

ALAGAPPA UNIVERSITY

(Accredited with A+ Grade by NAAC (CGPA: 3.64) in the Third Cycle,
Graded as Category-I University and granted autonomy by MHRD-UGC)

DIRECTORATE OF COLLABORATIVE PROGRAMMES



MBA in Digital Marketing and E-Commerce

Regulations and Syllabus

[For those who join the Course in July 2023 and after]

CHOICE BASED CREDIT SYSTEM

GENERAL INSTRUCTIONS AND REGULATIONS

MBA in Digital Marketing and E-Commerce conducted by Alagappa University, Karaikudi, Tamil Nadu through its Collaborative Institution Agni College of Management and Design Excellence (ACME) at ACME Campus, Dindigul.

Applicable to all the candidates admitted from the academic year **2023** onwards.

1. Eligibility:

Candidate for admission to **MBA in Digital Marketing and E-Commerce** shall be required to have passed in any Bachelor Degree with 50% marks from recognized University/Institution.

2. For the Degree:

The candidates shall have subsequently undergone the prescribed programme of study in an institute for not less than two academic years comprising 4 semesters, passed the examinations prescribed and fulfill such conditions as have been prescribed thereof.

3. Admission:

Admission is based on the marks in the qualifying examination prescribed thereof.

4. Duration of the course:

The course shall extend over a period of two years under semester pattern accounting to four semesters.

5. Attendance:

Students must have earned 75% of attendance in each course for appearing for the examination.

Students who have earned 74.99% to 70% of attendance have to apply for condonation in the prescribed form with the prescribed fee.

Students who have earned 69.99% to 60% of attendance have to apply for condonation in the prescribed form with the prescribed fee along with the medical certificate / relevant documents.

Students who have below 60% of attendance are not eligible to appear for the examination. They shall re-do the semester(s) after completion of the program.

6. Examination:

Candidate must complete course duration to appear for the university examination. Examination will be conducted with concurrence of Controller of Examinations as per the Alagappa University regulations. **University may send the representatives as the observer during examinations.** University Examination will be held at the end of the each semester for duration of 3 hours for each subject. Certificate will be issued as per the AU regulations. **Hall ticket will be issued to the students at the end of every semester after submitting “No Dues” certificate to the exam cell, under the aegis of Controller of Examinations of the AU.**

7. Miscellaneous

- a. Every student should possess the prescribed text book for all the subjects, through-out the semester for their theory/lab classes.
- b. Every student would be issued an Identity card by the institute/university to identify his/her admission to the course.
- c. Every student shall access the library and internet (wi-fi) facilities provided for the self-development and career-development.
- d. Every student who successfully completes the course within the stipulated time period would be awarded the degree by the University.

8. Fee structure

Course fee shall be as prescribed by the University and 50% of the course fee should be disbursed to University. Special fees and other fees shall be as prescribed by the Institution and the fees structure must intimated to the University. Course fees should be only by Demand draft / NEFT and AU has right to revise the fees accordingly.

Semester pattern

Course Fee payment deadline
Odd semester Fee must be paid before 30 th October of the academic year
Even semester Fee must be paid before 30 th April of the academic year

9. Other Regulations:

Besides the above, the common regulation of the University shall also be applicable to this programme.

Course Outcome: MBA in Digital Marketing & E-commerce

The course outcomes for the MBA in Digital Marketing & E-commerce typically focus on preparing students with a blend of business management skills and specialized knowledge in digital marketing and e-commerce. Here are some common course outcomes for such programs:

1. Digital Marketing Strategies:
 - Develop a deep understanding of digital marketing strategies, including SEO, SEM, social media marketing, content marketing, and email marketing.
 - Learn how to create comprehensive digital marketing plans aligned with business objectives.
2. E-commerce Management:
 - Gain expertise in managing various aspects of e-commerce, such as online store operations, payment gateways, inventory management, and customer relationship management in an online environment.
3. Consumer Behavior and Insights:
 - Analyze consumer behavior in the digital landscape.
 - Utilize data and analytics to derive insights into customer preferences and trends.
4. Social Media Management:
 - Understand the role of social media in marketing and e-commerce.
 - Learn to develop and implement effective social media strategies for brand building and customer engagement.
5. Digital Advertising and Analytics:
 - Explore digital advertising channels and platforms.
 - Master the use of analytics tools to measure and optimize digital marketing performance.
6. E-commerce Platforms and Technologies:
 - Familiarize yourself with various e-commerce platforms and technologies.
 - Learn how to choose and implement the right technology stack for different business needs.
7. Mobile Marketing:
 - Understand the nuances of mobile marketing, including app marketing and mobile advertising.

- Develop strategies for reaching and engaging mobile users.
- 8. Search Engine Optimization (SEO) and Search Engine Marketing (SEM):
 - Learn the principles of SEO to optimize website visibility in search engines.
 - Understand SEM practices, including paid advertising, to enhance online visibility.
- 9. Digital Branding and Reputation Management:
 - Explore strategies for building and managing a brand's online presence.
 - Learn techniques for reputation management in the digital space.
- 10. E-commerce Law and Ethics:
 - Understand the legal and ethical considerations in e-commerce.
 - Comply with regulations related to online transactions, data privacy, and intellectual property.
- 11. Entrepreneurship and Innovation:
 - Foster an entrepreneurial mindset to identify and capitalize on digital marketing and e-commerce opportunities.
 - Develop innovative solutions for addressing challenges in the digital landscape.
- 12. Project Management in Digital Marketing:
 - Acquire project management skills specific to digital marketing initiatives.
 - Plan, execute, and evaluate digital marketing campaigns.

These outcomes aim to equip students with a holistic understanding of business principles alongside specialized skills in digital marketing and e-commerce, preparing them for leadership roles in the rapidly evolving digital business landscape.

M.B.A - Digital Marketing and E-Commerce

Course Code	Subject	T/P	Credits	Hours/Week	Int., Max	Ext., Max	Total
SEMESTER I							
30211	Management Concepts and Practices	T	4	4	25	75	100
30212	Accounting for Managers	T	4	4	25	75	100
30213	Organizational Behaviour	T	4	4	25	75	100
30214	Fundamentals of Digital Marketing and E-Commerce	T	4	4	25	75	100
30215	Statistics for Business	T	4	4	25	75	100
30216	Business Oriented Computer Applications	T	4	4	25	75	100
30217	Written Analysis and Communication	P	3	3	25	75	100
	Library/GD	-		3			
			27	30	175	525	700
SEMESTER 2							
30221	Marketing Management	T	4	5	25	75	100
30222	Human Resource Management	T	5	5	25	75	100
30223	Financial Management	T	5	5	25	75	100
30224	Sales and Distribution Management	T	5	5	25	75	100
30225	Digital Branding	T	5	5	25	75	100
30226	Search Engine Optimization & Search Engine Marketing	T	3	4	25	75	100
	Library/GD	-		1			
			27	30	150	450	600
SEMESTER 3							
30231	Social Media Marketing	T	4	4	25	75	100
30232	Content Marketing	T	4	4	25	75	100
30233	Integrated DM & Web Analytics	T	4	4	25	75	100
30234	Business Law and Ethics	T	4	4	25	75	100
30235	Media Planning & Buying (Video Marketing) (LAB)	P	4	6	25	75	100
30236	Internship and Report (Internal)	I	4	8	25	75	100
			24	30	150	450	600
SEMESTER 4							
30241	Project Management for Digital Marketing Firms	T	4	4	25	75	100
30242	Digital Branding-Linkedin & Twitter Marketing	T	4	4	25	75	100
30243	Mobile Marketing & Ecommerce	T	4	4	25	75	100
30244	Digital Strategy Planning & Execution	T	4	4	25	75	100
30245	Emerging Trends in Digital Marketing- AI, Chat GPT - (LAB)	P	4	6	25	75	100
30246	Project Report and Viva-Voce	PR	4	8	25	75	100
			24	30	150	450	600
	Grand Total		102	120	625	1875	2500

Semester I					
		Core course - I	T/P	Credits	H/W
Course Code:	30211	MANAGEMENT CONCEPTS AND PRACTICES	T	4	4
Objectives	To enable the students to understand the principles of management thought and applying the same in practice.				
Unit - I	Introduction to Management <ul style="list-style-type: none"> • Introduction and Nature of Management • Definition & Meaning-By P. F. Drucker, Koontz O' Donnel, S. George • Management as an Art, Science and Profession • Distinction between Administration and Management • Importance & Functions of Management 				
Unit - II	Evolution of Management <ul style="list-style-type: none"> • Evolution of Management- Thought • Pre Scientific Management era • Scientific Management & Contribution of F. W. Taylor • Process Management & contribution of Henri Fayol • HR movement - Hawthorne experiments • Contributions of Behavioral scientists- Abraham Maslow, Peter Drucker, Douglas Mc. Gregor 				
Unit - III	Planning and Decision Making <ul style="list-style-type: none"> • Nature & Definition of Planning- Koontz o'Donnel, Hart, Alfred & Beaty • Importance and limitations • Planning process • Types of Plans- on the basis of use, functions, time (meaning only) • Meaning of Decision making • Steps in decision making Types of decisions- Programmed-Non-programmed; Strategic-tactical, Individual-Group, Policy-Operation, Organizational-Personal				
Unit - IV	Organizing & Departmentation <ul style="list-style-type: none"> • Meaning & Definition- Koontz O'Donnell & McFarland • Organizing - Nature, Purpose & Principles • Types of Organization (Formal & Informal) • Types of Authority relationships- Line, Functional, Line& staff, Committees, • Meaning and types of Departmentation • Centralization and De-centralization (Meaning Only) 				
Unit - V	Elements of Directing, Co-ordination and Control <ul style="list-style-type: none"> • Meaning & Importance of Directing • Leadership: Meaning & Styles • Motivation: importance & Theories (Maslow, Herzberg. Mc Gregor) • Communication- Meaning, Objectives & Types of communication • Meaning, Principles and techniques of Co- ordination • Meaning, Need & steps in Controlling 				

Reference Books:

1. Harold Koontz, Cyril O'Donnell, *Management: A Book of Readings*, McGraw-Hill
2. Dr P. N. Reddy, Prof H R Appannaiah, P C Tripathi, *Essentials of Management*, Himalaya,
1. L. M. Prasad, *Principles and Practice of Management*. 7th Edition, Sultan Chand & Sons,
2. R. Srinivasan and S. A. Chunawalla, *Management: Principles and Practice*, Second Edition, Himalaya
3. P. C. Tripathi and P. N. Reddy, *Principles of Management*, Fourth Edition, Tata McGraw Hill, 2008.

Related online content (MOOC, Swayam, NPTEL Website etc.)

<https://www.edx.org/>

<https://www.mooc.org/>

<https://onlinecourses.nptel.ac.in/>

Course outcomes

CO-1	To apply management concepts and theories to analyze and solve problems in various organizational contexts.
CO-2	To develop effective communication skills necessary for managerial roles, including written, verbal, and non-verbal communication.
CO-3	To recognize different leadership styles and theories and understand their implications for motivating and leading teams.
CO-4	To acquire decision-making skills and techniques necessary for managerial roles, including analyzing information, evaluating alternatives, and making sound decisions.
CO-5	To demonstrate self-management skills, including time management, organization, and personal accountability, necessary for success in managerial roles.

Semester I					
		Core course - II	T/P	Credits	H/W
Course Code:	30212	ACCOUNTING FOR MANAGERS	T	4	4
Objectives	<ul style="list-style-type: none"> Understand the language of the business (i.e., Accounting) Familiarise with the financial accounting process Understand Preparation of final accounts/reports 				
Unit - I	Introduction to Financial Accounting Meaning and Scope of Financial Accounting, Accounting Concepts and Conventions; Recording, Classifying and Summarizing Business Transactions: Journalizing, Ledger Posting, and Preparation of Trial Balance; Overview of subsidiary books and bank reconciliation statement.				
Unit - II	Final Accounts of Proprietary Concerns Meaning and Importance of Final Accounts, Measurement of Financial Performance and Financial Position, Preparation of Trading Account, Profit & Loss Account and Balance Sheet with the adjustments relating to: closing stock, outstanding expenses, prepaid expenses, accrued incomes, unearned incomes, depreciation, bad debts, provision for bad debts, provision for discount on debtors, interest on capital, and interest on drawings.				
Unit - III	Company Final Accounts Statutory Provisions regarding preparation of Company Final Accounts; Treatment of Special Items: Managerial Remuneration, Tax deducted at source, Advance payment of Tax, Provision for Tax, Depreciation, Interest on debentures; Dividends, Rules regarding payment of dividends; Transfer to Reserves; Preparation of Profit and Loss Account and Balance Sheet as per Section 219(1)(b)(IV) and form 23AB; Meaning, Importance, and Contents of Annual Report.				
Unit - IV	Cash Flow Statement Meaning, Importance, and Limitations of Cash Flow Statement; Cash Equivalents; Classification of cash flows into operating, investing, and financing; Calculating net cash flows from operating (Direct and Indirect Methods), investing, and financing activities; Preparation of Cash Flow Statement as per AS-3; Cash flow ratios and Cash Flow Analysis				
Unit - V	Financial Reporting Standards Financial Reporting Standards-Meaning and Needs; Overview of Indian Accounting Standards; Overview of International Financial Reporting Standards; Overview of U.S. GAAPs; Comparison of U.S. GAAPs and IFRS: Similarities and Differences.				
Reference Books					
<p>Ambarish Gupta, <i>Financial Accounting for Management: An Analytical Perspective</i>, 4th Edition, Pearson Education, 2012.</p> <p>Ashok Banerjee, <i>Financial Accounting: A Managerial Emphasis</i>, Excel Books, 3rd Revised edition, 2009.</p> <p>S. Kr. Paul. <i>Financial Accounting</i>, New Central Book Agency Limited</p> <p>S. K. Paul, <i>Fundamentals of Accounting</i>, New Central Book Agency Ltd</p> <p>Narayana Swamy R., <i>Financial Accounting: A Managerial Perspective</i>, 4th Edition PHI Learning Private Limited, 2011.</p> <p>Alexander, David & Britton, Anne, <i>Financial Reporting</i>, International Thomson Business Press, Boston</p> <p>Anthony, Robert N. & Reece, James, <i>Accounting Principles</i>, 6th Edition, Aitbs, Delhi.</p> <p>Ormiston Aileen, Fraser Lyn M., <i>Understanding Financial Statements</i>, 9th Edition Prentice-Hall, 2010.</p>					

Hurngren, Charles T., Sunder Gary L, & Elliot, John A., *Introduction to Financial Accounting*, 10th Edition, Pearson Education, Delhi, 2012.

HerveStolowy, Michel J. Lebas, *Corporate Financial Reporting: A Global Perspective*, Cengage Learning Business Press

Rawat D S, *Taxman Students Guide to Accounting Standards*, Taxmann's Publications 20th Edition, 2010.

Paul M. Collier, Samuel Agyei-ampomah *Management Accounting - Risk and Control Strategy*:Cima, 3rd Edition, 2008.

Anthony A. Atkinson, Robert Kaplan, *Advanced Management Accounting*, 3rd Edition, Pearson education

David Young, *Techniques of Management Accounting*, 1st edition, McGraw-Hill

Related online content (MOOC, Swayam, NPTEL Website etc.)

edx.org/search?q=fund+flow&subject=Business+%26+Management

https://onlinecourses.swayam2.ac.in/imb24_mg08/preview?

Course outcomes

CO-1	To apply management concepts and theories to analyze and solve problems in various organizational contexts.
CO-2	Develop solid understanding of basic accounting principles, concepts, and terminology, enabling them to interpret financial information accurately.
CO-3	Be proficient in conducting cost analysis and understanding the costs associated with various business activities, enabling them to make informed decisions regarding resource allocation and cost management.
CO-4	To interpret financial data and ratios to evaluate key financial metrics such as profitability, liquidity, solvency, and efficiency.
CO-5	Will gain practical experience in using accounting tools and software for financial analysis and reporting, enhancing their technical skills in financial

Semester I					
		Core course - III	T/P	Credits	H/W
Course Code:	30213	ORGANIZATIONAL BEHAVIOUR	T	4	4
Objectives	To help students learn the dynamics of human behaviour within organisations. Help students effectively navigate and manage teams by knowing the intricacies of organizational behaviour.				
Unit - I	Introduction to Organizational Behaviour Fundamentals of Organisational Behaviour, Evolution of Organisational Behaviour Evolution of O.B - Hawthorne experiments, Definition, Importance of Developing Managers' Interpersonal Skills, Effective vs. Successful Managerial Activities, Challenges and Opportunities for OB.				
Unit - II	Group Dynamics Individual Dimensions and Group Dynamics in Organizational Behaviour, Sources of individual differences, Perception, Definition & Stages in the perception process, Factors Influencing Perception, Methods of Shaping Behaviour, Personality, Determinants of Personality, Theories of Personality, Creativity, Creative Process Model, Characteristics of Creative People, Groups and Teams, Group / Team Behaviour, Group Cohesiveness, Group Think.				
Unit - III	Team Development Stages of Team Development, Group Decision Making, Characteristics of Effective Teams, Conflicts and Interpersonal Skills, Transactional Analysis, Ego States, A Healthy Personality, Life Position, Transactions Between People.				
Unit - IV	Theories of Motivation Motivation, Theories of Motivation, Maslow's Hierarchy of Needs, ERG Theory, Achievement Motivation Theory, Douglas McGregor Theory, Goal Setting Theory, Equity Theory, Two-Factor Theory, An Integrative Model of Motivation, Leadership, A Review of Leadership Theory.				
Unit -V	Trends in Organisational Behaviour Trends in Organizational Behaviour, Changing structures of organisations, Effects of technology and social values in organizational behaviour, Case studies.				
References: Robbins. Essentials of Organizational Behavior. Prentice Hall- Gale Fred Luthans. Organizational Behavior. Mcgraw-hill 12th Edition, 2010 Keith Davis. Human Behavior at Work. McGraw-hill Inc. Draft. Organizational Theory and Design. Cengage Lrng Business Press, 2010 Peter Senge. The Fifth Discipline. Random House, 2006 Stephen Covey. The Seven Habits of Highly Effective People. Simon & Schuster					
Related online content (MOOC, Swayam, NPTEL Website etc.) https://www.edx.org/learn/leadership/tecnologico-de-monterrey-leadership-and-organizational-behavior?index=product&queryID=38af6c83f6a3d91f0d01908803164cd4&position=5&linked_from=autocomplete&c=autocomplete/ https://onlinecourses.nptel.ac.in/					

Course outcomes	
CO-1	To integrate knowledge of organizational behavior with other disciplines, such as human resource management, strategic management, and organizational development, to address complex organizational challenges.
CO-2	To identify factors influencing individual and group behavior using OB theories and concepts
CO-3	To develop strategies for enhancing employee motivation and engagement in the workplace by applying motivation theories.
CO-4	To apply knowledge of organizational behavior to improve team effectiveness, including team formation, collaboration, and decision-making processes.
CO-5	To evaluate the ethical implications of organizational behavior practices and demonstrate ethical decision-making skills in organizational contexts.

Semester I					
		Core course - IV	T/P	Credits	H/W
Course Code:	30214	FUNDAMENTALS OF DIGITAL MARKETING & E-COMMERCE	T	4	4
Objectives	The Rationale of this course is to make the student understand the digital marketing landscape, and focus on two areas which are SEO, PPC categories.				
Unit - I	Key Concepts of Digital Marketing Traditional v. Digital Marketing, the Opportunity of Digital Marketing, Characteristics of Digital Marketing, Implications of Digital Marketing, Market Research v. Market Reality.				
Unit - II	Key SEO Concepts Keyword Research & Selection, Search Results & Positioning, Content Updates & Layout, Benefits of Search Position, Meta Tags, Stakeholders in Search, SEO Site Map, Mechanics of Search, SEO Webmaster Tools, On-Page Optimization, Off-Page Optimization				
Unit - III	The SEO Process , Inbound Links & Link Building, Customer Insights, Ranking, Analysis & Review, Laws & Guidelines.				
Unit - IV	Key PPC Concepts Budgets , Strengths of Pay per click, Scheduling, Keyword Research, Display Networks Google PPC, Ad Centre, Research Tools				
Unit -V	Campaign Management , Search Campaign Process, Conversion Tracking, Keyword Selection, Conversion Metrics: CPA, CTR, Ad Copy, Bidding, Landing Pages, Analytics, Targeting, Laws & Guidelines.				
Reference Books: Getting Digital Marketing Right: A Simplified Process For Business Growth, Goal Attainment, and Powerful Marketing [Kindle Edition] <u>David J. Bradley</u> Social Media Marketing _ Pearson, Aug 2013, Michael Solomon and Tracy Tuten SOCIAL MEDIA MARKETING SUCCESSFULLY FOR BEGINNERS: Create SUCCESSFUL campaigns, gain more fans, and BOOST SALES...Jun 24, 2014 by F.R. Media					
Related online content (MOOC, Swayam, NPTEL Website etc.) https://www.edx.org/learn/digital-marketing/the-university-of-maryland-college-park-fundamentals-of-digital-marketing?index=product&queryID=60425dcffa984933e31e9f0c81c4c14a&position=3&linked_from=autocomplete&c=autocomplete https://www.edx.org/learn/ecommerce/state-bank-of-india-e-commerce-fundamentals?index=product&queryID=899f2a0ca906a122d513ff97ed064e27&position=3&linked_from=autocomplete&c=autocomplete					

Course outcomes	
CO-1	To analyze consumer behavior in digital environments, including factors influencing online purchasing decisions, the customer journey, and the impact of digital platforms on consumer behavior. .
CO-2	To to develop comprehensive digital marketing strategies tailored to specific target audiences and business objectives, incorporating various digital channels and tactics to achieve marketing goals. .
CO-3	Toutilize e-commerce platforms to set up online stores, manage product listings, process transactions securely, and optimize the user experience to drive conversions and sales.
CO-4	To create engaging and relevant content for digital marketing purposes, including website content, social media posts, blog articles, email newsletters, and digital advertisements.
CO-5	Awareness of emerging trends and technologies in digital marketing and e-commerce, such as artificial intelligence (AI), voice search, etc and understand their implications for marketing strategies.

Semester I					
		Core course - VI	T/P	Credits	H/W
Course Code:	30215	STATISTICS FOR BUSINESS	T	4	4
Objectives	This course teaches the core communication and quantitative skills principle. In particular, the course teaches how to perform quantitative analysis. The course also teaches the critical thinking principle. The course teaches how to use data, combined with logic, to reach valid solutions to challenging problems. Also, the course teaches students how to think critically about ambiguous situations. Finally, the idea that underlies statistics is subtle and powerful. Hence, by teaching this idea, the course advances students' intellectual depth.				
Unit - I	Descriptive Statistics Introduction, summarizing Data, EDA, Crosstabulation, measures of location, measures of variability, measures of distribution shape, measures of association, applications with Minitab and Excel.				
Unit - II	Probability Distributions: Introduction, Bayes' Theorem, Discrete Probability Distributions, Continuous Probability Distributions, Binomial Distribution, Poisson Distribution, Approximation of Binomial Distribution to Normal Distribution. Sampling Distributions: Sampling and Sampling Distributions, Central Limit Theorem, Concept of Standard Error, Confidence Intervals, Applications with Minitab and Excel.				
Unit - III	Hypothesis Testing Hypothesis Testing and Decision Making, Statistical Inferences about means and proportions and variances, Test of Goodness of Fit and Independence, Applications with Minitab and Excel.				
Unit - IV	Financial Mathematics Time Value of Money, Simple and Compound Interest, Discounting and Compounding, Present Value and Future Value of single sum and annuity, Loan payments and Amortisation, Applications with Excel.				
Unit -V	Correlation and Regression Analyses of Relationship, Ordinary Least Square Regression, Standard error of estimate, Adjusted R square and goodness of fit.				
Reference books: Anderson, David R., Thomas A. Williams and Dennis J. Sweeney. (2012). <i>Statistics for Business and Economics</i> . New Delhi: South Western. Levin, Richard I. and David S. Rubin (1994). <i>Statistics for Management</i> . New Delhi: Prentice Hall. Waller, Derek. (2008). <i>Statistics for Business</i> . London: BH Publications. Lee, Cheng. et al. (2013). <i>Statistics for Business and Financial Economics</i> . New York: Heidelberg Dordrecht.					
Related online content (MOOC, Swayam, NPTEL Website etc.) https://www.edx.org/learn/statistics/stanford-university-statistical-learning?index=product&queryID=46981e46e3acbddd68ea0f98ea6636aaf&position=4&linked_from=autocomplete&c=autocomplete https://onlinecourses.swyam2.ac.in/cec24_mg10/preview					
Course outcomes					
CO-1	To demonstrate a foundational understanding of statistical concepts, including descriptive and inferential statistics, probability theory, and statistical distributions.				
CO-2	Create an ability to interpret statistical findings and draw meaningful conclusions relevant to business decision-making.				

CO-3	Enhance proficiency in using statistical software packages, such as Excel, R, or SPSS, to analyze business data and perform statistical computations.
CO-4	To apply statistical methods to solve quantitative business problems, such as forecasting demand, analyzing market trends, and evaluating financial performance.
CO-5	To collect, organize, and analyze business data using appropriate statistical techniques and software tools

Semester I					
		Core course - VI	T/P	Credits	H/W
Course Code:	30216	BUSINESS ORIENTED COMPUTER APPLICATIONS	T	4	4
Objectives	Learning Objectives: At the end of this subject, student will be able to apply advanced functions in Excel and familiarise with excel business modelling.				
Unit - I	Introduction to Excel <ul style="list-style-type: none"> • Excel Introduction, Excel 2013 • Basic formulae: Entering and editing data, Creating and copying formulae, Creating functions easily. • Formatting your work: Inserting/deleting rows/columns, Changing fonts, Colours and borders, Merging and aligning cells. • Printing: Page break preview, Using page layout view, Headers and footers, Freezing print titles. • Charts: Selecting data, Quick ways to create charts, Formatting your chart. • Basic tables: Table styles, Using calculated columns, Header rows and total rows, Sorting and simple filtering. • Using range names: Creating, sorting and filtering lists/tables of data Case Exercises/ Practical Assignments/Activities				
Unit - II	Advanced Excel 1 <ul style="list-style-type: none"> • Number formatting: Creating custom formats, The four parts of a format, Scaling numbers. • Dates and times: How dates and times are stored, Useful date/time functions, Formatting dates and times. • Conditional formatting: Creating/using cell rules, Data bars and colour sets, Styles and themes, How themes work, Using the default styles, Creating custom styles, Freezing windows. • Validation and protection: Setting cell validation, Protecting cells/worksheets, Grouping and outlining, Cell comments. • Range names and absolute references: Absolute references (\$ symbol), Fixing only the row/column, Creating range names, Labelling ranges automatically. • IF and LOOKUP functions: The conditional (IF) function, Nested IFs, Lookup tables. Case Exercises/ Practical Assignments/Activities				
Unit - III	Advanced Excel II <ul style="list-style-type: none"> • Advanced lookup functions: Using MATCH to find values, Combining MATCH and INDEX, Using OFFSET, The INDIRECT function, Linking to other data, Linking to Access, Linking to web sites, Multiple worksheets, Copying, moving and renaming, The dangerous group mode, Summing across worksheets • Basic tables: Table styles, Using calculated columns, Header rows and total rows, Sorting and simple filtering, Advanced Tables, Removing duplicates, Advanced filters, Creating table styles. • Pivot tables: Creating pivot tables, Swapping rows, columns and pages, Grouping fields, Drill-down, Slicers, Pivot table slicers, Changing slicer properties. 				

	<ul style="list-style-type: none"> Charts: Selecting data, Quick ways to create charts, Formatting your chart, Advanced charts, Creating chart templates, Combination charts, Picture charts, Custom chart types, Regression and trendlines, Sparklines, Creating sparklines, Changing chart types, Formatting sparklines, Consolidation , Using formulae, Using arrays, Using data consolidation, Using pivot tables, Recording Macros, Absolute/relative recording, Where macros are stored, Assigning macros to buttons. <p>Case Exercises/ Practical Assignments/Activities</p>
Unit - IV	<p>Excel Business Modelling</p> <ul style="list-style-type: none"> Array formulae: Creating array formulae, Editing and deleting array formulae, Strengths and weaknesses. Using SUMPRODUCT, Using dynamic ranges. Other functions: Text functions in Excel, Inspection functions, INFO and CELL. Scenarios: The scenario drop-down tool, What-if analysis, Creating a scenario report, Goal-seeking, Targeting a given value, Setting number of iterations. Data tables: One-way data tables, Two-way data tables. <p>Case Exercises/ Practical Assignments/Activities</p>
Unit -V	<p>PowerPivot for Excel</p> <ul style="list-style-type: none"> What PowerPivot is, Installing PowerPivot, The PowerPivot ribbon Connecting to tables: Connecting to SQL Server, Filtering rows and columns, Changing a table after import. Creating a data model: Hiding columns and tables, Renaming columns and tables. Relationships: Diagram view, Auto-detection, Manually creating, Pivot tables, Creating pivot tables, Sorting pivot tables, Formatting pivot tables, Slicers. Connecting to Excel: Creating Excel tables, Linking to Excel tables. Connecting to other data: Linking to Access, Pasting tables Calculated columns: Creating aggregator columns, IF and SWITCH, Using the BLANK function, Using RELATED to link tables. Measures: Measures vs. calculated columns, Creating aggregation measures, X suffix functions (eg SUMX). Filtering tables: The FILTER function, The CALCULATE function, ALL and ALLEXCEPT, Using the EARLIER function. Creating a calendar: Why use a calendar table?, Creating in Excel, Multiple date tables. Date calculations: Working days, Period to date Hierarchies: Creating a hierarchy, Using in pivot tables. Key Performance Indicators: Three parts of a KPI, Creating the measures needed, Creating a KPI, KPIs with absolute targets. <p>Case Exercises/ Practical Assignments/Activities</p>
<p>Reference Books</p> <p>John Walkenbach, <i>Excel 2013 Bible</i>, Wiley, 2013.</p> <p>John Walkenbach, <i>Excel 2007 Power Programming with VBA</i>, Wiley, 6th edition, 2007.</p>	

Semester I					
		Core course - VII	T/P	Credits	H/W
Course Code:	30217	WRITTEN ANALYSIS AND COMMUNICATION-Lab	P	3	3
Objectives	To teach students about the importance of business communications –verbal and non-verbal. To help them understand and practice the different methods of communication with clarity, crispness & effectiveness.				
Unit - I	Basics of Communication Definitions of Communication, Human Communication, Communication Situation, Elements of Communication, The Communication Process, Business Communication, Importance of Business Communication, Communication Channels				
Unit - II	Barriers to Effective Communication Barriers to Effective Communication: Physical, Physiological and Psychological Barriers, Overcoming Communication Barriers, Hearing v/s Listening, How to Shift from “Hearing” to “Listening”?, A Listener or Not?, Characteristics of Good and Poor Listeners, Causes of Poor Listening, Listening as a Business Tool, Listening for Fact v/s Listening for Overall Comprehension, Kinds of Listening, Approaches to Listening, Barriers to Effective Listening				
Unit - III	Written Communication for Business Scenarios Business Correspondence, Types of Letters, Concept of Business Correspondence, Importance of Business Correspondence, Qualities of a Business Letter, Parts of a Business Letter, 7 Cs of Business Correspondence, Business Correspondence- The Myth, Business correspondence through emails				
Unit - IV	Letters, Reports and Memos for Different Situations Pleasant Letters and Unpleasant Letters, Understanding the Audience, Factors that Help in Understanding the Audience, Organizing the Message, Writing Pleasant Letters, Writing Unpleasant Letters, Persuasive Letters, Understanding the Product, Customer and Purpose, Organizing the Message, Different Types of Persuasive Letters, Memos, Reports, Elements of a Report, Writing a Report, Using Graphics to Manage Data, Types of Visual Aids, Selection of Visual Aids				
Unit - V	Oral Communication and Non-Verbal Communication Effective Oral Communication, Interviewing, Negotiation, Communication in Groups, Non-verbal Communication, Characteristics of Nonverbal Communication, Conventional and Nonconventional Nonverbal Communication, Dress, Interaction of Verbal and Nonverbal Communication				
Reference Books: Business Communication. ICMR Publications Gibson, J W and Hodgetts R M. Business Communication. Harper and Row, 1990. Bovee C L and Thill J V. Business Communication Today. McGraw Hill, 2008 Ron Hoff. A Fearless Guide to Making Great Presentations. Andrews and McMeel, 1998					
Related online content (MOOC, Swayam, NPTEL Website etc.) https://www.edx.org/learn/leadership/catalyst-leading-with-effective-communication-inclusive-leadership-training?index=product&queryID=0c4afa4002973b39c0a0a3e6541c5135&position=3&results_level=first-level-results&term=communication&objectID=course-2aaffce0-fa32-416c-a1f6-85ca4835ce65&campaign=Leading+With+Effective+Communication+%28Inclusive+Leadership+Training%29&source=edX&product_category=course&placement_url=https%3A%2F%2Fwww.edx.org%2Fsearch https://onlinecourses.swyam2.ac.in/cec24_cm04/preview					

Course outcomes	
CO-1	To tailor their writing to different audiences, considering factors such as tone, style, and level of technicality.
CO-2	Ability to analyze information critically, evaluate arguments, and synthesize ideas from multiple sources to form their own conclusions.
CO-3	To demonstrate proficiency in written communication, including clarity, coherence, organization, and proper grammar syntax.
CO-4	To maintain professionalism in writing by including proper citation of sources, adherence to ethical standards and respect for diverse perspectives
CO-5	Confidence to adapt and approach to different formats and genres, such as reports, proposals, memos, and academic essays.

Semester II					
		Core course - I	T/P	Credits	H/W
Course Code:	30221	MARKETING MANAGEMENT	T	4	5
Objectives	<ul style="list-style-type: none"> ➤ To teach the basics of marketing at the strategic & execution levels. Also to introduce the basic framework of branding. ➤ To teach the students about the all-pervasive nature of markets and their transformation across decades; to expose the rational, sensory & emotional triggers in consumer buying & selling. To introduce the basics of marketing communications and the principles of branding. 				
Unit - I	An Overview of Marketing Management Introduction to Marketing Management, Marketing Management – An Overview, Introduction, What is Marketing?, Understanding the Marketplace and Consumer Needs, Designing a Customer Driven Marketing Strategy, Construct an Integrated Marketing Program, Building Customer Relationships, Capturing Value from Customers, The Changing Landscape of Marketing, Consumer Behaviour and Business Buyer Behaviour, Consumer Behaviour: Definition, Factors Affecting Consumer Behaviour, Harley-Davidson Consumers: A Case Study, The Buyer Decision Process, Business Buying Process, Factors affecting Business Buying Decisions, Business Buyer Behaviour.				
Unit - II	Market Segmentation and Market Research Marketing Strategy, Market Segmentation and Product Positioning, Market Segmentation, Market Targeting, Target Market Strategies, Product Positioning and Differentiation, Choosing a Differentiation and Positioning Strategy, Changing the Product Positioning, Consumer Needs, Wants, and Consumer Insights, Benefits Sought By Consumers, The Impact of Emotional Benefits, Examples of Consumer Insights, Consumer Insight, Possible Sources of Insights, Using Insights – An Example, Finding and Developing an Insight – A Case Study, The Role of an Insight in Product Development and Marketing, Market Research, Definition, Market Research and Marketing Research, Types of Market Research, Market Research: Examples, The Marketing Research Process, International Marketing Research, Market Research for Small Businesses.				
Unit - III	Products, Services and Pricing Decisions Product and Price, Products and Services, Products, Services, and Experiences, Levels of Product and Services, Product and Service Classifications, Consumer Products, Industrial Products, Product and Service Decisions, Product and Service Attributes, Branding, Packaging, Labelling, Product Support Services; Product Line Decisions, Product Mix Decisions; Services Marketing--The Nature and Characteristics of a Service, Branding Strategy, Building Strong Brands, Brand Equity, Building Strong Brands, Brand Positioning, Brand Name Selection, Brand Sponsorship, New Product Development and Product Life Cycle (PLC), New-Product Development Strategy, Product Life-Cycle Strategies, Introduction Stage, Growth Stage, Maturity Stage, Decline Stage, Pricing, Factors to Consider When Setting Prices, Customer Perceptions of Value, Company and Product Costs, Other Internal and External Considerations Affecting Price Decisions, Public Policy and Pricing, Anti-Competitive Agreements, Abuse of Dominance, Unfair Trade Practices.				
Unit - IV	Marketing Communications for the Domestic and Global Markets Promotion and Place Mix, Marketing Communications, Verbal Identity of a Brand, Visual Identity of a Brand, Integrated Marketing Communications (IMC),				

	Designing an Effective Message, Setting the Total Promotion Budget, Promotion Mix Strategies – Push and Pull Strategy, The Nature of Each Promotion Tool, Evaluation of Advertising Effectiveness, Public Relations, Advertising and Public Relations, Personal Selling and Sales Promotion, Personal Selling, Managing the Sales Force, Sales Forecasting, Steps in Personal Selling, Add-On Sales Ideas, Advantages and Disadvantages of Personal Selling, Cultural Barriers in Marketing Communication.
Unit -V	Marketing Channels and Global Trends The Distribution Channel, Type of Marketing Channel, Channel Motivation, Importance of Channel of Distribution, Multiple Channels Distribution, Retail, Levels of Service, Corporate Retailing, The New Retail Environment, Direct Marketing, Benefits of Direct Marketing, Direct Marketing Channels, Public and Ethical Issues in Direct Marketing, The Moving Goal Post, The Moving Goalpost, Consumer Purchase Decision Making Process, Factors Affecting the Consumer Behaviour, Emerging Consumer Trends in the global business front and Corresponding Competition Strategies.
Reference Books	
Kotler, Keller, Koshy &Jha. <i>Marketing Management: A South Asian Perspective</i> , 13 th Edition, Pearson Education, 2012.	
Rosalind Masterson &David Pickton. <i>Marketing: An Introduction</i> ,2 nd Edition, Sage Publications, 2010.	
Tapan Panda, <i>Marketing Management: Text and Cases Indian Context</i> , 2 nd Edition, Excel Books India, 2009.	
RamaswamyV. S. &NamakumariS, <i>Marketing Management Global Perspective Indian Context</i> , 4 th Edition, Macmillan India Limited, 2010.	
William J. Etzel Stanton (Michael J. Walker, Bruce J.), Michael J. Etzel, Bruce J. Walker, <i>Fundamentals of Marketing</i> , 9 th Edition, Mcgraw-Hill Publishing Company	
ArunKumar&Dr.Meenakshi N, <i>Marketing Management</i> , 2 nd Edition, Vikas Publishing House, 2011.	
Related online content (MOOC, Swayam, NPTEL Website etc.) https://onlinecourses.nptel.ac.in/noc24_mg41/preview https://www.edx.org/learn/marketing-management/indian-institute-of-management-bangalore-marketing-management?index=product&queryID=3e4738fcd368c8ef573f92fc3fa797a6&position=3&linked_from=autocomplete&c=autocomplete	
Course outcomes	
CO-1	To apply marketing concepts, theories, and techniques to real-world case studies, projects, and simulations, allowing them to develop practical marketing skills and problem-solving abilities.
CO-2	To understand the product development process, manage product portfolios, and develop strategies for branding, positioning, and differentiation in competitive markets.
CO-3	Ability to conduct market research and analysis to identify market trends, opportunities, and threats, as well as understand consumer preferences, needs, and behavior.
CO-4	To develop pricing strategies based on cost analysis, competitive analysis, and customer value perceptions to maximize profitability and market share.
CO-5	To understand the importance of building and maintaining customer relationships, implementing CRM systems, and developing strategies for customer acquisition, retention, and loyalty.

Semester II					
		Core course	T/P	Credits	H/W
Course Code:	30222	HUMAN RESOURCE MANAGEMENT	T	5	5
Objectives	<ul style="list-style-type: none"> To teach the students about people as essential resources in any organisation and how best to motivate them for optimum performance. To help the students understand the crucial role of people in any business; to explore different aspects of building this vital capability across the entire spectrum. 				
Unit - I	Human Resource Management – Scope and Functions Perspectives in Human Resource Management, Human Resource Management – An Introduction, People – The Competitive Advantage, Role of HRM, HRM Functions, Organization of HR Department, HRM Policies and Principles, HR Skills, HRM Models, Evolution of HRM in India and e-HRM, HRM Models, HRM in India and Its Evolution, e-HRM, Globalization and Contemporary Challenges in HRM, HRM in Mergers and Acquisitions, Globalization and HRM, Contemporary Challenges in HRM, HRM in High Performing Organizations, New Organizational Forms, Changing Demographics of Workforce, Changed Employee Expectations, HR Professional as a Change Agent.				
Unit - II	Recruitment Process HR Planning, Recruitment and Selection, HR Planning, Importance of HRP, Factors Affecting HRP, HR Planning Process, HRP and the Government, Requisites for Successful HRP, Barriers to HRP, Job Analysis, Job Analysis and Competitive Advantage, Process of Job Analysis, Purposes of Job Analysis, Job Analysis and Total Quality Management (TQM), Job Analysis and Strategic HRM, Potential Problems with Job Analysis, Recruitment and Selection, Purpose and Importance of Recruitment, Factors Governing Recruitment, Recruitment Process, Philosophies of Recruiting, Alternatives to Recruitment, Selection as a Source of Competitive Advantage, Organization for Selection, Selection Process, Barriers to Effective Selection.				
Unit - III	Training and Development Training and Development, Induction and Orientation, Purpose of Orientation, Orientation Programme, Requisites of an Effective Program, Placement – After Orientation, Evaluation of an Orientation Programme, Possible Errors in Orientation, Methods of Training, Nature of Training and Development, Inputs in Training and Development, Training Inputs across Employees, Training and Development as a Source of Competitive Advantage, The Training Process, Barriers to Effective Training, Management Development and Career Development, Management Development Programmes (MDPs), On-the-Job MDPs, Off-the-Job MDPs, Career Development, Career Development Initiatives, Career Development Roles, Performance Management, Performance Appraisal – An Overview, Objectives of Performance Appraisal, Performance Appraisal and Competitive Advantage, Appraisal Process, Problems of Traditional Appraisal and Rating, Potential Appraisals, Legal Factors and Job Evaluation, Potential Appraisals, Legal Issues Associated with Performance Appraisal, Job Evaluation, Pitfalls of Job Evaluation, Alternatives to Job Evaluation.				
Unit - IV	Employee Compensation and Benefits Compensation Planning, Wages, Salary, and Perquisites, Remuneration Components in an Organization, Theories of Remuneration, Reinforcement and Expectancy Theories, Equity Theory, Agency Theory, Why an Ideal Remuneration				

	System is Important?, Factors Influencing Employee Remuneration, External Factors, Internal Factors, Remuneration Plans and Business Strategy, Devising a Remuneration Plan, Challenges of Remuneration, Concept of Wages, Remuneration Special Groups, Incentives and Bonus, Importance of Incentives, Disadvantages of Incentives, Prerequisites of an Effective Incentive System, Scope of Incentive Schemes, Types of Incentive Schemes, Incomes Varying in Proportion to Output, Earnings Varying Proportionately Less than Output, Earnings Varying Proportionately More than Output , Earnings Differing at Different Levels of Output , Group Incentive Schemes, Incentives Schemes for Indirect Workers, Incentive Schemes in Indian Industries, Installing an Incentive Scheme Fringe Benefits, Why Employee Benefits and Services?, Types of Employee Benefits and Services, Principles of Fringes, Significant Benefits and Services, Administration of Benefits and Services, The Future of Fringe Benefits, HR laws in the global.
Unit -V	Managing Human Resources in International Business The Internationalization of Business, How Inter-country differences affect HRM, Improving International Assignments through Selection, Training and Maintaining International Employees, International Labour Relations, Safety Abroad, major considerations in formulating a compensation plan for overseas employees, Repatriation: Problems and Solutions, Handling cultural differences.
Reference Books Seema Sanghi, <i>Human Resource Management</i> , 1 st Edition, Macmillan India Limited, 2012. Cynthia D. Fisher, Lyle F. Schoenfeldt, James B. Shaw, <i>Human Resource Management</i> , Dreamtech Press, 2008. Biswajeet Pattanayak, <i>Human Resource Management</i> , 3 rd Edition, PHI Learning Pvt. Ltd., 2005. Snell, Bohlander, & Vohra, <i>Human Resource Management: A South Asian Perspective</i> , Cengage Learning, 1 st Edition, 2010. Lawrence Kleiman, <i>Human Resource Management: Managerial Tool for Competitive Advantage</i> , 5 th Edition, Cengage Learning, 1999. RS Dwivedi, <i>A Textbook of Human Resource Management</i> , 1 st Edition, Vikas Publishing House, 2009.	
Related online content (MOOC, Swayam, NPTEL Website etc.) https://www.edx.org/executive-education/university-of-cape-town-human-resource-hr-management?index=product&queryID=b1bc1b08c31dce6320b2f1ace02573c9&position=2&link_ed_from=autocomplete&c=autocomplete https://onlinecourses.nptel.ac.in/	
Course outcomes	
CO-1	An understanding of the principles, theories, and concepts of human resource management, including the strategic role of HRM in organizations and its impact on organizational performance.
CO-2	To develop skills in talent acquisition and recruitment, including sourcing candidates, conducting interviews, evaluating applicants, and making hiring decisions to attract and retain qualified employees.
CO-3	Able to design, implement, and evaluate training and development programs to enhance employee skills, knowledge, and performance and support organizational goals.
CO-4	Enable to create compensation systems, including salary structures, incentive plans, and employee benefits, and understands how to design and administer competitive compensation packages.
CO-5	Ability to conduct workforce planning, identify future staffing needs, assess talent requirements, and implement succession planning strategies to ensure organizational continuity and leadership development.

Semester II						
Course Code:		30223	Core course	T/P	Credits	H/W
			FINANCIAL MANAGEMENT	T	5	5
Objectives	At the end of this subject, student will:					
	<ul style="list-style-type: none"> ➤ Familiarise with fundamental concepts of Financial Management like Objectives of Financial Management, Time Value of Money, Cost of Capital, Valuations and Capital Budgeting, Capital Structures and Dividend Policies. All these concepts will be explained with the help of case studies and live data. 					
Unit - I	Introduction to Financial Management <ul style="list-style-type: none"> • Definition, meaning and role of Financial Management, Goals of Business finance, Profit Maximization vs. Wealth Maximization, Profit Maximization – Approvals and Objections, Wealth Maximization, Growth Maximization, Agency problems. • Time Value of Money: Time line, Cash Flow Sign Convention, Calculation of Annuities, Inflation Adjusted Interest Rates, Present Value, Net Present Value, Excel Application. 					
Unit - II	Cost of Capital <ul style="list-style-type: none"> • Cost of Debt: Irredeemable and Redeemable Debenture, Preference Shares, Common Stock; Cost of Equity: Dividend Yield Method, Dividend Yield Plus Growth Rate Method, Earning Yield Method, Realised Yield Method. Calculating Weighted Average Cost Of Capital: the adjusted-beta CAPM, APM, the Bond Yield plus Risk Premium Approach. • Cost of Retaining Earnings, Weighted Average Cost of Capital– Meaning, Limitations and Considerations in Calculating WACC, Adjusting WACC for Risk. • Sources of Long Term Finance, Capital Asset Pricing Model or CAPM. 					
Unit - III	Valuations & Capital Budgeting <ul style="list-style-type: none"> • Valuation of Securities - Stocks and Bonds: Concept of Value, Features of a Bond, Bonds Values and Yields, The Expectation Theory, Valuation of Preference Shares, Valuation of Ordinary Shares. • Meaning, Nature, Significance and Procedure of Capital Budgeting, Investment Evaluation Criteria, Discounted Cash Flow Criteria (NPV, IRR, PI), Non-discounted Cash Flow Criteria (PB, discounted PB, ARR). 					
Unit - IV	Capital Structure Theories & Dividend Decisions <ul style="list-style-type: none"> • Capital Structure: Meaning, Designing and Factors influencing Capital Structure and Optimal Capital Structure. • Leverages: Financial Leverage, Operating Leverage, Combined Leverage, Approaches of Financial Management. • Capital Structure theories: Net Income Approach, Net Operating Income Approach, Modigliani Millar Approach, Modern Approach to Corporate Finance in an Improvement on the Traditional Approach, Pecking Order Theory. • Dividend Decisions, Relevance V/s Irrelevance of Dividends (Relevant Theory: Walter’s Model, Gordon’s Model; Irrelevant Theory: MM’s Approach, Traditional Approach). 					
Unit -V	Working Capital Management and Finance <ul style="list-style-type: none"> • Cash Management: Motives for Holding Cash, Objectives and Facts of Cash Management. • Receivables Management: Study of Credit Policy. 					

- Inventory Management: Definition and Nature of Inventories, Reasons for Holding Inventories, Inventory Management Techniques: HML Analysis, VED Analysis, SDE Analysis, EOQ Analysis.
- Working Capital Finance: Concept, Meaning, Definition, Importance, types and Determinants, Operating Cycle Concept, Working Capital Finance: Factors influencing WCM Estimation, Problems on estimation.

Reference Books

Khan & Jain. *Financial Management*, 7th edition. TMH, 2014.
 I M Pandey. *Financial Management*, 10th edition. Vikas Publications, 2013.
 Van Horne and Wachowitz. *Fundamentals of Financial Management* 13th ed. Phi Learning, 2009.
 James C. Van Horne, Sanjay Dhamija. *Financial Management and Policy*, 12th Edition. Pearson Education, 2011.
 Prasanna Chandra. *Financial Management*, 5th edition. Tata McGraw Hill, 2010.
 Brigham and Erhardt. *Corporate Finance* (with Thomson One - Business School Edition), 5th edition, South Western Educational Publishing, 2013.
 Ross, Wetfield & Jaffer. *Corporate Finance*, 8th edition, McGraw-Hill/Irwin, 2008.

Related online content (MOOC, Swayam, NPTEL Website etc.)

https://www.edx.org/executive-education/university-of-cape-town-fundamentals-of-financial-management?index=product&queryID=167c185e0ecf738ae26263186b492a92&position=2&link_ed_from=autocomplete&c=autocomplete
<https://onlinecourses.nptel.ac.in/>

Course outcomes

CO-1	Ability to analyze financial statements (income statement, balance sheet, and cash flow statement) to assess the financial health and performance of a company,
CO-2	To evaluate investment opportunities using various techniques and make informed investment decisions based on these evaluations.
CO-3	To comprehend the process of capital budgeting and make appropriate capital investment decisions considering factors such as risk, return, and timing of cash flows.
CO-4	To assess the relationship between risk and return and understand how risk affects investment decisions, portfolio management, and capital structure choices.
CO-5	To understand the implications of globalization on financial management, including international finance, foreign exchange markets, and multinational financial management.

Semester II					
		Core course	T/P	Credits	H/W
Course Code:	30224	SALES & DISTRIBUTION MANAGEMENT	T	5	5
Objectives	<ul style="list-style-type: none"> ➤ To provide foundations in components of sales and distribution management. ➤ To introduce various facets of the job of a sales manager. ➤ To focus on decision making aspects and implementation of decisions in sales and distribution management. 				
Unit - I	Introduction to Sales and Distribution Management: <ul style="list-style-type: none"> • Sales Management: Objectives, Nature & Scope, Sales Environment, Sales Planning, Strategic role of sales management • Marketing Channels: Functions and Significance, Structure - Vertical and Horizontal, Symbiotic, Role of marketing channels in the dynamic market place, Designing the Market Channel system, Channels for Consumer goods, Industrial goods, Inter Dependency of Sales & Distribution • Managing Marketing Channels: Channel Policies, Choice of the channel, Organizational Pattern in the Channel, Assessing Channel Performance, Causes for Channel Conflict & Techniques to overcome conflict, Channel Information System 				
Unit - II	Organizing the Sales Force: <ul style="list-style-type: none"> • Objectives & Structure of Sales Organization, • Organizing the Sales Force, Recruitment, selection and training the sales force, • Field Sales Planning , Compensation and Evaluation of Sales Force 				
Unit - III	Sales Planning & Control: <ul style="list-style-type: none"> • Sales Planning: Sales Forecasting & Budgeting, Sales Quotas and Targets • Sales Control: Reporting Formats for Primary and Secondary Sales, Monthly Sales Plan, Territory Sales and Coverage Plan, Daily Sales Call Report, Expired Goods and Breakage Return Report, Fortnightly Sales Review Report, Order Booking Report, Monthly and Quarterly Sales Report. • Sales Audit: Sales Force Productivity Indicators (Value and Volume) – Territory Productivity, Per Person per Month Productivity, Sales to Marketing Expenses Ratio. Specialized Techniques in Selling: Tele / Mobile Marketing, Online Marketing, E Commerce				
Unit - IV	Marketing Channels <ul style="list-style-type: none"> • Significance and role of channels, C&F Agents, Types of the Wholesalers • Franchising: Significance and importance of Franchisee in Channel Decision –Advantages of Franchisee –Process of appointment of Franchisee-Franchiser Franchisee relationship. RoI calculation at Dealer Level. 				

Unit -V	<p>Retailing</p> <ul style="list-style-type: none"> • Nature and Importance of Retailing , Types of Retailers, Organized & unorganized Retailing Formats, Retail Merchandising, Retail Decision Location and Size , • Retailer Promotion: Advertising, Sales Promotion and POP Promotion, Shelf Management, Communicating with the retailer customer, Economic cost of retailing, New Trends in Retailing, Role and Significance of Multi-level Marketing
<p>Resources: Sales and Distribution Management by Havaladar&Cavale, TMGH Sales Management by Still, Cundiff&Govani, Pearson Education Sales and Distribution Management, SL Gupta, Excel books Retailing Management by Michael Levy & Barton Weitz, TMGH, 5th Edition Retail Management by Gibson Vedamani , Jaico Books Retailing Management by Swapna Pradhan , TMGH</p>	

Semester II					
		Core course	T/P	Credits	H/W
Course Code:	30225	DIGITAL BRANDING	T	5	5
Objectives	Media is evolving and brand communication must keep pace. This will cover the innovations in this area. Given the power of media to influence beliefs, knowledge and attitudes, for brands and businesses, this is a vital link; it will also explore the latest trends in media & content; user generated content and its impact on media monetisation and the entire media business model.				
Unit - I	Introduction to Digital Branding Benefits of Digital Display, Target Audience, Challenges of Digital Display, Campaign Objectives, Business Value, Campaign Budget, Running Effective Ads, Creative Formats, Ad Formats, Targeting, Ad Features, Tracking your Campaign, Ad Display Frequency, Optimizing the Campaign, Campaign Planning, Laws & Guidelines				
Unit - II	Content Marketing What is Content Marketing?, Identifying Prospects, Writing Messages and Creating Content, Getting the Message into the Media, Content Essentials, Content Strategy, Idea Creation, Content Creation, Social Media Promotion, Traffic Generation, Content Auditing,				
Unit - III	Consumer Generated Content Definition and Insights on Consumer Generated Content, Do-It-Yourself (DIY) Advertising, Product Development, and Opportunities for Co-creation, and Four Building Blocks of Co-creation.				
Unit - IV	Gamification Gamification and the Fun Theory, Gamification and Major Brands, Five Elements of Gamification in a Branding Strategy, advergamming, Gamevertising, Principles of Gamification.				
Unit - V	The Future of Media Scenario Planning, Interpreting Scenario, Dynamic Content Creation, Strategic Framework of the Future of Media, the Consumer/Creator Archetype, Revenue and Ad Aggregation, Distribution: Channels, Devices, and Mobility, Globalization and Localization, Intellectual Property and Media; Shifting Advertising Channels - Growth in Digital Advertising, Social Networks, Blogging Platforms, Drivers of Value, The Forces Shaping Media--Increasing Media Consumption, Fragmentation, Participation, Personalization, New Revenue Models, Generational Change, Increasing Bandwidth; Future of Media Lifecycle Cases.				
Text Books:					
<ol style="list-style-type: none"> 1. Marion McGovern, Dennis Russell& Dennis Russell, (2001) A New Brand Of Expertise: How Independent Consultants, Free Agents, And Interim Managers Are Transforming The World Of Work –Butterworth Heinemann Special Priced Titles. 2. Bren Monteiro, MarketingManual:Focus On Branded Content, With Other Marketing Aspects - 6DegreesBooks. 3. Killer Web Content: (2006) Make The Sale, Deliver The Service, Build The Brand – Gerry McGovern,1/e, A & C Black. 					

Reference Books:

1. Get Content Get Customers: Turn Prospects into Buyers with Content Marketing McGraw-Hill.
2. Joe Pulizzi, (2006) Guerrilla Advertising: Unconventional Brand Communication - Gavin Lucas and Michael Dorrian, Laurence King Publishers,2006

Semester II					
		Core course	T/P	Credits	H/W
Course Code:	30226	SEARCH ENGINE OPTIMIZATION & SEARCH ENGINE MARKETING	T	3	4
Objectives	Objectives: <ul style="list-style-type: none"> ➤ To gain the knowledge necessary to increase the search engine visibility of a website on the world's popular search engines and directories. ➤ Explore the underlying theory and inner workings of search engines. ➤ Understand the role of social media, user data and links. ➤ Discover tools to track results and measure success. 				
Unit - I	Unit I <ul style="list-style-type: none"> • Introduction to Paid Marketing • Google AdWords account and billing settings • Types of Campaigns • PPC Campaign Setup 				
Unit - II	<ul style="list-style-type: none"> • AdGroups and Keywords setup • Bidding strategies • AdRank, Quality Score Optimization • AdWords Ad Formats 				
Unit - III	<ul style="list-style-type: none"> • What is Search Engine Optimization (SEO)? • Introduction to SERP • What are search engines? • How search engines work? • Major functions of a search engine. 				
Unit - IV	<ul style="list-style-type: none"> • What is traffic? • Different types of traffic. • What are keywords? • Different types of keywords. • Google keyword planner tool. • Keyword research process. 				
Unit -V	On page optimization <ul style="list-style-type: none"> • Keyword optimization • Content optimization • Adding social media plug-ins on Web pages • Internal linking • Meta tag creation • Creating Web page in HTML 				
Reference Books <p>Eric Enge, The Art of SEO, Shroff/O'Reilly; Second edition, 2012</p> <p>Dr. Andy Williams, SEO 2015 & Beyond, CreateSpace Independent Publishing Platform; Fourth edition, 2014</p> <p>Bill Hunt and Mike Moran, Search Engine Marketing, Inc. Driving Search Traffic to Your Company's Web Site, IBM Press, 2015</p>					
Related online content (MOOC, Swayam, NPTEL Website etc.) https://www.edx.org/executive-education/university-of-cape-town-search-engine-optimisation?index=product&queryID=ab7ccf2d295e86f7ee0430901d4f8449&position=1&linked_from=autocomplete&c=autocomplete					

<https://onlinecourses.nptel.ac.in/>

Course outcomes

CO-1	To comprehend the functioning of search engines, including algorithms, indexing, and ranking factors.
CO-2	To be proficient in using SEO tools and analytics platforms to conduct keyword research, track website performance, and measure the effectiveness of SEO strategies.
CO-3	To understand off-page SEO techniques to enhance website authority and ranking
CO-4	To comprehend the principles and tactics of local SEO to improve visibility for local businesses in geographic-specific search results.
CO-5	To analyze SEM campaign performance metrics such as click-through rate (CTR), conversion rate (CVR), return on ad spend (ROAS), and cost per acquisition (CPA) to optimize campaign performance.

**MBA (DM&EC) III-
Semester**

Core 1	Course code: 30231	Social Media Marketing	T	Credits:4	Hours:4 / week
Pre-requisite	Basic Knowledge of Social Media Marketing		Syllabus Revised	2023-2024	
Course Objectives	1.To develop the knowledge, skills, and competencies necessary to plan, execute, and optimize effective social media marketing campaigns 2. To create engaging and relevant content for different social media platforms, including text, images, videos, and interactive content				

UNIT-1 SOCIAL MEDIA MARKETING

What Is Social Media Marketing? Big Brands and Social Media- Small Business and Social Media, Social Media and Blogging, History, Platforms, Content Strategies, Building an Audience, Takeaway Tips

UNIT-2 BLOG

Twitter and Microblogging, Introduction, History, Protocol

UNIT-3 SOCIAL NETWORKING

Social Networking- Introduction- History, Facebook, LinkedIn-Media Sharing, YouTube, Flickr, SlideShare

UNIT-4 SOCIAL NEWS AND BOOKMARKING

Social News and Bookmarking, Introduction, Digg, Reddit, StumbleUpon Ratings and Reviews, Introduction, Yelp, Other Sites Forums, Research, Engaging

UNIT-5 STRATEGY

Strategy- Tactics, and Practice, Monitoring, Research. Campaigns Versus Ongoing Strategy, Integration, Calls to Action-Measurement, Metrics, Goal Setting, Software

References

- 1.Dan Zarrella, The Social Media Marketing Book, O'Reilly Media; 1 edition, 2009
2. Tim Kitchen, Tashmeem Mirza, Profitable Social Media Marketing: Growing your business using Facebook, Twitter, Google+, LinkedIn and more, Exposure Publishing; 1 edition, 2013
- 3.Liana Li Evans, Social Media Marketing : Strategies for Engaging in Facebook, Twitter & Other Social Media, Que Press; First edition, 2010
- 4.Barker, Social Media Marketing: A Strategic Approach, Cengage; 01 edition, 2013

Related online content (MOOC, Swayam, NPTEL Website etc.)

https://www.edx.org/executive-education/university-of-cape-town-social-media-marketing?index=product&queryID=0c52c37cef9c45a21b2c68ac9a73c40d&position=1&linked_from=autocomplete&c=autocomplete

https://www.edx.org/learn/social-media-marketing/boston-university-strategic-social-media-marketing?index=product&queryID=cac2a7cc75019397c7f2910eba3e13a4&position=3&linked_from=autocomplete&c=autocomplete

Course outcomes

CO-1	Ability to identify and describe the key features, demographics, and user behaviors of various social media platforms..
CO-2	To create a comprehensive social media marketing strategy aligned with business goals and target audience preferences.
CO-3	To foster and manage online communities on social media platforms.
CO-4	Enables to understand the role of influencers in social media marketing and how to identify, approach, and collaborate with influencers.
CO-5	Learn strategies for managing and mitigating social media crises, including handling negative feedback, addressing customer complaints, and preserving brand reputation.

**MBA (DM&EC) III-
Semester**

Core 2	Course code: 30232	Content Marketing	T	Credits:4	Hours:4 / week
Pre-requisite	Basic Knowledge of Content Marketing		Syllabus Revised	2023-2024	
Course Objectives	<ol style="list-style-type: none"> 1. To develop the knowledge, skills, and abilities necessary to plan, execute, and evaluate effective content marketing strategies 2. To understand the importance of creating valuable, relevant, and shareable content that resonates with target audiences and drives organic traffic. 				

UNIT-1 CONTENT MARKETING

Content Marketing Basics- What Is Content Marketing?- Why Is Content Important Now?

UNIT-2 CONTENT

What Kind of Content?- Content That Entertains- Content That Informs and Educates- Providing Utility- Content Curation and Aggregation

UNIT-3 DIGITAL CONTENT INTRODUCTION

Content Introduction-I-Overview of Digital Content Channel-Content and SEO -Content and PR - Content and Advertising

UNIT-4 DIGITAL CONTENT

Content Introduction-II-Content Marketing for Live Events-Content and Customer Service -Content and Reputation Management-User-Generated Content-Content Distribution and Dissemination

UNIT-5 POST PUBLICATION

Post-Publication-Listening...and Responding-Remaking, Remodeling, and Repurposing Content - Tools of the Trade -Content Metrics and Analytics

References

1. Rebecca Lieb, CONTENT MARKETING Think Like a Publisher—How to Use Content to Market Online and in Social Media, QUE; 1 edition, 2011
2. Newt Barrett, Joe Pulizzi, Get Content. Get Customers, Voyager Media, Inc., 2008

Related online content (MOOC, Swayam, NPTEL Website etc.)

https://www.edx.org/learn/content-marketing/state-bank-of-india-content-marketing-strategy?index=product&queryID=293927afa42cf4a0fd525cd2b222d552&position=1&results_level=first-level-results&term=CONTENT+MARKETING&objectID=course-651b9979-8ade-4254-9eb1-e09f1e1609fd&campaign=Content+Marketing+Strategy&source=edX&product_category=course&placement_url=https%3A%2F%2Fwww.edx.org%2Fsearch

<https://onlinecourses.nptel.ac.in/>

Course outcomes	
CO-1	To gain proficiency in creating high-quality and engaging content for various digital channels, including websites, blogs, social media, and email marketing.
CO-2	Learn to identify target audiences, conduct content research, and develop content plans to address audience needs and interests.
CO-3	To develop skills to effectively distribute and promote content across digital channels to reach target audiences.
CO-4	To measure and analyze the performance of content marketing efforts using key performance indicators (KPIs) and analytics tools
CO-5	To plan, execute, and evaluate content marketing campaigns to achieve specific marketing objectives.

**MBA (DM&EC) III-
Semester**

Core 3	Course code: 30233	Integrated DM & Web Analytics	T	Credits:4	Hours:4 / week
Pre-requisite	Basic Knowledge of Integrated DM & Web Analytics		Syllabus Revised	2023-2024	
Course Objectives	<ol style="list-style-type: none"> 1. To learn how each digital marketing channel contributes to overall marketing objectives and how to integrate them into a cohesive digital marketing strategy. 2. To use web analytics data to optimize digital marketing campaigns and improve performance. 				

UNIT-1 FOUNDATIONS OF INTEGRATED DIGITAL MARKETING

Introduction to Integrated Digital Marketing-Definition, evolution, and importance-Integration with traditional marketing

Digital Marketing Channels Overview-Understanding various digital channels (SEO, SEM, Social Media, Email)-Integration strategies for a cohesive marketing approach-Strategic Planning for Integrated Marketing-Developing an integrated digital marketing strategy-Setting objectives and key performance indicators (KPIs)

UNIT-2 WEB ANALYTICS FUNDAMENTALS

Introduction to Web Analytic-Basics of web analytics tools and platform-Key metrics and data points for analysis-Implementing Web Analytics-Setting up Google Analytics and other tracking tools-Customizing tracking for specific business goals-Interpreting Web Analytics Data-Analyzing website traffic and user behavior-Conversion tracking and goal setting

UNIT-3 INTEGRATION OF DIGITAL CHANNELS

Content Marketing and SEO Integration-Aligning content marketing with SEO strategies-Optimizing content for search engines-Social Media Integration-Integrating social media with overall digital strategy-Social media analytics and performance measurement-Email Marketing Integration- Coordinating email campaigns with other channels-Email analytics and segmentation strategies

UNIT-4 ADVANCED WEB ANALYTICS

Advanced Analytics Technique-Funnel analysis and user journey mapping-Heatmaps, A/B testing, and multivariate testing-Attribution Modeling-Understanding and implementing attribution models-Assigning value to different touch points in the customer journey

UNIT-5 E-COMMERCE INTEGRATION

E-commerce Strategies and Analytics-Implementing digital marketing for e-commerce-Tracking and analyzing e-commerce metrics-Conversion Rate Optimization (CRO)-Techniques for optimizing conversion rates-A/B testing and CRO best practices

References

1. "Digital Marketing Analytics: Making Sense of Consumer Data in a Digital World" by Chuck Hemann and Ken Burbary
2. "Web Analytics 2.0: The Art of Online Accountability and Science of Customer Centricity" by Avinash Kaushik
3. "Digital Marketing: Strategy, Implementation and Practice" by Dave Chaffey and Fiona Ellis-Chadwick
4. "Advanced Web Metrics with Google Analytics" by Brian Clifton
5. "E-commerce Analytics: Analyze and Improve the Impact of Your Digital Strategy" by Judah Phillips
6. "Measure What Matters: Online Tools for Understanding Customers, Social Media, Engagement, and Key Relationships" by Katie Delahaye Paine

Related online content (MOOC, Swayam, NPTEL Website etc.)

https://www.edx.org/learn/digital-marketing/the-university-of-maryland-college-park-fundamentals-of-digital-marketing?index=product&queryID=adaf6990bcee38d20d006b3a803397df&position=4&linked_from=autocomplete&c=autocomplete

<https://onlinecourses.nptel.ac.in/>

Course outcomes

CO-1	To understand the principles of CRO and learn how to analyze conversion funnels, identify conversion barriers, and implement strategies to improve conversion rates across digital marketing channels.
CO-2	To understand the key concepts, principles, and tactics involved in digital marketing, including SEO, SEM, social media marketing, email marketing, content marketing.
CO-3	Ability to interpret web analytics data effectively and generate insightful reports that can inform marketing strategies and optimize campaign performance.
CO-4	To understand the importance of integrating different digital marketing channels to create cohesive and effective marketing campaigns that align with organizational goals.
CO-5	To effectively use various digital marketing tools and platforms.

**MBA (DM&EC) III-
Semester**

Core 4	Course code:30234	Business Law And Ethics	T	Credits:4	Hours:4 / week
Pre-requisite	Basic Knowledge of Business Law And Ethics		Syllabus Revised	2023-2024	
Course Objectives	<ol style="list-style-type: none"> 1. Aims to equip students with the knowledge, skills, and ethical awareness necessary to navigate legal and ethical challenges in the business environment 2. To learn about the principles of contract law, remedies for breach, elements of a valid contract and the implications of various types of contracts. 3. To understand the legal framework governing business activities, including the sources of law, the court system, and the role of regulatory agencies. 				

UNIT-1LEGALITIES OF BUSINESS

Law of Contract: Scope of the contract law, Indian Contract Act, Elements of contract, Offer and acceptance, Lawful consideration, Capacity to contract, Free Consent, Lawful object, Discharge of contract: Free and genuine consent, Contract of Indemnity and Guarantee: Contract of Agency, Sale of Goods Act, 1930 Transfer of Title, Performance of the contract, Remedies for breach of contract.

UNIT-2 OTHER IMPORTANT BUSINESS LAWS

Law relating to negotiable instruments: Negotiable Instrument act , 1881, The consumer protection Act, 1986, Consumer problems and Legal Remedies, Banking services, Medical services, Law on patents, Law on trademarks, Law of Designs.

UNIT-3 BUSINESS ETHICS AND VALUES

Nature of Business Ethics and Values, Significance and types of values, Ethics and Religion, Culture and Ethics, Social culture and Individual Ethics, Factors Influencing Business Ethics, Ethics as strategy, Ethics of Great Philosophers – Albert. Z. Carr, Aristotle, Niccolo Machiavelli, Karl Marx, SunTzu: The art of war of Sun Tzu, Might-equals-right approach of Karl Marx.

UNIT-4 ETHICAL DECISION MAKING

Ethical Decision Making, Difficulties in Ethical Decision Making, Power and Politics in organizations: Bases and sources of power, Coalitions, Managing Ethics: Ethics codes –Comparison of codes of Ethics, Codes of Conduct, codes of Practice, Ethics Programs, Kohlberg’s Study and Business Ethics, Laws of Enforcing Ethical Conduct: Laws and Ethics, Justice –Theory of Natural Law, Law as a guide to Moral Choice, Role of the Government of India in Enforcing Ethical Behaviour.

UNIT-5 BUSINESS LAW AND ETHICS FOR GLOBAL BUSINESS

Ethics in HRM, Human Resources Laws in various countries, privacy Issues Ethics in Marketing Ethics in Finance Accounting and Investment Decision : Disclosure Norms, Insider Trading Norms, Disclosure in Financial Statements, Ethics in Production and Operations Management, Business laws for global businesses, Case studies.

References

1. Johnson, Larry & Phillips, Bob. *Absolute Honesty: Building a Corporate Culture That Values Straight Talk and Rewards Integrity*. AMACOM.
2. Zak, Paul J. and Jensen, Michael C. *Moral Markets: The Critical Role of Values in the Economy*. Princeton University Press.
3. Freidman, Daniel. *Morals and Markets: An Evolutionary Account of the Modern World*. Palgrave Macmillan.
4. Gintis, Herbert et al. *Moral Sentiments and Material Interests: The Foundations of Cooperation in Economic Life (Economic Learning and Social Evolution)*. MIT Press.
5. Kapoor. *Elements of Mercantile Law*. Sultn.
6. Majumdar, A. K. & Kapoor, G. K. (2010). *Company Law*. Taxmann Publications Pvt. Ltd.
7. Majumdar, A. K.. *Company Law and Practice*. Taxmann.

Related online content (MOOC, Swayam, NPTEL Website etc.)

https://www.edx.org/learn/business-administration/cornell-university-structuring-business-agreements-for-success?index=product&queryID=13f7bb7eb82348425ca3b720bd6cfb5b&position=1&results_level=first-level-results&term=business+law&objectID=course-93e8b0c1-03f9-4f02-b555-d3a1e0c7cb2f&campaign=Structuring+Business+Agreements+for+Success&source=edX&product_category=course&placement_url=https%3A%2F%2Fwww.edx.org%2Fsearch

https://www.edx.org/learn/sustainability/imperial-college-business-school-introduction-to-corporate-sustainability-social-innovation-and-ethics?index=product&queryID=8c5b075ec3a9929be7e4ffe6bc662d1b&position=1&results_level=first-level-results&term=business+ethics&objectID=course-a714ae3d-983f-4114-a1a9-f2aab0796761&campaign=Introduction+to+Corporate+Sustainability%2C+Social+Innovation+and+Ethics&source=edX&product_category=course&placement_url=https%3A%2F%2Fwww.edx.org%2Fsearch

Course outcomes

CO-1	To understand the fundamental legal principles and key ethical theories that are relevant for business decision making.
CO-2	Awareness of the implications of non-compliance and unethical conduct for individuals and organizations.
CO-3	To apply legal and ethical concepts to analyze and evaluate business situations, identifying relevant legal issues, ethical dilemmas, and potential courses of action.
CO-4	To gain an understanding of regulatory compliance requirements in various industries,
CO-5	To analyze real-world case studies and scenarios involving legal and ethical issues in business, applying legal and ethical principles to identify issues, evaluate alternatives, and recommend solutions.

**MBA (DM&EC) III-
Semester**

Core 5	Course code:30235	Media Planning & Buying (Video Marketing Lab)	P	Credits:4	Hours:6/ week
Pre-requisite	Basic Knowledge of Media Planning & Buying (Video Marketing)		Syllabus Revised		2023-2024
Course Objectives	<ol style="list-style-type: none"> 1. To identify target audiences, define campaign objectives, and select appropriate video formats and platforms to reach and engage audiences effectively. 2. To leverage video SEO techniques to improve video visibility and drive organic traffic to video content. 				

UNIT-1MARKETING

Marketing Business Online with YouTube-How YouTube Can Help You Market Your Business-Developing Your YouTube Marketing Strategy -Creating Informative Videos-Creating Educational Videos-Creating Entertaining Videos-Incorporating YouTube Videos in the Overall Web Marketing Mix

UNIT-2 PRODUCTION

Producing Your Own YouTube Videos-Understanding Audio/Video Technology-Shooting Webcam Videos -Shooting Semi-Pro Videos -Shooting Professional Videos -Editing and Enhancing Your Video

UNIT-3MANAGING

Managing YouTube Videos-Uploading Your Videos to YouTube -Annotating and Linking Your Videos -Managing Comments -Establishing Your YouTube Channel -Leveraging the YouTube Community -Incorporating YouTube Videos on the Website

UNIT-4 PROMOTION

Promotion and Monetization-Tracking Performance -Marketing YouTube Videos-Optimizing Videos for Search

UNIT-5 ADVERTISING

Advertising YouTube Videos -Using Call-to-Action Overlays on Videos -Generating Revenues from YouTube Videos-Using YouTube for B2B Marketing

References

1. Michael Miller, YouTube for Business: Online Video Marketing for Any Business (2nd Edition), Que Publishing, 2011

Related online content (MOOC, Swayam, NPTEL Website etc.)

<https://www.mooc.org/>

<https://onlinecourses.nptel.ac.in/>

Course outcomes	
CO-1	To identify target audiences, define campaign objectives, and select appropriate video formats and platforms to reach and engage audiences effectively.
CO-2	To gain proficiency in creating high-quality and engaging video content for various digital channels, including websites, social media, and video-sharing platforms.
CO-3	To effectively distribute and promote video content across digital channels to reach target audiences.
CO-4	To use media planning software, ad networks, programmatic advertising platforms, and video ad exchanges to execute video marketing campaigns.
CO-5	To track media spend, monitor campaign performance, and optimize budget allocation to maximize ROI.

MBA (DM&EC)**III-Semester**

Core 6	Course code:30236	Internship and Report (Internal)	Credits:4	Hours:8
Evaluation	<ul style="list-style-type: none">❖ The performance of students under this course will be assessed by the Faculty Guide and the report submitted by the students will be evaluated by the Faculty Guide and the Head of the Department for 75 marks.❖ A Viva-Voce will be conducted by a panel consisting of the HOD ,Faculty Guide and External Examiner jointly for 25 marks.❖ If a student fails to complete the internship / or fails to submit the report in time, he / she has to redo the internship the ensuing semester or academic year as decided by the institution.❖ If a student scores less than 40 % (i.e., less than 30 marks) in the Training Report Valuation, he / she has to redo in the ensuing semester as decided by the institution.❖ If a student scores 40 % or above in the Internship Report, but scores less than 40 % (10 marks) in the Viva Voce, he / she has to reappear for the Viva Voce in the ensuing semester as decided by the institution.			

**MBA (DM&EC)
IV-Semester**

Core 1	Course code:30241	Project Management For Digital Marketing Firms	T	Credits:4	Hours:4 / week
Pre-requisite	Basic Knowledge of Project Management For Digital Marketing Firms		Syllabus Revised	2023-2024	
Course Objectives	<ol style="list-style-type: none"> 1. Aim to equip students with the knowledge, skills, and tools necessary to effectively plan, execute, and control projects while managing resources and finances efficiently 2. To develop project budgets by estimating costs for labor, materials, equipment, and other resources required for project execution, and incorporating contingencies and reserves to manage risks 				

UNIT -1 INTRODUCTION TO PROJECT MANAGEMENT

Introduction and Fundamentals of Project Management, Introducing Project Management, Project – What is it and its Characteristics, Project Management - Definitions, Terms, The Project Management Process, Defining the Scope, Understanding the Project Manager’s Role, Project Management as a Critical Career Skill, History of Project Management and the Project Environment, A Brief History of Project Management

UNIT-2 PROJECT ENVIRONMENT

Google AdSense: Google as affiliate partner and business catalyst. Understanding Google AdSense Business model. Identifying specific demography of users. Choosing the right mix of ads. Advertising in search engine. SEO (Search Engine optimisation), priority Advertisement, right mix of search-words. Tweaking of business promotion by understanding google analytics and data research.

UNIT-3 PROJECT PLANNING

Initiation and Planning, Initiation, Project Kick-off and Communication, The kick-off meeting, the Project Charter creation, Assigning roles to the team, developing responsibility matrix, Developing the Communication Plan, Project Scope and Priorities, Defining the Scope, Vision Document, Statement of Work, Establishing Project Priorities, The Documents that need to be created, Project Scope and its Management - Work Breakdown Structure and Verification of the Scope, Work Breakdown Structure: Definition, Understanding and Creation. Verifying the Project Scope and Protecting the Scope from Change, Planning, The Project Planning Process, The Planning Stage: Introduction to Planning, The Process and the Activities, Creating a Schedule and Time Management Plan, Creating a Resource Plan, Creating a Financial Plan, Creating a Quality Plan, Creating a Risk Plan, Creating a Acceptance Plan, Creating a Communication Plan, Creating a Procurement Plan, Phase Review.

UNIT-4 PROJECT EXECUTION

Executing the Project, Project Work – Execution, Introduction to the process of execution, directing the project work, Assuring Quality, Completing Procurements, Building a High Performance Project Team, Project Team is developed, not acquired – The Project Team Dynamics, Framework for Building a Team. Managing Project Team - How to manage it? Motivation and Leadership, Collaborative Problem Solving, Knowing the Stakes and Managing them, Stakeholder Management – Managing the Expectations, Information Distribution.

UNIT-5- SCHEDULING THEPROJECT

Monitoring and Closing the Project Monitoring and Controlling the Project Work, The Process: Integrating Change Control and Administering Procurements, Monitoring and Controlling the Scope, Schedule and Cost, Monitoring and Controlling Scope, Schedule and Cost – Overview, Controlling Scope, Controlling Schedule and Controlling Cost, Closing the Project – An Overview, Verifying the Scope of the Project Deliverables, Project Closure – The Tasks, Closing the Procurements and Providing the Finishing Touch, Managing a project across geographical borders

References

1. James P Lewis, Fundamentals of Project Management, Heritage Publishers
2. Harvard Business Press, Managing Projects Large and Small: The Fundamental Skills to Deliver on budget and on Time
3. Kimberley Wiefing, Scrappy Project Management: The 12 Predictable and Avoidable Pitfalls Every Project Faces, Happy About
4. Quentin W. Fleming, Earned Value Project Management, Project Management Institute
5. Kevin R. Callahan, Gary S. Stetz, Lynne M. Brooks, Project Management Accounting: Budgeting, Tracking, And Reporting Costs And Profitability, John Wiley & Son

Related online content (MOOC, Swayam, NPTEL Website etc.)

https://www.edx.org/learn/project-management/university-of-adelaide-introduction-to-project-management?index=product&queryID=ded5c782809623adb43359bbfc298efc&position=5&linked_from=autocomplete&c=autocomplete
<https://onlinecourses.nptel.ac.in/>

Course outcomes

CO-1	To learn about project management processes, including project initiation, planning, execution, monitoring and controlling, and project closure.
CO-2	To understand project scope, objectives, and deliverables for digital marketing projects.
CO-3	To identify project resources, including human resources, technology, and budget allocation, required for digital marketing projects.
CO-4	to create project schedules, set milestones, and track project timelines to ensure timely project delivery.
CO-5	Gain skills in project reporting and communication to stakeholders, including project progress, milestones achieved, issues encountered, and lessons learned.

**MBA (DM&EC) IV-
Semester**

Core 2	Course code:30242	Digital Branding - LinkedIn & Twitter Marketing	T	Credits:4	Hours:4 / week
Pre-requisite	Basic Knowledge of Digital Branding - LinkedIn & Twitter Marketing		Syllabus Revised	2023-2024	
Course Objectives	<ol style="list-style-type: none"> 1. To enable a unique brand identity and value proposition in the digital space to differentiate the brand from competitors and resonate with consumers. 2. To understand on how to utilize digital analytics and data-driven insights to know about consumer behavior, preferences, and trends, and optimize digital branding strategies and tactics accordingly. 				

UNIT-1 INTRODUCTION TO LINKEDIN – THE HUB OF B2B NETWORKING LINKEDIN STRATEGY:

Why it is important to have LinkedIn presence, Build a Robust Company page on LinkedIn Module - Leverage Paid Ads and Sponsored Updates Module - Use Advanced Searching and who viewed your Profile Module -: Sales leads generation using LinkedIn

UNIT-2 CONTENT STRATEGY

The In – Demand Content is Industry insights Module - Creating Showcase pages, Engaging by Updating Products and Services Module - LinkedIn PULSE Module - LinkedIn analytics, Updates, Followers and Visitors Module - How is LinkedIn Targeting different from Facebook

UNIT-3 TWITTER MARKETING: GETTING STARTED WITH TWITTER:

Twitter Building Blocks Module - Twitter in India, how is Twitter different?- Building a content Strategy, Best Practices, Twitter Calendar - Twitter Usage, when to use Twitter, Customer Service

UNIT-4 TWITTER ADS

Campaign Types Module - Targeting Audience Options Module - Targeting Best Practices - Twitter Ads Pricing, Metrics

UNIT-5- TWITTER ANALYTICS

Twitter Tools and Tips for Marketers - Live Streaming Tool - Management Tools & Monitoring Tools

References

1. Twitter Marketing build a cult like following – Bryan Sharpe
2. Digital Marketing By Seema Gupta
3. Twitter Marketing : How to grow twitter account to 1 MILLION FOLLOWERS in the first 6 months, by Pamella Russell
4. The Tao of Twitter , Revised and expanded new edition by Mark Schaefer
5. Twitter Power: How to Dominate Your Market One Tweet at a Time – Joel Comm
6. LinkedIn: How to Build Relationships and Get Job Offers Using LinkedIn: by Robbie Abed
7. LinkedIn for Personal Branding: The Ultimate Guide Kindle Edition by Sandra Long
8. LinkedIn Marketing in 2018 and Beyond: by Amar Ghose –

9. LinkedIn Marketing: An Hour a Day by Viveka von Rosen
10. Socialnomics: How Social Media Transforms the Way We Live and Do Business – Erik Qualman
Related online content (MOOC, Swayam, NPTEL Website etc.)

<https://www.edx.org/>

<https://onlinecourses.nptel.ac.in/>

Course outcomes

CO-1	Ability to create a well-defined digital brand strategy aligned with business goals and target audience preferences..
CO-2	Acquire proficiency in designing digital brand identities, including logos, color schemes, typography, and visual elements..
CO-3	Develop content branding strategies, including content ideation, creation, distribution, and optimization, to enhance brand visibility and engagement.
CO-4	Monitor online mentions, respond to customer feedback and reviews, and mitigate reputation risks to maintain a positive brand image.
CO-5	To interpret data insights to evaluate brand effectiveness, track brand health metrics

**MBA (DM&EC) IV-
Semester**

Core 3	Course code: code:30243	Mobile Marketing & E-Commerce	T	Credits:4	Hours:4 / week
Pre-requisite	Basic Knowledge of Mobile Marketing & E-Commerce		Syllabus Revised	2023-2024	
Course Objectives	1. To understand the significance of mobile devices and their impact on consumer behavior and marketing strategies. 2. To study the various components of mobile marketing, including mobile websites, mobile apps, SMS marketing, mobile advertising, and mobile search.				

UNIT-1 UNDERSTANDING THE MOBILE CONSUMER

Technology for the sake of technology, User journey and context Mobile and multi-channel marketing, User journey examples, Local intent Content marketing, the stages of the user journey, Value proposition and user journey.

UNIT-2 TECHNOLOGY CHANGE AND ADOPTION

Forty years of radical change, integrated devices, Smartphone adoption, Global variations, benchmarking marketing activity.

UNIT-3 DISRUPTION AND INTEGRATION

The death of in-store retail Convenience, choice and transparency, Business culture, Single customer view, Next step: marketing automation, Mobile as a change enabler.

UNIT-4 DEVICES, PLATFORMS AND TECHNOLOGY: WHY IT DOESN'T MATTER

Mobile-compatible is not mobile-optimized, Technology challenges, Audience segmentation, Frictionless technology.

UNIT-5- E-COMMERCE

Introduction to E-commerce models and frameworks-E-commerce infrastructure and technology-E-commerce Website Development-Design principles for E-commerce websites- UX/UI-E-commerce Marketing-Strategies for online marketing- Case studies of successful E-commerce marketing campaigns-Data Analytics for Digital Marketing- Analytics tools for tracking and measuring digital marketing performance- Mobile marketing strategies-Overview of online payment systems- Developing and promoting mobile applications for E-commerce-E-commerce Payment Systems- Security and trust considerations in E-commerce transactions

References

1. Rowles, Daniel (2013-11-03). Mobile Marketing: How Mobile Technology is Revolutionizing Marketing, Communications and Advertising (Kindle Locations 178-185). Kogan Page. Kindle Edition.
2. Hopkins, Jeanne; Turner, Jamie (2012-01-05). Go Mobile: Location-Based Marketing, Apps, Mobile Optimized Ad Campaigns, 2D Codes and Other Mobile Strategies to Grow Your Business . Wiley. Kindle Edition.

3. [Mobile Marketing for Dummies](#) ...5 July 2013 - by Michael Becker and John Arnold
4. [The New Rules of Marketing & PR: How to Use Social Media, Online Video, Mobile Applications, Blogs, News Releases...](#) 13 August 2013 | Import -by David Meerman Scott
5. [Strategic Digital Marketing](#) - 1 November 2013 -by Greenberg
6. [The Handbook of Mobile Market Research: Tools and Techniques for Market Researchers...](#) 29 August 2014 | - by Ray Poynter and Navin Williams
7. [The Everything Guide to Mobile Apps...](#) 1 January 2013 -by Peggy Anne Salzand Jennifer Moranz

Related online content (MOOC, Swayam, NPTEL Website etc.)

<https://www.edx.org/>

<https://onlinecourses.nptel.ac.in/>

Course outcomes

CO-1	To gain a comprehensive understanding of mobile marketing concepts, strategies, and tactics, including the unique characteristics of mobile devices, mobile user behavior, and mobile advertising formats.
CO-2	Ability to create a comprehensive mobile marketing strategy aligned with business goals and target audience preferences.
CO-3	To create, optimize, and measure mobile advertising campaigns to maximize reach, engagement, and conversions.
CO-4	To use mobile analytics tools and platforms to measure campaign effectiveness, optimize mobile marketing strategies, and demonstrate return on investment (ROI).
CO-5	To leverage location-based data and technologies to deliver personalized and relevant mobile marketing messages to users based on their physical location.

**MBA (DM&EC) IV-
Semester**

Core 4	Course code: code:30244	Digital Strategy Planning & Execution	T	Credits:4	Hours:4 / week
Pre-requisite	Basic Knowledge of Digital Strategy Planning & Execution		Syllabus Revised		2023-2024
Course Objectives	<ol style="list-style-type: none"> 1. To provide a comprehensive understanding of the digital ecosystem, including various platforms, technologies, and trends shaping the digital landscape. 2. To measure the performance of digital strategies and campaigns using relevant metrics and analytics tools, and how to interpret data to assess effectiveness and inform future strategy iterations. 				

UNIT-1 FOUNDATIONS OF DIGITAL STRATEGY

Introduction to Digital Strategy-Definition and importance of digital strategy-Evolution of digital strategy in business-Strategic Management Concepts-Basics of strategic planning-Integrating digital strategy into overall business strategy-Digital Landscape Analysis-Market research in the digital age-Analyzing industry trends and competitive landscapes

UNIT-2 DIGITAL STRATEGY FORMULATION

SWOT Analysis in the Digital Context-Applying SWOT analysis to digital environments-Identifying strengths, weaknesses, opportunities, and threats in digital channels-Customer Journey Mapping-Understanding and mapping the customer journey online-Touchpoints and interactions in the digital customer experience-Target Audience Segmentation-Identifying and targeting specific audience segments online-Personalization and customization in digital marketing

UNIT-3 DIGITAL MARKETING CHANNELS

Integrated Digital Marketing Channels-Overview of major digital marketing channels (SEO, SEM, Social Media, Email)-Multichannel and omni-channel strategies-Content Strategy and Marketing-Creating and curating content for digital channels-Content marketing best practices-Social Media Strategy-Developing a social media strategy for brand building-Social media listening and engagement

UNIT-4 DIGITAL ANALYTICS AND MEASUREMENT

Key Performance Indicators (KPIs) in Digital Strategy-Identifying and measuring relevant KPIs-Metrics for assessing digital strategy effectiveness-Data-Driven Decision Making-Utilizing analytics tools for informed decision-making-A/B testing and optimization

UNIT-5- IMPLEMENTATION AND EXECUTION

Budgeting and Resource Allocation-Allocating resources for digital marketing initiatives-Budgeting for paid advertising and campaigns-Project Management in Digital Campaigns-Planning and executing digital campaigns-Agile project management principles in digital strategy-Risk Management in Digital Strategy-Identifying and mitigating risks in digital initiatives-Crisis management in the digital realm

References

1. "Digital Marketing Strategy: An Integrated Approach to Online Marketing" by Simon Kingsnorth
2. "Digital Marketing Strategy: Text and Cases" by Glen L. Urban and E. Laird Landon Jr.
3. "Digital Marketing Excellence: Planning, Optimizing and Integrating Online Marketing" by Dave Chaffey and PR Smith
4. "The Art of Digital Marketing: The Definitive Guide to Creating Strategic, Targeted, and Measurable Online Campaigns" by Ian Dodson
5. "Digital Marketing: Strategy, Implementation and Practice" by Dave Chaffey and Fiona Ellis-Chadwick
6. "Epic Content Marketing: How to Tell a Different Story, Break through the Clutter, and Win More Customers by Marketing Less" by Joe Pulizzi

Related online content (MOOC, Swayam, NPTEL Website etc.)

<https://onlinecourses.nptel.ac.in/>

https://www.edx.org/learn/business-strategy/babson-college-digital-strategy-and-action?index=product&queryID=b767c7524daa32417bfc909e91e1731&position=4&linked_from=autocomplete&c=autocomplete

Course outcomes

CO-1	Gain proficiency in identifying target audiences and segments for digital initiatives.
CO-2	To conduct market research and identify opportunities and threats in the digital marketplace.
CO-3	Understand the importance of SMART (Specific, Measurable, Achievable, Relevant, Time-bound) goals in digital strategy planning
CO-4	To use web analytics tools, campaign tracking tools, and other measurement techniques to evaluate the effectiveness of digital initiatives.
CO-5	To understand the role of digital strategy in achieving organizational goals and objectives in the digital age.

**MBA (DM&EC)
IV-Semester**

Core 5	Course code: code:30245	Emerging Trends in Digital Marketing- AI, Chat GPT - (LAB)	P	Credits:4	Hours:6 / week
Pre-requisite	Basic Knowledge of Emerging Trends in Digital Marketing- AI, Chat GPT		Syllabus Revised		2023-2024
Course Objectives	<ol style="list-style-type: none"> 1. To understand how AI technologies such as machine learning, natural language processing (NLP), and computer vision are transforming digital marketing practices. 2. To gain hands-on experience by working on practical projects and assignments related to AI-driven digital marketing. 				

UNIT-1 INTRODUCTION TO EMERGING TECHNOLOGIES IN DIGITAL MARKETING

Overview of Emerging Trends-Understanding the role of emerging technologies in reshaping digital marketing-Importance of staying updated with industry trends-AI in Digital Marketing-Introduction to Artificial Intelligence (AI)-Applications of AI in digital marketing – personalization, recommendation engines, predictive analytics-Chat GPT and Conversational Marketing-Introduction to Chat GPT technology-Leveraging conversational interfaces for marketing purposes

UNIT-2 APPLICATIONS OF AI IN DIGITAL MARKETING

Machine Learning in Marketing-Basics of machine learning algorithms in marketing-Predictive modeling and customer segmentation-AI-powered Personalization-Customizing user experiences through AI-Implementing personalized content strategies-Voice Search Optimization-Optimizing content for voice-activated search-Impact of voice assistants on search engine rankings

UNIT-3 CHAT GPT IN MARKETING STRATEGIES

Understanding Chat GPT-Overview of Chat GPT technology-Conversational AI in customer interactions-Implementing Chatbots for Customer Service-Building and deploying chatbots for customer support-Best practices in designing conversational interfaces-Chat GPT in Social Media Marketing-Utilizing chatbots for social media engagement-Social media automation using AI

UNIT-4 ETHICAL AND PRIVACY CONSIDERATIONS

Ethical Use of AI in Marketing-Addressing ethical concerns in AI-driven marketing-Ensuring transparency and fairness-Data Privacy in AI Applications-GDPR and other regulations affecting AI in marketing-Safeguarding customer data in AI-driven campaigns

UNIT-5- FUTURE TRENDS AND INNOVATIONS

Emerging Technologies on the Horizon-Exploring upcoming technologies in digital marketing-Assessing their potential impact on the industry-Innovation in Digital Marketing-Encouraging a culture of innovation in digital marketing teams-Case studies of successful innovative campaigns

References

1. "Artificial Intelligence for Marketing: Practical Applications" by Jim Sterne
3. "AI for Marketing and Product Innovation: Powerful New Tools for Predicting Trends, Connecting with Customers, and Closing Sales" by A.K. Pradeep
4. "Chatbots: An Introduction and Easy Guide to Making Your Own" by Jacob D. Hower
5. "Conversational Marketing: How the World's Fastest Growing Companies Use Chatbots to Generate Leads 24/7/365 (and How You Can Too)" by David Cancel and Dave Gerhardt
6. "Artificial Intelligence: A Guide for Thinking Humans" by Melanie Mitchell
7. "The Age of Surveillance Capitalism: The Fight for a Human Future at the New Frontier of Power" by Shoshana Zuboff
8. "Hacking Growth: How Today's Fastest-Growing Companies Drive Breakout Success" by Sean Ellis and Morgan Brown
9. "Digital Marketing Strategy: An Integrated Approach to Online Marketing" by Simon Kingsnorth

Related online content (MOOC, Swayam, NPTEL Website etc.)

https://www.edx.org/learn/computer-programming/edx-how-to-use-chatgpt-in-business?index=product&queryID=6cbd22d7bdced5afaf4a3cd822467469&position=4&linked_from=autocomplete&c=autocomplete

<https://onlinecourses.nptel.ac.in/>

Course outcomes

CO-1	Importance of analytics in measuring and optimizing digital marketing strategies, user experiences, and business performance.
CO-2	To navigate analytics dashboards, set up tracking codes, and configure custom reports to monitor website traffic, user behavior, and conversion metrics.
CO-3	To integrate mobile analytics SDKs, track app installs, sessions, and in-app events, and analyze mobile app performance metrics
CO-4	To analyze user behavior, identify usability issues, and optimize website and app design, navigation, and content to enhance user engagement and satisfaction
CO-5	To create and customize analytics reports, visualize data using charts and graphs, and communicate insights effectively to inform decision-making.

MBA (DM&EC)
IV-Semester

Core 6	Course code: code:30246	Project Report and Viva Voce	Credits:4	Hours:8
Evaluation	<ul style="list-style-type: none">❖ The performance of students under this course will be assessed by the Faculty Guide and the report submitted by the students will be evaluated by the Faculty Guide and the Head of the Department for 75 marks.❖ A Viva-Voce will be conducted by a panel consisting of the HOD ,Faculty Guide and External Examiner jointly for 25 marks.❖ If a student fails to complete the project or fails to submit the report in time, he / she has to redo the internship the ensuing semester or academic year as decided by the institution.❖ If a student scores less than 40 % (i.e., less than 30 marks) in the Project Report Valuation, he / she has to redo in the ensuing semester as decided by the institution.❖ If a student scores 40 % or above in the Project Report, but scores less than 40 % (10 marks) in the Viva Voce, he / she has to reappear for the Viva Voce in the ensuing semester as decided by the institution.			

PG Programme

19.1 Passing minimum

- A candidate shall be declared to have passed each course if he/she secures not less than 40% marks in the End Semester Examinations and 40% marks in the Internal Assessment and not less than 50% in the aggregate, taking Continuous Assessment and End Semester Examinations marks together.
- The candidates not obtain 40% in the Internal Assessment are permitted to improve their Internal Assessment marks in the subsequent semesters (2 chances will be given) by writing the CIA tests and by submitting assignments.
- Candidates, who have secured the pass marks in the End-Semester Examination and in the CIA but failed to secure the aggregate minimum pass mark (E.S.E + C I.A), are permitted to improve their Internal Assessment mark in the following semester and/or in University examinations.
- A candidate shall be declared to have passed the Project/Dissertation/Internship if he/she gets not less than 40% in the End Semester Examinations and 40% marks in the Internal Assessment and not less than 50% in the aggregate in each of the Project/Dissertation/Internship Report and Viva-Voce.
- A candidate who gets less than 50% in the Project/Dissertation/Internship Report must resubmit the thesis. Such candidates need to take again the Viva-Voce on the resubmitted Project report.

19.2 Grading

The following table gives the marks, Grade points, Letter Grades, and classifications meant to indicate the overall academic performance of the candidate.

Conversion of Marks to Grade Points and Letter Grade (Performance in Paper/ Course)

RANGE OF MARKS	GRADE POINTS	LETTER GRADE	DESCRIPTION
90 - 100	9.0 – 10.0	O	Outstanding
80 - 89	8.0 – 8.9	D+	Excellent
75 - 79	7.5 – 7.9	D	Distinction
70 - 74	7.0 – 7.4	A+	Very Good
60 - 69	6.0 – 6.9	A	Good
50 - 59	5.0 – 5.9	B	Average
00 - 49	0.0	U	Re-appear
ABSENT	0.0	AAA	ABSENT

- a) Successful candidates passing the examinations and earning a GPA between 9.0 and 10.0 and marks from 90 – 100 shall be declared to have Outstanding (O).
- b) Successful candidates passing the examinations and earning a GPA between 8.0 and 8.9 and marks from 80 - 89 shall be declared to have Excellent (D+).
- c) Successful candidates passing the examinations and earning a GPA between 7.5 – 7.9 and marks from 75 - 79 shall be declared to have Distinction (D).
- d) Successful candidates passing the examinations and earning a GPA between 7.0 – 7.4 and marks from 70 - 74 shall be declared to have Very Good (A+).
- e) Successful candidates passing the examinations and earning a GPA between 6.0 – 6.9 and marks from 60 - 69 shall be declared to have Good (A).
- f) Successful candidates passing the examinations and earning a GPA between 5.0 – 5.9 and marks from 50 - 59 shall be declared to have an Average (B).
- g) Candidates earning a GPA between 0.0 and marks from 00 - 49 shall be declared to have Re-appear (U).
- h) Absence from an examination shall not be taken as an attempt.

From the second semester onwards the total performance in a semester and continuous performance starting from the first semester are indicated respectively as Grade Point Average (GPA) and Cumulative Grade Point Average (CGPA). These two are calculated by the following formulate

$$\text{GRADE POINT AVERAGE (GPA)} = \frac{\sum_i C_i G_i}{\sum_i C_i}$$

GPA = $\frac{\text{Sum of the multiplication of Grade Points by the credits of the courses}}{\text{Sum of the credits of the courses in a Semester}}$

19.3 Classification of the final result

CGPA	Grade	Classification of Final Result
9.5 – 10.0 9.0 and above but below 9.5	O+ O	First Class – Exemplary*
8.5 and above but below 9.0 8.0 and above but below 8.5 7.5 and above but below 8.0	D++ D+ D	First Class with Distinction*
7.0 and above but below 7.5 6.5 and above but below 7.0 6.0 and above but below 6.5	A++ A+ A	First Class
5.5 and above but below 6.0 5.0 and above but below 5.5	B+ B	Second Class
0.0 and above but below 5.0	U	Re-appear

The final result of the candidate shall be based only on the CGPA earned by the candidate.

- a) Successful candidates passing the examinations and earning a CGPA between 9.5 and 10.0 shall be given Letter Grade (O+), and those who earned a CGPA between 9.0 and 9.4 shall be given Letter Grade (O) and declared to have First Class –Exemplary*.
- b) Successful candidates passing the examinations and earning a CGPA between 7.5 and 7.9 shall be given Letter Grade (D), those who earned a CGPA between 8.0 and 8.4 shall be given Letter Grade (D+), those who earned a CGPA between 8.5 and 8.9 shall be given Letter Grade (D++) and declared to have First Class with Distinction*.
- c) Successful candidates passing the examinations and earning a CGPA between 6.0 and 6.4 shall be given Letter Grade (A), those who earned a CGPA between 6.5 and 6.9 shall be given Letter Grade (A+), those who earned a CGPA between 7.0 and 7.4 shall be given Letter Grade (A++) and declared to have First Class.

- d) Successful candidates passing the examinations and earning a CGPA between 5.0 and 5.4 shall be given a Letter Grade (B), and those who earned a CGPA between 5.5 and 5.9 shall be given a Letter Grade (B+) and declared to have passed in Second Class.
- i) Candidates who earned a CGPA between 0.0 and 4.9 shall be given Letter Grade (U) and declared to have Re-appear.
- e) Absence from an examination shall not be taken as an attempt.

$$\text{CUMULATIVE GRADE POINT AVERAGE (CGPA)} = \frac{\sum_n \sum_i C_{ni} \cdot G_{ni}}{\sum_n \sum_i C_{ni}}$$

CGPA = Sum of the multiplication of Grade Points by the credits of the entire Programme
Sum of the credits of the courses for the entire Programme
Sum of Grade Points X credits of the entire Programme

Where 'Ci' is the Credit earned for Course i in any semester; 'Gi' is the Grade Point obtained by the student for Course i and 'n' refers to the semester in which such courses were credited.

CGPA (Cumulative Grade Point Average) = Average Grade Point of all the Courses passed starting from the first semester to the current semester.

Note: * The candidates who have passed in the first appearance and within the prescribed Semesters of the PG Programme are alone eligible for this classification.