Practice, Dr. P. Periasamy (Himalaya Publishing House)
6. Financial Management, I M Pandey (Vikas Publishing House Pvt. Ltd)
7. Fundamentals of Financial Management, A.P.Rao (Everest Publishing House)
8. Advanced Financial management, N.M. Vechalekar

Suggested Reference Books:

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

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

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

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

1. **Human Resource Management: Concept and Challenges** - Introduction, Objectives, Scope, Features of HRM, Role of HRM, Importance of HRM, Policies and Practices of HRM, Functions of HRM, Challenges of HRM. Introduction to SHRM: Define SHRM, importance and nature. HRM Models: Harvard Model, SHRM “matching model”. **(5+2)**

2. **HR Acquisition & Retention:** Human Resource Planning: Definition, Objective, Need and Importance, HRP Process, Barriers to HRP. Job Analysis Process – Contents of Job Description & Job Specification, Job description Vs job specification, Job design, Factors affecting Job design, Job enrichment Vs job enlargement. Recruitment Introduction & Sources of Recruitment, Difference between recruitment and Selection-Recruitment, Selection Process, Induction and Orientation. Career Planning-Process of career planning and development Succession Planning Process, Transfer and Promotion. Retention of Employees: Importance of retention, strategies of retention. **(8+2)**

3. **Managing Employee Performance and Training:** Performance Appraisal & Performance Management – Definition, Objective, Importance, Appraisal Process and Appraisal Methods. Why to measure performance and its purpose. Performance Appraisal Vs Performance Management, Potential Management. Training and Development -Definition – Scope – Conceptual framework of Training and development of Employees, Role of Training in Organizations, Objectives, The Training and

Development Process, Training Need Assessment, Types of training, Difference between training and development, E-Learning. Benefits of training, Evaluation of Training Effectiveness: Kirkpatrick model. **(8+2)**

4. **Compensation Management:** Concept, Objectives, Importance of Compensation Management, Process, Current Trends in Compensation. Factors in compensation plan. Wage/ Salary differentials, Components of salary. Incentives and Benefits – Financial & Nonfinancial Incentive, Fringe Benefits. Employees Separation - Retirement, Termination, VRS, Golden Handshake, Suspension, Concepts & Methods, Grievance Procedure in Indian Industry. **(8+2)**

5. **Emerging Trends in HRM:** HRIS- Need, Advantages & Uses of HRIS. HR Accounting- Concepts, Objective, Advantage, Limitation & Method. HR Audit- Concept, Objective, Scope & Process. HR Shared Services- Concept, Objective, Benefits, Issues creating HR Shared Services. **(6+2)**

Suggested Text Books:

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

Suggested Reference Books:

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

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

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

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO204.1	REMEMBERING	DEFINE basic terms and concepts related to Production, Operations, Services, Supply Chain and Quality Management.
CO204.2	UNDERSTANDING	EXPLAIN the process characteristics and their linkages with process-product matrix in a real-world context.
CO204.3	APPLYING	DESCRIBE the various dimensions of production planning and control and their inter-linkages with forecasting.
CO204.4	ANALYSING	CALCULATE inventory levels and order quantities and MAKE USE OF various inventory classification methods.

CO204.5	EVALUATING	OUTLINE a typical Supply Chain Model for a product / service and ILLUSTRATE the linkages with Customer Issues, Logistic and Business Issues in a real-world context.
CO204.6	CREATING	ELABORATE upon different operational issues in manufacturing and services organizations where the decision-making element is emphasized.

1. **Introduction to Operations and Supply Chain Management:** Definition, Concept, Significance and Functions of Operations and SCM. Evolution from manufacturing to operations management, Physical distribution to Logistics to SCM, Physical Goods and Services Perspectives. **Quality:** Definitions from various Perspectives, Customers view and Manufacturer's view, Concept of Internal Customer, Overview of TQM and LEAN Management, Impact of Global Competition, Technological Change, Ethical and Environmental Issues on Operations and Supply Chain functions. **(7+2)**
2. **Operations Processes: Process Characteristics in Operations:** Volume Variety and Flow. Types of Processes and Operations Systems - Continuous Flow system and intermittent flow systems. **Process Product Matrix:** Job Production, Batch Production, Assembly line and Continuous Flow, Process and Product Layout. **Service System Design Matrix:** Design of Service Systems, Service Blueprinting. **(6+2)**
3. **Production Planning & Control (PPC):** Role and Functions of PPC **Demand Forecasting:** Forecasting as a Planning Tool, Forecasting Time Horizon, Sources of Data for forecasting, Accuracy of Forecast, Capacity Planning. **Production Planning:** Aggregate production Planning, Alternatives for Managing Demand and Supply, Master Production Schedule, Capacity Planning - Overview of MRP, CRP, DRP, MRP II. **Production Control:** Scheduling, Loading, Scheduling of Job Shops and Floor Shops, Gantt Charts. **(8+2)**
4. **Inventory Planning and Control:** Continuous and intermittent demand system, concept of inventory, need for inventory, types of inventory - seasonal, decoupling, and cyclic, pipeline, and safety - Implications for Inventory Control Methods. Inventory Costs - Concept and behavior of ordering cost, carrying cost, and shortage cost. **EOQ** – definition, basic EOQ Model, EOQ with discounts. Inventory control - Classification of material - ABC Analysis -VED, HML, FSN, GOLF, SOS. (Numerical expected on Basic EOQ, EOQ with discounts & ABC), Inventory turns ratios, Fixed Order Quantity Model - Periodic Review and Re-order Point. **(8+2)**
5. **Supply Chain Management:** Supply chain concept, Generalized Supply Chain Management Model - Key Issues in SCM – Collaboration, Enterprise Extension, responsiveness, Cash-to-Cash Conversion. **Customer Service:** Supply Chain Management and customer service linkages, Availability service reliability perfect order, customer satisfaction. Enablers of SCM - Facilities, Inventory, Transportation, Information, sourcing, Pricing. **(6+2)**

Suggested Text Books:

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

Suggested Reference Books:

1. Supply Chain Logistics Management, Donald Bowersox, David Closs, M Bixby Cooper, Tata McGraw Hill.
2. Operations Management, William J. Stevenson, TMGH.

3. Operations Management, Lee Krajewski, Larry Ritzman, Manoj Malhotra, Pearson Education.
4. Introduction to Materials Management, J.R. Tony Arnold, Stephen Chapman, Ramakrishnan, Pearson.

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

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

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

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

1. Basic Concepts: Manager, Managing, Workplace, Organization, Management Functions, Mintzberg’s Managerial Roles, The Universality of Management, Approaches to Management - Early Management, Classical Approach, Behavioral Approach, Quantitative Approach, Contemporary Approaches. Managerial Competencies: Communication, team work, planning and administrative, strategic and global competencies; Managerial Skills; How Is the Manager’s Job Changing? Importance of Customers to the Manager’s Job, Importance of Innovation to the Manager’s Job, Importance of Sustainability to the Manager’s Job. **(5)**

2. Planning: Concept, need, nature, Management by Objectives (MBO) - Process of MBO - Benefits of MBO, Planning and Performance, Goals and Plans, Types of Goals, Types of Plans, Setting Goals and Developing Plans, Approaches to Setting Goals, Developing Plans, Approaches to Planning, Planning Effectively in Dynamic Environments. **(6)**

3. Organizing: Organization, Organizing, Organizational Structures, Principles of Work Specialization, Departmentalization, Chain of Command, Span of Control, Centralization and Decentralization, Formalization. Mechanistic and Organic Structures, Factors Affecting Structural Choice - Strategy, Size, Technology, Environmental Uncertainty. Traditional Organizational Designs - Simple Structure, Functional Structure, Divisional Structure, Matrix Structure, Team Structures, Project Structure, Adaptive Organizations – Boundary less Organization, Virtual Organizations, Learning Organization, Flexi Work, Tele-working, Global Organizations. **(7)**

4. Decision Making: The Decision-Making Process - Identifying a Problem - Identifying Decision Criteria - Allocating Weights to the Criteria - Developing Alternatives - Analyzing Alternatives - Selecting an Alternative - Implementing the Alternative - Evaluating Decision Effectiveness. Making Decisions: Rationality, Bounded Rationality, The Role of Intuition, The Role of Evidence-Based Management. Types of Decisions & Decision-Making Conditions. Decision-Making approaches - Quantitative approach, Environmental Approach, System Approach, Ethical Approach, Intuitive Approach, Case Study Approach Decision-Making Styles - Linear–Nonlinear Thinking Style Profile, Decision-Making Biases and Errors.

Effective Decision Making in Today's World - Correctness of decision, Decision environment, Timing of decision, Effective communication of Decision, Participation in decision Making-Implementation of decision. **(7)**

5. **Controlling:** Controlling, Definition, need and Importance, The Control Process, Managerial Decisions in Controlling, Feed-forward / Concurrent / Feedback Controls. Financial Controls, Information Controls, Benchmarking of Best Practices. **(5)**

Suggested Text Books:

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

Suggested Reference Books:

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

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

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

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

1. **Perspective of Indian Economy:** Indian Economy as a Developing Economy, Basic Characteristics Overview of Economic Planning, Role of Monetary policy and Fiscal Policy, Budget terminology, Economic Growth, GDP and GDP Trends, Money Supply & Inflation, Inflation trends, RBI – overview of role and functions, Capital Markets – overview of role and functions, Concept of Poverty, Estimates of Poverty, Poverty Line, Economic Reforms and Reduction of Poverty, Concept of Inclusion, Need of inclusive growth,

Financial inclusion. Concept of Hard & Soft Infrastructure. Hard Infrastructure - Transport Infrastructure, Energy Infrastructure, Water management infrastructure, Communication Infrastructure, Solid waste management, Earth monitoring and measuring networks. Soft Infrastructure - Governance Infrastructure, Economic infrastructure, Social infrastructure, Critical Infrastructure, Urban infrastructure, Green infrastructure, Education Infrastructure, Health Infrastructure. (6)

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

3. Sectoral composition of Indian Economy: Primary, Secondary, Tertiary Sectors, Issues in Agriculture sector in India, land reforms, Green Revolution and agriculture policies of India, Industrial development, small scale and cottage industries, Industrial Policy, Public sector in India, Services sector in India. Areas of Market Failure and Need for State Intervention, Redefining the Role of the State, Liberalization, Privatization and Globalization (LPG) Model of Development, Planning commission v/s NITI Aayog, Public Versus Private Sector Debate, Unorganized Sector and India's Informal Economy. (6)

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

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

Suggested Text Books:

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

Suggested Reference Books:

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

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

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

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

1. Entrepreneurship: Concept of Entrepreneur. Intrapreneur, Entrepreneurship and Manager. Difference between Entrepreneur and Intrapreneur, Entrepreneur and Entrepreneurship. Attributes and Characteristics of successful entrepreneurs. Functions of an Entrepreneur, Classification of Entrepreneurs. Role of Entrepreneur in Indian Economy, Developing entrepreneurial culture, Factors influencing Entrepreneurship Growth - Economic, Non-Economic Factors, For profit or Not for profit entrepreneurs, Constraints for the Growth of Entrepreneurial Culture, Entrepreneurship as a career, Entrepreneurship as a style of management, Emerging Models of Corporate Entrepreneurship, India's start up revolution– Trends, Imperatives, benefits; the players involved in the ecosystem, Business Incubators-Rural entrepreneurship, social entrepreneurship, women entrepreneurs, Cases of Tata, Birlas, Kirloskar and new generation entrepreneurs in India. **(6)**

2. Theories of entrepreneurship: Innovation Theory by Schumpeter & Imitating, Theory of High Achievement by McClelland, X-Efficiency Theory by Leibenstein, Theory of Profit by Knight, Theory of Social change by Everett Hagen. **(4)**

3. Entrepreneurship development: Entrepreneurial Competencies, Developing Competencies. Concept of entrepreneurship development, Entrepreneur Training and developing, Role of Entrepreneur Development Programs (EDP), Role of DIC, SISI, EDII, NIESBUD, NEDB, EDP - Objectives – contents – methods - execution. Role of Mentors. Innovation and Entrepreneurship, Design Thinking Process. Role of consultancy organizations in promoting Entrepreneurs, Problems and difficulties of Entrepreneurs - Marketing Finance, Human Resource, Production; Research - external problems, Mobility of Entrepreneurs, Entrepreneurial change, occupational mobility - factors in mobility. **(6)**

4. Role of Central Government and State Government in promoting Entrepreneurship: Introduction to various incentives, subsidies and grants, Export Oriented Units, Fiscal and Tax concessions available, Women Entrepreneurs - Role, Problems and Prospects, Reasons for low women Entrepreneurs,

Assistance Programme for Small Scale Units – Institutional Framework – Role of SSI Sector in the Economy – SSI Units – Failure, Causes and Preventive Measures – Turnaround Strategies. Future of Entrepreneurship Development and Government, Start Up India, Make in India. (5)

5. Enterprise Promotion: Creating Entrepreneurial Venture, Entrepreneurship Development Cycle, Business Planning Process, The business plan as an entrepreneurial tool, Elements of Business Plan, Objectives, Market Analysis, Development of product / idea - Resources, Capabilities, and strategies, identifying attributes of strategic resources, Opportunity Analysis, innovator or imitator, SWOT analysis, Internal and External Environment Analysis, Industry Analysis, Embryonic Companies and Spin off's, Porter's five forces model, Identifying the right Business Model Canvas, Seven Domains of John Mullins, Opportunities in Emerging/Transition/Decline industries, Opportunities at the bottom of the pyramid, Opportunities in social sector, Opportunities arising out of digitization, Marketing, Finance, Organization & Management, Ownership - Franchising, networking and alliances, Buying an existing business, Critical risk contingencies of the proposal, Scheduling and milestones. (9)

Suggested Text Books:

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

Suggested Reference Books:

1. The Culture of Entrepreneurship, Brigitte Berger
2. Innovation and Entrepreneurship, Peter F. Drucker
3. Entrepreneurship, Robert D. Hisrich, Michael P. Peters, Dean A. Shepherd
4. Entrepreneurship As Strategy, G. Dale Meyer, Kurt A. Heppard
5. New Vistas of Entrepreneurship: Challenges & Opportunities, A. Sahay, M.S.Chhikara
6. Entrepreneurship and Small Business Management, Siropolis
7. The Entrepreneurial Connection, GurmeetNaroola
8. Thought Leaders, Steven Brandt
9. Corporate Entrepreneurship, Vijay Sathe
10. Corporate Entrepreneurship: Entrepreneurial Development Inside Organizations, Michael H.Morris, Donald F.Kuratko
11. Intrapreneurship: Gifford Pinchot
12. Lead like an Entrepreneur, Neal Thornberry
13. You Too Can Become an Entrepreneur, NalinakshaMutsuddi
14. Make The Move: Demystifying Entrepreneurship, Ishan Gupta, RajatKhare
- 15.

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

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

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO110.1	REMEMBERING	DEFINE the basic concepts of psychology.
CO110.2	UNDERSTANDING	EXPLAIN the sensing and perceiving processes.

CO110.3	APPLYING	APPLY principles of learning and conditioning to human behavior.
CO110.4	ANALYSING	ILLUSTRATE the linkages between learning, memory and information processing.
CO110.5	EVALUATING	EXPLAIN the basic intrapersonal processes that influence social perception.

1. Basic Concepts: Introduction to Psychology, Definitions of Psychology, Goals of Psychology, History of Psychology, Modern Psychology, Psychology: Its Grand Issues and Key Perspectives, Psychology - Trends for the New Millennium. Biological Bases of Behaviour: Neurons - Building Blocks of the Nervous System, The Nervous System - its Basic Structure and Functions, The Brain and Consciousness – states of consciousness, dreams, hallucinations, The Brain and Human Behaviour, Heredity and Behaviour - Genetics and Evolutionary Psychology. **(6)**

2. Sensation and Perception: Sensing and perceiving, Sensory Thresholds, Sensory Adaptation, The Senses - Hearing, Vision, Perceptual Processes, Information Processing – Bottom Up Processing, Top Down processing, Bottom Up and Top Down (together) processing, Culture, Experience & Perception, Perceptual Constancy, Perceptual Expectations, Perceptual illusions, Gestalt Theory, Perceptual Development and Learning. **(6)**

3. Learning and Conditioning: A Definition of Learning, Classical Conditioning, Instrumental Conditioning, Classical and Instrumental Conditioning Compared: Biofeedback and Reinforcement, Verbal Learning, Basic Conditioning and Learning Phenomena, Reinforcement, Schedules of reinforcement, role of reinforcement in developing subordinate Social Behavior, Transfer of Training, learning by Observing Models, Biological Limits. **(6)**

4. Memory: Learning and Memory as Intertwined Processes, Kinds of Information Stored in Memory, Measures of Retention, The Three Components of Memory – Encoding, Storage, Retrieval, Interference Theory, Decay Theory, Information Processing I: Separate-Store Models, Information Processing II: Levels of Processing, Issues in Memory. **(6)**

5. Cognition: Thinking - Mental Imagery, Problem Solving, Decision Making. Concept Formation, Language development. Relationship between language and thinking. **Emotion:** Definition of Emotion, the Physiology of Emotion, Emotional Expression - Verbal & Non-Verbal, Labelling Emotions, Theories of Emotion – Common sense theory of emotion, James Lang theory of emotion, Cannon Bard Theory of Emotion, Cognitive Arousal Theory of Emotion **(6)**

Suggested Text Books:

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

Suggested Reference Books:

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

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

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

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

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

Suggested Textbooks:

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

Suggested Reference Books:

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

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

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

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
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CO112.1	REMEMBERING	DESCRIBE the key terms associated with demand analysis, demand estimation and demand forecasting.
CO112.2	UNDERSTANDING	SUMMARIZE the use of demand forecasting in various functions of management.
CO112.3	APPLYING	IDENTIFY the pros and cons of various forecasting methods
CO112.4	ANALYSING	DECONSTRUCT a forecast into its various components
CO112.5	EVALUATING	BUILD a forecast for common products and services using time-series data.

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

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

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

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

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

Suggested Text Books:

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

Suggested Reference Books:

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

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

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

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO207.1	REMEMBERING	DEFINE Emotional Intelligence (EQ), IDENTIFY the benefits of emotional intelligence and RELATE the 5 Dimensions of Trait EI Model to the practice of emotional intelligence.
CO207.2	UNDERSTANDING	DESCRIBE how companies achieve transition from being good companies to great companies, and DISCUSS why and how most companies fail to make the transition.
CO207.3	APPLYING	APPLY the 21 laws that make leadership work successfully to improve your leadership ability and ILLUSTRATE its positive impact on the whole organization.
CO207.4	ANALYSING	EXAMINE the fundamental causes of organizational politics and team failure.
CO207.5	EVALUATING	EXPLAIN the approach to being effective in attaining goals by aligning oneself to the "true north" principles based on a universal and timeless character ethic.

1. **Emotional Intelligence :** What is Emotional Intelligence, Benefits of EI, Understand the difference between Trait EI and Ability EI, 5 Dimensions of Trait EI Model - Self Awareness (SA), Managing Emotions (ME), Motivation (M), Empathy (E), Social Skills (SS) - Self-awareness (SA) - Self Awareness, Seeing the other side, Giving in without giving up, Life Positions – you and only you can choose your mindset, Managing Emotions (ME) - Self-Regulation, Managing Emotions, The ‘EQ brain’ and how it works, The science of emotions, Understanding Emotions, Find your self-control, Using Coping Thoughts, Using Relaxation Techniques, Self-Motivation (M) – Optimism, Pessimism, The balance between optimism and pessimism, The power of re-framing, Empathy (E) – Empathy, Barriers to empathy, Developing your empathy, Social Skills (SS) - Social skills, Making an impact, Creating a powerful first impression, Assessing a situation, Being zealous without being offensive, Traits of a person with high social skills. Determine your EQ
2. **The 7 Habits of Highly Effective People:** Paradigms and principles, Inside-out, The seven habits - an overview - Private Victory Habit 1. Be proactive: principles of personal vision, Habit 2. Begin with the end in mind: principles of personal leadership, Habit 3. Put first things first: principles of personal management, Public victory. Paradigms of interdependence. Habit 4. Think win/win: principles of interpersonal leadership, Habit 5: Seek first to understand, then to be understood: principles of empathetic communication, Habit 6. Synergize principles of creative cooperation, Renewal. Habit 7. Sharpen the sword: principles of balanced self-renewal
3. **Five dysfunctions of a team:** Absence of trust—unwilling to be vulnerable within the group, Fear of conflict—seeking artificial harmony over constructive passionate debate, Lack of commitment—feigning buy-in for group decisions creates ambiguity throughout the organization, Avoidance of accountability—ducking the responsibility to call peers on counterproductive behavior which sets low standards, Inattention to results—focusing on personal success, status and ego before team success
4. **The 21 irrefutable laws of leadership:** The law of the lid, The law of influence, The law of process, The law of navigation, The law of addition, The law of solid ground, The law of respect, The law of intuition, The law of magnetism, The law of connection, The law of the inner circle, The law of empowerment, The law of the picture, The law of buy-in, The law of victory, The law of the big mo,

The law of priorities, The law of sacrifice, The law of timing, The law of explosive growth, The law of legacy.

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

Suggested Reference Books:

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

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

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

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

1. **Introduction to Global Economic & political Systems:** Meaning of Global Economy and its History Structure and Components of Global Economy, Theory of Hegemonic Stability, Differences among National Economies, Market Oriented Capitalism, Developmental Capitalism, Social Market Capitalism, Comparative Analysis, Effects of Globalization on Indian Economy. **(6)**
2. **The Trading System:** Debate over Free Trade – Functions of GATT and WTO, The Uruguay Round and World Trade Organization, Trade Blocs – EU, OECD, OPEC, SAARC, ASEAN, NAFTA, Threats to Open Trading System, Developments in International Trade Theory, Bi-lateral, Multilateral Trade Agreements, Impact of Trade wars in liberalized economy. **(6)**
3. **International Trade Laws:** International Contracts of Sale of Goods Transactions, International Trade Insurance, Patents, Trademarks, Copyright and Neighboring Rights. Intellectual property Rights, Dispute settlement Procedures under GATT & WTO, Payment systems in International Trade, International Labour Organization and International Labour Laws. **(6)**
4. **International Monetary System:** The International Financial System - Reform of International Monetary Affairs - The Bretton Wood System and the International Monetary Fund, Controversy

over Regulation of International Finance, Developing Countries' Concerns, Exchange Rate Policy of Developing Economies. **(6)**

- 5. Contemporary issues and Challenges in Global Economic Environment - Indian perspective:** Globalization and its Advocacy, Globalization and its Impact on India, Fair Globalization and the Need for Policy Framework, Globalization in Reverse Gear-The Threatened Re-emergence of Protectionism. Euro zone Crisis and its impact on India, Issues in Brexit, World recession, inflationary trends, impact of fluctuating prices of crude oil, gold etc. **(6)**

Suggested Text Books:

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

Suggested Reference Books:

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

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

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

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO209.1	REMEMBERING	DESCRIBE the strategic decisions involved in establishing a startup.
CO209.2	UNDERSTANDING	EXPLAIN the decision-making matrix of entrepreneur in establishing a startup.
CO209.3	APPLYING	IDENTIFY the issues in developing a team to establish and grow a startup
CO209.4	ANALYSING	FORMULATE a go to market strategy for a startup.
CO209.5	EVALUATING	DESIGN a workable funding model for a proposed startup.
CO209.6	CREATING	DEVELOP a convincing business plan description to communicate value of the new venture to customers, investors and other stakeholders.

- 1. Being an Entrepreneur:** The entrepreneur, Profile analysis, behaviour and motivations, Lean Start –up, The entrepreneurial ecosystem, Entrepreneurs and strategic decisions, Sustainability of Entrepreneurship: Dilemmas of an entrepreneur for success; Handling doubts on survival of business, Struggles-Causes of failure–Product/ market, financing, Managerial-Resilience. Legal Fundamentals - When, how and where to incorporate. **(5)**
- 2. Customer Discovery:** Entrepreneurial Opportunity Search and Identification; Market Intelligence, Market analysis, Market research, Customer validation, developing your business model, crafting your value proposition, Product Development, Managing the product development process, Long Tail markets, Product launch goals, Go-to-Market Strategy, The role of selling in a startup, Sales forecasting for startups, Mapping buyer response modes. Social media Promotion tools. **(7)**

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

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

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

Suggested Text Books:

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

Suggested Reference Books:

1. Fundamentals of Entrepreneurship, Nandan H, PHI
2. Cases in Entrepreneurship by Morse and Mitchell, Sage South Asia Edition.
3. Entrepreneurship – Indian Cases on Change Agents by K Ramchandran, TMGH.
4. Entrepreneurship – The engine of growth, edited by Mark Rice and Timothy Habbershon, Published by Praeger Perspectives.
5. Entrepreneurship: Theory, Process and Practice by Kuratko, D.F. & Hodgetts, R.M. Thomson Press.
6. Entrepreneurship Development: Small Business Enterprises by Charantimath, P. , Pearson.

7. A Guide to Entrepreneurship by David, Otes , Jaico Books Publishing House, Delhi.
8. Indian Entrepreneurial Culture by A Gupta , New Age International.
9. Make The Move: Demystifying Entrepreneurship by Ishan Gupta, RajatKhare

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

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

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

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

Suggested Text Books:

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

Suggested Reference Books:

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

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

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

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

- 1. Roles of Business, Government, and Society:** Interdependence and Conflict, Regulation of Business, Functions of State; Economic roles of government; Government and legal environment; Economic roles of Government in India; Indian experience with overall and sectoral growth, Inter-sectoral linkages and role of foreign direct investment, The Constitutional environment, Macroeconomic crises since 1990s- Indian and global experiences.
- 2. Poverty, Inequality and Economic Growth:** Industrial Development, Rural-Urban Dynamics, Population and Development, Finance for Development, Trade and Development, State and the Market, Privatization and Regulation, Institutions and Growth.
- 3. Public Private Partnerships:** The Rationale for Public Private Partnerships, Different Kinds of Public Private Partnerships with a special emphasis on the Build Operate and Transfer Model (BOT), Issues in Regulation that come about with privatization, Pricing mechanisms available to a regulator to ensure universal access and efficiency, Discussion of the privatization experience in different sectors, water, electricity, telecommunication, and railways with a special emphasis on India.
- 4. Multinational Corporations:** Perspectives on Globalization, Globalization: The MNC and TNC Organizations, Globalization of Brands, Globalization of the Indian Business and Firms, Coping with Global Competition, Conflict with Nation States. Domestic and Global forces - for and against Globalization, Brexit and latest developments.
- 5. Business in a Global Environment:** Business as Blending of People Technology and Ethical Behaviour, Achieving Business Success through Social Responsibilities, Changing Workplace - Influence of demography, influence of technology, gender issues, social justice and affirmative action, Industrial Relations.

Suggested Text Books:

1. Business, Government and Society: A Managerial Perspective by John Steiner, George Steiner, Tata McGraw Hill

2. Business, Government, and Society by Douglas E. Greer, Prentice Hall
3. Business and Its Environment by David P., International Edition

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

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

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

1. **Introduction to Business Process Reengineering (BPR):** Definition of business processes – Concept of BPR - Definition of business process redesign, BPR - Evolution, Definition, Need for reengineering, Benefits, Role of leader & manager, Breakthrough reengineering model, BPR guiding principles, Business process reengineering & performance improvement, Key targets of BPR, Myths about BPR, What reengineering isn't, BPR and other management concepts: TQM, Quality function deployment, ISO standards, ERP. BPR and Process Simplification, BPR and Continuous Improvement. **(6)**
2. **Business vision and process objectives:** The Key Elements of BPR, develop a Vision, establish a Responsible Team, Prepare the Organization for Change, Redesign the Business Process, Case Studies. Business Processes, People, Information Technology. Processes to be redesigned, selection criteria, dysfunction, importance feasibility. Measuring existing processes, BPR Goals – Cycle time reduction, Cost reduction, Quality improvement, Customer Satisfaction, BPR team characteristics. **(6)**
3. **Enablers of BPR:** Enablers of BPR in manufacturing – Agile Manufacturing, Lean Manufacturing, JIT, Collaborative Manufacturing, Intelligent Manufacturing, Production Planning, Product design & development. Relationship between BPR and information technology, Role of information technology in reengineering, Criticality of IT in business process. **(6)**
4. **BPR implementation methodology:** Different BPR Methodologies, Different Phases of BPR, Relationship between BPR phases, Tools used in Modelling the Business - flow-charting, business activity maps, relational diagrams, benefit/cost analysis, Process Modelling, Notations, Case Studies. BPR KPIs Definition, Measuring KPIs, Methodologies (Common Assessment Framework (CAF), Balanced Scorecard), Case Studies. **(6)**
5. **Change Management:** The Power of Habit in organizations, Planned changes in business re-engineering projects; Factors relating to change management systems and culture, Committed and strong leadership, Factors relating to organizational structure, Factors related to BPR program management, Factors related to IT infrastructure, Factors Relating to BPR Failure, Problems in communication and organizational resistance, Lack of organizational readiness for change, Problems related to creating a

culture for change, Lack of training and education, Factors related to management support, Ineffective BPR teams, A framework for barrier management.

Suggested Text Books:

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

Suggested Reference Books:

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

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

Semester I		113 - Verbal Communication Lab
2 Credits	LTP: 0:3:1	Generic Elective – Institute Level

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

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

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

Appearance; Communication Style; Content of Communication; Actions; The Environment; Success; Changing from the Outside-in, Current Social Image, The Private Self, Worrying about Impressions. **(5)**

Note:

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

Suggested Text Books:

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

Suggested Reference Books:

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

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

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

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

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

2. Organization: Organization Structure, Geographical (domestic and global) foot print – at the time of inception and spread over the years, company’s current head quarter worldwide as well as head quarter / corporate office in India, Manufacturing /Service locations Indian and major worldwide, Certifications if any - ISO / EMS / FDA / CMMI, etc. Online presence. Initiatives towards gender diversity, Initiatives towards social inclusion, Initiatives towards environment conservation. Current Talent needs. Key highlights of the company’s website. **(6)**

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

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

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

Note:

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

Suggested Text Books:

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

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

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

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

CO115.6	CREATING	DEVELOP a sales proposal for a real-world product/ service / e-product / e-service and for a real world-selling situation.
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1. Basics of Selling: Importance of Selling. Role in the context of organization – survival and growth. Types of Selling –Different in selling situations, New business versus service selling, Newton’s classification of sales types, McMurry & Arnold’s classification of selling types, Consumer indirect selling, Industrial selling, Missionary, Sales Team/group selling Merchandising, Tele sales, Franchise selling, International selling. **(5)**

2. Pre-Selling Work: Attributes of a Good Salesperson - Personality & physical characteristics, Enthusiasm, Confidence, Intelligence, Self-worth, Knowledge- product, Competition, organization, market, customer, territory; People Buy from People, Communication skills, Persuasive skills, Personal Diary, Time management, Managing Sales Documents and collaterals management. Fear Factor in Sales. Maximizing Productivity in a Sales Role, Meetings and Your Time, The Telephone - Social Media & Online Data Bases as a Sales Tools, Developing Your Script, Mailers, Pre-Call Planning, Generating Appointments. **(7)**

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

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

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

Note:

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

Suggested Text Books:

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

Suggested Reference Books:

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

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

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

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO116.1	REMEMBERING	SELECT appropriate menus and functions of MS Excel to Create, Format, Import, Merge, Save, Print Spreadsheets & Charts using business data.
CO116.2	UNDERSTANDING	SHOW how to do basic troubleshooting and fix mistakes most people make when working with spreadsheets.
CO116.3	APPLYING	USE various functions of MS Excel, Execute pivot table analysis, common (and powerful functions), and different types of lookups (VLOOKUP, hlookup, and index/match).
CO116.4	ANALYSING	ILLUSTRATE the use of the most commonly used data-manipulation commands in MS Excel.
CO116.5	EVALUATING	DERIVE insights from multiple data sources in MS EXCEL and work with it to answer relevant business questions.
CO116.6	CREATING	CREATE standard Excel Templates for routine business data management and analysis activities.

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

Note:

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

Suggested Text Books:

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

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

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

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO117.1	REMEMBERING	TABULATE the key elements of a typical business system and related workflow procedures.
CO117.2	UNDERSTANDING	EXPLAIN a business system and related procedures.
CO117.3	APPLYING	PREDICT the fail points / bottlenecks in a typical business process.
CO117.4	ANALYSING	BREAK DOWN a business system into simpler components and explain the inter-relationships.
CO117.5	EVALUATING	DEVELOP a process-based thinking approach.
CO117.6	CREATING	CREATE standard operating procedures and flow charts / other visual representations for typical business systems and processes.

1. **Business Systems and Procedures:** Concept and need - Characteristics of a good procedure. Writing a Standard Operating Procedure (SOP)– Procedure Identification - Information Gathering– Interviewing – Analysis – Writing – Implementation – Review- Identifying Fail Points - Fine-tuning. Process Mapping Tools – Aid Memoir – Flowchart – Swim Lane Diagrams – Flow Charting Software – Using MS Word and Excel for Flowcharting - Case Studies. Re-engineering information flow and paper flow – Process Mapping for Current and Future State Map.
2. **Systems Study:** Process Mapping, Improvement and Writing SOP’s for an entire range of activities for a typical business process in a manufacturing/ service organization. Students should visit appropriate organizations to study the real-life processes.
3. Detailed study of at least **FIVE** Systems and underlying Procedures, such as: (list is illustrative only)
 - a) Attendance Recording System in a manufacturing / service organization.
 - b) Employee scheduling in a retail mall.
 - c) Facilities management and scheduling system in automobile workshop.
 - d) Inventory Management
 - e) Just in Time Inventory System in a manufacturing / service organization.
 - f) Kitchen Order Ticket (KOT) System in a Restaurant.
 - g) KYC verification system in a mutual fund house.
 - h) Loan approval system in a cooperative bank.
 - i) Maintenance system in a facility.

- j) On-boarding of new employees in a manufacturing / service organization.
 - k) Payroll Management
 - l) Performance Appraisal system in a manufacturing / service organization.
 - m) Point of sale (POS) system in an organized retail store.
 - n) Purchase Order System in a manufacturing / service organization.
 - o) Quality Audit system
 - p) Receivables Management
 - q) Stock Taking system in a library.
 - r) Warehouse management system.
4. Presentation of individual/group projects

Suggested Text Book:

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

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

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

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO118.1	REMEMBERING	DESCRIBE the key ideas relevant to innovation, intellectual property, business models
CO118.2	UNDERSTANDING	INTERPRET the various theories of innovation and EXPLAIN with examples the types of innovation.
CO118.3	APPLYING	EXPERIMENT WITH innovation as a systematic process and generate innovative ideas for new products and services.
CO118.4	ANALYSING	DISSECT contemporary start-up businesses for their business models, extent of innovation, success and failure.
CO118.5	EVALUATING	CREATE an inventory of product and process innovations for daily use consumer products and routine business processes in a typical organization.
CO118.6	CREATING	CREATE a potential list of innovation needs for India in the local, regional and national context and ASSESS the likelihood of constructing a business model around these needs in the current local, regional and national context.

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

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

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

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

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

Suggested Text Books:

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

Suggested Reference Books:

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

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

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

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO119.1	REMEMBERING	RECALL and SPELL simple words in the foreign language
CO119.2	UNDERSTANDING	TRANSLATE simple sentences from English to the foreign language and vice-versa.
CO119.3	APPLYING	CONSTRUCT a dialogue, in the foreign language, for basic human interactions in a social context.

CO119.4	ANALYSING	TAKE PART IN an interaction in a non-business setting using the foreign language.
CO119.5	EVALUATING	INTERPRET a short write up written in the foreign language.

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

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

Suggested Text Books:

Relevant Standard Text Books, Videos, Audio CDs.

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

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

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO213.1	REMEMBERING	DESCRIBE stages in a typical communication cycle and the barriers to effective communication.
CO213.2	UNDERSTANDING	SUMMARIZE long essays and reports into précis and executive summaries.
CO213.3	APPLYING	USE Dictionary and Thesaurus to draft and edit a variety of business written communication.

CO213.4	ANALYSING	EXAMINE sample internal communications in a business environment for potential refinements.
CO213.5	EVALUATING	COMPOSE variety of letters, notices, memos and circulars.

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

Note:

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

Suggested Text Books:

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

Suggested Reference Books:

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

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

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

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

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

Alliances in the past 5 years and their performance & impact on other players in the industry, Mergers & Acquisitions, if any. Technological developments, Labour unrest if any – reasons thereof and impact on the particular player and the industry as a whole, emerging first generation entrepreneurs, if any, in the industry, Corporate wars & feuds in the industry, if any. (5)

Note:

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

Suggested Text Books:

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

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

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

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

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

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

Scope of the work expected:

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

6. Planning Commercial Launch.

Suggested Text Books:

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

Suggested Reference Books:

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

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

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

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

1. **Overview:** SPSS Environment, Introduction to various menus, Data file, Output file, frequently – used dialog boxes, Editing output, Printing results. Creating and editing a data file – Variable and data view, Value Labels.

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

Suggested Text Books:

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

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

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

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

1. **Listening:** Understand Simple Questions and Instructions. **Reading:** Understand Single Words and Sentences but also Signposts, Signs and Posters. **Speaking:** Provide Short Information about the Job and the Person. **Writing:** Fill in Forms and Provide Information About Name, Address, Nationality etc. **(6)**
2. **Listening:** Understand Information about the Person and the Work. **Reading:** Understand Simple Letters, Appointments, Invitations and Information in Short Texts. **Speaking:** Answer Simple Questions About One's Working Field. **Writing:** Write Faxes and e-mails. **(6)**
3. **Listening:** Understand Standard Information Related to the Working Field. **Reading:** Understand Standard Letters and Texts about Working Processes and Product Descriptions. **Speaking:** Provide Information about the Job, the Departments, the Company, the Products and Processes in a Conversation or on the Phone. **Writing:** Answer Standard Inquiries, Make Quotations, Write Short Texts with a Familiar Content, Possibly Give Some Explanation and Answer Simple Questions. **(6)**
4. **Listening:** Understand Complex Information Related to the Working Field in Meetings, Discussions and at Presentations. **Reading:** Understand Reports and Contracts with a Company-related Content. **Speaking:** Describe and Explain Work Processes and Projects. Report on Meetings and Presentations.

Explain Concepts and Clarify Misunderstandings. **Writing:** Write Formal Standard Letters and Texts about One's Field of Expertise. Explain a Graphic and Reflect the Content. **(6)**

5. Grammar: Future tense, imperfect tense, degrees of comparison, imperative mood. Script, Letters of alphabet, accents, sounds of groups of letters, punctuation marks, articles, nouns, sing./Pl , genders; mas. /fem. Structure of sentences & types like affirmative, negative interrogative & negative interrogative, Verbs: classes of verbs and conjugation patterns, Pronominal verbs; Present tense, The idea of auxiliary verb; prepositions; pronouns- subject, interrogative, relative, possessive, emphatic; adjectives, adverbs. **(6)**

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

Suggested Text Books:

Relevant Standard Text Books, Videos, Audio CDs

Subject Core (SC) Courses - Semester II

Semester II		205 DM – Fundamentals of Digital Marketing
3 Credits	LTP: 2:1:1	Subject Core (SC) Course – Digital Marketing

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

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO205DM.1	REMEMBERING	RECALL the key concepts of e- consumer buying behavior.
CO205DM.2	UNDERSTANDING	EXPLAIN the applications of Digital Marketing, Mobile Marketing, Affiliate Marketing, Video Marketing, Email Marketing in multiple business domains and scenarios
CO205DM.3	APPLYING	DEVELOP a thought process to harness the power of Digital Marketing to improve the website or business
CO205DM.4	ANALYSING	ANALYSE Digital Marketing tools
CO205DM.5	EVALUATING	SELECT the right method for Digital Marketing in business
CO205DM.6	CREATING	COMBINE various tools and methods for business domains and scenarios

- 1. INTRODUCTION:** Meaning & Process of Marketing-Digital Marketing. Visibility Meaning, Types. Visitors’ Engagement- Meaning, importance & Examples. Bringing Targeted Traffic- Inbound and outbound marketing. Converting Traffic into Leads, Types of Conversion & Conversion Process tools. Role of Digital Marketing in increase in sales, competitive analysis (7+1)
- 2. DIGITAL MARKETING VS. TRADITIONAL MARKETING:** Difference- Traditional marketing and Digital marketing. Benefits and challenges. Tools for effective Digital Marketing. (6+1)
- 3. WEBSITE PLANNING, SEARCH ENGINE MARKETING, SEO:** Brand awareness, credibility and delivery among consumers through internet. Understanding domain names & extensions. Different types of websites based on functionality, purpose planning & conceptualizing. SEM in digital marketing - Need & Types. Introduction to SEO-Benefits and Challenges. Difference between SEO and SEM. (9+1)
- 4. E-MAIL MARKETING, MOBILE MARKETING and AFFILIATE MARKETING** - Email marketing- Meaning, Basics, Types and benefits. Mobile Marketing-Definition & Types. Introduction to Affiliate Marketing- Need & Skills required. (7+1)
- 5. VIDEO MARKETING and BLOGGING:** Introduction to Video Marketing, Types, Strategy, Need, Benefits and Challenges. Blogs- Meaning, Importance, Issues and Challenges. Case studies on digital marketing. (5 cases) (10+2)

Suggested Books

1. Fundamentals of Digital Marketing – Puneet Bhatia
2. Digital Marketing: From Fundamentals to Future Swamithan T N, Karthik Kumar

Semester II		206 DM-Consumer Behavior in Digital Era
3 Credits	LTP: 2:1:1	Subject Core (SC) Course – Digital Marketing

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

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
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CO. 206DM- 1	REMEMBERING	RECALL the key concepts of e- consumer buying behavior.
CO. 206 DM- 2	UNDERSTANDING	ILLUSTRATE characteristics related with digital buying behavior with respect to B2C and B2B context.
CO. 206 DM- 3	APPLYING	MAKE USE OF e- consumer buying behaviour information.
CO. 206 DM-4	ANALYSING	DISTINGUISH the customer buying roles related to B2B and B2C context in the digital buying environment.
CO. 206 DM- 5	EVALUATING	DETERMINE appropriate consumer and B2B buying behavior process based on the digital buying segments.
CO. 206 DM- 6	CREATING	ELABORATE the use of the e- consumer buying insights to meet the digital marketing needs in changing e- consumer buying context.

- 1. Introduction to Evolution B2C Digital Consumer buying Behavior:** Definition & Concepts- E-Consumer, E-Customers, B2C and B2B Buyers. Evolution of Digital Consumer buying behaviour in the B2C context. Consumer in physical, digital buying &Phygital buying. Changing Patterns of Consumer Behavior in the context of the evolving Indian Economy, The Internet, e-commerce, and information technology. Challenges in e- consumer behavior, Current trends in e- marketing in India. Market, Dimensions of Consumerism, Impact of social, cultural, technological, demographic and legal environment on digital consumer buying. Sectorial Teaching reference through Case Studies (7+2)
- 2. B2C Digital Consumer Buying Behaviour:** B2C perspective. - E- Consumer Segmentation, buying Process. E-Consumer buying Models- TAM, UTAUT. E-Consumer digital buying behaviour for products and services, Consumer digital buying behaviour on social media. Different modes/ platforms for e- consumer buying process – Web, Mobile, Social Media. Understanding Role of E- consumer behavior and its impact on digital marketing mix decisions. (9+2)
- 3. Characteristics of E- Consumer:** Characteristics & Factors influencing buyer behaviour. Role of changing Beliefs, Values, Lifestyle and e-consumer Persona.E- consumer- buyer generations- Gen-X, GenY and GenZ (Digital Natives). Psychological, Sociological Influences, and other related factors. Social Media Influencers: Role of Social Media Influencers decision making. (8+2)
- 4. B2B e-Buying Behaviour:** B2Be-Buyer- Characteristics, Purchase- Demand Patterns and Factors Influencing e-Buyer Behaviour. B2B e-Buyer Decision Process & Roles. Factors driving Transformation from traditional to digital buying. Insights from Sectorial perspectives including inferences drawn from Public and private enterprises. Usage of Case studies to facilitate the understanding of B2B digital buying nuances. (6+2)
- 5. Trends in Leveraging e- consumer buying insights:** E- Consumer platforms- Information, feedback mechanisms, Mobile applications and social media. Understanding and Usage of consumer search digital platforms in predicting buying needs and demand. Use of digital consumer community forums by consumers and companies for decision making and companies. (5+2)

Practical Aspects of Teaching and Facilitation:

It is suggested that the facilitation and assessment to be supported by practical activities to be done in groups of learners to better understand the concepts and e- consumer behavioral aspects.

Suggested Text Books

1. Online Consumer Behaviour- Theory and Research in Social media, Advertising and E-Tail., Angelina Close, Routledge Publications

Suggested Reference Books

1. Digital Consumers- reshaping Information Profession, David Nicholas, Facet Publications
2. How People buy online- The Psychology behind consumer behaviour, Seema Gupta (IIM-B), Sage Publications
3. Consumer behaviour, A Digital Native, Varsh Jain, JagadishSheth, Pearson Publications, 2019

Suggested Audio Visuals link

https://www.youtube.com/channel/UCBDgBiaon_9MMMVCumg-v1g

Suggested Journals

1. Journal of Consumer Research
2. Journal of Consumer Psychology
3. Computers in Human Behaviour
4. Journal of Electronic Commerce Research
5. International Journal of Internet Marketing and Advertising
6. International Journal of Electronic marketing and Retailing

Suggested Swayam Course

1. https://onlinecourses.swayam2.ac.in/imb20_mg20/preview
2. https://onlinecourses.nptel.ac.in/noc20_mg14/preview

Subject Elective (SE) Courses - Semester II Specialization: Digital Marketing

Semester II		217DM - Search Engine Marketing I
2 Credits	LTP: 2:1:0	Subject Elective (SE) Course Digital Marketing

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

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO217 DM .1	REMEMBERING	DEFINE the key concepts in Search Engine Marketing.
CO217 DM .2	UNDERSTANDING	EXPLAIN the key SEO Tools and techniques
CO217 DM .3	APPLYING	EXPERIMENT with various techniques and tools for SEO.
CO217 DM .4	ANALYSING	DISCOVER Inbound Marketing Strategy as a tool for SEM
CO217 DM .5	EVALUATING	MEASURE the effectiveness of website optimization by using website analytics.

CO217 DM .6	CREATING	ADAPT the appropriate SEO concepts and SEM tools for building effective digital marketing plan.
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1. **Introduction to SEM/Fundamentals of SEM:** Search Engine Marketing (SEM), Understanding Google Search, Comparison between SEO and SEM, Terminologies associated to SEM, Search Engine Results Page (SERP), Organic Reach, Google Display Network (GDN). Understanding Web and Mobile Marketing perspective, Key Terms. (4+2)
2. **Search Engine Optimization:** Introduction to SEO concept and role in digital marketing: Understanding Search Engine Optimization: Search Engine Optimization (SEO), Features of SEO, Significance of SEO. Model used in Digital Marketing, The Five Stage AACRO POEM model, Inverted Pyramid in SEOS, Content Drilldown, E3model, Understanding Web and Mobile Marketing perspective, Key Terms. (4+2)
3. **Search Engine Optimization Tools/Analysis:** Key SEO tools, Application and Functions Google Domain, Google my business, Google Search Console, Google Trends, Google Tag manager, SEM Rush, Domain Authority Score, Google Ads, Google Analytics, Google Marketing Platform, Word stream advisor. (4+2)
4. **Inbound Marketing:** Essentials of an Effective Inbound Strategy, Optimizing Your Website for Search Engines, Convert Visitors in Leads, Creating Content with a Purpose, Lead & its generation online, Relevant Lead and Converting Visitors into Lead, Converting Leads into Sales, Key Terms. (4+2)
5. **Application of Web Analytics:** Different types of Web Analytics, Social Media Web Analytics, Mobile Web Analytics, Conversion Web Analytics, Key Performance Indicators, Website Traffic Measurement Metrics, Key Terms. (4+2)

Suggested Text Books

1. Internet Marketing, Dave Chaffey, Fiona Ellis-Chadwick, Kevin Johnston, Richard Mayer, Pearson Education.
2. Digital Marketing, Oliver J Rich.
3. Online Marketing, Gerry T. Warner and Joe Wilson Schaefer.

Suggested Reference Books

1. SEO For Dummies, by Peter Kent, 7th Edition, For Dummies
2. Digital Marketing Prof. Seema Gupta, 2nd Edition, McGraw Hill Publications.
3. Search Engine Marketing by Andreas Ramos & Stephanie Cota, 1st Edition, McGraw-Hill Education.
4. Google Adwords for Beginners: A Do-It-Yourself Guide to PPC Advertising, Cory Rabazinsky.

Suggested Audio Visuals link

1. https://www.youtube.com/watch?v=Qmm_FRIMeTg
2. https://learndigital.withgoogle.com/digitalgarage/courses?category=digital_marketing
3. The Basics of SEO - <https://www.youtube.com/watch?v=3u-2ibZO8wM>
4. https://www.simplilearn.com/skillup-free-online-courses?utm_campaign=Skillup-SEO&utm_medium=Comment&utm_source=youtube
5. Inbound Marketing: <https://www.youtube.com/watch?v=VDSfdMPKvYs>
6. Website Analytics: <https://www.youtube.com/watch?v=zEUrfmpHXLg>
7. Search Engine Optimization: <https://www.searchenginejournal.com/>

Suggested Journals

1. Journal of Internet Marketing and Advertising.
2. International Journal of Electronic Commerce.
3. International Journal of Electronic Marketing and Retailing.
4. International Journal of Online Marketing.

Suggested Swayam Course

1. <https://swayam.gov.in/> Basics of Digital Marketing
2. <https://swayam.gov.in/> Digital Marketing

Other Certifications

1. <https://skillshop.withgoogle.com/> Free Google tools Certification Platform.
2. <https://learndigital.withgoogle.com/digitalunlocked/course/digital-marketing> Free SEM Tools Certification in Digital Marketing certification course by Google.

Semester II		218DM—Mobile Marketing
2 Credits	LTP: 1:1:1	Subject Elective (SE) Course – Digital Marketing

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

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO218DM .1	REMEMBERING	DEFINE the key concepts in Mobile Marketing.
CO218DM .2	UNDERSTANDING	EXPLAIN the scope, importance and applications of Mobile Marketing.
CO218DM .3	APPLYING	ILLUSTRATE the Mobile Marketing strategies to be implemented by businesses.
CO218DM .4	ANALYSING	ANALYZE the mobile commerce sector in India and the strengths, weaknesses, opportunities and threats in Mobile Marketing.
CO218DM .5	EVALUATING	EVALUATE various Mobile Marketing Applications and Major security and privacy issues in Mobile Marketing.
CO218DM .6	CREATING	Design various Mobile Marketing plans and campaigns.

1. **Introduction to Mobile Marketing: History,** Definition, Scope, and Importance of Mobile marketing. Mobile Commerce - Definition, History, Scope, Characteristics, Applications, attributes and benefits of M-commerce. Growth and Future Prospects of M-Commerce. (4+1)
2. **Mobile Applications:** Mobile apps- Meaning, types & Importance. Mobile Gaming concept, Scenario in India and Future scope of online gaming. Text Message Marketing, Mobile advertising, Concept, types, advantages and limitations, Features of a good Mobile Marketing programme.(6+1)
3. **Mobile Payments and Mobile Entertainment:** Mobile payments: Mobile wallets, mobile browser payments, in-app mobile payments, mobile or wireless credit card transfers. Mobile Payment Models, Mobile Payment Service Providers. Mobile entertainment: Definition, Indian Scenario, OTT platforms, Mobile TV and Live TV, Mobile music. Mobile banking- Features, types and benefits. Mobile FinTech. (6+1)

4. **Mobile Marketing Strategies:** Mobile marketing vs. traditional marketing, Integration of traditional marketing with mobile marketing campaigns. Mobile marketing campaign- Planning, Implementation and Optimization. Mobile engagement. (6+1)
5. **Privacy and security in Mobile marketing:** Major concerns/issues related to privacy and security in mobile marketing. Challenges and Best Practices in Mobile Marketing. Future scope for mobile marketing. (3+1)

Suggested Text Books

1. Social Media and Mobile Marketing, Puneet Singh Bhatia, Wiley, New Delhi
2. A Beginners Guide to Mobile Marketing, Molly Garris and Karen Mishra, Business Expert press, New York.

Suggested Reference Books

1. Digital Marketing 2.0, RushenChahal, Prof. JayantaChakraborti, Himalaya Publication, India.
2. Go Mobile, Jeanne Hopkins, JamieTurner, Wiley Publications, New Jersey.

Suggested Audio Visuals link:

1. <https://www.mdgadvertising.com/marketing-insights/7-mobile-marketing-trends-to-watch-in-2020/>
2. <https://www.martechadvisor.com/articles/mobile-marketing/top-mobile-marketing-apps-of-2019/>
3. <https://www.linkedin.com/pulse/mobile-marketing-relevant-india-monica-samuel>
4. http://www.digitaltrainingacademy.com/casestudies/2015/03/mobile_marketing_case_study_unilever_hindustan_creates_mobile_radio_station_connect_to_customers.php

Semester II		219 DM Email Marketing
2 Credits	LTP: 1:1:1	Subject Elective (SE) Course – Email Marketing

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

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO219DM.1	REMEMBERING	DESCRIBE the concepts related to email marketing, advanced email marketing, SPAM, landing pages, etc
CO219DM.2	UNDERSTANDING	UNDERSTAND the applications and use of email in digital marketing applications
CO219DM.3	APPLYING	APPLY AND TEST email marketing concepts to various goals like increasing traffic, Getting more leads, increase enrollments, etc.
CO219DM.4	ANALYSING	ANALYSE various types of email marketing in order to improve the lead generation for the organization
CO219DM.5	EVALUATING	INTERPRET and EXPLAIN the outputs from email marketing
CO219DM.6	CREATING	COMPOSE an email with a goal of increasing reach and engagements

1. **Introduction to E-mail Marketing:** Meaning, Importance and reasons for increase in e-mail marketing. Process, Benefits and challenges in using E-mail Marketing; Introduction to Advanced Email Marketing; choosing an email service provider & the prerequisite. (5+1)

2. **Organizing the Mailing List:** Mailing List elements and concepts. Developing E-mails to Drive Results; Critical Design Factors; Utilize and Optimization of Preheader, Headline, and Call-to-Action and Subject Lines. Subscriber List Management Strategies & related Issues. (5+1)
3. **Email Content:** Composing various types of e-mails, Newsletters and Announcements. Using images & videos. Landing Pages- Meaning, design & Factors to be considered. Development of a Brand Strategy through E-mail Marketing and integration with other digital tools. (5+1)
4. **Automating Emails and Spam Compliance:** The Demonstrated Value of Automated Emails, Welcome e-mails. Date-Based Triggers, Action and Event Triggers. SPAM Testing and minimizing related complaints, Blacklisting. (5+1)
5. **Analyzing and tracking email marketing:** Recognition and Rewards, Types of Tracking reports, Bounce Rates /Non-bounce rates, Open Rates & Click through rates. Tracking email data, Optimization of Call-to-action and Lead Capture. (5+1)

Suggested Text Books

1. Email Marketing in a Digital World: The Basics and Beyond by Jason Smith
2. Hillstrom's Email Marketing Excellence by Kevin Hillstrom

Suggested Reference Books

1. The Rebel's Guide to Email Marketing: Grow Your List, Break the Rules, and Win By DJ Waldow, Jason Falls
2. 300 Email Marketing Tips: Critical Advice and strategy to turn subscribers into buyers and grow a six-figure business by MeeraKothand

Semester II		220DM - Website Design & Development
2Credits	LTP:1:1:1	Subject Elective (SE) Course–MBA Digital Marketing

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

CO#WD&D	COGNITIVE ABILITIES	COURSE OUTCOMES
CO-220DM .1	REMEMBERING	DEFINE the key concepts used in website designing and development
CO-220DM .2	UNDERSTANDING	DEMONSTRATE the basics of website planning and Development.
CO-220DM .3	APPLYING	CONSTRUCT an Individual website or Business website using WordPress or any other suitable website development platforms
CO -220DM 4	ANALYSING	CLASSIFY types of websites and their significance
CO -220DM .5	EVALUATING	ASSESS the performance of your website by taking a call to action.
CO-220DM.6	CREATING	GENERATE Plan to Publish your website.

1. **Website Planning & Development: Types of Websites (Part1):** Website-Definition, Types and understanding how it works. Types of the websites, Performance-based: Static, Dynamic, Mobile, and Responsive website. Purpose Based Websites: Personal, Business, e-Commerce, Info websites. Phases of website development: Prerequisites, Defining the website objective, Understanding Target Audience, and Selection of Keywords. Number of Website Pages and Website Blueprint. (3+2)
2. **Website Planning & Development, Keywords Selection Process (Part2):** Keywords: Definition, Significance, Types of keywords- Primary, Sub-Primary Keywords, Secondary & Sub-Secondary Keywords. Sources of Keywords- Business, Customers, Competitors. Keyword Suggestion tools. (3+2)

3. **Understanding Domain Name and Web Hosting:** Domain Name-Definition, Types& Process of Buying. Choosing the right Domain name, Understanding and Registration. Definition of Web Hosting, Process and Registering domain name with a hosting provider. Changing of Domain Name Servers. (3+2)
4. **Building Websites Using WordPress / blog (This process can be also be taught on other platforms of website development):** Creating a WordPress Site (Installing WordPress), Logging into the WordPress Admin & General Site Settings, Enabling Writing Posts & Formatting Texts, Publishing a Post(Making it Live) Adding read more link to a Post, Creating Links(Hyperlinks), Adding Image & Managing Media Library, Adding an Image Gallery, Adding Video. Making & Publishing Pages, Menus, Installing Themes Customizing theme appearance, Changing the template Layout for a Page or a Post (6+2)
5. **Using WordPress Plug-ins:** Understanding WordPress- Themes, Plug-ins, adding sliders, pages, Using Under construction mode website, Making website effective by Inserts- Logo, Icon Box, Image & text and Video elements. Creation of Contact forms. Linkages, Essential Add-ons, Making changes for responsive view Security Policy. (5+2)

Suggested Text Books

1. Hour Word Press 2020, by Dr.Andy Williams (20th January 2020)
- 2.Absolute Beginners Guide To Building Word Press Sites: A Visual Step By Step Guide To Learn Word Press Web design, by Emmanuel Arom (19th April 2013).

Suggested Reference Books

1. Word Press in easy steps: Web development for beginners.by DarrylBartlett.(17th March2015).
2. Word Press For Beginners: A Visual Guide to Building Your Word Press Site, by Nathan George. (27thMarch 2017)
3. WordPress for Dummies (9th Edition) by Lisa Sbin-Wilson(6thJAnuary2021)

Suggested Audio Visuals

<https://www.youtube.com/watch?v=8AZ8GqW5iak>https://www.youtube.com/watch?v=B4MXA_vj8oI<https://www.youtube.com/watch?v=2aHVtWKPVXE>

Suggested Online

<https://www.udemy.com/course/wordpress-for-beginners-course/Course><https://www.udemy.com/course/wordpress-website-design-in-2021-for-beginners/><https://www.udemy.com/course/website-designing-through-wordpress-digital-marketing/><https://www.udemy.com/course/wordpress-for-beginners-create-a-website-blog-step-by-step/>

Semester II		221DM Data Visualization using Tableau
2 Credits	LTP:1:1:1	Subject Elective (SE) Course–MBA Digital Marketing

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

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 221DM-1	REMEMBERING	DEFINE Tableau terminology and SHOW how to Connect to a data source.

CO 221DM-2	UNDERSTANDING	ILLUSTRATE the use of the Tableau interface to effectively create powerful visualizations and charts.
CO 221DM-3	APPLYING	USE calculations to solve problems and enrich the analytics.
CO 221DM-4	ANALYSING	INTEGRATE data sources using data blending and Combine data from multiple tables.
CO 221DM-5	CREATING	BUILD and publish dashboards and explore storytelling to redefine how your business leverages data and makes decisions.

1. Introduction to Tableau: Tableau Interface, Tableau Terminology – Data Pane, Fields, Shelves, Marks Card, Columns, Rows and Chart Types, Show Me, Data Connections, Live Connections versus Extract, Managing Meta Data, Modify Data Connections, Tableau Data Types, Manage Data Properties, rename a data field, assign an alias to a data value, Assign a geographic role to a data field, Change data type for a data field, Dimensions Vs Measures, Discrete Versus Continuous Data. **(5+1)**

2. Organizing & Simplifying Data: Organize Data and Apply different types of Filters, Sets, Parameters, Sort data, Build Groups, Build Hierarchies, Granularity, add a reference line or trend line, Table Calculation. **(5+1)**

3. Data Visualization using Charts: Measure Name& Measure Values, Using Titles, Captions, Tooltips, Shapes, Color, Detail, Font, alignment, shading, and Borders, Generated Fields, Bar Chart, Line Chart, Stacked Bar, Bins and Histograms, Heat Maps, Tree Maps, Bullet Graphs, Combined Axis Charts, Dual Axis Charts, Scatter Plots, Cross Tabs and Box plots. **(5+1)**

4. Calculations: Manipulating String and Date Calculations, Quick Table Calculations, LOD Calculations, Types of LOD Calculations, Ad-hoc Calculations, Work with Aggregation Options, Build Logic Statements, Build Arithmetic Calculations, Build Grand Totals and Sub-Totals. **(5+1)**

5. Building Dashboard and Storytelling: Create and Modify a Dashboard, Dashboard Layout, Add Interactive or Explanatory Elements, Add Dashboard Actions, Modify Existing Dashboard Layout for Mobile Devices, create a Story using Dashboards, share a twbx as a PDF, Share a twbx as an Image **(5+1)**

Suggested Reference Books

1. Mastering Tableau 2021 - Third Edition by Marleen Meier, David Baldwin&Kate StrachnyiPublisher: Packt Publishing
2. Practical Tableau by Ryan Sleeper Publisher: O'Reilly Media, Inc.
3. Innovative Tableau by Ryan Sleeper Publisher: O'Reilly Media, Inc.
4. Learning Tableau 2020 - Fourth Edition by Joshua N. Milligan, Publisher: Packt Publishing

Semester III and IV Syllabus

Generic Core (GC) Courses - Semester III

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

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

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

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

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

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

Suggested Text Books:

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

Suggested Reference Books:

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

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

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

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

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

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

Important Note:

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

Suggested Text Books:

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

Suggested Reference Books:

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

Generic Core (GC) Courses - Semester IV

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

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

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

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

Suggested Text Books:

1. Management Control System by Robert Anthony & Vijay Govindrajana, Tata McGraw Hill Publishing Co. Ltd.
2. Management Control in Non Profit Organizations by Robert Anthony & David Young, McGraw Hill International Publication
3. Retailing Management by Swapna Pradhan, TMGH

Suggested Reference Books:

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

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

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

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

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

4. Approaches to Business Ethics: Consequentialist & Non- Consequentialist Theories of Ethics - Deontological Theory & Teleological Theory, Kohlberg Six stage moral development. (11+2)
5. **Ethical decision making in business matrix:** Framework of Ethical decision making, Ethical dilemmas in different functional areas of Business (Finance, Marketing HRM and International Business), Intellectual Property Rights and Business Ethics, Ethical challenges for Managers, Ethical Decision Making process, it's Model -STEP Model, PLUS Filter Model.(8+2)
6. **Applications of Ethical Principles to Contemporary, Moral and Ethical problems / issues related to Business:** Contemporary cases on Corporate Strategy and Climate Change, Corporate Strategy and Natural resource depletion, Corporate Social Responsibility, transparency and accountability, Social Media and E-Platforms. Current ethical issues like Bank scams, Airlines etc. (7+2)

Suggested Text Books:

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

Suggested Reference Books:

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

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

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

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

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

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

Suggested Text Books:

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

Suggested Reference Books:

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

5. Rethinking International Trade by Paul R. Krugman

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

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

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

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

Suggested Text Books:

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

Suggested Reference Books:

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

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

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

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

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

Suggested Text Books:

- Clifford Gray, Erik Larson and Gautam Desai, Project Management, The Managerial Process, Tata McGraw Hill
- Effective Project Management, Clements and Gido, Thomson – India Edition.

- Samuel Mantel, Jack Meredith, Scott Shafer, Margret Sutton and M.R.Gopalan, Project Management, Wiley India
- Prasanna Chandra, Projects, Planning, Analysis, Selection, Financing, Implementation and Review, Tata McGraw Hill

Suggested Reference Books:

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

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

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

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

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

Suggested Text Books:

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

Suggested Reference Books:

- Donald Hislop, Knowledge Management in Organizations, Oxford 2nd Edition.
- Ian Watson (2002). Applying Knowledge Management: Techniques for Building Corporate Memories. Morgan Kaufmann. ISBN: 1558607609.

3. Madanmohan Rao (2004). Knowledge Management Tools and Techniques:Practitioners and Experts Evaluate KM Solutions. Butterworth-Heinemann.ISBN: 0750678186.
4. Stuart Barnes (Ed.) (2002). Knowledge Management Systems Theory and Practice. Thomson Learning.
5. Kimiz Dalkir, Knowledge Management in Theory and Practice, Elsevier,Butterworth-Hinemann.
6. Shelda Debowski, Knowledge Management, Wiley India Edition.

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

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

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

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

Suggested Text Books:

1. S. M. Dewan, Corporate governance in public sector enterprises, Pearson Longman, 2006.

2. Corporate Governance in India – An Evaluation by S C Das, PHI – Eastern Economy Edition.
3. Corporate Governance by Christine A Mallin, Oxford University Press
4. Corporate Governance – Global Concepts & Practices, Dr. S Singh, Excel Books.

Suggested Reference Books:

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

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

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

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

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

policy framing process, Examples of Key public policies, Ethical issues, in management of NPOs, developing a sustainable business model based on the social need. (5+1)

5. **Performance of Non-Profit Organization:** Evaluating the performance of Non-profit Organizations, Ethical Decision making in Non Profit Organizations, Volunteers and their role in Non Profit organizations. Incentives and control in the non-profit context. Non-profit governance, Non-profit organizations and market competition, sales promotion and Public Relations for Non- profit Organization. Managing Financial Resource, Donor Marketing. (5+1)

Suggested Text Books:

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

Suggested Reference Books:

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

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

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

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

1. **Introduction:** The phenomenon of Globalisation Localisation and Glocalization, Factors that push globalisation, The benefits of globalisation, factors that work against globalisation, The localisation pushes, The benefits of localisation and Globalisation, The Global Integration/Local Responsiveness Grid. Strategy making strategy implementing and strategic managing; Globalization and strategic management; Strategic flexibility and learning organization. Competitive strategy and competitive advantage in global market. Assessing Countries’ Attractiveness: Country attractive Market and industry opportunities, Assessing industry opportunities, Country risk analysis. (5+1)

2. **Market Intelligence and Designing a Global Strategy** : Market Intelligence: Drivers and Benefits, Key Success Factors of World Class Market Intelligence, Intelligence Scope, Intelligence Process, Intelligence Tools – Collecting, Storing, and Communicating Intelligence. Designing a Global Strategy: Entry strategies, Direct Exporting, Licensing, Partnering, Joint Ventures, Buying an organization, Piggybacking, Turnkey Projects, Greenfield Investments. Increased Market Size, Return on Investment, Economies of Scale and Learning, Location Advantages. (5+1)
3. **Global Strategic Alliances and Resources and Business-Level Strategy**: Strategic Alliances: Global versus local alliances, typology and framework, Value potential, Partner analysis, Negotiation and design, Implementation of alliance management, Global multilateral alliances, Alliance constellation management, Criteria for successful alliances. Global Mergers and Acquisitions: The rationale for cross-border M&As, Cross-border acquisitions performance, Deciding on the M&A, Integrating the companies: the integration phase, Integrating the companies: the transition phase, Integrating the companies: the consolidation phase (Case studies of global strategic alliances and global mergers and acquisitions are expected). (5+1)
4. **Designing a Global Organisation**: Structure, processes and culture, global functional model, geographical model, single matrix model, multi-business global product division model, multi-business geographical model, multi-business matrix model, Hybrid structural models, transnational model. (5+1)
5. **Globalization, Innovation, and Sustainability**: Challenges to Strategic Management: Impact of Globalization, Innovation, Sustainability, Theories of Organizational Adaptation, Creating a Learning Organization, Environmental Scanning, Strategy Formulation Strategy Implementation, Evaluation and Control, Feedback/Learning Process, Resources, Capabilities, and Core Competencies, Building Core Competencies, Four Criteria of Sustainable Competitive Advantage. Issues in global strategy implementation; strategy evaluation and control. (5+1)

Suggested Text Books:

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

Suggested Reference Books:

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

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

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

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

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

Suggested Text Books:

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

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

Suggested Reference Books:

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

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

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

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

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

Suggested Text Books:

- Cyber Law & Cyber Crimes by Advocate Prashant Mali, Snow White Publications, Mumbai
- Cyber Law in India by Farooq Ahmad, Pioneer Books
- Information Technology Law and Practice by Vakul Sharma, Universal Law Publishing Co. Pvt. Ltd
- The Indian Cyber Law by Suresh T. Vishwanathan, Bharat Law House New Delhi
- Guide to Cyber and E- Commerce Laws by P.M. Bukshi and R.K. Suri, Bharat Law House, New Delhi

6. Guide to Cyber Laws by Rodney D. Ryder, Wadhwa and Company, Nagpur

Suggested Reference Books:

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

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

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

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

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

Suggested Text Books:

1. Corporate Social Responsibility, Madhumita Chatterjee
2. CSR in India (Steering Business and Social Change) 1st Edition by Kshama V Kaushik, Lexis Nexis
3. Corporate Social Responsibility Concept cases & Trends by Prabhakaran Paleri, Cengage Learning

Suggested Reference Books:

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

Subject Core (SC) Courses - Semester III

Semester III		304 DM- Social Media Marketing
3 Credits	LTP: 2:1:1	Subject Core (SC) Course – Digital Marketing

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

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO304DM .1	REMEMBERING	DEFINE the key concepts in Social Media Marketing
CO304DM .2	UNDERSTANDING	DISCUSS and DIFFERENTIATE between various social media platforms and content designing Marketing strategies used for those.
CO304DM .3	APPLYING	CHOOSE the appropriate tools for content designing as per the requirement of social media platform and target audience.
CO304DM .4	ANALYSING	EXPLAIN the factors to be considered for designing social media strategy or designing social media marketing campaign.
CO304DM .5	EVALUATING	COMPARE various social media platforms and measure the impact of advertising or marketing through those.
CO304DM .6	CREATING	SOLVE case studies applying the knowledge gained.

- 1. Introduction to social media marketing:** Introduction to the concept of social Media-Definition, Characteristics and Scope, History. Social media marketing- Definition, Uses and Scope, Social media platforms - Facebook, YouTube, LinkedIn, Instagram, Twitter, Pinterest, Blogs. Importance of Social Media Marketing. Social Media Marketing advantages and limitations. Introduction to social media marketing strategies. (7+1)
- 2. Content designing for social media platforms:** Terminologies-basics of content creation, process, Identification of target audience and social media platform, defining content mix using sales posts, interactive posts and informative posts, Impact of colors, images on the customer, tools used for content creation like canva, GIFs, Instagram stories, pin templates, tall pins, image cut outs, YouTube video Thumbnail, etc. (10+2)
- 3. Facebook and Instagram advertising and marketing** Introduction to Facebook and Instagram platform as advertising and marketing media, characteristics of Facebook and Instagram marketing. Target audience, page set up, Post types and its dimensions, competitor analysis, case studies. (8+1)
- 4. Twitter, LinkedIn, YouTube, Pinterest advertising and marketing:** Introduction and overview of platforms, Characteristics, how to use these platforms, target audience, profile / account building, how to pin. Crafting summary for marketing, creating and uploading videos, use of hashtags, Case studies. (8+2)
- 5. Metrics of social media marketing:** What is to be measured- Parameters to measure impact-volume, reach and Engagement (engagement rates, engagement metrics). Influence, share of voice (volume and sentiment), referrals and conversions, response rate and time. Case studies. (5+1)

Suggested Text Books

1. Internet age - Marketing with social media, Dr Apoorva Palkar, Amit Jadhav, Himalaya publication
2. Social Media Marketing – Tracy Tuten, Sage Publications
3. Social Media Marketing 1st Edition, Michael R. Solomon, Tracy Tuten - Pearson Education.

4. Social Media Marketing - A Strategic Approach 1st Edition, Nicholas Bormann, Donald Barker, Krista Neher, Melissa Barker - Cengage.
5. Social Media Marketing All-in-One for Dummies, Zimmerman Jan - John Wiley and Sons Inc.

Suggested reference Books

1. Advance Social Media Marketing--Tom Funk.
2. Social media marketing for dummies-- Shiv Singh
3. Marketing and Social Media – A guide for libraries, museums and archives – Christie Koontz and Lorrie Mon, Rowman and Littlefield.
4. Social Media & Mobile Marketing: (Includes Online Worksheets), Puneet Singh Bhatia – Wiley.
5. Social Media Marketing, Kristina Lane - Lap Lambert Publishing.

Suggested journals and articles:

- 1) <https://link.springer.com/article/10.1007/s11747-019-00695-1>
- 2) <https://www.henrystewartpublications.com/jdsm>
- 3) <https://www.tandfonline.com/doi/full/10.1080/00913367.2017.1405754>
- 4) https://www.researchgate.net/publication/256296291_Social_Media_Marketing_SOCIAL_MEDIA_MARKETING_ADVANTAGES_AND_DISADVANTAGES
- 5) https://www.researchgate.net/publication/336484814_The_future_of_social_media_in_marketing

Suggested Audio Visuals link

1. <https://99designs.com/blog/marketing-advertising/social-media-design/>
2. <https://www.socialmediaexaminer.com/>
- 3) <https://www.slideshare.net/niraj7005/social-media-marketing-78991689>
- 4) <https://www.youtube.com/watch?v=PkXzPG9WSqg>
- 5) <https://www.youtube.com/watch?v=laiVtB5X8B8>
- 6) <https://www.youtube.com/watch?v=-M9L4ik8pgc>

Suggested online courses:

- 1) <https://www.udemy.com/course/social-media-marketing>
- 2) <https://www.mooc-list.com/course/introduction-social-media-marketing-coursera>
- 3) <https://www.coursera.org/projects/google-ads-beginner>
- 4) <https://www.coursera.org/projects/create-a-promotional-video-using-canva>
- 5) Basics of Digital Marketing, By Dr. Lalit Engle | Devi AhilyaVishwavidyalaya, Indore, https://onlinecourses.swayam2.ac.in/cec19_mg23/preview

Semester III		305 DM - Digital Marketing Research
3 Credits	LTP: 2:1:1	Subject Core (SC) Course – Digital Marketing

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

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO305DM .1	REMEMBERING	DEFINE the key concepts in Digital Marketing Research.
CO305DM .2	UNDERSTANDING	DIFFERENTIATE between Qualitative and Quantitative Research

CO305DM .3	APPLYING	IDENTIFY various tools for carrying out digital marketing research
CO305DM.4	ANALYSING	STRUCTURE online surveys for various platforms
CO305DM .5	EVALUATING	REVIEW best practices in market research that uses the internet
CO305DM .6	CREATING	PLAN digital marketing research for businesses

- 1. Introduction to Digital Marketing Research:** Definitions - Marketing Research, Digital Marketing Research, Scope and Limitations of Digital Marketing Research, Role of Information in Marketing Decisions, Value and Cost of Information, Marketing Information System and Marketing Research, Marketing Decision Support System, Opportunities and threats in Digital Marketing Research, Relationship between Marketing Research & Marketing, Evaluating utility of Marketing Research, Ethics in Online Marketing Research, Recent Trends in Marketing Research, Marketing Research Industry in India (7+1)
- 2. Online Quantitative Survey Research – I:** Qualitative Vs Quantitative research, Advantages of quantitative research through online platforms, Online survey process, Designing online surveys - Defining the terms used in online surveys ,The self - completion paradigm , The overall structure of the questionnaire, The first and last pages, Improving the survey experience, Using multimedia and its implications, Accessible surveys, Surveys for online access panels, surveys for client databases, Quality and ethical issues in survey design, Running an online survey(7+2)
- 3. Qualitative Research:** Overview of online qualitative research, Online focus groups - Running an online focus group, Choosing an online focus group solution, The arguments for and against online focus groups, Resources for online focus groups, Bulletin board groups and parallel IDIs (in-depth interviews) and Other online qualitative methods - Email groups, Depth interviews via the internet, Viewing focus groups remotely, Virtual words and virtual qualitative, Qualitative explication of online quantitative studies (7+2)
- 4. Social Media & Website Research:** Participatory blogs as research tools, Online research communities, Blog and buzz mining, Other social media topics - Community - enabled panels, Ethnographical research and social media, Researcher - to - researcher networking, Ethical and quality issues, Website Research - Types of website research projects, Popup surveys, Website metrics and analytics, Website reviews, Accompanied surfing and observational research (7+2)
- 5. Case study analysis using software:** Analyzing & solving case studies using R, SPSS, Systat, etc. Students can be asked to collect data through field work or hypothetical data can be used. On small data sets can be given or pilot data can be collected and analyzed applying techniques like ANOVA, Simple correlation and regression, Discriminant analysis Logistic regression for classification and prediction, cluster analysis for market segmentation, factor analysis for data reduction, Multidimensional scaling for brand positioning, Conjoint analysis for product design. (8+2)

Suggested Text Books

1. The Handbook of Online and Social Media Research - Tools and Techniques for Market Researchers - Ray Poynter - Wiley Publication - United Kingdom
2. Marketing Research - An Applied Orientation, Malhotra and Dash, Pearson Education.
3. The Handbook of Online Marketing Research – Knowing your customer using the Net – Joshua Grossnickle and Oliver Raskin - McGraw-Hill Education - 2000
4. Data Analysis in Management with SPSS Software- J.P. Verma – Springer - 2019

- Marketing Research: Text and Cases – RajendraNargundkar - McGraw Hill Education - (4th edition) 2019

Suggested Reference Books

- Marketing Research: An Applied Orientation - Naresh K. Malhotra- Pearson- 7th Edition,
- Marketing Research Kit for Dummies - Michael R. Hymanand Jeremy J. Sierra - Wiley Publishing, Inc., Indianapolis, Indiana

Suggested Journals

- Journal of Digital & Social Media Marketing

Suggested Swayam Course

- Digital Marketing Research: take precise marketing decisions – Udemy
- An Introduction to Online Quantitative Market Research – Udemy

Suggested videos for reference

- Digital Marketing Research Fundamentals Webinar - <https://www.youtube.com/watch?v=wr5b3klh2cw>
- Digital Market Research: Must Know Strategies For 2020 - <https://www.youtube.com/watch?v=3DKYWfXiLOs>

Semester IV		403 DM Digital Marketing Channels
3 Credits	LTP: 2:1:1	Subject Core (SC) Course - Digital Marketing

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

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO403DM .1	REMEMBERING	DEFINE / describe key terms associated with marketing channels, digital marketing channels, channel relationships, Omni-channels
CO403DM.2	UNDERSTANDING	IDENTIFY the digital marketing channels of product & service companies
CO403DM.3	APPLYING	DEMONSTRATE an understanding of various channel options for a real-world marketing offering (commodities, goods, services, e-products/ e-services.)
CO403DM.4	ANALYSING	ANALYZE the channel structure & channel management issues
CO403DM.5	EVALUATING	EXPLAIN Omni-channel strategies of real-world marketing offering (commodities, goods, services, e-products/ e-services.)
CO403DM.6	CREATING	DESIGN the digital marketing channels for real world marketing offering (commodities, goods, services, e-products/ e-services.)

- Channel Basics: The Importance of Marketing Channel Strategies, key Channel functions, changing channel landscape, Digital channels- websites, email, mobile, mobile app, blogs, paid searches, review sites, social channels, Auditing Marketing Channels (7+2)

2. Power of channels- Power as a tool, Sources of channel power, dependence- inter dependence, power-based influence strategies, Omni channel ecosystem & power(6+1)
3. Digital channel relationships- Why Do Relationships Matter in Marketing Channels? Upstream, downstream channel relationship, building channel commitment, channel trust & channel relationship cycle, Value added functions of channels members (7+2)
4. Channel Management issues (conflicts) - transactional intermediaries & infomediaries, Channel cooperation, nature & type of conflicts, unwanted channels- gray markets, the intermediation-disintermediation- re-intermediation cycle. (7+2)
5. Omni Channel strategy - Omni-channels, Distinction Between Multi-Channel and Omni-Channel Marketing Strategies for product & service companies, cross channel shopping, altered shopping norms, Key Challenges of the Omni-Channel Approach, The Four Pillars of an Omni-Channel Strategy (9+2)

Suggested Reference Books

1. Marketing Channel Strategy- An Omni-Channel Approach by Robert W. Palmatier, Eugene Sivadas, Louis W. Stern, and Adel I. El-Ansary, Routledge Publication, 9th edition
2. Marketing Channels: A management view by Bert Rosenbloom, Thomson publication, 8th edition.
3. E-business: Organizational & technical foundations by Michael Papazoglou & Pieter Ribbers, Wiley Publication

Semester IV		404DM Marketing 5.0
3Credits	LTP:2:1:1	Subject Core(SC)Course –Digital Marketing

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

CO#	COGNITIVE ABILITIES	COURSEOUTCOMES
CO404DM.1	REMEMBERING	DEFINE the key concepts in Marketing 5.0.
CO404DM.2	UNDERSTANDING	UNDERSTAND various technology, challenges faced by Marketers, Application of technology, sustainability development goals New Customer Experience(CX), New Tactics Leveraging Marketing Technology
CO404DM.3	APPLYING	IDENTIFY the components of Marketing5.0
CO404DM.4	ANALYSING	OUTLINE challenges faced by Marketers in digital world and ANALYSE new tactics for leveraging Marketing technology
CO404DM.5	EVALUATING	EXAMINE how companies can unleash power of Advanced Technologies in their Marketing strategies.
CO404DM.6	CREATING	DEVELOP A strategy based on human centricity of Marketing andtechnologyempowermentofMarketing5.0,for real world product/service/e-product/eservice

1. Introduction to Marketing 5.0: Journey from Marketing 4.0 to Marketing 5.0, Components- Marketing 5.0, Technology for Humanity, Challenges faced by Marketers in Digital world, Generation Gap, The five

Generations, Marketing to Baby Boomers X, Y, Z and Alpha, Generations and use of technology, Prosperity Polarization –Market polarization across categories, Corporate Activism, Importance of inclusivity, Importance of sustainability, Creating Inclusivity and Sustainability for Society. (7+2)

2. Digital ready Organization: Impact of Covid-19 and digitalization, opportunities and challenges of Digitalization, Technology aspects, preparing for Digital Ready organization, Moving from physical to digital channels, Digital capabilities Digital Readiness, Assessment, Digital Leadership, Digital divide, Human-Like Technologies, Enablers of Technology, Bionics (6+2)

3. Leveraging Marketing Technology: Customer experience in the digital world, 5As customer Path, Human and Machine in new customer experience (CX), Finding right balance between Technology and Humans to improve customer experience, Different trends shaping customer experience (CX). Data driven Marketing, the segments of one, setup of data driven marketing, Building data ecosystem (6+2)

4. Predictive and Contextual Marketing: Introduction, how predictive Marketing works, Applications of Predictive Marketing, Building Predictive Marketing Models, Anticipating Market Demand with Proactive Action, Introduction to Contextual Marketing, Triggers and responses in Contextual Marketing, building smart infrastructure, three levels of personalized Experience, Making Personalized Sense-and-Respond Experience. (8+2)

5. Augmented and Agile Marketing: Introduction to Augmented Marketing, building tired customer interface, Digital tools, Delivering Tech-Empowered Human Interaction, Examples of Augmented Marketing, Virtual and Augmented Reality Marketing, Introduction to Agile Marketing, need of Agile Marketing, Executing Operations at Pace and Scale Index, Block chain (8+2)

Suggested Text Books

1. Marketing 5.0 Technology for Humanity, Philip Kotler, Hermawan Kartajaya, and Iwan Setiawan John Wiley & Sons, Inc. Hoboken, New Jersey
2. Predictive Marketing: Easy Ways Every Marketer Can Use Customer Analytics and Big Data, Omer Artun, Dominique Levin
3. Predictive Analytics: The Power to Predict Who Will Click, Buy, Lie, or Die 2nd Edition, Eric Siegel, Wiley; 2nd edition (12 January 2016)
4. Customer Experience 3.0: High-Profit Strategies in the Age of Techno Service, John A. Goodman, AMACOM; Special edition (16 September 2014)
5. The Context Marketing Revolution: How to Motivate Buyers in the Age of Infinite Media, Mathew Sweeney—Harvard Business Review Press (24 March 2020); Penguin Random house
5. Marketing New Realities: An Introduction to Virtual reality & Augmented Reality Marketing, Branding, & Communications, Cathy Hackl, Samantha G. Wolfe, Meraki Press (28 October 2017)
6. The Six Disciplines of Agile Marketing: Proven Practices for More Effective Marketing and Better Business Results, Jim Ewel, Wiley; 1st edition (October 13, 2020)

Suggested Reference Books

1. Marketing to Gen Z: The Rules for Reaching This Vast—and Very Different—Generation of Influencers, by Jeff Fromm, Angie Read, Amazon; Special edition (6 March 2018)
2. Digital Channels A Complete Guide, by Gerardus Blokdyk, 5starcooks (13 October 2018)
3. The Ten Principles Behind Great Customer Experiences (Financial Times Series), Matt Watkinson Paperback, Pearson Education (19 June 2020)
4. Foundations of Predictive Analytics, James Wu and Stephen Coggeshall

Suggested Audio Visuals link

1. <https://www.youtube.com/watch?v=JbzTDtlhpnU>, Introduction to Marketing

- 5.0:Technology for Humanity with IwanSetiawan,accessed on 7th June2021
2. <https://www.youtube.com/watch?v=jwUobgplGqk>,Marketing5.0,Book Review,accessedon7thJune2021
 3. https://www.youtube.com/watch?v=tav4S1IKA_g,AgileMarketing,accessed on7thJune2021
 4. <https://www.youtube.com/watch?v=ZFTgGi06vbM>,ARvsVR,WhatarevirtualandAugmented Realities,accessed on 7thJune2021.
 5. <https://www.youtube.com/watch?v=1obcLCB5WTU>, what is Contextual Marketing. Benefits of ContextualMarketing, accessedon 7thJune2021
 6. <https://marketingtrends.com/episodes/erik-newton/>
 7. <https://anchor.fm/irish-tech-news/episodes/The-evolution-of-marketing-with-industry-legend-Philip-Kotler--author-most-recently-of-Marketing-5-0-e1219ih>

Suggested Journals

1. <https://www.forbes.com/sites/blakemorgan/2019/12/17/5-predictions-for-customer-experience-in-2020/?sh=26ed6f962ec7>,accessedon 7th June2021.
2. <https://www.pwc.com/us/en/services/consulting/library/consumer-intelligence-series/future-of-customer-experience.html>,accessedon 7thJune2021.
3. <https://www.thinkwithgoogle.com/intl/en-aunz/future-of-marketing/digital-transformation/5-key-steps-digital-transformation-success/>, accessed on 7thJune2021
4. <https://futurumresearch.com/research-reports/experience-2030-global-report-customer-experience/>, accessedon7thJune2021
5. <https://www.cm.com/blog/how-finding-the-right-balance-between-technology-and-humans-will-improve-customer-experience/>, accessed on 7thJune2021
6. <https://www.sbsonline.com/article/marketing-five-generations-customers-use-3-cs/>, accessed on 7th June2021
7. <https://www.wildcreekstudio.com/the-5-as-of-converting-strangers-into-customers/>, accessed on 7th June2021
8. <https://www.quadient.com/blog/5-generations-and-their-cx-expectations-exploring-differences-and-similarities>,accessed on 7thJune2021
9. <https://www.kasasa.com/articles/generations/gen-x-gen-y-gen-z>,,accessedon7thJune2021

Suggested Swayam Course

1. Predictive Analytics ,By Dinesh Kumar |Indian Institute of Management Bangalore (IIMB),6 weeks,2 credits
- 2.BrandingandCustomerexperience,11Hours, I E Business School, Coursera
- 3.**Customer Experience Management (CX), Masterclass2021,11hours, UDEMY**

Subject Elective (SE) Courses - Semester III
Specialization: Digital Marketing

Semester III		312 DM- Search Engine Marketing – II
2 Credits	LTP: 1:1:1	Subject Elective (SE) Course –Digital Marketing

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

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO. 312 DM- .1	REMEMBERING	RECALL the key SEM tools.
CO. 312 DM- 2	UNDERSTANDING	SUMMARIZE usage process of key SEM Tools
CO. 312 DM-3	APPLYING	UTILISE the characteristics of Key SEM Tools in given digital marketing problem.
CO. 312 DM-4	ANALYSING	COMPARE the essentials for application of appropriate SEM tools for a given digital marketing problem/situation.
CO. 312DM- 5	EVALUATING	INTERPRET the digital marketing campaign effectiveness.
CO. 312DM-6	CREATING	CHOOSE Appropriate SEM Tool for different digital marketing situations including B2C and B2B

- 1. Role of Search Engine Advertising in SEM and application with Google Ads:** Understanding Ad Placement, Understanding Ad Ranks role and importance. Understanding working of Google ads, Enhancing the Google Ad Campaign through Key words. Key terms of Search Engine Advertising., Key Terms (5+1)
- 2. Steps in Creating Ad Campaign:** Goal Setting of the Digital Marketing Ad Campaign, Deciding the target customer audience of the campaign, Creating Ad Campaign Message, Budget Setting. Going Live with the Ad Campaign, Monitoring and evaluation of the Ad campaign, Key Terms. (5+1)
- 3. Introduction to KEY SEM Tools:** Understanding key SEM Tools – Overview, Characteristics, and Usage process. Microsoft Bing Ads, The Google SEM tools Portfolio -Google AdSense, Google Admob, Googlefor Retail, Google Digital Garage, Google Shopping Campaign, Word Stream, Key Terms (5+1)
- 4. Monitoring Budget and performance in SEM:** Essentials of formulating SEM budget, Cost Estimation, Cost Elements, performance matrices. PPC, CPA, CTR, KPI, CPI,CTA, CPC, Bounce Rate, Exit Rate. Usage of Google Analytics (5+1)
- 5. Creating Ad Campaign through SEM Tools and Display Advertising:** Creating Ad Campaign Roadmap/ Plan through Google SEM Tools, Introduction to Key Display Advertising Types- Banner Ads, Image Ads, Video Ads, Rich Media Ads, Understanding Display Plan Process, Key Terms (5+1)

Suggested Text Books

1. Search Engine Marketing, Andreas Ramos, Stephanie Cota, McGraw Hill Publications 2008
2. Introduction to Search Engine Marketing and AdWords: A Guide for Absolute Beginners 1st ed. Edition, Kindle Edition, 2017

Suggested Reference Books

1. Digital Marketing, Prof. Seema Gupta, Mcgraw Hill Publications.

2. E- Marketing by Judy Strauss, Adel Ansary, Raymond Frost, Prentice Hall.
3. Google Adwords for Beginners: A Do-It-Yourself Guide to PPC Advertising, Cory Rabazinsky.
4. Search Engine Optimisation and Marketing- A Recipe for Success in Digital Marketing, Shubhankar Das, CRC Press, 2021
5. Internet Marketing, Dave Chaffey, Fiona Ellis-Chadwick, Kevin Johnston, Richard Mayer, Pearson Education.
6. Digital Marketing, Oliver J Rich.
7. Online Marketing, Gerry T. Warner and Joe Wilson Schaefer

Suggested Audio Visuals link

https://www.youtube.com/channel/UCBDgBiaon_9MMMVCumg-v1g , Digital marketing Academy Channel of Prof. Seema Gupta

Suggested Journals

- International Journal of Online Marketing
- International Journal of Internet Marketing and Advertising
- Journal of Electronic Commerce and Research
- Journal of Digital and Social Media Marketing
- Journal of Internet Commerce

Suggested Swayam Course

https://onlinecourses.swayam2.ac.in/cec19_mg23/preview , Basics of Digital Marketing
https://onlinecourses.swayam2.ac.in/ugc19_hs26/preview , Digital Marketing
<https://skillshop.withgoogle.com/> Free Google tools Certification Platform.
<https://learndigital.withgoogle.com/digitalunlocked/course/digital-marketing> Free SEM Tools Certification in Digital Marketing certification course by Google.

Semester III		313 DM- Content Marketing
2Credits	LTP:1:1:1	Subject Elective (SE) Course– Digital Marketing

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

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO-313DM.1	REMEMBERING	DEFINE the key concepts in Content Marketing.
CO-313DM.2	UNDERSTANDING	UNDERSTAND AND DIFFERENTIATE the strategies of content marketing
CO-313DM.3	APPLYING	ARTICULATE the value in content marketing strategies
CO-313DM.4	ANALYSING	CATEGORIZE content marketing strategies and tools
CO-313DM.5	EVALUATING	MODIFY the content marketing strategies of an organization for achieving the better results.
CO-313DM.6	CREATING	CRAFT a content marketing strategy of an organization

1. **Introduction to Content Marketing:** Definition, history, evolution, objectives, importance, role of content marketing in businesses. Challenges and opportunities. (5+1)

2. **Tools of Content Marketing:** Blogs, branch guide/folder, Social media, Case study, Webinars, Video publications, articles, Newsletters, Mobile Apps, Info-graphic, e-book, Whitepapers, podcasts, audio publications, websites and E-mails. Merits and challenges in using these tools. Content marketing and online marketing, influencer marketing. (5+1)
3. **3.Content Marketing Strategy:** Definition, objectives, strategic plan, Analysis of Business and understanding customers. Content marketing mix, timelines, budget and optimizing and content. Role of SEO in content marketing. (5+1)
4. **Content Management:** Definition, Phases, CMS, Distribution of Content. Strategies in content distribution - guest blogging, repurposing and republishing. Importance of content Management. Metrics to monitor content. (5+1)
5. **Cases in content marketing:** Content Strategies used in sectors like Automobile, Services, FMCG, Pharmaceuticals, Airline, Future Trends in Content Marketing. (5+1)

Suggested Textbooks

1. ContentMarketingFundamentals-SeanR.Mitchell, Create space Independent Pub(15November2014)
2. Managing Content Marketing: The Real-World Guide for Creating Passionate Subscribers to Your Brand-Robert RoseandJoePulizzi, CMIBooks, Division of Z Squared Media, LLC (29August 2011)
3. The Big book of content Marketing–Andreas Ramos, andreas com(28May2013)

Suggested Reference Books

1. Content Rules: How to Create Killer Blogs, Podcasts, Videos, eBooks, Webinars, (and More) That Engage Customers and Ignite Your Business by Ann Handley C.C. Chapman
2. Content Machine: Use Content Marketing to Build a 7-Figure Business with Zero Advertising by Dan Norris and Neil Patel
3. The Content Code: Six Essential Strategies to Ignite Your Content, Your Marketing, and Your Business by Mark Schaefer
4. Digital Marketing MBA: Guiding Principles for Researching, Planning, and Managing a Marketing Strategy to Transform Your Business–David J Bradley,The Bradly BusinessGroup.2019
5. Social Media Marketing & Branding-The Micro MBA-Ankit Srivastava, BPBPublications,1stEdition,2018
6. This is Marketing-Seth Godin, Portfolio Penguin(27November2018)
7. Getting Digital Marketing Right-David J Bradley, Create space Independent Publishing Platform (22January2015)

Suggested Audio Visuals link

1. Libert, K. (n.d.). 10 case studies that show the real impact of content marketing. Retrieved from <https://blog.frac.tl/10-content-marketing-case-studies>
2. 7compellingcontentmarketingcasestudiesfromJetBlue,IBM,Adobeandmore.(2019,April4).Retrievedfrom<https://www.brafton.com/blog/content-marketing/7-compelling-content-marketing-case-studies-from-jetblue-ibm-adobe-and-more/>

Journals Suggested

1. Journal of Marketing- Sage Journals(Published in association with American Marketing Association) Journal of Digital & Social Media Marketing –Henry Stewart Publications
2. Marketing Science- INFORMS Institute for Operations Research and the Management Sciences

3. Indian Journal of Marketing – Published by Associated Management Consultants Private Limited
4. Journal of Marketing Education (JMED) -Sage Journals

Suggested Online certificate Courses

<https://www.coursera.org/learn/content-marketing>
<https://www.coursera.org/specializations/content-strategy>
<https://www.coursera.org/projects/manage-content-marketing-google-docs>
https://onlinecourses.swayam2.ac.in/cec19_mg23/preview
<https://www.naukri.com/learning/content-marketing-certification-course-huacl3>
<https://www.naukri.com/learning/content-marketing-for-b2b-enterprises-course-udeml669>
<https://www.udemy.com/course/content-marketing-masterclass/>

Semester III		314 DM- Affiliate Marketing
2 Credits	LTP: 1:1:1	Subject Elective(SE) Course– Digital Marketing

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

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO314DM.1	REMEMBERING	DEFINE the key concepts in Affiliate Marketing.
CO314DM.2	UNDERSTANDING	DIFFERENTIATE between various Affiliate Marketing Platforms and their effective use.
CO314DM.3	APPLYING	IDENTIFY the factors to be consider while setting Affiliate Marketing Program
CO314DM.4	ANALYSING	CATEGORIZE the program promotion and content pages as per customers requirement.
CO314DM.5	EVALUATING	MODIFY the affiliate strategies of promotion of Affiliate program for an organization for achieving the strategic vision.
CO314DM.6	CREATING	SOLVE the relevant problems by developing an Affiliate Marketing Program.

1. Fundamentals of Affiliate Marketing- History of Affiliate Marketing - Definition and working of affiliate marketing, parties involved in Affiliate Marketing, Pros and Cons of Affiliate Marketing, Compensation methods - The basis of Affiliate Marketing - How Affiliate Marketing works - Affiliate Program payment methods - Cookies and Affiliates - Tiered Affiliate Marketing - Cross selling and up selling - Multi tier marketing and commissions - List of affiliate marketing software (4+2)

2. Affiliate Marketing platforms – Affiliate Marketing Platforms, Affiliate marketing with Commission Junction - Affiliate Marketing with different platforms for example, Affiliate Marketing with Link share - Affiliate Marketing with Amazon Associates - Affiliate Marketing with Flex offers - Affiliate Marketing with click bank - Affiliate Marketing with Commission Soup - Affiliate Marketing with Local Affiliate Programs etc. (4+2)

3. Setting Up Affiliate Marketing Program - Signing up as an Affiliate - Logging into your affiliate account - Integrating Affiliate Links into your websites - Monitoring affiliate performance and tracking sales, How to attract affiliates - Hosting and implementing an affiliate program - Growing your Affiliate Numbers -

Setting up an affiliate program - Affiliate network service agreement - Data feeds and customer returns - Merchants/publisher management - Setting up an Affiliate Marketing software - Affiliate program promotion and content pages - Screen affiliates - Combating affiliate fraud (4+2)

4. Advanced Affiliate Strategies - Affiliate Links and how to deal with them - Promoting your affiliate program - Overcoming the challenges of affiliate marketing - Performing market analysis and market research - Market Strategies Establishment - Affiliate Marketing and organic Search Optimization, An SEO's Perspective for Affiliate Marketing. (4+2)

5. Building Traffic and Scaling - Meaning & Definition of traffic scaling –Process of content scaling, - Methods of content scaling, Advantages and disadvantages of content scaling - Introduction to organic traffic, Scaling of Quality Content Production, Common Mistakes of Beginner as Affiliate Marketers. (4+2)

Suggested Text Books

1. Affiliate Marketing: The Beginner's Step by Step Guide to Making Money Online with Affiliate Marketing by Kevin Ulaner
2. Affiliate Marketing- by Ted Sudol, Paul Mladjenovic

Suggested Reference Books

1. The Complete Guide to Affiliate Marketing on the Web- by Bruce C. Brown
2. Affiliate Marketing: Build Your Own Successful Affiliate Marketing Business from Zero to 6 Figures- by Walker, Jonathan S

Suggested Audio Visuals link

- <https://www.youtube.com/playlist?list=PLifnQOsGyOSTYxFVLLZQo0MPEP2e5dh1Q>
- <https://www.youtube.com/watch?v=b6alBbTTDIM>
- <https://youtu.be/G6DmDqYLWL8>

Suggested Journals

1. Journal of Digital and Social Media Marketing, Henry Stewart Publications.
2. Journal of Marketing, Sage Publication.

Suggested Online Course

- <https://www.locationrebel.com/how-to-start-affiliate-marketing/>
- <https://www.udemy.com/course/clickbank-affiliate-marketing-success/>
- <https://www.udemy.com/course/seo-complete-guide-to-building-amazon-affiliate-sites/>
- <https://www.udemy.com/course/sell-t-shirts-with-teespring-beginner/>

Semester III		315 DM- Building Digital Brands
2 Credits	LTP: 1:1:1	Subject Elective(SE) Course– Digital Marketing

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

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO315.1	REMEMBERING	DEFINE the key concepts in Digital Branding.
CO315.2	UNDERSTANDING	ESSENTIAL COMPONENTS AND DIFFERENTIATION between Digital Branding and marketing & Relationship
CO315.3	APPLYING	IDENTIFY the sources as well applications of Digital Branding and marketing in market and organization/s and usability of

		it in practical way as well growth and to make a way towards future growth.
CO315.4	ANALYSING	CATEGORIZE a service/s in Digital marketing, Branding and growth in it.
CO315.5	EVALUATING	MODIFY the Service, marketing branding, strategies, planning, innovative things of an organization for achieving the strategic service vision.
CO315.6	CREATING	SOLVE the relevant SEO, SEM like concepts and its relationship with Marketing & Branding.

1. Introduction to Digital Brands: Meaning, Concept, Definition, role and significance of Digital Brands in Modern Marketing. Characteristics, Integration, Accessibility & Connectivity aspects in Digital Brands. (4+2)

2. Components of Digital Brands: Logo, Website, Brand messaging, SEO, Social media, Online advertising Content marketing, Influencer marketing, key benefits. (4+2)

3. Applications of Digital Branding: Digital Branding in the Virtual world, interfaces with Automation, Social media, Online, Content marketing and Influencer marketing(4+2)

4. Technology and Digital Branding: Application of Advanced Technological components in Digital Branding. Pink cow concept, Technological tools for effective Digital Branding, examples of Digital Branding. (4+2)

5. Digital Branding trends for the future: Essential elements for making digital brands work. Relationship of digital brands with SEO & SEM. (4+2)

Suggested Text Books:

Seobook53, Branding 101.

Suggested Reference Books:

1. Understanding Digital Marketing: - Teresa Pineiro-Otero and Xabier Martinez-Rolan
2. Understanding Digital Marketing Author Damian Ryan, Calvin Jones
3. Netmark's 2016 Guide to the 6 fundamentals of Digital Marketing.

Suggested Audio Visuals link

<https://digitalfireflymarketing.com/wp-content/uploads/2017/02/Big-Book-of-Digital-Marketing.pdf>

<https://www.7boats.com/academy/wp-content/uploads/2016/10/50-shades-of-digital-marketing.pdf>

<http://www.gbv.de/dms/zbw/865712123.pdf>

<https://webmarketingacademy.in/wp-content/uploads/2015/09/A-Step-By-Step-Guide-to-Modern-Digital-Marketing.pdf>

<https://www.lyfemarketing.com/blog/wp-content/uploads/2017/12/Digital-Marketing-Strategy-eBook.pdf>

[https://vula.uct.ac.za/access/content/group/95dfae58-9991-4317-8a1d-](https://vula.uct.ac.za/access/content/group/95dfae58-9991-4317-8a1d-e2d58f80b3a3/Published%20OER%20UCT%20Resources/Internet%20Marketing%20textbook.pdf)

[e2d58f80b3a3/Published%20OER%20UCT%20Resources/Internet%20Marketing%20textbook.pdf](https://vula.uct.ac.za/access/content/group/95dfae58-9991-4317-8a1d-e2d58f80b3a3/Published%20OER%20UCT%20Resources/Internet%20Marketing%20textbook.pdf)

<https://namp.americansforthearts.org/sites/default/files/Netmarks-2016-Guide-to-Digital-Marketing.pdf>

<http://netmining.com/wp-content/uploads/2015/09/Netmining-Marketing-Big-Book.pdf>

Suggested Journals

Journal of Direct, Data and Digital Marketing Practice, Digital marketing: A framework, review and research agenda, Digital marketing: A practical approach

Suggested Swayam Course:

1. Digital Marketing By Dr.Tejinderpal Singh | Panjab University Chandigarh
2. Architecture And Planning, Visual Communication Design for Digital Media by Prof. SaptarshiKolay dates July 26, 2021, August 20, 2021, September 26, 2021, August 02, 2021:-
https://onlinecourses.nptel.ac.in/noc21_ar17/preview
3. The Future of Manufacturing Business: Role of Digital Technologies by Prof. R. K. Amit Prof. U. Chandrasekhar, IITM & Wipro 3D of dated July 26, 2021, September 17, 2021, September 26, 2021, August 02, 2021 links:
https://onlinecourses.nptel.ac.in/noc21_mg83/preview,
https://onlinecourses.nptel.ac.in/noc20_mg70/
4. Electrical and Electronics Engineering by Prof. Prabir Kumar Biswas of date July 26, 2021, October 15, 2021, Communication and Signal ProcessingRobotics links: https://onlinecourses.nptel.ac.in/noc21_ee78/preview,
https://onlinecourses.nptel.ac.in/noc20_ee75/,
<https://nptel.ac.in/noc/courses/noc20/SEM2/noc20-ee75>,
<https://nptel.ac.in/courses/117/105/117105135/>
5. Basics of Digital Marketing By Dr. Lalit Engle | Devi AhilyaVishwavidyalaya, Indore

Semester III		316 DM: Digital Analytics
2 Credits	LTP: 2:1:0	Subject Elective (SE) – Digital Marketing

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

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO316DM.1	REMEMBERING	DEFINE the key fundamental terms in Digital Analytics.
CO316DM.2	UNDERSTANDING	DEMONSTRATE the use of analytics in Audience Analysis and Digital Influence.
CO316DM.3	APPLYING	USE key performance indicators to derive insights from the data
CO316DM.4	ANALYSING	DISCOVER high-value insights via Dashboards and Reports
CO316DM.5	EVALUATING	SELECT an appropriate Digital Analytics tool for your organization
CO316DM.6	CREATING	FORMULATE the right analytics driven strategy for digital marketing

1. **Synergetic Digital Ecosystem** : Evolution of the Digital Ecosystem, Data Growth Trends, Digital Media Types-Paid Media & Owned media, Competitive Intelligence, Clickstream (Web Analytics), Conversion Analytics, Segmentation, Visual, Social Media Reporting, User Experience Feedback, Real-Time Site Analytics. **(5+1)**
2. **Digital Analytics Concepts** : Applying a Measurement Framework, Determining Your Owned and Earned Social Metrics- Owned Social Metrics & Earned Social Media Metrics, Demystifying Web

Data, Digital Advertising Concepts, Searching-Paid Search & Organic Searches, Aligning Digital and Traditional Analytics- Primary Research, Traditional & Traditional CRM Data, The Reporting Timeline, The Reporting Template. **(5+1)**

3. **Digital Analysis-Audience Analysis and Digital Influence** : Understanding Audience Analysis, Digital strategy development, Content Strategy Development, Engagement Strategy, Search Engine Optimization, Content Optimization, User Experience Design, Audience Segmentation, Audience Analysis Tool Types, Additional Audience Analysis Techniques, Conversation Typing, Event Triggers, Reality of Digital Influence. Tipping Point Phenomenon and Community Rule Phenomenon, Tools of the Trade. **(5+1)**
4. **Analytics Tools:** Evaluating New Marketing Technologies, Organizing Your Marketing Technology Stack, Identifying Critical Marketing Technology Solutions, Build or to Buy decision, Identifying and Selecting an Analytics Tool, Succeeding with Tool, Deployment, Business Concerns: Maintenance. **(5+1)**
5. **Reporting Data and Key Performance Indicators:** The Five Elements of Excellent Reporting: RASTA, Difference Between Reporting and Dash boarding, Five Elements of Excellent Dash boarding: LIVES, Key Performance Indicators (KPIs), KPIs: Averages, Percentages, Rates/Ratios, .Per X., and Derivatives, Real-Time Versus Timely Data. **(5+1)**

Suggested Reference Books

1. Digital Marketing Analytics: Making Sense of Consumer Data in a Digital World, Second edition by Chuck Hemann, Ken Burbary, Publisher: Que
2. Digital Analytics Primer by Judah Phillips Publisher: Pearson

Semester III		317 DM Start- ups and Digital Business Management
2 Credits	LTP: 1:1:1	Subject Elective Digital Marketing

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

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO317DM .1	REMEMBERING	Describe the concepts & practices that take the startups & small-scale business to next levels.
CO317DM .2	UNDERSTANDING	Summarize how small business can do more with less
CO317DM .3	APPLYING	APPLY marketing principles and theories to the demands of startups & small scale businesses
CO317DM .4	ANALYSING	Examine the digital marketing strategies of small scale businesses & startups
CO317DM .5	EVALUATING	Explain the digital integration for the small scale businesses & startups
CO317DM .6	CREATING	Design the digital marketing plan for the real world commodities, goods, services, e-products/ e-services of small scale businesses & startups

1. **Smart Steps You Can't Skip:** The changing marketing Megaphone, your brand blue-print, your story in three parts, brand voice, visuals for your story, Map Your Marketing: smart goals, cautionary tales, six common business objectives (5+1)
2. **Digital Compass:** how to use your compass, what works best when, Do More with Less: Create a Question Engine, listening first, the power of questions, how questions fuel content, how questions spark conversations, turning a fear into opportunity, listening & responding, getting your team engaged. (5+1)
3. **Embrace Your People Power:** time - the real people problem, talent- social media unicorns don't exist, terror-living the digital chaos, dividing & conquering, internal & external scrappy staffing, your most valuable resource (5+1)
4. **Connect Your Digital Dots:** obsess over digital integration, why email marketing still matters, integrating with social media & content marketing, paid media, owned media, organic search & optimization, earned media, the sum of touchpoints (5+1)
5. **Simplify for the Long Haul:** the top problems complicating content, four content creation hacks that belong in every marketer's toolbox, when it comes to good content, less is more, complicated social situations, focusing on the right people, most important step to simplifying your social media marketing, measure what matters, putting it together- connecting the rest of your marketing. (5+1)

Suggested Reference Books

1. GET SCRAPPY Smarter Digital Marketing for Businesses Big and Small by NICK WESTERGAARD, American Marketing Association (AMACOM)
2. Web Marketing for Small Businesses 7 Steps to Explosive Business Growth by Stephanie Diamond, Sourcebooks Inc.
3. Digital Marketing All-in-One for Dummies by Stephanie Diamond, Published by: John Wiley & Sons, Inc

Subject Elective (SE) Courses - Semester IV

Semester – IV		409 DM : E-Customer Relationship Management
2 Credits	LTP 1:1:1	Subject Elective (SE) Course – Digital Marketing (DM)

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

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES (CO)
CO 409DM.1	REMEMBERING	DEFINE and DESCRIBE basic concepts and significance of e-CRM & Digital Marketing
CO 409DM.2	UNDERSTANDING	UNDERSTAND and EXPLAIN key concepts and theories associated with e-CRM
CO 409DM.3	APPLYING	APPLY and ILLUSTRATE principles, theories and models of e-CRM and its relevance to CRM Sustainability for Industries
CO 409DM.4	ANALYZING	ANALYZE implementation of e-CRM in achieving business sustenance & goals
CO 409DM.5	EVALUATING	EVALUATE effectiveness of e-CRM strategies and its impact on the relationship management with clients
CO 409DM.6	CREATING	DEVELOP e-CRM Strategies & Policies to create sustainable practices at Organization

1- E-CRM: Concept & Fundamentals

e-CRM: Concept, Definition, Significance & Need, e-CRM: Emerging Relationship Management practice, Link between e-CRM & Digital Marketing, Building sustainable Brands through Electronic Relationship Management, Technologies of E-CRM, Electronic Point of Sales (ePOS), e-CRM as a strategic marketing tool, CRM Fundamentals: Strategic CRM, Operational CRM, Analytical CRM, Collaborative CRM, and Models of CRM. (6+1)

2- Sustainable e-CRM:

Concept of Sustainable e-CRM, e-CRM contributing to Organizational Sustainability, related Theories of CRM & Sustainability, Sustainable Development and e-CRM, Marketing Sustainability through e-CRM, Sustainable e-CRM Practices, (4+1)

3- E-CRM & its Implementation:

e-CRM – Implementation, e-CRM implementations at Services Marketing, e-CRM implementation at Hospitality Services, Manufacturing, Trading Businesses; e-Customer Relationship Management in Banking and Financial Services Marketing; e-CRM in Insurance Sector; e-CRM Implementation: Performance Evaluation (5+1)

4- Developing E-CRM: Challenges & Influencing Factors

Developing e-CRM strategies & policies, e-CRM: Challenges in formulating & implementing, Sustainable CRM Processes; e-CRM dilemma: Transactional Vs. Relationship Marketing, e-CRM: Influencing Factors; Data warehousing, Data integration, Data mining and Privacy issues (5+1)

5- Cases Studies related to e-CRM:

Cases on Emerging trends in CRM, Social CRM, e-CRM, Role of Social media in e-CRM, Mobile CRM, Sustainable practices in the Organizations towards implementing e-CRM and maintaining e-CRM, Cases on Effective & Established e-CRM practices in Hospitality Sector, Telecom, Retail Sector, Manufacturing Sector, Banks& Insurances, Aviation Industry. (5+1)

Suggested Text Books: -

1. J N Sheth, AtulParvatiyar, G. Shainesh, 2001, Customer Relationship Management, Tata McGraw Hill
2. Alok Kumar Rai, 2013, Customer Relationship Management: Concepts and Cases, Second Edition, PHI learning Pvt Ltd, New Delhi
3. Max Fatouretchi, 2019, The Art of CRM: Proven strategies for modern customer relationship management, Packt Publishing
4. Danny Condecido, 2019, Digital CRM - Customer Relationship Management: Winning in the Age of Savvy Customers, Write Editions

Suggested Reference Books: -

1. Brown, Stanley A, 2001, Customer Relationship Management, John Wiley& Sons
2. Francis Buttle& Stan Maklan, 2015, Customer Relationship Management- Concepts and Technologies, Third Edition, Publisher: Routledge
3. Parekh, L., 2021, Cracking the CRM Code, notionpress.com
4. Best Practices for Implementing Salesforce CRM, Download at open source: <https://www.pdfdrive.com/best-practices-for-implementing-salesforce-crm-d844600.html>

Suggested Swayam Course:

1. https://onlinecourses.swayam2.ac.in/imb21_mg35

Semester IV		410DM Neuro Marketing
2Credits	LTP:1:1:1	Subject Elective (SE)Course–Digital Marketing

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

CO#	COGNITIVE ABILITIES	COURSEOUTCOMES
CO410DM.1	REMEMBERING	DEFINE the key concepts in Neuro Marketing.
CO410DM.2	UNDERSTANDING	DIFFERENTIATE between Conscious and Unconscious Brain Decision Making, Neural bases of Segmentation and Positioning, Memory Advertising and Brand communication, various types of fallacy like Memory fallacy, observation fallacy, and social fallacy.

CO410DM.3	APPLYING	IDENTIFY the Brain Research Methods in Neuromarketing, learning channels, Neural Conditionings of Buying, Brand and the Brain Involvement
CO410DM.4	ANALYSING	EXAMINE applications and methods of Neuromarketing in Brain behaviorism, decision making, segmentation, advertising, Product life cycle
CO410DM.5	EVALUATING	ELABORATE the effective use of Neuromarketing in framing the Marketing decisions.
CO410DM.6	CREATING	DEVELOP A Neuromarketing strategy for real world product/ service/e-product/eservice

1. **Human Brain and Marketing:** Introduction- Structure of Human Brain, Functions of Brain, Behaviorism and Its Problem, Complexity of Perception, Cognition, Memory, Learning, Types of Memory, Conscious and Unconscious Brain, tip-of-the-tongue (TOT) phenomenon, sensory fringe, Non-conscious, Subliminal perception, Emotions and Motivations, Five key psychological shifts - Innovation optimism, Consumer empowerment, Faster ways of thinking, Symbol power, aberrant behaviors, New ways of connecting Brain Research Methods in Neuromarketing Lesion Studies, Magnetic Resonance Imaging (MRI), Functional Magnetic Resonance Imaging (fMRI), Near Infrared Spectroscopy (NIRS), PET, Electroencephalogram (EEG)-Beta, Alpha, Theta, Delta wave, X-ray Computerized Tomography (CT Scanning), Positron Emission, ERP, MEG, TMS, Emotion Matrix, The Squire-Zola model of memory, Bringing the Techniques Together. (7+1)
2. **Neural Aspects of Decision-Making:** Cognitive Processing, visual cognition, Coping with Risk Memory-Trouble with Gauging, The Choice Dilemma, Memory-Learning Connection, Learning channels - dorsal stream, ventral stream, The Visual channel, visual saliency, The Auditory channel, The Kinesthetic channel, temporal lobe and sound, Odor tastes and specific memories, Somatic responses and product preference, Intuition and Decisions, Sensory Load Chart, reverse inference, Regret and Post Decision Evaluation, Compulsive buying disorder (CBD). (4+1)
3. **Neural Bases for Segmentation and Positioning:** Personality traits and implications for consumer behavior, personality differences, Openness and Intelligence, On Extraversion, Neuroticism, Agreeableness, Conscientiousness, Neuroscience and Segmentation, Neural Conditionings of Buying-Consumers with Depression and Mood Disorders, AD/HD Cluster, From Deficiencies to Segmentation, Neurosegmentation and Positioning: Meta Dimensions. TARGETING the PROSPECTS- calculating Cluster Attractiveness, calculating Cluster Opportunity, Positioning (4+1)
4. **Memory Advertising and Brand Communication:** Importance of Memory, Types of Memory, Application of Memory to Advertising and Marketing, Transience, Absent-mindedness, Blocking, Misattribution, Suggestibility, Persistence, Formation of Memory, Memory and Brand Attributes, Left and Right brain, Usefulness of Brain lateralization to marketing, applications of brain Lateralization, Low involvement and high involvement processing, Brand and the Brain, Involvement, The Four C's of involvement, Champions, Customization, Crowdsourcing Contests, Memory Failure (4+1)
5. **Applications of Neuro Marketing:** Integrated Approach- Brain Lateralization, Memory Interference, Rational and Emotional Components, Applying Neuroscience to Marketing Decisions, Arousal-Motivation Matrix, Measuring emotions - The sentience fallacy, The memory fallacy, The

observation fallacy, The social fallacy ,Neuro marketingand Product Life-Cycle, Experiential advertising research-Emotional response to television advertisements, EyeTracking ,Facial EMG, Blood Pressure, Respiration and Pulse Rate, Emotions, Learning, Autonomic Nervous Systemand Decision-Making ,Ads in Video Games, Measurement of Physiological Responses ,Testing Products, Brandmemory-Framingand branding– associativespread(6+1)

Suggested Text Books

1. Neuromarketing, Exploring the Brain of the Consumer, Dr. Leon Zurawicki, Springer Science & Business Media, 02-Sep-2010
2. NEUROMARKETING, A Peek into Customers' Minds, J.K. Sharma, Deepali Singh, K.K. Deepak, D.P. Agrawal, PHI Learning Pvt Ltd., 30 January 2010
3. Decoding the new consumer Mind, How and why we shop and buy, Kit Yarrow, Jossey-Bass, Wiley India; 1st edition (1 July 2014)
4. Introduction to Neuromarketing and consumer Neuroscience, Thomas Zoëga Ramsøy, Neurons Inc; 1st edition (13 May 2015)

Suggested Reference Books

1. Buyology, Truth and Lies about why we buy, Martin Lindstrom, Currency; Reprint edition (2 February 2010) Paperback
2. Brainfluence, 100 ways to convince and persuade consumer with Neuro Marketing, Roger Dooley, Wiley; 1st edition (19 October 2011)
3. NEUROMARKETING, Understanding the buy button in your customers brain, Patrick Renvoise, Christophe Morin, Thomas Nelson, HarperCollins Leadership (30 September 2007)

Suggested Journals

1. Neuromarketing: Inside the Mind of the Consumer, California Management Review, August 7, 2017
2. What Do We Know About Neuromarketing? John B. Ford, Journal of Advertising Research, Vol 59 Issue 3, 1 September 2019
3. Neuromarketing: Applications, Challenges and Promises, Pravin Raj Solomon, Biomedical Journal of Scientific and Technical Research, December 17, 2018

Suggested Audio Visuals link

1. <https://www.youtube.com/watch?v=ZbkYV6aXdc0>, Neuromarketing inside the Mind of consumer, California Management review, accessed on 6th June 2021.
2. <https://www.youtube.com/watch?v=rKceOe-Jr0>, There is a buy button inside the brain, Patrick Renvoise at TEDx Bend, accessed on 6th June 2021.
3. <https://www.youtube.com/watch?v=UEtE-el6KKs>, Neuromarketing: The new science of consumer decisions, Terry Wu, TEDx Blaine, accessed on 6th June 2021.
4. <https://www.youtube.com/watch?v=esPRsT-lmw8>, The most important lesson from 83,000 brain scans, Daniel Amen, TEDx Orange Coast, accessed on 6th June 2021.
5. <https://www.youtube.com/watch?v=8lQph84492c>, My Brain Made me Buy it: The Neuroethic of Advertising- Exploring Ethics, accessed on 6th June 2021.
6. <https://www.youtube.com/watch?v=Zg-mAVu5XsQ>, Neuro Marketing- Roger Dooley, accessed on 6th June 2021.

7. <https://www.youtube.com/watch?v=1kgsYiFZZ6Y>, EngageMint: Decoding Indian Consumer Behaviour with Ankur Warikoo, accessed on 6th June 2021.
8. <https://www.youtube.com/watch?v=qxwzALK7iOU>, The Psychology of Shopping Addiction, What is Compulsive Buying Disorder (CBD), accessed on 6th June 2021.
9. <https://www.youtube.com/watch?v=N3K3Z0BdNic>, Physiological Psychology Research Methods, accessed on 6th June 2021.
10. https://www.youtube.com/watch?v=IHzQ_bA-Cbw, Neuromarketing and Advertising: Measuring Emotion using Neuroscience, accessed on 6th June 2021
11. <https://www.youtube.com/watch?v=f-zHVjVDEo0>, Summary of Buyology by Martin Lindstrom, accessed on 6th June 2021.

Suggested Swayam and Coursera Course

1. Introductory Neuroscience & Neuro-Instrumentation, Swayam
2. An Introduction to Consumer Neuroscience & Neuromarketing-Coursera, Copenhagen Business School – Free course

Semester IV		411DM: Data Protection Laws and Data Privacy
2Credits	LTP:1:1:1	Subject Elective (SE) Course – Digital Marketing

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

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO411DM.1	REMEMBERING	DEFINE Data Protection and privacy concepts related to GDPR, PECR and OSM.
CO411DM.2	UNDERSTANDING	COMPARE Data protection and Data Privacy, Risk and harm, Differentiate The areas of PECR in Digital Marketing.
CO411DM.3	APPLYING	APPLY PECR in digital marketing with use of online social media for Identifying fraudulent entities and issue.
CO411DM.4	ANALYSING	ILLUSTRATE the various reasonable personal data security practices and Ways to protect it in current digital Marketing Scenario
CO411DM.5	EVALUATING	DEDUCT the Obligations of a business in relation to personal data, , Data breaches in current model of digital Marketing for domestic and international Market.
CO411DM.6	CREATING	ELABORATE model for Digital Marketing considering GDPR by OSM policy for Indian and International market.

1. **Data Protection:** Concept of data protection risk, difference between risks and harm, Governance, Risk Management and Compliance. Data Protection vs. Data Privacy. **(5+1)**
2. **General Data Protection Regulations:** Meaning, Concept and factors affecting GDPR in digital Marketing. The impact of the Data Protection Act. The Seven Principles of Data protection, and business to business marketing. **(5+1)**
3. **PECR: The** Privacy and Electronic Communications (EC Directive) Regulations 2003, Concepts, coverage, exemptions and consent in PECR. Obligations of businesses towards personal data and

types of breaches. (5+1)

4. **Online social Media:** OSM and Policing, Information privacy disclosure, revelation and its effects on online social networks. Phishing, identifying fraudulent entities in online social networks. Data protection on social media. (5+1)
5. **Personal Data Security:** Sensitive Personal Data or Information (SPDI), Definition and Reasonable Security Practices in India. International perspective, Data Protection for Copy right & Trademarks and related cases, Data protection and privacy policies in Major Countries in the world. (5+1)

Suggested Reference Books

1. Data Protection :Governance,Risk Management, and Compliance, by DavidG.HillFormat:KindleEdition.
2. The Risk-Based Approach to Data Protection(Oxford Data Protection &Privacy Law),by RaphaëlGellert.
3. DATA PROTECTION AND PRIVACY- The Age of Intelligent Machines- Ronald Leenes, Rosamunde Van Brakel,Sergegutwirthnd Paul deHert-HartPublication10thVolume.
4. The IT _ digital legal companion_ Acomprehensivebusinessguideto software, IT, Internet, media and IPLaw–by GeneKLandy.
5. Cyber Law&CyberCrimesbyAdvocatePrashantMali, SnowWhitePublications, Mumbai)

Suggested Swayam, Coursera Udemey courses

Privacy LawandDataProtection-<https://www.coursera.org/>

Privacy and SecurityinOnlineSocialMedia-SwayamNPTELCourse

GDPR Compliance&DataProtection/Data PrivacyforBeginners-UdemeyCourse

Semester IV		412DM - Marketing Strategy in Digital Age
2 Credits	LTP: 1:1:1	Subject Elective (SE) Course – Digital Marketing

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

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO412DM.1	REMEMBERING	DEFINE the key concepts and terms associated with marketing strategy in digital age.
CO412DM.2	UNDERSTANDING	EXPLAIN the terms and concepts used in all aspects of formulating and executing marketing strategy in digital age.
CO412DM.3	APPLYING	MAKE USE OF scientific process of marketing strategy formulation in digital age.
CO412DM.4	ANALYSING	EXAMINE the various facets of a digital marketing environment and ILLUSTRATE the relevant aspects of the strategic marketing process in the context of digital age.
CO412DM.5	EVALUATING	JUDGE the suitability of alternative digital marketing strategies in the context of a given digital marketing environment from a data driven decision perspective.
CO412DM.6	CREATING	FORMULATE digital marketing strategies in the context of digital marketing environment.

1. **Overview of Marketing Strategy in Digital Age:** Concept and Significance of Marketing Strategy; Process of Formulating and Implementing Marketing Strategy – Market Opportunity Analysis, Setting Marketing Objectives, Formulation, Implementation and Control of Marketing Strategy; Evolution of Marketing: From Marketing 1.0 to Marketing 5.0; Process of Formulating and

Implementing Marketing Strategy in Digital Age – Situation Analysis, Setting Digital Marketing Objectives, Formulation, Implementation and Control for Digital Marketing Strategy; Introduction to 4R Framework – Recognize, Reach, Relationship and Return . (5+1)

2. **Situation Analysis and Setting of Digital Marketing Objectives:** Analysis of Digital Marketing Environment: Online Macro Environment – Technological, Economic, Political, Legal, Social & Cultural etc., Online Micro Environment – Digital Consumer Behavior, Digital Profiling and Recognition of Consumers, Customer Journey Map, Competitor Analysis, Intermediary Analysis; Role and Tools of Digital Marketing Research; Internal Audit for Digital Marketing, Resource Analysis, Stage Models for Digital Marketing Capability, SWOC Analysis, Setting of Digital Marketing Objectives – Online Revenue Contribution, Setting SMART Objectives, Frameworks of Objective Setting. (5+1)
3. **Formulation of Digital Marketing Strategy:** Market and Product Development Strategies, Business and Revenue Models Strategies, Segmentation, Targeting and Positioning Strategies in Digital Age, Product Strategy, Customer Service Strategy, Digital Branding Strategy, Pricing Strategy, Communications Strategy, Distribution Strategy, Methods of Delivery of Digital Information, Coverage and Reach of Digital Information, From Owned Media, Paid Media and Earned Media to Mixture, Customer Engagement Strategy, Social Media Strategy, e-CRM Strategy. (6+1)
4. **Implementation of Digital Marketing Strategy:** Delivering the Online Customer Experience – Website Design and Development, Designing the User Experience, Development and Testing of Content; Campaign Planning Process for Digital Media – Goal Setting and Tracking, Campaign Insight, Segmentation and Targeting, Offer and Message Development, Budgeting and Selecting Digital Media Mix, Integration into Overall Media Plan. (5+1)
5. **Organization and Control of Digital Marketing Strategy:** Organizational Platform for Digital Marketing – Organizational Structures in Digital Age, Journey of Marketing Organizations, Principles of New Marketing Organizations, Organizational Capabilities (7S Framework) and Governance, Reorganizing Marketing Structures; Management and Measurement of Digital Marketing Performance – Creating Performance Management System, Methods of Realizing Returns in Digital Marketing, Digital Marketing Performance Metrics Framework, Role of Digital Analytics, Tools and Techniques for Collecting Metrics and Summarizing Results. (4+1)

Suggested Text Books

- 1) Digital Marketing: Strategy, Implementation and Practice by Dave Caffey, Fiona Ellis-Chadwick, Pearson Education Ltd., UK, Sixth Edition.
- 2) Marketing Strategy in the Digital Age: Applying Kotler’s Strategies to Digital Marketing by Milton Kotler, Tiger Cao, Sam Wang, Collen Qiao, World Scientific Publishing Co. Ltd., Singapore.

Suggested Reference Books

- 1) Strategic Marketing for the Digital Age by Bill Bishop, NTC Publishing Group, US.
- 2) Digital Marketing Strategy by Simon Kingsnorth, Kogan Page Ltd., UK.
- 3) Digital Marketing Strategy- Text and Cases, Glen Urban, Pearson, UK.

Suggested Audio Visuals link

- a. <https://www.mygreatlearning.com/blog/digital-marketing-strategies/>
- 2) <https://www.youtube.com/watch?v=gkbCju3ejCw>
- 3) <https://www.youtube.com/watch?v=sDoFp1vi4nY>
- 4) <https://www.youtube.com/watch?v=wZZnxXyES80>
- 5) <https://www.youtube.com/watch?v=04eQCRypXeE>

6) <https://www.youtube.com/watch?v=QMFC1NW8hxw>

Suggested Journals

- 1) International Journal of Internet Marketing and Advertising – Inderscience Publishers.
- 2) Journal of Digital & Social Media Marketing – Henrystewart Publications.
- 3) Journal of Innovations in Digital Marketing – Luminous Insights.
- 4) International Journal of Online Marketing – IGI Global
- 5) Journal of Integrated Marketing Communications and Digital Marketing – MAT Journals.

Suggested Online Certification Courses

- 1) <https://www.coursera.org/specializations/digital-marketing-strategy-planning>
- 2) <https://www.coursera.org/learn/digital-strategy-business-opportunity>
- 3) <https://www.udemy.com/course/digital-marketing-strategy-from-scratch-course/>
- 4) <https://www.udemy.com/course/digital-marketing-management/>
- 5) <https://www.naukri.com/learning/pg-program-in-strategic-digital-marketing-course-grlel8>
- 6) <https://www.naukri.com/learning/iim-indore-certificate-programme-in-digital-marketing-strategy-course-titsl73>

Semester IV		413 DM Current Trends in Digital Marketing
2 Credits	LTP:0:3:1	Subject Elective(SE)Course–Digital Marketing

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

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO413DM.1	REMEMBERING	Identify the current trends in digital marketing
CO413DM.2	UNDERSTANDING	To develop an understanding of current Trends in the field of digital marketing
CO413DM.3	APPLYING	Determining the nature of current trends in digital marketing
CO413DM.4	ANALYSING	Analyze the importance and limitations of current trends of digital marketing
CO413DM.5	EVALUATING	Assessing the usage of current trends at various platforms
CO413DM.6	CREATING	Modify the current trends in digital marketing for an organization

1. **Introduction to Current Trends:** An Overview on current Trends in Digital Marketing: Emerging Trends – An Indian Perspective. Reasons for Emerging Trends, Challenges for digital marketers in the New Economy - skillsets required in digital marketing industry.(5+1)
2. **Understanding the current Trends in digital marketing:** Meaning, concept, scope and importance of Social media, social messaging, visual search, voice search, omnichannel marketing.(5+1)
3. **Social Media Platforms:** Introduction, nature, importance and limitations of social media platforms for content and shopping marketing, social messaging apps, social media stories, conversational marketing, interactive content marketing, influencer marketing.(5+1)
4. **Web Analytics:** Introduction, nature, importance and limitations of Search Engine Optimization (SEO), artificial intelligence, programmatic ads, web analytics, video marketing, virtual events, email marketing.(5+1)

5. **New Trends in Digital Marketing:** Introduction, nature, importance and limitations of google ads, featured snippet, Browser Push Notifications, chatbots. (5+1)

Suggested Text Books

1. Fundamentals of Digital Marketing - Puneetsingh Bhatia.
2. Marketing 4.0: Moving from Traditional to Digital - Philip Kotler.
3. The Art of Digital Marketing - Ian Dodson

Suggested Reference Books

1. Digital Marketing Handbook: A Guide to Search Engine Optimization - Shivani Karwal
2. Digital Marketing For Dummies - Ryan Deiss & Russ Henneberry
3. The Art of SEO - Eric Enge, Stephan Spencer, Jessie Stricchiola

Semester IV		414 DM- Cases in Digital Marketing
2 Credits	LTP: 1:1:1	Subject Elective (SE) Course – Digital Marketing

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

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO414 DM- .1	REMEMBERING	DEFINE the key concepts in Digital Marketing Management.
CO.414 DM- .2	UNDERSTANDING	Discuss between various digital marketing strategies.
CO.414 DM- .3	APPLYING	IDENTIFY the strategies of digital marketing & other dimensions
CO. 414 DM- .4	ANALYSING	Analyze customer enhancement using CRM
CO. 414 DM- .5	EVALUATING	Summarize sectorial cases and assess the performance.
CO. 414 DM- .6	CREATING	Creating environment using role-play for B2B and B2C cases.

1. **Digital Marketing orientation with sectorial perspective and functional perspective** – Indian and Global perspective, Context Setting for cases in digital marketing, role of cases.
 Note: Usage of Teaching Case resources, articles, Interview, Caselets, current digital marketing situation/ problem of a company to be used as Opportunity as Teaching Case for discussion and analysis by the students for learning and assessment
 Suggested Case Focus- Current FMCG brands using digital marketing strategies or other relevant brands suitable for the target student audience. (4+2)
2. **Social Media Marketing Cases:** Cases depicting social media campaigns making and analysis situations-
 Suggested Case Focus- Facebook marketing by key brands, WhatsApp marketing by local brands, LinkedIn Marketing by B2B organizations and other relevant cases suitable for the target student audience (4+2)
3. **Digital marketing Campaign:** Understanding through Case situations with all the other possible dimensions of digital marketing perspective woven cases.
 Suggested Case Focus- Digital marketing campaigns by key product brands, service brands, entertainment brands, select government or public sector organizations and other relevant cases suitable for the target student audience (4+2)

4. **E- CRM** : Focus Areas such as handling consumer complaints, Building relationships through digital Communities, digital customer collaboration for Cocreation
Suggested Case Focus- Focus on key product and service companies famous for E- CRM, relevant to the target student audience (4+2)
5. **Sectoral Cases using role play- Suggested** B2B and B2C Case Focus-B2C Focus on E-Retailing, Hospitality, Medtech, Fintech. FMCG and other emerging sectors B2B Focus on Manufacturing and Services. Government Enterprises Cases Along with Focus on these sectoral areas, other relevant sectors can be brought in for teaching through cases suitable to the target student audience(4+2)

Suggested Text Books

1. Digital Marketing- Cases From India, Rajendra Nargundkar, Notion Press.
2. Digital Marketing Strategy- Text and Cases, Glen Urban, Pearson Prentice Hall

Suggested references Books/Resources for Cases:

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

Suggested Audio Visuals link

https://www.youtube.com/watch?v=v_ui6VNaaXE , UBER Case study

<https://www.youtube.com/watch?v=kF9eMMzILus>, HUL Mobile Marketing Case Study of “KAN KHAJURA TESAN”, targeted at media deprived rural segments.

<https://www.youtube.com/watch?v=1N5DZS7BmDI&list=PLAFVCXsJ5pfhIBlt1Fa8s1xukHcWiW1> F BOAT, Brand digital marketing case study in India.

Suggested Swayam Course

https://onlinecourses.swayam2.ac.in/cec19_mg23/preview , Basics of Digital Marketing

https://onlinecourses.swayam2.ac.in/ugc19_hs26/preview , Digital Marketing