School of Management and Commerce

(SOMC)

Programme Handbook

(Programme Study and Evaluation Scheme)

Master of Business Administration in Digital Marketing

(With Academic Support of Imarticus Learning)

Programme Code: 48

TWO YEAR POST GRADUATE PROGRAMME

(with effect from 2024-25 session)

Approved in the 34th Meeting of Academic Council Held on 29 June 2024

Index

1. Preface:

The purpose of education is to create responsible global citizens who are empathetic and compassionate human beings. K R Mangalam University has committed itself to creating a learning culture where students get exposure to an education philosophy and system which leads them to their holistic development.

To ensure the courses are updated with the latest technological tools, all programs are equipped with technological interventions in the curriculum. A range of courses have been offered which use AI based technology to analyse business problems. Students learn to use analytical tools to decipher interpretations using data analysis and data visualization.

New courses including Customer Experience Management, Digital Transformation Management, Fin Tech, Innovations in Financial products and services, AI For Managers, Data Visualization Using Tableau and Power BI, Data Management Using SQL, Talent and Competency Management etc have been included in the curriculum to ensure students experience a unique multidisciplinary learning environment.

Students get a blend of experiential case based, problem based and project learning experience on campus. At the end of the programme the students would be equipped to handle the challenges of the corporate world using technology and analytical tools.

2. Categories of Courses

- **Major**: The major would provide the opportunity for a student to pursue in-depth study of a particular subject or discipline.
- **Ability Enhancement Course (AEC):** Students are required to achieve competency in a Modern Indian Language (MIL) and in the English language with special emphasis on language and communication skills. The courses aim at enabling the students to acquire and demonstrate the core linguistic skills, including critical reading and expository and academic writing skills, that help students articulate their arguments and present their thinking clearly and coherently and recognize the importance of language as a mediator of knowledge and identity.

- **Skills Enhancement Courses (SEC)**: These courses are aimed at imparting practical skills, hands-on training, soft skills, etc., to enhance the employability of students.
- **Research Project / Dissertation**:

Students choosing a 2 Year Master of Business Administration-IBM are required to take up research projects under the guidance of a faculty member. The students are expected to complete the Research Project in the third semester. The research outcomes of their project work may be published in peer-reviewed journals or may be presented in conferences /seminars or may be patented.

3. University Vision and Mission

3.1 Vision

K.R. Mangalam University aspires to become an internationally recognized institution of higher learning through excellence in inter-disciplinary education, research, and innovation, preparing socially responsible life-long learners contributing to nation building.

3.2 Mission

- Foster employability and entrepreneurship through futuristic curriculum and progressive pedagogy with cutting-edge technology
- Instill the notion of lifelong learning through stimulating research, Outcomes-based education, and innovative thinking
- Integrate global needs and expectations through collaborative programs with premier universities, research centers, industries, and professional bodies.
- Enhance leadership qualities among the youth understanding ethical values and environmental realities.

4. About the School

The School of Management & Commerce takes pride in its professional and highly qualified intellectual capital, its faculty members. The school boasts of its modern infrastructure and latest technology and resources in the field of General Management, Human Resource, Finance, Operations, Marketing, Information Technology, Analytics, Economics, Entrepreneurship and International Business. The school aims at creating professionals who are committed to excellence in their

personal and professional endeavour's by adopting the best of industry practices with a keen focus on research, training and consultancy programmes. The approach to pedagogy combines fieldwork, case studies and instrumented feedback with a strong emphasis on concepts and theory.

5. School Vision and Mission

Vision of SOMC: To be a Top Business School in India recognized Globally for Excellence and Innovation in Management Education and Research

Mission of SOMC:

The mission of the Business School is to

1. Nurture, Innovative and Ethical Leaders capable of managing change/
2. Leverage Technology developing proficiency in students, enabling them to thrive in dynamic business models.
3. Foster Research to advance the theory and practice of Management.
4. Develop compassionate and socially responsible business leaders/

6. About the Programme

6.1 Rationale

The MBA in Digital Marketing with academic support from Imarticus leaning is a leading-edge postgraduate program designed to equip students with the skills required to thrive in the fast-paced digital world. As one of the most in-demand specializations, this MBA program offers a unique blend of academic rigor and practical experience, ensuring that students are well-prepared for careers in digital marketing across industries. The program follows a Choice-Based Credit System (CBCS) and is structured around a Learning Outcome-Based Framework (LOCF), allowing students to customize their learning experience while ensuring they meet industry standards. Through a combination of theoretical knowledge and hands-on learning, students will gain expertise in key areas such as SEO, social media marketing, data analytics, content strategy, and more.

Graduates of this program will receive certifications that highlight their proficiency in digital marketing, enhancing their employability in multinational companies and start-ups alike. This comprehensive approach ensures that students are equipped with the necessary tools to excel in the ever-evolving digital landscape.

5.2 Objectives

  i.   To impart undergraduate, post graduate and doctoral education in identified areas of higher education.
 ii.   To undertake research programmes with industrial interface.
iii.   To integrate its growth with the global needs and expectations of the major stake holders through teaching, research, exchange & collaborative programmes with Foreign, Indian Universities/Institutions and MNCs.
 iv.   To act as a nodal centre for transfer of technology to the industry.
  v.   To provide job oriented professional education to the students.

Credit
Credit refers to a unit of contact hours/ tutorial hours per week or 02 hours of lab/ practical work per week.

6.2   Programme Educational Objectives (PEO)

After the course the students will be able to:

PEO1: Develop technical skill and proficiency for better career and life-long learning.

PEO2: Design innovative solutions for business problems.

PEO3: Think creatively towards better and improved products and services.

PEO4: Act as responsible citizens with accountability towards all actions.

PEO5: Uphold universal human values and take morally upright decisions.

6.3   Programme Specific Outcomes (PSO)

PSO1: Demonstrating continuous improvement through constant learning.

PSO2: Exhibiting leadership abilities to develop & lead cross cultural teams.

PSO3: Diagnosing practical business challenges using technical skills in the domain of digital marketing.

PSO4: Devising innovative digital marketing strategies to improve business growth.

PSO5: Conducting business processes upholding business ethics & universal human values.

PSO6: Exhibiting responsibility towards environment, society & governance in all business operations.

6.4   Career Avenues: An MBA with a focus on Digital Marketing opens up various career opportunities that blend technical skills with strategic innovation. Roles such as Digital Marketing Analyst and SEO Specialist involve diagnosing business challenges and optimizing online strategies using data-driven insights. Positions like Digital Marketing Manager and Growth Strategist focus on devising and implementing creative strategies to drive business growth. Leadership roles, such as Head of Digital Marketing or Regional Marketing Director, require managing and guiding cross-cultural teams effectively. Careers like Marketing Compliance Manager ensure adherence to ethical standards and best practices in digital marketing. Roles in Sustainability Marketing Manager or CSR Digital Strategist emphasize integrating environmental and social responsibility into marketing efforts. Additionally, positions such as Digital Learning Specialist or Continuous Improvement Manager focus on staying current with evolving digital trends and fostering ongoing professional development. These roles collectively offer a dynamic and impactful career path in the digital marketing landscape.

6.5   Duration :2years (4 Semesters)

6.6   Eligibility Criteria: Students must have qualified their graduation degrees (bachelor's degree) or equivalent with at least 50% marks in aggregate.

6.7   Eligibility Criteria for Award of Degree: Minimum 75% attendance and minimum 40% marks in every subject.

7. Students' Structured Learning Experience from Entry to Exit in the Programme

➢ **Education Philosophy and Purpose**:

• **Learn to Earn a Living:**
At KRMU we believe in equipping students with the skills, knowledge, and qualifications necessary to succeed in the job market and achieve financial stability. All the programmes are tailored to meet industry demands, preparing students to enter specific careers and contributing to economic development.

- **Learn to Live:**

The University believes in learners' holistic development, fostering critical thinking, creativity, emotional intelligence, and a deeper understanding of the world. Our aim is to nurture well-rounded individuals who can contribute meaningfully to society, lead fulfilling lives, and engage with the complexities of the human experience.

➢ **University Education Objective**:

- **Focus on Employability and Entrepreneurship through Holistic Education using Bloom's Taxonomy:** By targeting all levels of Bloom's Taxonomy—remembering, understanding, applying, analysing, evaluating, and creating—students are equipped with the knowledge, skills, and attitudes necessary for the workforce and entrepreneurial success. At KRMU we emphasize on learners critical thinking, problem-solving, and innovation ability ensuring application of theoretical knowledge in practical settings. This approach nurtures adaptability, creativity, and ethical decision-making, enabling graduates to excel in diverse professional environments and to innovate in entrepreneurial endeavours, contributing to economic growth and societal well-being.

- **Importance of Structured Learning Experiences: A** structured learning experience (SLE) is crucial for effective education as it provides a clear and organized framework for acquiring knowledge and skills. By following a well-defined curriculum, learners can build on prior knowledge systematically, ensuring that foundational concepts are understood before moving on to more complex topics. This approach not only enhances comprehension but also fosters critical thinking by allowing learners to connect ideas and apply them in various contexts. Moreover, a structured learning experience helps in setting clear goals and benchmarks, enabling both educators and students to track progress and make necessary adjustments. Ultimately, it creates a conducive environment for sustained intellectual growth, encouraging learners to achieve their full potential. At K.R. Mangalam University SLE is designed as rigorous activities that are integrated into the curriculum and provide students with opportunities to:
    - Demonstrate high level of academic attainment
    - Develop career goals

- Develop personal/social goals

Educational Planning and Execution

The program and course structure is finalised well in advance. The detailed credit distribution is defined as per the National Credit Framework given by UGC. Every faculty teaching a course shares Course Handouts which contain the details of pedagogy, session plan and teaching – learning activities that shall be carried out during the sessions.

Course Structure and Degree requirements

- Internships/Projects/Dissertations are an essential part of the learning process with significant number of credits attributed to them.
- Academic Support Services (Slow & Advanced Learners) – Students are identified as slow and advanced students after their first internal assessment. Slow learners are given Tutorials, Remedial Classes and Practise sessions. Advanced learners are identified in the same way and are given advanced learning and research opportunities.

Student Support Services

- **Mentor-Mentee**: Every student is allotted a Mentor for ensuring that they get an opportunity to share their academic concerns and grievances. Mentor ensures that the issues raised by the student are resolved to the satisfaction of the student.
- **Counselling and Wellness Services**: To take care of the emotional needs of the students, there is a Counselling office where students can share their personal problems and get resolutions.
- **Career Services and Training** – Students undergo intensive Training for Placements including Resume Designing, Video Resume Creation, LinkedIn Profile Management, Mock GD and Mock PI. Corporate trainers involved in the process give intensive feedback to the students to help them improve their weaknesses.
- **The grading policies and procedures** for theory courses, practical courses, projects, internships, and dissertations are clearly outlined for each course. Assessment details are provided individually for all courses to ensure transparency and clarity in evaluation**.**

- **Feedback and Continuous Improvement Mechanisms** – continuous feedback is a part of the learning process, and faculty uses every class to monitor the learning of the students.
- **Academic Integrity and Ethics** - Academic integrity is one of the most essential aspects of the learning process. Every submission from the student is processed through Drill Bit to ensure its content is not plagiarized. The upper limit of copied content accepted as submissions is 10%. All submissions have plagiarism below 10%.

Scheme of Studies

Semester-I

S. No.	Category of Course	Course Code	Course	L	T	P	C
1	Major-I	MCMA701	Excel for Business	1	0	1	3
2	Major-II	MCMA703	Statistics for Business	3	0	0	3
3	Major-III	MCMA705	Managerial Economics	3	0	0	3
4	Major-IV	MCMA707	Financial Accounting for Management	3	0	0	3
5	Major-V	MCMA709	Evolution of Management Theory	3	0	0	3
6	Major-VI	MCMA711	Behaviour in Organisations	3	0	0	3
7	Major-VII	MCMA713	Marketing Management	3	0	0	3
8	Major-VIII	MCSP811	Digital Marketing Fundamentals	1	0	1	3
9	Major-IX	MCSP812	Content Marketing	1	0	1	3
10	AEC-I	AEC024	Oral Business Communication	3	0	0	3
11	SEC-I	SEC065	Innovation and Design Thinking	1	0	1	3
			Total	**25**	**0**	**4**	**33**

Semester-II

S. No.	Category of Course	Course Code	Course	L	T	P	C
1	Major-I	MCMA702	Global Business Operations	3	0	0	3
2	Major-II	MCMA704	Research Methodology using R	1	0	1	3
3	Major-III	MCMA706	Human Resource Management	3	0	0	3
4	Major-IV	MCMA708	Operations Management	3	0	0	3

5	Major-V	MCMA710	Management and Cost Accounting	3	0	0	3
6	Major-VI	MCMA714	Macro Economics	3	0	0	3
7	Major-VII	MCSP813	Search Engine Optimization	1	0	1	3
8	Major-VIII	MCSP814	Social Media Marketing	1	0	1	3
9	Major-IX	MCSP820	User interface and User Experience	1	0	1	3
10	SEC-II	SEC-II	Creating An Entrepreneurial Mind set	3	0	0	3
11	AEC-II	AEC-II	Written Business Communication	3	0	0	3
			Total	**25**	**0**	**4**	**33**

Semester-III

S. No.	Category of Course	Course Code	Course Title	L	T	P	C
1	SIP	SIMC 801	Evaluation of Summer Internship Project Report	0	0	0	3
2	Major-X	MCMA801	Business Sustainability, Governance and Ethics	3	0	0	3
3	Major-XI	MCMA803	Corporate Finance	3	0	0	3
4	Major-XII	MCMA805	General Awareness and Corporate Affairs	3	0	0	3
5	Major-XIII	MCSP819	Digital Marketing Analytics	1	0	1	3
6	Major-XIV	MCSP821	Integrated Digital Marketing	1	0	1	3
7	Major-XV	MCSP822	Digital Advertising	1	0	1	3
8	Major-VII		Elective -I	3	0	0	3
9	Major-XVI		Elective- II	3	0	0	3
10	Major-XVII		Elective- III	3	0	0	3

11	Major-XVIII		Elective -IV	3	0	0	3
			TOTAL	**24**	**0**	**3**	**33**

Semester-IV							
S. No.	**Category of Course**	**Course Code**	**Course**	**L**	**T**	**P**	**C**
1	Project	DIMC801	Capstone Project	0	0	0	3
2	Major-XIX	MCMA802	Contemporary Issues in Strategic Management	3	0	0	3
3	Major-XX	MCMA804	Cyber Laws and Security	1	0	1	3
4	Major-XXI	MCSP815	Mobile Marketing	1	0	1	3
5	Major-XXII		Elective -V	3	0	0	3
6	Major-XXIII		Elective -VI	3	0	0	3
7	Major-XXIV		Elective -VII	3	0	0	3
8	Major-XXV		Elective -VIII	3	0	0	3
			TOTAL	**17**	**0**	**2**	**24**

Total Credits: 123

Specialisation _ Human Resource (701-711)		
S. No	**Code**	**Course Titles**
1	MCSP701	Change, Conflict & Negotiation Management
2	MCSP702	Competency Development
3	MCSP703	Compensation and Reward Management
4	MCSP704	Emotional Intelligence At Workplace
5	MCSP705	HR Analytics
6	MCSP706	Human Resource Information Management Systems
7	MCSP707	Improving Managerial Talent & Creativity
8	MCSP708	Industrial Relations & Labour Laws
9	MCSP709	Strategic Human Resource Management
10	MCSP710	Organizational Psychology
11	MCSP711	Organizational Development

Specialisation _ Finance (716-730)		
S. No	**Code**	**Course Titles**
1	MCSP716	Behavioral Finance
2	MCSP717	Corporate Restructuring and Value Creation (focus on M&A)
3	MCSP718	Derivatives and Risk Management
4	MCSP719	Financial Analytics
5	MCSP720	FinTech
6	MCSP721	Innovation and Financial Services
7	MCSP722	International Financial Management
8	MCSP723	Project and Infrastructure Finance
9	MCSP724	Security Analysis and Portfolio Management
10	MCSP725	Taxation and Financial Planning
11	MCSP726	Corporate Valuation

Specialisation _ Marketing (731-745)		
S. No	Code	Course Titles
1	MCSP731	Customer Experience Management (Including Neuro Marketing)
2	MCSP732	Integrated Marketing Communication
3	MCSP733	Marketing Analytics
4	MCSP734	Marketing Research
5	MCSP735	Pricing Strategy
6	MCSP736	Product and Brand Management
7	MCSP737	Retail Marketing
8	MCSP738	Rural & Social Marketing
9	MCSP739	Sales & Distribution Management
10	MCSP740	Services Marketing
11	MCSP741	Sustainable Marketing

Specialisation _ International Business (746-760)		
S. No	**Code**	**Course Titles**
1	MCSP722	International Financial Management
2	MCSP746	Banking and Business laws for Overseas Operations
3	MCSP747	Corporate Governance and CSR (International context)
4	MCSP748	Cross cultural management

5	MCSP749	Documentation for global business
6	MCSP750	Geo - Political implications for Business
7	MCSP751	International Marketing
8	MCSP752	International Trade and Policy Framework
9	MCSP753	International Product Strategy
10	MCSP754	Supply Chain For Global Operations

Specialisation Operations Management (761-775)

S. No	Code	Course Titles
1	MCSP761	Business Process Modelling
2	MCSP762	Lean Manufacturing
3	MCSP763	Logistics Management (Global Context)
4	MCSP764	Operations Strategy
5	MCSP765	Production Planning And Control
6	MCSP766	Project Management
7	MCSP767	Quality Management
8	MCSP768	Service Operations Management
9	MCSP769	Supply Chain Management
10	MCSP770	Technology Management

Specialisation _Information Technology (776-790)

S. No	Code	Course Titles
1	MCSP777	Business Process Re-engineering
2	MCSP778	Client-Server Architecture
3	MCSP779	Cloud Computing
4	MCSP780	Data Base Management Systems
5	MCSP781	Network Systems Foundation
6	MCSP782	Python & SQL in Business
7	MCSP783	Risk & Fraud Analytics
8	MCSP784	Software Architecture
9	MCSP785	Software Solutions for business Problems
10	MCSP786	Industry 5.0 and 4.0

Specialisation _ Entrepreneurship (791-805)		
S. No	**Code**	**Course Titles**
1	MCSP791	Corporate Entrepreneurship
2	MCSP792	Creating New Brands
3	MCSP793	Entrepreneurial Teams
4	MCSP794	Financial Strategies For Entrepreneurs
5	MCSP795	Innovative Business Models
6	MCSP796	Lean Start Ups (Eric Rice)
7	MCSP797	Social entrepreneurship
8	MCSP798	Strategic Entrepreneurship
9	MCSP799	Taxation and Financial Planning for Startups
10	MCSP800	Valuation of New Businesses

Specialisation _ Business Analytics (826-840)		
S. No	**Code**	**Course Titles**
1	MCSP837	Functional Analytics
2	MCSP831	Predictive Analysis
3	MCSP832	Creating Intelligent Machine
4	MCSP782	Python & SQL in Business
5	MCSP783	Risk & Fraud Analytics
6	MCSP828	Data Visualization (Tableau & Power BI)
7	MCSP830	Managing big data
8	MCSP834	Machine Learning for Business
9	MCSP835	Spread sheet Modelling and Analysis
10	MCSP836	Supply chain Analytics

SEMESTER I

SEMESTER I					
Course Code: MCMA701	**Course Title:** **MS Excel for Business**	**L**	**T**	**P**	**C**
Version	1	1	0	1	3
Category of Course	Major				
Total Contact Hours	30				
Pre-Requisites/ Co-Requisites					

Course Perspective

Upon completing this course, students will understand the core functionalities of MS Excel, including creating, managing, and formatting worksheets. They will apply data visualization techniques to generate clear insights through charts and pivot tables, and analyze complex datasets using advanced functions like VLOOKUP, INDEX, and MATCH. The course will also enable students to evaluate financial scenarios using functions like PV, FV, and IRR, facilitating real-world financial decision-making. By the end, students will be able to create effective Excel models for data analysis, visualization, and financial management.

Course Outcomes:

After completion of the course the student will be:

Course Outcome	Course Outcome Statement	Bloom Taxonomy Level
CO1	**Understanding** the fundamental features of MS Excel, including worksheet management, data organization, and basic functions.	L2
CO2	**Applying** advanced functions like VLOOKUP, HLOOKUP, and INDEX to efficiently retrieve data and customize validation rules.	L3
CO3	**Analysing** data through charts, pivot tables, and slicers to identify patterns, trends, and anomalies for better data interpretation.	L4
CO4	**Evaluating** financial scenarios by using financial functions such as PV, FV, NPV, and IRR to assess business decisions.	L5
CO5	**Creating** comprehensive Excel models by integrating visualization, advanced functions, and financial analysis for decision-making.	L6

Course Content

Unit I	Basics of MS Excel	8 Hours
Features of MS Excel, Worksheets and Workbooks: Labelling and Naming Worksheets and Workbooks, Adding, Deleting and Saving Worksheets and Workbooks, Reposition Worksheets, Inserting, Deleting, and Renaming Worksheets, Copy Worksheets, Printing a Workbook, Formatting a Worksheet, Adding Elements to a Workbook, Protecting Worksheet and Workbook. Creating a Table, Sorting Data into a Table, Data Validation, insert function, Use relative References, Mathematical Functions, Statistical Functions, Date & Time Functions.		
Unit II	Data Visualization through MS Excel	7 Hours
Charts: Chart elements: Titles, legend, data labels, creating a New Chart, Formatting the Chat, Types of charts, Using Chart Templates. PivotTables: Creating a PivotTable, Filtering and Sorting a PivotTable, Using Slicers to manipulate PivotTables, Creating a PivotChart		
Unit III	Advanced Functions and Data Validation	8 Hours
VLOOKUP, HLOOKUP, INDEX, MATCH for advanced data retrieval; Data Validation Rules - Creation & Customisation; Conditional Formatting - Highlighting trends, patterns, and anomalies in data.		
Unit IV	Financial Functions in MS Excel	7 Hours
Introduction to Financial Functions, Present Value (PV), Future Value (FV), Payment Calculation (PMT), Net Present Value (NPV), Internal Rate of Return (IRR), Straight-Line Depreciation (SLN), Declining Balance Depreciation (DB), Cash Flow Analysis, Practical Applications of Financial Functions		

Learning Experience: The learning process for this course combines instructor-led classes, hands-on practical's, quizzes, and assessments, making it highly interactive and effective. Initial classes will cover MS Excel basics, including workbook management and data organization, with practical exercises reinforcing each concept. In data visualization sessions, students will engage in labs to create and format charts and pivot tables. Advanced functions and data validation techniques will be taught through case-based exercises. Financial functions will be explored using real-world scenarios, enhancing problem-solving skills. Frequent quizzes and tests will track progress, ensuring students develop robust Excel skills for business applications.

Textbooks

1. Paul McFedries - Microsoft Excel Formulas and Functions (Office 2021 and Microsoft 365) - 1st Edition - Pearson Education.
2. Wayne Winston - Microsoft Excel Data Analysis and Business Modeling (Office 2021 and Microsoft 365) - 7th Edition - Microsoft Press.

3. Glyn Davis & Branko Pecar - Business Statistics Using Excel - 2nd Edition - Oxford University Press

Open Educational Resources (OER)

1. https://www.coursera.org/learn/advanced-excel/
2. https://excelgraduate.com/advanced-excel/
3. https://www.coursera.org/programs/excel-skills-for-business-specialization-r62pz/learn/excel-advanced?specialization=excel

Evaluation Scheme

Evaluation Components	Weightage
Internal Marks (Theory):-	
I) Continuous Assessment (30 Marks) **(All the components to be evenly spaced)** Project/ Quizzes/ Assignments and Essays/ Presentations/ Participation Case Studies/ Reflective Journals (Minimum of five components to be evaluated)	30 Marks
II) Internal Marks (Theory):-Mid-Term Exam	20 Marks
External Marks (Theory):-End-Term Examinations	50 Marks
Note: It is compulsory for a student to secure 40% marks in Internal and End Term Examination separately to secure minimum passing grade.	

SEMESTER I					
Course Code: MCMA703	**Course Title: Statistics for Business**	**L**	**T**	**P**	**C**
Version	1	3	0	0	3
Category of Course	Major				
Total Contact Hours	45				
Pre-Requisites/Co-Requisites	Basics of Mathematics and Statistics				

Course Perspective

The Statistics for Business course offers a practical approach to applying statistical methods in the workplace. It covers data collection, analysis, and interpretation, equipping students with skills to make informed business decisions. The course introduces basic probability concepts, emphasizing measuring and modelling uncertainty, and explores various data distributions. Students will learn to apply statistical techniques, including the Linear Regression Model, to analyse real-world business scenarios. By integrating statistical tools with decision-making processes, the course prepares learners to utilize data-driven insights to solve business challenges and optimize outcomes, fostering a quantitative mindset for effective problem-solving.

Course Outcomes

After completion of the course the student will be:

Course Outcome	Course Outcome Statement	Bloom Taxonomy Level
CO2	**Understanding** the basic concepts of statistics and the measurement of central tendency and dispersion. Also understand the data visualization and presentation.	L2
CO3	**Applying** probability concepts and various data distributions to solve business-related problems.	L3
CO4	**Analysing** statistical data using techniques such as hypothesis testing and regression analysis to inform business decisions in the field of business management.	L4
CO5	**Evaluating** ddifferent statistical models to assess their effectiveness in forecasting and decision-making processes	L5
CO6	**Creating** data-driven strategies based on statistical analysis for optimizing business operations and decision-making in business management.	L6

Course Content

Unit I	Data and Types of Descriptive Analysis	12 Hours
Attributes and variables, Scales of measurement: nominal, ordinal, interval and ratio, Quantitative and Qualitative Data, Measures of Central Value: Mean, Median, Mode, Measures of Dispersion: Range, Quartile Deviation, Mean Deviation, Standard Deviation, Moments, Skewness, Kurtosis. Visualization of Data: Histograms, Stem and Leaf Plots, Five Number Summary and Box Plots. Introduction to Big Data: Characteristics and Stages, Application of Central tendency and Variance Measures in Finance and Economics.		

Unit II	Correlation and Regression Analysis	10 Hours
Correlation Analysis: Meaning and significance. Correlation and Causation, Types of Correlation, Methods of studying Simple correlation – Scatter diagram, Karl Pearson's coefficient of correlation, Spearman's Rank correlation coefficient. Regression Analysis: Meaning and significance, Regression vs. Correlation,		

Simple Regression model: Linear Regression, R-square and MSE in Regression, Geometric Interpretation of Regression., Application of Correlation and Regression in Finance and Economics		
Unit III	**Random Variable Analysis**	**10 Hours**
Probability: Meaning and types, Conditional probability, Bayes' theorem, Random Variable: discrete and continuous. Probability Distribution: This means the characteristics (Expectation and variance) of Binomial, Poisson, Exponential and Normal distribution, z-score, Chebyshev and empirical rule, and Central limit theorem.		
Unit IV	**Introduction to Estimation and Hypothesis Testing**	**13 Hours**
Estimation: Point and Interval estimation of population mean, Confidence intervals for the parameters of a normal distribution (one sample only), Hypothesis Testing: Null and Alternate Hypothesis, Parametric and Non-Parametric tests, One Tail and Two tail tests, Chi-Square test, Level of Significance, Type I and Type II error, Test of hypothesis concerning Mean: z-test & t-test.		

Learning Experience

The course will employ diverse teaching methods to enhance student engagement and learning. Interactive lectures, incorporating presentations and Q&A sessions, will facilitate a deeper understanding of core concepts while maintaining active student participation. Hands-on learning through practical exercises will reinforce theoretical knowledge. To simplify complex ideas, real-world cases will be adapted and discussed, making the content more relatable. Digital media resources such as video tutorials and podcasts will cater to various learning styles, and a Learning Management System (LMS) will be used to share course materials and assignments. Continuous and formative assessments, including quizzes and class discussions, will provide timely feedback on student progress. Additionally, the course instructor will offer extra support and feedback during scheduled office hours to address individual learning needs. Together, these strategies will ensure a comprehensive and engaging learning experience.

Textbooks

1. Levin, R. and Rubin, D., Statistics for Management, Pearson India.

Suggested Readings

1. Keller, G., Statistics for Management and Economics, Cengage Learning, New Delhi.
2. Stine, R. and Foster, D., Statistics for Business (Decision making and Analysis). Pearson India.
3. Levine, D., Stephan, D.,& Szabat, K., Statistics for Managers using MS Excel, Pearson India.

Open Educational Resources (OER)

NPTEL, Swayam, Course Era

Evaluation Scheme

Evaluation Components	Weightage
Internal Marks (Theory):-	
I) Continuous Assessment (30 Marks) **(All the components to be evenly spaced)** Project/ Quizzes/ Assignments and Essays/ Presentations/ Participation Case Studies/ Reflective Journals (Minimum of five components to be evaluated)	30 Marks
II) Internal Marks (Theory):-Mid-Term Exam	20 Marks
External Marks (Theory):-End-Term Examinations	50 Marks
Note: It is compulsory for a student to secure 40% marks in Internal and End Term Examination separately to secure minimum passing grade.	

SEMESTER I					
Course Code: **MCMA705**	**Course Title: Managerial Economics**	L	T	P	C
Version	**1**	**3**	**0**	**0**	**3**
Category of Course	Major				
Total Contact Hours	45				
Pre-Requisites/ Co-Requisites	**Basic knowledge of Managerial Economics**				

Course Perspective

This course is designed to connect economic theory with practical business decision-making. It equips students with essential analytical tools and frameworks to tackle complex business challenges using economic principles. Focusing on economic concepts—such as demand analysis, production and cost functions, and pricing strategies—the course applies these theories to real-world scenarios. By blending economic theory with managerial practice, students learn to make informed decisions that optimize resource allocation, improve firm performance, and adapt to external market changes. This course lays a solid foundation for advanced studies in finance, marketing, and strategy, empowering future managers with the economic insights necessary to succeed in a competitive global landscape.

Course Outcomes:

After completion of the course, the student will be:

Course Outcome	Course Outcome Statement	Bloom Taxonomy Level
CO1	**Understanding** the core concept of Managerial Economics.	L2
CO2	**Applying** the relationship between demand analysis and consumer behavior, including utility and preferences	L3
CO3	**Applying** demand functions and cost concepts to make informed managerial decisions regarding pricing and resource allocation	L3
CO4	**Analysing** various market structures and their implications for pricing strategies.	L4
CO5	**Evaluating** business strategies based on economic principles and market conditions.	L5

Course Content

Unit I	Introduction	11 Hours
Relationship with other disciplines (Economics, Accounting, Finance, etc.) Basic Economic Concepts: Opportunity Cost, Marginal Analysis, and Time Value of Money, Managerial economics and economic theory, Objectives of the Firm: Profit Maximization vs. Wealth Maximization, Basic model of the firm, Types of business decisions, Managerial decision-making process, Economic Principles Relevant to Managerial Decisions, Marginality and incremental Analysis.		
Unit II	**Demand analysis and theory of consumer's choice**	**11 Hours**
Demand and Demand Function, Individual Demand. Demand Function. Law of Demand, Market Demand Function. Inverse demand function. Relationship between Demand Function and Demand Curve, the Concept of Utility, Law of Diminishing Marginal Utility; Consumer's Equilibrium: Principle of Equi-marginal Utility, Consumer Preferences. Indifference Curve Approach, Marginal Rate of Substitution. Properties of Indifference Curves, Budget Line or Budget Constraint, Demand for Complementary and Substitute Goods, Demand Forecasting: Qualitative and Quantitative Methods, Slutsky Substitution Effect, Revealed Preference Theory of Demand		
Unit III	**Theory of production and cost analysis**	**11 Hours**
Returns to a Variable Factor, Production Function with Two Variable Inputs: Isoquants. Marginal Rate of Technical Substitution. Isoquants of Perfect Substitutes and Complements, Iso-Cost Line. Least-Cost Combination of Factors, Returns to Scale,The Concepts of Cost: Cost Functions, Relationship Between Marginal Cost and Marginal Physical Product. Derivation of Short-Run		

Average and Marginal Cost Curves from their Total Cost Curves. Theory of Long-Run Costs: Long-Run Average Cost Curve. Long-Run Average Cost Curve in Case of Constant Returns to Scale. Minimum Efficient Scale. Explanation of the U-shape of the Long-Run Average Cost Curve: Long-Run Marginal Cost Curve. Relationship between STC and LTC and between LAC and SAC Curves.		
Unit IV	**Market structures & pricing under different markets**	**12 Hours**
Market Structures and Concepts of Revenue for a Firm, Perfect Competition, Monopoly (and its regulatory control), Price Discrimination in Monopoly, Measurement of the Degree of Monopoly Power, Price and Output under Bilateral Monopoly, Monopolistic Competition, and Oligopoly: Classical Models of Oligopoly, Price rigidity: Kinked Demand Curve Model, Collusive and Non-collusive Oligopoly, price leadership, non-price competition: Advertising expenditure, Dumping and Cartels.		

Learning Experience: The learning experience in this Managerial Economics course provides students with a thorough understanding of the application of economic principles in real-world business contexts. By exploring the scope and methodology of economics, students gain foundational knowledge of economic theories and analytical techniques crucial for analysing various economic phenomena. The course examines demand analysis and consumer choice, focusing on how preferences and constraints influence demand and decision-making. Additionally, the theory of production and cost analysis highlights efficient input-output conversion and cost management for maximizing profitability. Students also study market structures and pricing strategies across different competitive environments—perfect competition, monopolistic competition, oligopoly, and monopoly—enhancing their ability to make informed strategic decisions. Collectively, these topics equip students with essential tools for navigating complex economic and business landscapes.

Textbooks

1. Koutsoyiannis, A. Modern Microeconomics (2nd ed.). Palgrave, McMillan

2. Salvatore, D. Managerial Economics (8th ed.). Oxford University Press.

3. Geetika, Ghosh P., & Roy Chowdhury, P. Managerial Economics (3r ed.). Mc Graw Hill Education.

Suggested Readings

1. Managerial Economics: Theory, Applications, and Cases" by William F. Samuelson and Stephen G. Marks (10th Edition) Wiley Publications

2. Managerial Economics and Business Strategy" by Michael Baye and Jeff Prince (10th Edition) McGraw-Hill Education

3. Dwivedi, D.N.; Managerial Economics, (11th Edition) Vikas Publishing House

Open Educational Resources (OER)

1. http://nptel.ac.in/courses/110/104/110104024/

2. http://swayam.gov.in/nd1_noc20_mg55/preview
3. http://openstax.org/details/books/principles-microeconomics-2e
4. http://ocw.mit.edu/courses/economics/14-01sc-principles-of-microeconomics-fall-   2011/
5. http://www.khanacademy.org/economics-finance-domain/microeconomics

Evaluation Scheme

Evaluation Components	Weightage
Internal Marks (Theory): -	
I) Continuous Assessment (30 Marks) **(All the components to be evenly spaced)** Project/ Quizzes/ Assignments and Essays/ Presentations/ Participation Case Studies/ Reflective Journals (Minimum of five components to be evaluated)	30 Marks
II) Internal Marks (Theory): -Mid-Term Exam	20 Marks
External Marks (Theory): -End-Term Examinations	50 Marks
Note: It is compulsory for a student to secure 40% marks in Internal and End Term Examination separately to secure minimum passing grade.	

SEMESTER I					
Course Code: MCMA707	**Course Title: Financial Accounting for Management**	**L**	**T**	**P**	**C**
Version	**1**	**3**	**0**	**0**	**3**
Category of Course	Major				
Total Contact Hours	45				
Pre-Requisites/ Co-Requisites	**Basic knowledge of financial accounting**				

Course Perspective

This course provides a comprehensive introduction to the principles and practices of financial accounting. Students will gain a solid foundation in basic accounting concepts, the recording and reporting of business transactions, depreciation and inventory valuation, and accounting for non-profit organizations. Contemporary issues in accounting will also be explored, equipping students with the knowledge to navigate both traditional and modern accounting challenges.

Course Outcomes:

After completion of the course the student will be:

Course Outcome	Course Outcome Statement	Bloom Taxonomy Level
CO1	**Understanding** the fundamentals of accounting and accounting standards (GAAP, IAS, IFRS, IAS and reporting IndAS).	L2
CO2	**Applying** accounting process from recording of transactions to preparation of final accounts.	L3
CO3	**Analysing** and interpreting financial statement using various tools such as comparative and common size statement, ratio analysis and cash flow analysis.	L4
CO4	**Analysing** the accounting principles for non-profit organizations, including the treatment of subscriptions and the preparation of receipts, payment accounts, and balance sheets.	L4
CO5	**Evaluating** contemporary issues in accounting, such as Human Resource Accounting and Sustainability Reporting, assessing their impact on financial practices and corporate responsibility.	L5

Course Content

Unit I	Introduction and Conceptual Framework	12 Hours
Basics of Accounting, Financial accounting principles**:** Meaning and need; Concepts and Conventions of Accounting, Accounting Systems, Measurement of Business income, Revenue recognition, Introduction to Generally Accepted Accounting Principles (GAAP*), **Accounting standards**:* Overview of IAS, IFRS. AS and Ind AS.		
Unit II	**Recording Business Transaction & Preparation of Final Accounts**	12 Hours
Journal, Cash Book, Ledger, Depreciation, Trial Balance, Rectification of errors, Preparation of Final Accounts: (with adjustments) with Tally.		
Unit III	**Cash Flow Statement, Inventory Valuation and Intangible Assets Accounting**	12 Hours
Financial Statements and analysis: Forms and nature of financial statements; Uses and Limitations, types and tools of analysis; Comparative Financial Statements; Common – Size Statements; Trend Percentages and Ratio Analysis. **Accounting Ratios**- Classification; Profitability ratios; Turnover Ratios; Solvency Ratios' Analysis of Capital Structure; Ratios as Predictors of insolvency; Significance Limitations and interpretation of Ratio Analysis.		
Unit IV	**Cash Flow Statement, Inventory Valuation and Intangible Assets Accounting**	9 Hours

> **Non-Profit Organization Accounting**: Basic Concepts, Treatment of Subscription and Preparation of Receipts & Payment Accounts and Balance Sheet. **Introduction to Contemporary issues in Accounting** – Human Resource Accounting, Inflation Accounting, Business Responsibility & Sustainability Reporting (BRSR), Green Washing, Accounting for CSR

Learning Experience: The learning experience will include interactive lectures with real-world examples to make accounting concepts engaging. Students will gain hands-on practice through practical exercises and accounting software tools. Group activities and case studies will enhance collaborative problem-solving skills. Regular quizzes and assignments will reinforce learning, while guest lectures from industry experts will provide current insights. Opportunities for self-reflection and feedback will help students assess their progress and improve their understanding.

Textbooks:

1. R. Narayanaswamy. "Financial Accounting: A Managerial Perspective", PHI Learning Pvt. Ltd.
2. Maheshwari, S. N. Financial Accounting. 6th ed., Vikas Publishing House

Suggested Readings:

1. Anthony, R. N., Hawkins, D. F., & Merchant, K. A. Accounting: Text and Cases (13th ed.). McGraw-Hill Education.
2. Grewal, T. S. Double Entry Book Keeping: Financial Accounting for Class 12. Sultan Chand & Sons.
3. Monga, J. R. Financial Accounting: Concepts and Applications. Mayur Paperback.

Open Educational Resources (OER)

1. OpenStax Financial Accounting Textbook
2. MIT OCW Financial Accounting Course
3. Coursera Financial Accounting Course
4. Saylor Academy Financial Accounting Course

Evaluation Scheme

Evaluation Components	Weightage
Internal Marks (Theory):-	
I) Continuous Assessment (30 Marks) **(All the components to be evenly spaced)** Project/ Quizzes/ Assignments and Essays/ Presentations/ Participation Case Studies/ Reflective Journals (Minimum of five components to be evaluated)	30 Marks
II) Internal Marks (Theory):-Mid-Term Exam	20 Marks
External Marks (Theory):-End-Term Examinations	50 Marks

Note: It is compulsory for a student to secure 40% marks in Internal and End Term Examination separately to secure minimum passing grade.

SEMESTER I					
Course Code: MCMA709	Course Title: Evolution of Management Theory	L	T	P	C
Version	1	3	0	0	3
Category of Course	Major				
Total Contact Hours	45				
Pre-Requisites/ Co-Requisites	**Basic knowledge of Management**				

Course Perspective

This course introduces students to essential management principles and their evolution, from classical theories like Taylor's Scientific Management to modern approaches by thinkers like Peter Drucker and Michael Porter. Students will explore managerial roles, skills, and functions, gaining insights into practical applications such as Total Quality Management, Lean Management, and Business Process Re-engineering. The course equips students to analyze organizational dynamics and adapt to emerging trends, preparing them for leadership, management, or entrepreneurial roles. It provides a strong foundation for understanding contemporary management practices and driving organizational success in today's competitive environment.

Course Outcomes:

After completion of the course, the student will be:

Course Outcome	Course Outcome Statement	Bloom Taxonomy Level
CO1	**Understanding** the concept of management and its theories.	L2
CO2	**Applying** classical, neo-classical and modern management theories to real-world scenarios**.**	L3
CO3	**Analysing** management theories and their relevance to contemporary organizational challenges.	L4
CO4	**Evaluating** the contributions of key management thinkers in shaping current management practices.	L5
CO5	**Evaluating** emerging trends in management to assess their effectiveness in enhancing organizational performance.	L5

Course Content

Unit I	Introduction	11 Hours
Definition, nature, and features of Management, Management as an art, a Science and a profession, Levels of Management, Skills & Roles of a manager, Classification & Description of Managerial functions		

Unit II	Classical and Neo-Classical Management Theories	11 Hours
Classical Theories: Max Weber's Bureaucratic model, Frederick W. Taylor's Scientific Management, Henry Fayol's Administrative Management Theory. **Neo classical theories**: Human Relations Movement: Elton Mayo & Human Relations approach, Mary parker Follett and Professionalization of Management Behavioral Sciences Movement: Abraham Malow's Need Hierarchy Theory, McGregor's X & Y theory, Rensis Likert's Linking Pin, Chester Barnard's Social Systems Approach		

Unit III	Modern Management Theories and Contemporary Approach to Management	12 Hours
Quantitative/ Management Science Approach, Systems Approach, Contingency/ Situational Approach, Contemporary Approach to Management: Contributions of Peter Drucker, Michael Porter, C.K. Prahalad, Tom Peter, Igor Ansoff, Henry Mintzberg.		

Unit IV	Emerging Trends in Management	11 Hours
Business Process Re – engineering, Benchmarking, Knowledge management, Total Quality Management, Just-in-Time Management & Kanban, Six Sigma, Lean Management, Kaizen, Organisational Ecology Theory.		

Learning Experience: The learning experience in this Management Theories course is designed to be highly experiential and participatory, ensuring that students actively engage with the material and apply their learning in practical contexts. Instruction will combine lectures with interactive discussions, case studies, and real-world problem-solving exercises. Students will engage in hands-on learning through assignments that require them to apply management theories to analyze case studies, develop solutions, and improve organizational practices. Group activities and peer reviews will foster collaboration, allowing students to learn from each other and refine their understanding of the course material. Assessments will include a mix of quizzes, case study analyses, and project-based

assignments, ensuring a comprehensive evaluation of student learning. The course instructor will readily provide additional support and feedback, encouraging students to seek help as needed. This approach will help students grasp the theoretical aspects of management and empower them to apply these concepts effectively in their future careers.

Textbooks

1. R.S. Gupta, B.D. Sharma & N.S. Bhalla, Principles and Practices of Management. 9th Edition. Kalyani publishers.

2. Robbins, Fundamentals of Management, 9th Edition, Pearson Education India.

Suggested Readings

1. C.B. Gupta, Management Theory and Practice.21st Ed. Sultan Chand & sons.
2. Harold Koontz & Heinz Weihrich. Essentials of Management. 7th Ed. McGraw Hill.
LM Prasad, Principles and Practice of Management. 7th Ed. Sultan Chand & sons.

Open Educational Resources (OER)

1. https://theintactone.com/2018/05/17/mpob-u1-topic-2-evolution-of-management/
2. https://kanchiuniv.ac.in/coursematerials/T1MC1%20Pronciples%20of%20management.pdf

Evaluation Scheme

Evaluation Components	Weightage
Internal Marks (Theory): -	
I) Continuous Assessment (30 Marks) **(All the components to be evenly spaced)** Project/ Quizzes/ Assignments and Essays/ Presentations/ Participation Case Studies/ Reflective Journals (Minimum of five components to be evaluated)	30 Marks
II) Internal Marks (Theory): -Mid-Term Exam	20 Marks
External Marks (Theory): -End-Term Examinations	50 Marks
Note: It is compulsory for a student to secure 40% marks in Internal and End Term Examination separately to secure minimum passing grade.	

SEMESTER I					
Course Code: MCMA711	**Course Title: Behaviour in Organisations**	**L**	**T**	**P**	**C**
Version	**1**	**3**	**0**	**0**	**3**
Category of Course	Major				
Total Contact Hours	45				
Pre-Requisites/ Co-Requisites	Basics of management				

Course Perspective

This course on Organizational Behavior (OB) is integral to students' academic and professional development, providing essential knowledge and skills for understanding and improving workplace dynamics. By exploring the foundational concepts of OB, including emotional intelligence and the scope of individual and group behavior, students gain a comprehensive understanding of how personal and collective behaviors influence organizational effectiveness. The practical application of this course is evident in real-world scenarios such as team management, organizational restructuring, and enhancing employee satisfaction. For instance, a manager who understands team dynamics and conflict resolution will be better equipped to lead diverse teams and drive organizational success. Overall, this course equips students with the skills to analyze and improve organizational effectiveness, making them valuable assets in any professional setting.

Course Outcomes:

After completion of the course the student will be:

Course Outcome	Course Outcome Statement	Bloom Taxonomy Level
CO1	**Understanding** the concept and scope of organization behaviour.	L2
CO2	**Applying** the concepts of individual differences, values, and attitudes to influence perception, personality, and behavior in different organizational settings.	L3
CO3	**Analysing** strategies to develop self-directed work teams and virtual teams.	L4
CO4	**Analysing** the sources and different conflict management techniques to enhance team cohesion and effectiveness.	L4

CO5	**Evaluating** different organizational structures and designs, assessing their effectiveness in supporting organizational work and culture.	L5

Course Content

Unit I	**Foundation and background of OB**	**12 Hours**
Concept, nature & scope of OB, Foundations of OB, challenges & opportunities, emotional intelligence at workplace.		
Unit II	**Individual behavior and processes**	**13 Hours**
Individual differences–values and attitudes; Perception concept, process and applications; Personality-concept, determinants and theories applications; Learning and Reinforcement, Stress–symptoms, causes, consequences and management.		
Unit III	**Interpersonal and team processes**	**10 Hours**
Group behavior, group development, group dynamics, social loafing; developing teams–self-directed work teams, virtual teams; team building; Empowerment-concept, significance, Conflict–Concept, sources, types, management of conflict, Power–concept, sources, approaches; organizational politics.		
Unit IV	**Organizational processes and structure**	**10 Hours**
Organizational structure and design, Work and job design; organizational learning; organizational culture; organizational change and development.		

Learning Experience: This course is interactive and practical, combining lectures and hands-on activities. Lectures will introduce foundational OB concepts, while case studies and real-world scenarios will help students apply them. Group work will explore interpersonal dynamics, team processes, and conflict management, promoting collaboration. Role-playing exercises will allow students to practice emotional intelligence and conflict resolution in simulated environments. Technology, such as interactive simulations and online platforms, will enhance participation. Assignments, including reflections and group projects, will apply OB theories to real-world challenges, supported by field observations, professional interviews, peer reviews, and instructor feedback.

Textbooks

1. Robbins, S.P. (2008) Organizational Behaviour, (7th Edition), New Delhi ND: Prentice Hall of India.

Suggested Readings

1. Pareek, Udai. (2012). Understanding Organisational Behaviour (3rd Edition). New Delhi ND: Oxford University Press.
2. Prasad, L.M. (2014). Organizational Behaviour (5th Revised Edition) Sultan Chand & Sons.

3. Aswathappa, K. (2007). Organizational Behavior, (7th Edition) New Delhi ND: Himalaya Publishing House.

Open Educational Resources (OER)

1. https://www.pockethrms.com/blog/workforce-diversity/
2. Students are encouraged to explore online resources such as Cousera for additional learning materials on organization behavior.

Evaluation Scheme

Evaluation Components	Weightage
Internal Marks (Theory):-	
I) Continuous Assessment (30 Marks) **(All the components to be evenly spaced)** Project/ Quizzes/ Assignments and Essays/ Presentations/ Participation Case Studies/ Reflective Journals (Minimum of five components to be evaluated)	30 Marks
II) Internal Marks (Theory):-Mid-Term Exam	20 Marks
External Marks (Theory):-End-Term Examinations	50 Marks
Note: It is compulsory for a student to secure 40% marks in Internal and End Term Examination separately to secure minimum passing grade	

SEMESTER I					
Course Code: **MCMA713**	**Course Title: Marketing Management**	L	T	P	C
Version	1	3	0	0	3
Category of Course	Major				
Total Contact Hours	45				
Pre-Requisites/ Co-Requisites	**Basic knowledge of Marketing**				

Course Perspective

This marketing course is designed to provide students with a thorough understanding of marketing principles and their practical implications in today's dynamic business environment. By exploring fundamental concepts such as market segmentation, targeting, and positioning, students will develop the skills necessary to create effective marketing strategies. The course covers essential

topics including product development, pricing strategies, promotion mix, and distribution channels, enabling students to analyze and implement comprehensive marketing plans. Additionally, students will examine consumer behavior and emerging trends like digital marketing and neuromarketing, fostering innovative thinking and adaptability. Ultimately, this course equips students to apply marketing theories and practices to real-world challenges, enhancing their effectiveness in driving organizational success and customer engagement.

Course Outcomes:

After completion of the course, the student will be:

Course Outcome	Course Outcome Statement	Bloom Taxonomy Level
CO1	**Understanding** the core concept of Marketing Management.	L2
CO2	**Applying** the product development process and product lifecycle concepts to make informed decisions regarding product strategy and branding.	L3
CO3	**Analysing** pricing strategies and policies, assessing the determinants of price to formulate effective pricing decisions.	L4
CO4	**Evaluating** the elements of the promotion mix and designing effective marketing communication strategies to engage target audiences	L5
CO5	**Evaluating** consumer behavior and customer experience management, integrating insights from emerging trends like digital marketing and neuromarketing to enhance marketing strategies.	L5

Course Content

Unit I	Introduction	13 Hours
Marketing Meaning, core concepts, nature and scope of marketing; marketing philosophies; concept of marketing myopia & marketing mix; understanding marketing environment; industrial environment – Porter's Five Forces Model, Models of consumer and organizational buying, buying decision process; market segmentation, targeting, and positioning.			

Unit II	Product & Pricing Strategies	11 Hours
Product: concept; new product development process; product levels; product classifications; introduction of product mix, major product decisions; branding, packaging, and labeling; product differentiation; product life cycle. **Price:** Concept of price and pricing, applications of pricing; determinants of price; pricing process, important pricing strategies and policies.			

Unit III	Promotion & Channels of Distribution	12 Hours
Promotion (communication): Developing effective communications; characteristics of the marketing communications mix; factors in setting the marketing communications mix; elements of promotion mix - advertising, personal selling, publicity, PR, and sales promotion. **Place (Channel of Distribution):** Nature, functions, and types of distribution channels; channel functions and flows; channel intermediaries, channel levels; channel-design decisions; channel conflict, coordination, and competition.		
Unit IV	Consumer Behavior & Introduction to New Trends in Marketing	09 Hours
Consumer Behavior, Customer Experience Management, Customer Lifetime Value, Introduction to Marketing Research, Emerging trends and issues in marketing - consumerism, rural marketing, social marketing; direct and interactive marketing; green marketing; Digital Marketing; Neuromarketing		

Learning Experience: The learning experience for this Marketing course is designed to be engaging and practical, combining theoretical knowledge with real-world applications. Students will participate in interactive lectures, case studies, and group discussions to deepen their understanding of marketing concepts. Hands-on projects will allow them to apply marketing strategies in simulated environments, fostering critical thinking and problem-solving skills. Guest lectures from industry professionals will provide insights into current marketing trends and practices. Additionally, students will conduct research on consumer behavior and emerging marketing trends, enhancing their analytical skills. Assessments will include quizzes, presentations, and collaborative projects, promoting teamwork and effective communication. This comprehensive approach will prepare students to navigate the dynamic marketing landscape effectively.

Textbooks

1. Kotler, P., Keller, K., Koshy, L., &Jha, M. (2016).Marketing management (16thed.). New Delhi: Pearson
2. Kurtz, D. L., & Boone, L. E.(2013), Principles of contemporary marketing (16th ed.). New Delhi: Cengage Learning India
3. Etzel, M. J., Bruce, J., W., Stanton, W. J., &Pandit, A. (2010). Marketing (14thed.). New Delhi: Tata McGraw-Hill

Suggested Readings

1. Kumar, A., &Meenakshi, N.(2011). Marketing management (2nded.). New Delhi: Vikas Publishing House.

2. Ramaswamy, V. S., & Namakumari, S. (2013). Marketing management: Global perspective Indian context (5thed.). New Delhi: McGraw Hill Education (India) P. Ltd.

3. Kumar, S. R. (2012). Case studies in marketing management. New Delhi: Pearson

Open Educational Resources (OER)

1. https://openstax.org/books/principles-marketingc

2. https://www.saylor.org/courses/bus203/

3. https://ocw.mit.edu/courses/sloan-school-of-management/15-810-marketing-management-i-spring-2011/lecture-notes/

4. https://www.coursera.org/learn/digital-marketing

Evaluation Scheme

Evaluation Components	Weightage
Internal Marks (Theory): -	
I) Continuous Assessment (30 Marks) **(All the components to be evenly spaced)** Project/ Quizzes/ Assignments and Essays/ Presentations/ Participation Case Studies/ Reflective Journals (Minimum of five components to be evaluated)	30 Marks
II) Internal Marks (Theory): -Mid-Term Exam	20 Marks
External Marks (Theory): -End-Term Examinations	50 Marks
Note: It is compulsory for a student to secure 40% marks in Internal and End Term Examination separately to secure minimum passing grade.	

SEMESTER I					
Course Code: **MCPS811**	**Course Title: Digital Marketing Fundamentals**	L	T	P	C
Version	1	1	0	1	3
Category of Course	Major				
Total Contact Hours	45				
Pre-Requisites/ Co-Requisites	**Basic knowledge of Marketing and the internet**				

Course Perspective

This course on Digital Marketing provides students with a comprehensive understanding of the digital marketing landscape, bridging the gap between traditional marketing and the evolving digital space. By exploring key digital tools such as SEO, PPC, and SEM, students will be equipped with strategies to enhance brand reach, customer engagement, and conversions. The course emphasizes practical applications, enabling students to process orders, utilize digital marketing

analytics, and apply research methods. It prepares students for roles that demand proficiency in the use of online platforms to drive business success.

Course Outcomes:

After completion of the course, the student will be:

Course Outcome	Course Outcome Statement	Bloom Taxonomy Level
CO1	**Understanding** the fundamental concepts of Digital Marketing.	L2
CO2	**Applying** the various components of the digital marketing mix and assessing their impact on consumer behavior and business models.	L3
CO3	**Analysing** digital marketing tools to enhance online presence and customer engagement.	L4
CO4	**Evaluating** the effectiveness of online order processing systems and ensuring data integrity and security in digital transaction	L5
CO5	**Creating** integrated digital marketing strategies by leveraging various digital channels to achieve business objectives and improve user engagement.	L6

Course Content

Unit I	Introduction	10 Hours
Understanding marketing through the internet - Definition of digital marketing; origin of digital Marketing, Traditional vs. digital Marketing. - Benefits of Digital marketing e.g. reach, scope, immediacy, interactivity			

Unit II	Digital Marketing Tools	08 Hours
The Internet micro- and macro-environment, Internet users in India - The Internet marketing mix: product and branding; place e.g. channels, virtual Organizations; price e.g. auctions; promotions; people; processes; physical evidence. - Digital marketing tools/e-tools; the online marketing matrix including business and Consumer markets; the online customer.			

Unit III	Order Processing	08 Hours
Interactive order processing: choosing a supplier; selecting a product; checking stock Availability; placing an order; authorization of payment; input of data; data transfer; Order processing; online confirmation and delivery information; tracking of order; Delivery; data integrity and security systems; Use the internet for promotion using digital marketing Communications.			

Unit IV	SEM/SEO/PPC	08 Hours

Content Production; Video-based marketing; Credibility and Digital Marketing; IoT; User Experience; Future of Digital Marketing. Managing Digital Marketing Campaigns.		
Unit V	**Market Research**	**06 Hours**
Market research - Customer relationship Marketing - Internet communities.		

Learning Experience: Students will engage in both theoretical and practical learning experiences throughout the course. Real-world case studies, hands-on exercises with digital marketing tools like Google Ads and SEO practices, and interactive sessions on SEM and PPC will provide students with a well-rounded understanding of how digital marketing strategies are implemented. Through live projects, simulations, and group activities, students will explore customer interaction through digital platforms, order processing systems, and the role of Internet marketing in today's business environment, ensuring they are equipped with the skills needed in a fast-evolving digital landscape.

Textbooks

1. Chaffey, D., & Ellis-Chadwick, F. (2022). Digital marketing (8th ed.). Pearson.

2. Bly, R. W. (2020). The digital marketing handbook. Entrepreneur Press.

3. Gupta, S. (2022). Digital marketing. McGraw Hill.

Suggested Readings

4. Bhatia, Puneet S.: Fundamentals of Digital Marketing. Pearson

5. Kotler, Philip: Marketing 4.0: Moving from Traditional to Digital. Wiley

Open Educational Resources (OER)

5. https://learndigital.withgoogle.com/digitalgarage/

6. https://www.semrush.com/blog/digital-marketing-strategies/

Evaluation Scheme

Evaluation Components	**Weightage**
Internal Marks (Theory): -	
I) Continuous Assessment (30 Marks) **(All the components to be evenly spaced)** Project/ Quizzes/ Assignments and Essays/ Presentations/ Participation Case Studies/ Reflective Journals (Minimum of five components to be evaluated)	30 Marks
II) Internal Marks (Theory): -Mid-Term Exam	20 Marks
External Marks (Theory): -End-Term Examinations	50 Marks

SEMESTER I					
Course Code: **MCSP812**	**Course Title: Content Marketing**	**L**	**T**	**P**	**C**
Version	**1**	**1**	**0**	**1**	**3**
Category of Course	Major				
Total Contact Hours	45				
Pre-Requisites/ Co-Requisites	**Basic understanding of Marketing, Digital Literacy Proficiency in writing skills.**				

Course Perspective

This Content Marketing course is designed to equip students with essential skills and knowledge to navigate the ever-evolving landscape of digital content. By exploring the foundations of content marketing, students will learn how to set effective marketing goals, understand consumer behavior, and develop comprehensive content strategies. The course emphasizes the importance of content creation, distribution, and advanced marketing tactics, enabling students to craft compelling content that resonates with target audiences. Through practical applications and real-world examples, students will gain the expertise needed to execute and assess content marketing campaigns successfully.

Course Outcomes:

After completion of the course, the student will be:

Course Outcome	Course Outcome Statement	Bloom Taxonomy Level
CO1	**Understanding** the core concept of Content Marketing	L2
CO2	**Applying** effective content creation techniques to develop engaging and optimized content across various formats and channels.	L3
CO3	**Analysing** distribution channels and performance metrics to enhance content reach and engagement.	L4
CO4	**Evaluating** the effectiveness of content marketing tactics and strategies in driving online sales and lead generation.	L5
CO5	**Evaluating** advanced content marketing tactics to identify best practices for integration with other marketing efforts and channels	L5

Course Content

Unit I	Introduction	8 Hours
Overview of the content marketing landscape - Setting content marketing goals and identifying target audiences - Understanding customer behavior online - Developing content marketing. **Strategy** -Types of content (e.g. blog posts, videos, podcasts, social media posts)		
Unit II	Content Creation	8 Hours
Researching and identifying topics for content - Crafting compelling headlines and titles - Writing and editing content - Optimizing content for search engines -Repurposing content for different channels and formats		
Unit III	Content Distribution	8 Hours
Identifying appropriate distribution channels for content (e.g. social media, email, paid promotion, podcasts) - Crafting effective calls-to-action - Measuring and tracking content performance - Repurposing and updating content – Digital PR Campaigns		
Unit IV	Content Marketing Tactics	8 Hours
Introduction to content marketing tactics (e.g. guest blogging, influencer marketing) - Developing a content calendar - Managing a content marketing team -Outsourcing content creation		
Unit V	Advanced Content Marketing Strategies	8 Hours
Introduction to advanced content marketing tactics (e.g. content personalization, interactive content) - Integrating content marketing with other marketing channels (e.g. paid media, email marketing) - Measuring and tracking the ROI of content marketing campaigns		

Learning Experience: The course utilizes a blend of theoretical instruction and hands-on practice, fostering an interactive learning environment. Students will engage in lectures, group discussions, and workshops to explore various aspects of content marketing, including creation, distribution, and performance measurement. Through practical assignments, students will research topics, write and edit content, and develop content calendars. Additionally, case studies will be analyzed to assess successful content marketing strategies. The collaborative environment encourages peer feedback and critical thinking, ensuring students develop well-rounded content marketing skills applicable in real-world scenarios.

Textbooks

1. Bly, R. W. (2020). The Content Marketing Handbook: How to Double the Results of Your Marketing Campaigns. Entrepreneur Press.
2. Ramos, R. (2014). Content Marketing: Insider's Secret to Online Sales and Lead Generation. One Night Expert Publishing.

Suggested Readings

1. Crestodina, A. (2018). Content Chemistry: The Illustrated Handbook for Content Marketing. Orbit Media Studios.Ramaswamy, V. S., &Namakumari, S. (2013).

2. Pulizzi, J. (2014). Epic Content Marketing: How to Tell a Different Story, Break Through the Clutter, and Win More Customers by Marketing Less. McGraw-Hill Education.

Open Educational Resources (OER)

1. Content Marketing Course" by HubSpot Academy (Free certification course)

2. https://www.geeksforgeeks.org/content-marketing-types-importance-strategies/

3. https://peterstetka.wordpress.com/wp-content/uploads/2012/10/content-marketing.pdf

Evaluation Scheme

Evaluation Components	Weightage
Internal Marks (Theory): -	
I) Continuous Assessment (30 Marks) **(All the components to be evenly spaced)** Project/ Quizzes/ Assignments and Essays/ Presentations/ Participation Case Studies/ Reflective Journals (Minimum of five components to be evaluated)	30 Marks
II) Internal Marks (Theory): -Mid-Term Exam	20 Marks
External Marks (Theory): -End-Term Examinations	50 Marks
Note: It is compulsory for a student to secure 40% marks in Internal and End Term Examination separately to secure minimum passing grade.	

SEMESTER I					
Course Code: AEC024	**Course Title: Oral Business Communication**	L	T	P	C
Version	1	3	0	0	3
Category of Course	Ability Enhancement Course				
Total Contact Hours	45 Hours				
Pre-Requisites/Co-Requisites					

Course Perspective

This course provides students with the skills and confidence needed for effective oral communication in business and professional environments. Through a comprehensive approach to both informal and formal speech, public speaking, and interview techniques, students learn to communicate clearly, accurately, and persuasively. The curriculum emphasizes understanding and application of key linguistic elements, from vocabulary and pronunciation to non-verbal cues, which are essential for successful communication in diverse workplace interactions. By fostering self-awareness and adaptability, the course prepares students to handle various professional scenarios, helping them become articulate and effective communicators within a globalized business context.

Course Outcomes

After completion of the course the student will be:

Course Outcome	Course Outcome Statement	Bloom Taxonomy Level
CO1	**Remembering** fundamental principles of effective communication in both formal and informal settings.	L1
CO2	**Understanding** the way to communicate effectively and appropriately in various contexts.	L2
CO3	**Applying** skills to deliver engaging presentations that captivate and inform the audience.	L3
CO4	**Applying** active listening techniques to improve understanding and enhance collaborative discussions.	L3
CO5	**Analysing** the persuasive communication strategies to effectively influence and motivate the audience.	L4

Course Content

Unit I	Informal Speech	8 Hours
Vocabulary for Regular Use such as Travel, Shopping, Weather, etc.; Phrasal verbs and Collocations in Daily Conversations; Identify Root Words, Suffixes and Prefixes; Synonyms and Antonyms; Portmanteau Words and Transitional Words; Idioms		
Unit II	Formal Speech	8 Hours

Pronunciation Matters; Commonly Mispronounced Words; Accuracy, Tone and Pitch; Learning to Introduce Oneself Effectively in Formal and Informal Event; Conveying Opinions and Making Plans; Initiating Discussions		
Unit III	**Public Speaking**	**8 Hours**
Everyday conversations such as Workplace Interactions, Travelling, Communicating with Friends, etc.; Engaging with Audience; Speaking with Intention; Eye Contact and Body Language; Releasing Stress and Grounding; Identifying Emphasis and Articulation		
Unit IV	**Interviews**	**8 Hours**
Preparation, Types of Interviews, Interview Etiquette, Behavioral Questions, Technical Questions, Salary Negotiation, Follow-Up, Common Mistakes to Avoid, Remote Job Interviews		

Learning Experience

Throughout the course, students will engage in practical, interactive activities that reinforce oral communication skills, such as delivering presentations, role-playing interviews, and participating in group discussions. Each unit provides hands-on exercises that enable students to practice vocabulary, pronunciation, and body language, with constructive feedback to promote improvement. Emphasis on real-world application allows students to gradually build confidence, manage stress, and develop personal communication strengths, all within a supportive learning environment. By the end of the course, students will have refined their verbal and non-verbal communication skills, gaining valuable experience that directly applies to professional settings.

Textbook [TB]:

1. Kumar, Sanjay and Pushplata. *Communication Skills*. Oxford University Press, 2015.

Reference Books/Materials

1. Mitra, Barun K. *Personality Development and Soft Skills*. Oxford University Press, 2012.

2. Tickoo, M.L., A. E. Subramanian and P. R. Subramaniam. *Intermediate Grammar, Usage and Composition.* Orient Black swan, 1976.

3. Bhaskar, W.W.S., AND Prabhu, NS., "English Through Reading", Publisher: MacMillan,1978

4. Business Correspondence and Report Writing" -Sharma, R.C. and Mohan K. Publisher: Tata McGraw Hill1994

5. Communications in Tourism & Hospitality- Lynn Van Der Wagen, Publisher: Hospitality Press

6. How to win Friends and Influence People by Dale Carnegie, Publisher: Pocket Books

7. Body Language by Allan Pease, Publisher Sheldon Press

Evaluation Scheme

Evaluation Components	Weightage
Internal Marks (Theory): -	
I) Continuous Assessment (30 Marks) **(All the components to be evenly spaced)** Project/ Quizzes/ Assignments and Essays/ Presentations/ Participation Case Studies/ Reflective Journals (Minimum of five components to be evaluated)	30 Marks
II) Internal Marks (Theory): -Mid-Term Exam	20 Marks
External Marks (Theory): -End-Term Examinations	50 Marks
Note: It is compulsory for a student to secure 40% marks in Internal and End Term Examination separately to secure minimum passing grade.	

SEMESTER I					
Course Code: SEC065	**Course Title: Innovation and Design Thinking**	**L**	**T**	**P**	**C**
Version	**1**	**1**	**0**	**1**	**3**
Category of Course	Skill Enhancement Course				
Total Contact Hours	45				
Pre-Requisites/ Co-Requisites	Basic Knowledge of the design process				

Course Perspective

The Innovation and Design Thinking course provides a structured introduction to the principles and practices of design thinking as an essential problem-solving approach. It emphasizes the stages of empathizing, ideating, prototyping, and testing to develop innovative solutions. Through a blend of theory, practical tools, and hands-on exercises, students explore transforming user insights into actionable design concepts. This course empowers students to apply design

thinking across various domains, equipping them with a versatile framework to approach complex challenges and promote user-centered innovation.

Course Outcomes:

After completion of the course, the student will be:

Course Outcome	Course Outcome Statement	Bloom Taxonomy Level
CO1	**Understanding** the concept of Innovation and design thinking	L2
CO2	**Applying** empathy techniques and tools to enhance the design thinking process effectively	L3
CO3	**Analysing** Analyze the challenges and strategies in the ideation phase, utilizing techniques to generate innovative ideas	L4
CO4	**Evaluating** various prototyping methods and their applicability	L5
CO5	**Evaluating** the overall impact of innovation and design thinking on problem-solving and innovation	L5

Course Content

Unit I:	Introduction	5 Hours
Design Thinking Process: Types of the thinking process, Common methods to change the human thinking process, Design thinking: Definition, Origin of design thinking, Importance of design thinking, Design vs Design thinking, Problem-solving, the need of design thinking; An approach to design thinking, Design thinking Process model, Design thinking tools		
Unit II	**Empathize and design**	**8 Hours**
Design thinking phases, how to empathize, Role of empathy in design thinking, the purpose of empathy maps, Things to be done prior to empathy mapping, Activities during and after the session, Understanding empathy tools: Customer Journey Map, Personas.		
Unit III	**Ideation**	**12 Hours**
Challenges in idea generation, Visualize, Empathize, and Ideate method, Importance of visualizing and empathizing before ideating, Applying the method, Create Thinking, Generating Design Ideas, Lateral Thinking, Analogies, Brainstorming, Mind mapping, National Group Technique, Synectic, Development of work, Analytical Thinking, Group Activities. Ideation Tools: How Might We? (HMW), Storyboard, Brainstorming. What is design innovation? A mindset for innovation, and asking, "What if?" asking "What wows?" and "What works?".		
Unit IV	**Prototype**	**15 Hours**
What is a prototype? - Prototyping as a mindset, prototype examples, prototyping for products; Why prototype? Fidelity for prototypes, Process of prototyping- Minimum viable prototype. Prototyping for digital products:		

What's unique for digital products, Preparation; Prototyping for physical products: What's unique for physical products, Preparation; Testing prototypes with users.

Learning Experience: The learning experience in this course combines interactive lectures, collaborative group activities, and hands-on workshops. By engaging in exercises like empathy mapping, brainstorming, and prototyping, students gain a deeper understanding of each phase in the design thinking process. They will work with real-world case studies and participate in iterative design sessions, encouraging them to adopt a flexible, solution-oriented mindset. This immersive approach helps students develop practical skills to apply design thinking effectively in real-world contexts.

Textbooks

1. Tim Brown, Change by Design: How Design Thinking Transforms Organizations and

2. Inspires Innovation, HarperCollins Publishers Ltd.

Suggested Readings

1. Kelley, T. & Kelley, D. (2013). Creative Confidence: Unleashing the Creative Potential Within Us All. Crown Business
2. Liedtka, J. & Ogilvie, T. (2011). Designing for Growth: A Design Thinking Tool Kit for Managers. Columbia Business School Publishing.

Open Educational Resources (OER)

3. https://ocw.mit.edu/
4. https://dschool.stanford.edu/resources/virtual-crash-course

Evaluation Scheme

Evaluation Components	Weightage
Internal Marks (Theory): -	
I) Continuous Assessment (30 Marks) **(All the components to be evenly spaced)** Project/ Quizzes/ Assignments and Essays/ Presentations/ Participation Case Studies/ Reflective Journals (Minimum of five components to be evaluated)	30 Marks
II) Internal Marks (Theory): -Mid-Term Exam	20 Marks
External Marks (Theory): -End-Term Examinations	50 Marks
Note: It is compulsory for a student to secure 40% marks in Internal and End Term Examination separately to secure minimum passing grade.	

SEMESTER II					
Course Code: MCMA702	Course Title - Global Business Operations	**L**	**T**	**P**	**C**
Version	1	3	0	0	3
Category of Course	Major				
Total Contact Hours	45 Hours				
Pre-Requisites/Co-Requisites	Students should have a foundational understanding of business and economics, including basic finance and international business concepts.				

Course Perspective

The Global Business Operations course provides students with key skills in managing international markets, supply chains, and cross-cultural business environments. It is vital for careers in global business, consulting, and entrepreneurship, offering practical knowledge of risk management and strategic decision-making. Students learn to navigate real-world challenges such as market expansion and global logistics. This course prepares them to excel in multinational operations and international trade.

Course Outcomes

After completion of the course the student will be:

Course Outcome	Course Outcome Statement	Bloom Taxonomy Level
CO2	**Understanding** the foundational concepts of globalization, international trade theories, and global business dynamics.	L2
CO3	**Applying** international trade theories to assess market entry strategies and the impact of trade barriers.	L3
CO4	**Analysing** cross-cultural management practices, including leadership, negotiation, and diversity management in global contexts.	L4
CO5	**Evaluating** global supply chain strategies and managing risks in procurement, logistics, and inventory management.	L5
CO6	**Creating** financial strategies for trade finance and global risk management, incorporating hedging and regulatory compliance.	L6

Course Content

Unit I	Introduction to Global Business Operations	10 Hours
Globalization, international trade theories, global business environment, drivers of globalization, multinational enterprises, global markets, market entry strategies, global value chains, global vs. local marketing, international product lifecycle, trade barriers, technology in global operations, CSR in global business, government's role, future of global business.		
Unit II	Cross-Cultural Management and Global Strategy	10 Hours
Culture in business, Hofstede's theory, Trompenaars' dimensions, high/low-context cultures, cross-cultural communication, managing diversity, cross-cultural leadership, conflict resolution, global HRM, cross-cultural negotiation, global M&A culture, talent management, corporate culture, strategic alliances, ethics in cross-cultural management.		
Unit III	Global Supply Chain Management & Operations	10 Hours
Supply chain overview, supply chain design, global procurement, global logistics, inventory management, supply chain technology, supplier relationship management, risk management, lean supply chain, 3PL/4PL, freight forwarding, trade agreements, green supply chains, warehousing, blockchain in supply chains.		
Unit IV	International Trade Finance and Global Risk Management	15 Hours
Trade finance concepts, payment methods, international banking, currency risk hedging, export credit agencies, financing supply chains, political/economic risks, currency fluctuations, financial markets, foreign direct investment, credit risk, global insurance, regulatory compliance, transfer pricing, political risk management.		

Learning Experience

In this course, students will gain a comprehensive understanding of global business dynamics, including the impact of globalization, international trade theories, and market entry strategies. They will develop practical skills in cross-cultural management, learning to navigate diverse business environments and enhance team collaboration. Students will also acquire expertise in designing and managing global supply chains, optimizing procurement and logistics processes. The course will cover financial aspects of international trade and risk management, equipping students to handle global financial challenges effectively. Finally, students will apply their knowledge to create strategic solutions for complex global business issues, integrating CSR and technology considerations.

Textbooks

1. **International Business: Competing in the Global Marketplace"** by Charles W. L. Hill and G. Tomas M. Hult (McGraw-Hill)

2. **International Business"** by Charles W. L. Hill and G. Tomas M. Hult (McGraw-Hill)

3. **Global Marketing"** by Warren J. Keegan and Mark C. Green (Cengage Learning)

Suggested Readings

1. **International Business"** by Justin Paul (PHI Learning)

2. **Global Operations and Supply Chain Management"** by John Mangan, Chandra Lalwani, Tim Butcher, and Ray Freeman (Wiley)

Open Educational Resource (OER)

Harvard Business Review (HBR) https://hbr.org/

NPTEL, Swayam, Course Era

Evaluation Scheme

Evaluation Components	Weightage
Internal Marks (Theory): -	
I) Continuous Assessment (30 Marks) **(All the components to be evenly spaced)** Project/ Quizzes/ Assignments and Essays/ Presentations/ Participation Case Studies/ Reflective Journals (Minimum of five components to be evaluated)	30 Marks
II) Internal Marks (Theory): -Mid-Term Exam	20 Marks
External Marks (Theory): -End-Term Examinations	50 Marks
Note: It is compulsory for a student to secure 40% marks in Internal and End Term Examination separately to secure minimum passing grade.	

SEMESTER II					
Course Code: MCMA704	Course Title: Research Methodology Using R	L	T	P	C
Version	1	1	0	1	3
Category of Course	Major				
Total Contact Hours	45				
Pre-Requisites/Co-Requisites	**Basics of Research Methodology, Mathematics and Statistics**				

Course Perspective

The "Research Methodology with R" course equips MBA students with essential skills in business research and data analysis using R. It covers research designs, hypothesis formulation, sampling techniques, and ethical considerations. Students learn data management, descriptive analysis, and visualization techniques through hands-on experience in R. The course progresses to inferential statistics, predictive modelling, hypothesis testing, regression analysis, and time series forecasting. The final unit includes multivariate analysis, structural equation modelling, big data analytics, and research report writing. Practical projects enable students to apply their skills to real-world problems, fostering data-driven decision-making and comprehensive research reporting.

Course Outcomes

After completion of the course the student will be:

Course Outcome	Course Outcome Statement	Bloom Taxonomy Level
CO2	**Understanding** the basic concepts of research methodology, identification of research problems and formulation of Hypothesis.	L2
CO3	**Applying** R software with primary and secondary data for visualisation and presentation it with various statistical tools.	L3
CO4	**Analysing** statistical data using R software for testing hypothesis and analysing the results for various econometric models in the field of business management.	L4
CO5	**Evaluating** ddifferent statistical models to assess their effectiveness in forecasting and decision-making processes.	L5
CO6	**Creating** practical projects and research reports in various business management fields like marketing finance HR operations and economics etc.	L6

Course Content

Unit I	Advanced Research Design and Methodology	10 Hours
Introduction to Research Methodology: Overview of research methods in business, the role of research in decision-making. Research Design: Exploratory, descriptive, and causal research designs, experimental and quasi-experimental designs. Formulating Hypotheses and Research Questions: Types of hypotheses, hypothesis development process, and testing. Sampling Techniques: Probability and non-probability sampling, sample size determination, and sampling errors. Ethical Considerations in Research: Understanding ethical issues, research misconduct, and data privacy regulations.		

Unit II	Data Management and Descriptive Analysis Using R	10 Hours
Data Collection Methods and Sources: Primary and secondary data, surveys, interviews, focus groups, and observational methods. Data Preparation: Data cleaning, transformation, and handling missing values using R. Descriptive Analysis: Measures of central tendency and dispersion, cross-tabulations, frequency distributions, and data visualization. Exploratory Data Analysis (EDA): Histogram, boxplot, scatterplot, correlation matrix, outlier detection. Data Management in R: Importing/exporting data (CSV, Excel, databases), data manipulation using packages like dplyr and tidyverse.		

Unit III	Inferential Statistics and Predictive Modelling Using R	12 Hours
Probability Distributions and Theoretical Foundations: Normal, binomial, Poisson, and exponential distributions. Hypothesis Testing: Parametric and non-parametric tests, t-tests, ANOVA, chi-square tests, and Mann-Whitney U tests using R. Regression Analysis: Simple and multiple linear regression, logistic regression, assumptions testing, and model diagnostics. Time Series Analysis: Moving averages, exponential smoothing, ARIMA modelling, seasonality, and trend analysis. Predictive Modelling Techniques: Decision trees, random forests, support vector machines, and model evaluation metrics.		

Unit IV	Advanced Multivariate Analysis and Research Reporting	13 Hours
Multivariate Techniques: Factor analysis, principal component analysis (PCA), discriminant analysis, cluster analysis, and multidimensional scaling. Structural Equation Modelling (SEM): Path analysis, confirmatory factor analysis, introduction to SEM using lavaan package in R. Big Data Analytics and Machine Learning: Overview of big data in research, supervised and unsupervised learning techniques. Research Report Writing: Structuring a research report, presenting statistical results, and writing conclusions and recommendations.		

Practical Project: Conducting a complete research project using R, from data collection and analysis to report generation.

Learning Experience

Upon completing this syllabus, students will develop a comprehensive understanding of advanced research methodologies and data analysis techniques using R. They will be equipped to design and implement various research studies, formulate and test hypotheses, and apply both descriptive and inferential statistical methods. Students will gain proficiency in data management and visualization, as well as advanced multivariate techniques and predictive modelling. By engaging in practical projects, they will enhance their ability to analyse data, draw meaningful conclusions, and effectively communicate their findings, thereby preparing them for real-world research challenges in business contexts.

Textbooks

1. Cooper, Schindler and Sharma, Business Research Methods Mc Graw Hill

Suggested Readings

1. Zikmund, Babin, et.al. Business Research Methods, 8th Edition, Cengage Learning.
2. Chawla Deepak, Research Methodology,2nd Edition, Vikas Publications.
3. Dash Priyaranjan, Research Methodology, 3rd Edition, Vrinda Publications.

Open Educational Resources (OER)

1. *NPTEL, Swayam, Course Era*
2. *https://ccsuniversity.ac.in/bridge-library/pdf/Research-Methodology-CR-Kothari.pdf*

Evaluation Scheme

Evaluation Components	Weightage
Internal Marks (Theory):-	
I) Continuous Assessment (30 Marks) **(All the components to be evenly spaced)** Project/ Quizzes/ Assignments and Essays/ Presentations/ Participation Case Studies/ Reflective Journals (Minimum of five components to be evaluated)	30 Marks
II) Internal Marks (Theory):-Mid-Term Exam	20 Marks
External Marks (Theory):-End-Term Examinations	50 Marks

SEMESTER II					
Course Code: MCMA706	Course Title: Human Resource Management	L	T	P	C
Version	1	3	0	0	3
Category of Course	Major				
Total Contact Hours	45				
Pre-Requisites/ Co-Requisites	Basics of management				

Course Perspective

This HRM course is integral to both academic and professional development within the field of business management. It offers a deep dive into the core areas of HRM, equipping students with a robust understanding of how human resources drive organizational success. The course prepares students for careers in HRM by imparting practical skills in recruitment, performance appraisal, compensation management, and employee development. Understanding these areas will make students competitive candidates for HR roles and other management positions. Understanding HRM principles is critical for managing people effectively, a core component of any managerial role. This course provides practical skills that are immediately applicable in the workplace.

Course Outcomes:

After completion of the course the student will be:

Course Outcome	Course Outcome Statement	Bloom Taxonomy Level
CO1	**Understanding** the concept of Human Resource Management (HRM) and its role in achieving organizational objectives.	L2
CO2	**Applying** various HR strategies, including recruitment, and selection, to address challenges of business environment.	L3
CO3	**Analysing** strategies for managing employee separation, including voluntary and involuntary exits, while maintaining organizational effectiveness.	L4

CO4	**Analysing** the concept, importance, and process of learning and development to assess its impact on organizational performance.	L4
CO5	**Evaluating** performance appraisal techniques to recommend improvements in organizational performance management systems.	L5

Course Content

Unit I	Introduction to HRM	10 Hours
Scope, Objectives & Functions of HRM; Evolution of HRM, Importance of HRM; Strategic HRM: Meaning & Steps of Strategic HRM, International HRM: EPRG Model, HRIS, HRM in a Changing Environment, Cost Benefit Analysis.		
Unit II	Acquisition of Human Resources	13 Hours
Human Resource Planning: Job Analysis: Job description and Job specification, Job Enlargement, Job Enrichment Recruitment: Source, Process Methods of teaching E-Recruitment, Selection: Process, Test and interview, Placement& Induction, Internal mobility and Job changes: Promotion, Demotion, Transfer and separation, Downsizing, Rightsizing, AI in HRM.		
Unit III	Developing Human Resources	11 Hours
Learning and Development: Concept, Importance & Process, Methods, coaching and mentoring, learning needs assessment & learning evaluation, Management Development – Meaning, Process and Techniques; Career Planning and Development; Succession Planning		
Unit IV	Managing Performance & Compensation	11 Hours
Performance Appraisal: Nature, Objective, Process, Method; Compensation: Policies; Components of Employee Compensation: Sweat equity, ESOPs; Employee well-being, employee engagement, Health and Safety; Social Security; Challenges of HRM: Moonlighting, strategies for GIG and hybrid workforce.		

Learning Experience: This course will be conducted through a blend of lectures, case studies, hands-on exercises, and group discussions to ensure a dynamic and participatory learning environment. To enhance experiential learning, students will engage in group projects that simulate real business scenarios, in the form of role playing and case studies. Assessments will be diverse, including assignments, quizzes, group presentations, and a final examination, ensuring that students are evaluated on both their theoretical knowledge and practical skills. The course instructor will be available for additional support and feedback, encouraging students to seek help as needed. This integrated approach ensures that students not only learn the fundamental concepts of HRM but also acquire the practical skills necessary for effective human resource management in the real world.

Textbooks

1. Dessler, Gary, (2011) Human Resource Management, Pearson Education.
2. John M. Ivancevich and Robert Konopaske, Human Resource Management, McGraw Hill, 12th Edition.
3. Durai, Pravin, Human Resource Management, Pearson Education, Delhi.

Suggested Readings

1. Aswathappa, K., Human Resource Management, McGraw Hill Education.
2. VSP Rao, Human resource management: Text and cases, Excel Books.
3. Bhattacharyya, Dipak Kumar, Human resource management, Excel Books
4. Jyothi, P. and Venkatesh, D.N, Human Resource Management, Oxford Higher Education.

Open Educational Resources (OER)

1. https://www.whatishumanresource.com/human-resource-management
2. https://www.hrmagazine.co.uk/

Evaluation Scheme

Evaluation Components	Weightage
Internal Marks (Theory):-	
I) Continuous Assessment (30 Marks) **(All the components to be evenly spaced)** Project/ Quizzes/ Assignments and Essays/ Presentations/ Participation Case Studies/ Reflective Journals (Minimum of five components to be evaluated)	30 Marks
II) Internal Marks (Theory):-Mid-Term Exam	20 Marks
External Marks (Theory):-End-Term Examinations	50 Marks
Note: It is compulsory for a student to secure 40% marks in Internal and End Term Examination separately to secure minimum passing grade	

<table>
<tr><td colspan="5">SEMESTER II</td></tr>
<tr><td>Course Code: MCMA708</td><td>Course Title:
Operations Management</td><td>L</td><td>T</td><td>P</td><td>C</td></tr>
</table>

		L	T	P	C
Course Code: MCMA708	**Course Title:** **Operations Management**				
Version	**1**	**3**	**0**	**0**	**3**
Category of Course	Major				
Total Contact Hours	45				
Pre-Requisites/ Co-Requisites					

Course Perspective

This course aims to equip students with a comprehensive understanding of operations management principles, tools, and techniques to enhance organizational efficiency, optimize processes, and improve overall competitiveness in both manufacturing and service sectors

Course Outcomes:

After completion of the course the student will be:

Course Outcome	Course Outcome Statement	Bloom Taxonomy Level
CO1	**Understanding** the critical role of operations management in organizational success.	L2
CO2	**Applying** lean management and quality improvement principles to enhance process performance.	L3
CO3	**Analysing** operations systems using quantitative and qualitative approaches.	L4
CO4	**Evaluating** supply chain management strategies that support global competitiveness and resilience.	L5
CO5	**Design, and optimize** operations systems using tools and techniques of operational excellence.	L6

Course Content

Unit I	Introduction to Operations Management and Strategy	10 Hours
Overview of Operations Management, Operations Strategy: Aligning Operations with Business Goals, Competitive Priorities: Cost, Quality, Time, Flexibility, Product and Service Design, Process Selection and Facility Layout, Capacity		

Planning and Utilization, Operations in Manufacturing vs. Service Sectors, Case Studies: Strategic Operations in Global Companies

Unit II	Process Design, Analysis, and Improvement	13 Hours

Process Analysis and Flow Diagrams, Process Design in Manufacturing and Service Industries, Job Design and Work Systems, Process Improvement Tools: Lean Manufacturing, Six Sigma, Kaizen and Continuous Improvement, Total Quality Management (TQM), Statistical Process Control (SPC), Quality Certifications: ISO Standards, Quality Function Deployment (QFD), Value Stream Mapping (VSM).

Unit III	Supply Chain Management and Logistics	12 Hours

Supply Chain Management Overview, Supply Chain Integration and Coordination, Forecasting Methods and Demand Planning, Inventory Management Techniques: EOQ, ABC Analysis, JIT, MRP, Vendor Management and Procurement Strategies, Supply Chain Technology: ERP, RFID, Blockchain, Global Supply Chain Risk Management, Sustainability and Green Supply Chains, Logistics Management and Transportation, The Bullwhip Effect in Supply Chains

Unit IV	Operations Planning, Scheduling, and Control	10 Hours

Operations Planning: Short, Medium, and Long-Term Plans, Aggregate Planning and Strategies, Master Production Schedule (MPS), Material Requirements Planning (MRP), Capacity Planning and Requirements (CRP), Operations Scheduling: Gantt Charts, Johnson's Rule, Resource Allocation and Optimization, Lean Production Systems, Agile Operations and Flexible Manufacturing Systems, Operations Control and Performance Metrics.

Learning Experience:

1. Interactive Lectures: Traditional lectures shall be conducted including interactive presentations to ensure better comprehension of core concepts by learners followed by Q&A sessions. This would also help in maintaining greater student's engagement and.

2. Hands-On Learning: Practical exercises will be used to reinforce theoretical knowledge.

3. Use of abridged cases: Adapted and modified cases from real-world would be discussed to make the concepts easier to understand.

4. Digital Media Resources and LMS: Videos Tutorials and podcasts will be utilised to enhance focus of each student having different learning styles. Use of LMS platform shall be integrated, where course material and assignments shall be uploaded.

5. Continuous and formative Assessments: Regular quizzes and class discussions will be used to gauge understanding and provide timely and continuous feedback.

6. Support and Feedback: The course in-charge will be available for additional support and feedback during scheduled office hours.

Textbooks:

1. Operations Management by William J. Stevenson, 13th Edition, McGraw-Hill Education.
2. Operations Management: Processes and Supply Chains by Krajewski, Ritzman, and Malhotra, 12th Edition, Pearson.

Suggested Readings:

1. The Goal: A Process of Ongoing Improvement by Eliyahu M. Goldratt, North River Press.
2. Operations Management for Competitive Advantage by Richard B. Chase, F. Robert Jacobs, and Nicholas J. Aquilano, 11th Edition, McGraw-Hill Education

Open Educational Resources (OER)

1. https://onlinecourses.nptel.ac.in/noc20_me30/preview
2. https://www.coursera.org/courses?query=operations%20management

Evaluation Scheme

Evaluation Components	Weightage
Internal Marks (Theory):-	
I) Continuous Assessment (30 Marks) **(All the components to be evenly spaced)** Project/ Quizzes/ Assignments and Essays/ Presentations/ Participation Case Studies/ Reflective Journals (Minimum of five components to be evaluated)	30 Marks
II) Internal Marks (Theory):-Mid-Term Exam	20 Marks
External Marks (Theory):-End-Term Examinations	50 Marks
Note: It is compulsory for a student to secure 40% marks in Internal and End Term Examination separately to secure minimum passing grade.	

			L	T	P	C
SEMESTER II						
Course Code: MCMA710	**Course Title:** **Management and Cost Accounting**		L	T	P	C
Version	1		3	0	0	3
Category of Course	Major					
Total Contact Hours	45					
Pre-Requisites/ Co-Requisites	**Basic knowledge of financial accounting**					

Course Perspective

This course offers students a deep understanding of cost and management accounting, crucial for making strategic business decisions. It emphasizes the practical application of concepts such as cost analysis, marginal costing, budgeting, and variance analysis, equipping students with the skills to evaluate financial data, manage resources efficiently, and contribute to organizational success. The course is essential for those pursuing careers in finance, management, or entrepreneurship, as it provides the analytical tools needed to navigate and influence complex financial environments in the real world.

Course Outcomes:

After completion of the course the student will be:

Course Outcome	Course Outcome Statement	Bloom Taxonomy Level
CO1	**Understanding** the concept of cost and management accounting	L2
CO2	**Applying** costing methods like output costing, process costing, job costing, and contract costing for the purpose of cost ascertainment.	L3
CO3	**Applying** costing technique like budgetary control, standard costing, and marginal costing for the purpose of cost control.	L3
CO4	**Analysing** the cost of material, labor and overheads occurred in manufacturing a product.	L4
CO5	**Evaluating** business decisions using marginal costing technique.	L5

Course Content

Unit I	Introduction	9 Hours
Costs overview: Definition, scope, objectives, and benefits of cost accounting. Cost Terminology and Concepts, elements of cost and cost sheet preparation. Difference between Financial Accounting and Cost Accounting. Management Accounting: Nature and Scope, Advantages and Limitations of Management Accounting, Difference between Cost Accounting and Management Accounting.		

Unit II	Elements of Cost	12 Hours
Materials: Oversight and regulation of procurement, storage, and distribution of materials. Approaches to managing inventory, including both periodic and perpetual systems for maintaining records (FIFO, LIFO, and Weighted Average price method). Economic Order Quantity (EOQ). Fixation of Material Levels: Re-order level, minimum level, maximum level, danger level. Labor Costs: Accounting and Management of employee expenses. Monitoring time through timekeeping and time-booking systems. Employee turnover: Definition, measurement methods, and accounting procedures. Understanding and handling idle time and overtime. Overheads: Classification, allocation, apportionment and absorption of overheads, Under and over- absorption of overheads		

Unit III	Costing Methods and Techniques	12 Hours
Job Costing, Batch Costing and Contract Costing, Single/ Output and Process Costing. Budgeting, Budgeting and Budgetary Control, Types of Budget, Fixed and Flexible Budget, Zero-Based Budgeting Standard Costing and Variance Analysis: Meaning of Standard Cost, Significance of Variance Analysis, Computation of Material, Labour Variances.		

Unit IV	Marginal Costing and Decision Making	12 Hours
Marginal Costing and Profit Planning: Marginal Costing Differentiated from Absorption Costing, Direct Costing, Differential Costing, Key Factor, Break-even Analysis, Margin of Safety, Cost-Volume-Profit Relationship, Advantages, Limitations and Applications of Marginal Costing. Relevant Costs, Steps in Decision Making, Decisions Regarding Determination of Sales Mix, Exploring new Markets, Discontinuance of a Product Line, Make or Buy, Equipment Replacement, Change Versus Status Quo, Expand or Contract and Shut-Down or Continue.		

Learning Experience: This course will be conducted through a blend of lectures, case studies, hands-on exercises, and group discussions to ensure a dynamic and participatory learning environment. To enhance experiential learning, students will

engage in group projects that simulate real business scenarios, such as preparing cost sheets, conducting variance analysis, and making strategic financial decisions. Assessments will be diverse, including assignments, quizzes, group presentations, and a final examination, ensuring that students are evaluated on both their theoretical knowledge and practical skills. The course instructor will be available for additional support and feedback, encouraging students to seek help as needed.

Textbooks

1. Bhattacharya, Management Accounting, 1st edition, Pearson Education.
2. Khan, M.Y, and Jain, P.K., Management Accounting, McGraw Hill Education.
3. Maheshwari, S.N., Principles of Management Accounting, Sultan Chand & Sons.
4. Tulsian P.C. (2007). Cost Accounting, The McGraw-Hill Publishing Company, New Delhi.
5. Arora, M.N., A Textbook of Cost and Management Accounting, Vikas Publishing House.

Suggested Readings

1. Horngren, C.T. (2012). Cost Accounting-A Managerial Perspective, London, UK: Pearson Education
2. Arora, M.N. (2021). A Textbook of Cost and Management Accounting, S Chand and Company.
3. H., S., & S. (2004). Introduction to Managerial Accounting. Tata McGraw-Hill Publishing Company Ltd.
4. Arora, M.N. & Katyal, Priyanka (2016) Cost Accounting, New Delhi: Vikas Publishing.

Open Educational Resources (OER)

4. https://icmai.in/upload/Students/Syllabus2016/Inter/Paper-8-New.pdf
5. https://cleartax.in/s/cost-accounting
6. https://www.icsi.edu/media/website/CostAndManagementAccounting.pdf

Evaluation Scheme

Evaluation Components	Weightage
Internal Marks (Theory):-	
I) Continuous Assessment (30 Marks) **(All the components to be evenly spaced)** Project/ Quizzes/ Assignments and Essays/ Presentations/ Participation Case Studies/ Reflective Journals (Minimum of five components to be evaluated)	30 Marks
II) Internal Marks (Theory):-Mid-Term Exam	20 Marks
External Marks (Theory):-End-Term Examinations	50 Marks

SEMESTER II					
Course Code: **MCMA714**	**Course Title: Macro Economics**	**L**	**T**	**P**	**C**
Version	**1**	**3**	**0**	**0**	**3**
Category of Course	Major				
Total Contact Hours	45				
Pre-Requisites/ Co-Requisites	**Basic knowledge of Managerial Economics**				

Course Perspective

This course is designed to bridge the gap between macroeconomic theory and real-world economic policymaking. It equips students with essential analytical tools to understand and address complex macroeconomic issues. By exploring key concepts such as aggregate demand and supply, monetary and fiscal policy, and economic growth theories, students will apply these frameworks to analyze contemporary economic challenges. The course emphasizes critical thinking and practical application, preparing students to make informed decisions that impact economic stability and growth. This foundational knowledge will empower students for advanced studies in economics, finance, and public policy, equipping them to navigate a dynamic global economy.

Course Outcomes:

After completion of the course, the student will be:

Course Outcome	Course Outcome Statement	Bloom Taxonomy Level
CO1	**Understanding** the key concept of Macro Economics.	L2
CO2	**Applying** the aggregate demand and supply framework to evaluate economic equilibrium and business cycle phases	L3
CO3	**Analysing** the effectiveness of monetary and fiscal policies in addressing inflation, unemployment, and overall economic stability	L4
CO4	**Evaluating** the impact of exchange rate systems and balance of payments on economic performance in open economies.	L5

CO5	**Evaluating** various economic growth theories, emphasizing the role of technology and policy in sustainable development.	L5

Course Content

Unit I	Introduction	12 Hours

Scope and importance of macroeconomics, Key macroeconomic variables: Output, employment, inflation, interest rates.

National income accounting: GDP, GNP, NNP, and other measures. Circular flow of income in a closed and open economy, Theories of income and output determination. Keynesian theory of income and employment, Classical vs. Keynesian perspectives on the economy.

Unit II	Aggregate Demand and Supply, Business Cycles	12 Hours

Aggregate demand (AD) and its components, Aggregate supply (AS) and the price level, AD-AS model: Short-run and long-run equilibrium. Determinants of consumption, investment, and government spending, Role of interest rates in the economy, IS-LM model.

Business cycles: Phases and causes, Real Business Cycle theory, Keynesian vs. Monetarist perspectives on business cycles.

Unit III	Monetary and Fiscal Policy	11 Hours

Monetary policy tools: Open market operations, discount rate, and reserve requirements, Role of central banks and the money supply.

Inflation: Causes, costs, and policy responses, The Phillips Curve: Inflation-unemployment trade-off, Expectations-augmented Phillips Curve.

Fiscal policy: Government spending, taxation, and its impact on aggregate demand, Deficits, debt, and sustainability of fiscal policy, Ricardian Equivalence and crowding out.

Unit IV	Open Economy Macroeconomics and Growth Theories	10 Hours

Balance of payments, Exchange rate systems: Fixed vs. flexible exchange rates, Purchasing Power Parity (PPP) and interest rate parity. Open economy IS-LM model, Mundell-Fleming model with flexible and fixed exchange rates.

Economic growth theories: Solow growth model, Endogenous growth theory, Technological progress and its role in growth, Growth convergence and divergence among countries.

Learning Experience: This Macroeconomic Theory course integrates theoretical concepts with practical applications to enhance students' understanding of macroeconomic dynamics. Through the exploration of key macroeconomic variables, national income accounting, and aggregate demand and supply,

students will assess business cycles and their causes. The examination of monetary and fiscal policies will highlight their impacts on the economy. Additionally, the study of open economy macroeconomics and growth theories will deepen students' insights into global economic interactions. Engaging with real-world data and case studies, students will develop critical analytical skills to interpret macroeconomic trends effectively.

Textbooks

1. Mankiw, N. Gregory. *Macroeconomics*. Worth Publishers
2. Blanchard, Olivier. *Macroeconomics*. Pearson Education
3. Dornbusch, R., Fischer, S., & Startz, R. *Macroeconomics*. McGraw-Hill Education

Suggested Readings

1. Mankiw, N. Gregory. Macroeconomics. Worth Publishers
2. Blanchard, Olivier. Macroeconomics. Pearson Education
3. Dornbusch, R., Fischer, S., & Startz, R. Macroeconomics. McGraw-Hill Education

Open Educational Resources (OER)

1. https://ocw.mit.edu/courses/economics/
2. https://www.khanacademy.org/economics-finance-domain/macroeconomics
3. https://www.coursera.org/courses?query=macroeconomics

Evaluation Scheme

Evaluation Components	Weightage
Internal Marks (Theory): -	
I) Continuous Assessment (30 Marks) **(All the components to be evenly spaced)** Project/ Quizzes/ Assignments and Essays/ Presentations/ Participation Case Studies/ Reflective Journals (Minimum of five components to be evaluated)	30 Marks
II) Internal Marks (Theory): -Mid-Term Exam	20 Marks
External Marks (Theory): -End-Term Examinations	50 Marks
Note: It is compulsory for a student to secure 40% marks in Internal and End Term Examination separately to secure minimum passing grade.	

SEMESTER II					
Course Code: MCSP813	Course Title: Search Engine Optimization	L	T	P	C
Version	1	1	0	1	3
Category of Course	Major				
Total Contact Hours	45				
Pre-Requisites/ Co-Requisites	**HTML and CSS:** Foundational knowledge of web development languages to understand how search engines interpret website structure.				
	Digital Marketing Fundamentals: Familiarity with digital marketing concepts (e.g., SEO, PPC, content marketing) provides context for SEO strategies.				
	Website Basics: Understanding how websites work, including domain names, hosting, and content management systems.				

Course Perspective

This course provides students with a comprehensive foundation in Search Engine Optimization (SEO), focusing on enhancing website visibility and ranking in search engine results pages (SERPs). Students will explore critical components of SEO, including On-Page SEO, where they'll learn to optimize website content, structure, and technical aspects; and Off-Page SEO, which emphasizes strategies to build external links and improve website authority. Through hands-on practice in Keyword Research, students will learn to identify relevant keywords and phrases to target, aligning content with search intent. Technical SEO will introduce students to methods for addressing backend issues that impact search engine visibility, ensuring a smooth user experience and optimal performance. Additionally, the course will cover the use of essential SEO tools and analytics for tracking performance and making data-driven adjustments, preparing students to strategically manage SEO in real-world scenarios.

Course Outcomes:

After completion of the course, the student will be:

Course Outcome	Course Outcome Statement	Bloom Taxonomy Level
CO1	**Understanding** key digital marketing concepts.	L2

CO2	**Applying** digital marketing strategy in digital marketing campaigns.	L3
CO3	**Applying** market research and analysis techniques.	L3
CO4	**Analysing** and executing a digital marketing strategy.	L4
CO5	**Evaluating** and measuring the effectiveness of digital marketing campaigns.	L5

Course Content

Unit I:	Overview of SEO	9 Hours
Overview of SEO: What is Search Engine Optimisation, Tools used for SEO, on page and Off page, SEO, Reading Search Engine Result Pages, How SEO Affects Businesses.		

Unit II	SEO – Keywords	12 Hours
Keywords: Planning and researching your SEO keywords, Tools used in keyword planning, Introduction to Keyword Bidding, Google Keyword Planner, Analysing SEO Keywords and Leveraging keyword attributes, Mapping SEO Keyword Distribution, and Continually Evaluating.		

Unit III	Content and Page Optimisation	12 Hours
Technical Optimisation: Interpreting the Code behind Webpages for SEO, outlining how search engines index content, Working with canonical URLs & Redirect, Leveraging structured data, Using Google Search Console SEO, Using the Google Page Experience signal and Core Web Vitals, Planning Content Over the Long Term		

Unit IV	Advanced SEO Strategies	12 Hours
Link Building and Measurement Strategies: Outlining the importance of links for SEO, Building links for SEO, tools used, measuring SEO performance, and analysing keywords, and links.		

Learning Experience:

- **Keyword Research:** Ability to identify relevant keywords and phrases.

- **On-Page Optimization:** Techniques for optimizing website content and structure.

- **Link Building:** Strategies for building high-quality backlinks.

- **SEO Analytics:** Proficiency in using tools for tracking and analysing SEO performance.

- **Technical SEO:** Identifying and addressing technical issues affecting SEO.

- **SEO Strategy Development:** Creating and implementing effective SEO strategies.

By developing these skills, individuals can become valuable assets in digital marketing roles, enhancing online visibility and driving organic traffic.

Textbooks

1. The Art of SEO: Mastering Search Engine Optimization by Eric Enge, Stephan Spencer–O'Reilly

Suggested Readings

1. SEO 2023: Learn Search Engine Optimization with Smart Internet Marketing Strategies by Adam Clarke

2. SEO Black Book: A Guide to the Search Engine Optimization Industry's Secrets

Open Educational Resources (OER)

1. SEO Course by HubSpot Academy (Free certification course)

2. Google SEO Certification (Free course with certification)

Evaluation Scheme

Evaluation Components	Weightage
Internal Marks (Theory):-	
I) Continuous Assessment (30 Marks) **(All the components to be evenly spaced)** Project/ Quizzes/ Assignments and Essays/ Presentations/ Participation Case Studies/ Reflective Journals (Minimum of five components to be evaluated)	30 Marks
II) Internal Marks (Theory):-Mid-Term Exam	20 Marks
External Marks (Theory):-End-Term Examinations	50 Marks
Note: A student must secure 40% marks in the Internal and End Term Examination separately to secure a minimum passing grade.	

SEMESTER II					
Course Code: MCPS814	Course Title: Social Media Marketing	L	T	P	C
Version	1	1	0	1	3
Category of Course	Major				
Total Contact Hours	45				
Pre-Requisites/ Co-Requisites	**Basic knowledge of Marketing and social media**				

Course Perspective

This course on Social Media Marketing equips students with the essential skills to develop, execute, and evaluate effective social media strategies. With the increasing dominance of platforms like Facebook, Instagram, YouTube, and Snapchat, the course covers the latest trends and techniques in social media marketing. From understanding platform-specific marketing strategies to optimizing ads and engaging target audiences, students will gain insights into how to leverage social media for brand building, customer engagement, and lead generation. By integrating practical tools with theoretical frameworks, the course provides a comprehensive understanding of the evolving social media landscape, helping future marketers craft compelling digital marketing strategies.

Course Outcomes:

After completion of the course, the student will be:

Course Outcome	Course Outcome Statement	Bloom Taxonomy Level
CO1	**Understanding** the fundamental concepts of Social Media Marketing.	L2
CO2	**Applying** tools to create and implement campaigns across platforms	L3
CO3	**Analysing** trends and brand strategies to optimize performance.	L4
CO4	**Evaluating** the effectiveness of techniques using metrics and insights	L5
CO5	**Creating** comprehensive campaigns using multimedia and influencer marketing.	L6

Course Content

Unit I	Introduction	08 Hours
Introduction to social media, how to build a successful Social Media Strategy, Goal setting, Strategy and implementation, Measure and Improvement		

Unit II	Social media Trends	08 Hours
Listening to Market, Digital Marketing Trends, Branding on the Net, Branding your Website, Trends in Social Media Marketing.		

Unit III	YouTube Marketing	10 Hours
Google Pages for YouTube Channels, Video Flow, Verify Channel, Webmaster Tool – Adding Asset. Associated Website Linking, Custom Channel URL, Channel – ART, Links, Keywords, Main Trailer, Uploading Videos, Defaults, Creator Library, Channel Navigation, Video Thumbnail		

Unit IV	Facebook for Business	10 Hours
Facebook fan Engagement, Anatomy of Ad Campaign, Adverts Types of adverts, Adverts Targeting. Adverts Placement, Adverts Bidding, Adverts Budget, Adverts Scheduling, Adverts Objectives, Adverts optimization, Adverts Delivery. Audience Insights, page Insights, Facebook groups, Hashtags, Facebook Apps, Facebook live, Facebook Avatar, Facebook Ad manager, Facebook Power editor		

Unit V	Snapchat and Instagram	09 Hours
Instagram- Objectives, Content Strategy, Style Guidelines, Hashtags, Videos, Sponsored Ads, Apps, generate Leads - Snapchat, Digital Public Relations- Influencer Marketing, Blogger relations		

Learning Experience: The learning experience in this course is designed to be highly interactive, with a focus on hands-on application of social media marketing tools. Students will engage in activities such as creating and managing YouTube channels, designing Facebook ad campaigns, and developing content strategies for Instagram and Snapchat. Case studies on current digital marketing trends, influencer marketing, and brand campaigns will enhance critical thinking and practical problem-solving. By the end of the course, students will be able to measure campaign performance and continuously optimize strategies to stay relevant in the dynamic world of social media marketing.

Textbooks

4. Zimmerman, J., & Ng, D. (2017). Social media marketing all-in-one for dummies. Hoboken, NJ: Wiley.

5. Tuten, T. L., & Solomon, M. R. (2020). Social media marketing. New Delhi: Sage Publications.

6. Chaffey, D., & Ellis-Chadwick, F. (2022). Digital marketing: Strategy, implementation, and practice (8th ed.). London: Pearson.

Suggested Readings

3. Qualman, E. (2011). Socialnomics: How social media transforms the way we live and do business. Hoboken, NJ: Wiley

4. Gupta, S. (2022). Digital marketing. New Delhi: McGraw Hill

Open Educational Resources (OER)

4. https://blog.hubspot.com/marketing/social-media-marketing

5. https://www.simplilearn.com/tutorials/social-media-marketing-tutorial/how-to-do-social-media-marketing

6. https://library.uniteddiversity.coop/Media_and_Free_Culture/The_Social_Media_Marketing_Book.pdf

Evaluation Scheme

Evaluation Components	Weightage
Internal Marks (Theory): -	
I) Continuous Assessment (30 Marks) **(All the components to be evenly spaced)** Project/ Quizzes/ Assignments and Essays/ Presentations/ Participation Case Studies/ Reflective Journals (Minimum of five components to be evaluated)	30 Marks
II) Internal Marks (Theory): -Mid-Term Exam	20 Marks
External Marks (Theory): -End-Term Examinations	50 Marks
Note: It is compulsory for a student to secure 40% marks in Internal and End Term Examination separately to secure minimum passing grade.	

SEMESTER II					
Course Code: MCSP820	**Course Title:** **User Interface and User Experience**	L	T	P	C
Version	1	1	0	1	3
Category of Course	Major				
Total Contact Hours	45				
Pre-Requisites/ Co-Requisites	**Basic Computer Skills:** Familiarity with using computers and navigating the web.				

	Introduction to Programming: Basic understanding of programming concepts or completion of an introductory programming course (e.g., HTML/CSS).
	Graphic Design Basics: A foundational knowledge of graphic design principles can be helpful but is not mandatory.

Course Perspective

This course offers a comprehensive introduction to digital marketing, focusing on integrating various online marketing strategies. Students will learn to create and execute effective marketing campaigns that utilize multiple channels, such as social media, email, content marketing, and SEO. The course emphasizes the importance of analytics in shaping marketing decisions and optimizing performance.

Course Outcomes:

After completion of the course, the student will be:

Course Outcome	Course Outcome Statement	Bloom Taxonomy Level
CO1	**Understanding** digital marketing principles and strategies	L2
CO2	**Applying** and measuring the effectiveness of digital marketing campaigns.	L3
CO3	**Applying** and implementing integrated digital marketing strategies.	L3
CO4	**Analysing** digital marketing tools and platforms.	L4
CO5	**Evaluating** trends and innovations in digital marketing.	L5

Course Content

Unit I:	Overview of Web design landscape	9 Hours
Overview of the web design and development landscape - Setting goals for a website and identifying target audiences - Understanding user experience (UX) and user interface (UI) design - Developing a website plan and content strategy - Types of websites (e.g. business, e-commerce.		

Unit II	HTML and CSS	12 Hours
Introduction to HTML and CSS - Creating basic web pages with HTML - Styling web pages with CSS - Working with web page layouts - Validating HTML and CSS.		
Unit III	JavaScript and jQuery	12 Hours
Introduction to JavaScript and jQuery - Adding interactivity to web pages with JavaScript and jQuery - Working with DOM manipulation - Creating animations and effects with jQuery		
Unit IV	Advanced website design and development	12 Hours
Introduction to advanced web development technologies (e.g. PHP, MySQL, AJAX) - Building dynamic websites with databases and server-side languages - Integrating websites with APIs and third-party services - Measuring and tracking website performance		

Learning Experience:

- Digital Marketing Principles: Understand key concepts, strategies, and tools used in digital marketing.

- Content Creation: Develop skills in creating engaging and optimized content for various platforms.

- Social Media Engagement: Learn effective strategies for engaging with audiences on social media.

- Email Campaign Management: Gain proficiency in designing and managing email marketing campaigns.

- Analytics Proficiency: Develop skills in using analytics tools to track performance and inform strategies.

- Trends Awareness: Stay updated on emerging trends and best practices in digital marketing.

This course prepares students for careers in digital marketing, equipping them with the knowledge and skills necessary to thrive in the ever-evolving digital landscape.

By developing these skills, individuals can become valuable assets in digital marketing roles, enhancing online visibility and driving organic traffic.

Textbooks

1. **Learning Web Design: A Beginner's Guide to HTML, CSS, JavaScript, and Web Graphics** by Jennifer Robbins – O'Reilly

Suggested Readings

1. **Responsive Web Design with HTML5 & CSS** by Jessica Minnick – Feb 2020

Open Educational Resources (OER)

1. [Web Design Course by Codecademy](#) (Free)

Evaluation Scheme

Evaluation Components	Weightage
Internal Marks (Theory):-	
I) Continuous Assessment (30 Marks) **(All the components to be evenly spaced)** Project/ Quizzes/ Assignments and Essays/ Presentations/ Participation Case Studies/ Reflective Journals (Minimum of five components to be evaluated)	30 Marks
II) Internal Marks (Theory):-Mid-Term Exam	20 Marks
External Marks (Theory):-End-Term Examinations	50 Marks
Note: A student must secure 40% marks in the Internal and End Term Examination separately to secure a minimum passing grade.	

SEMESTER II					
Course Code: SEC-II	**Course Title:** **Creating Entrepreneurial Mindset**	**L**	**T**	**P**	**C**
Version	**1**	**3**	**0**	**0**	**3**
Category of Course	Skill Enhancement Course				
Total Contact Hours	45				
Pre-Requisites/ Co-Requisites	**Basic knowledge of entrepreneurship**				

Course Perspective

This course offers students a deep understanding of entrepreneurship for making strategic business decisions. It emphasizes the practical application of concepts such as Entrepreneurship Development Programmes thus equipping students with the skills to evaluate financial data, manage resources efficiently, and contribute to entrepreneurial success. The course is essential for those pursuing careers in finance, management, or entrepreneurship, as it provides the analytical tools needed to navigate and influence complex financial environments in the real world.

Course Outcomes:

After completion of the course the student will be:

Course Outcome	Course Outcome Statement	Bloom Taxonomy Level
CO1	**Understanding** the concepts of entrepreneurship and the key traits of successful entrepreneurs	L2
CO2	**Applying** the concepts of Entrepreneurship Development Programs and the role of women entrepreneurs	L3
CO3	**Applying** the concepts of small business management taking initiatives in fostering small industry	L3
CO4	**Analysing** the formulation of feasible and potential projects and preparing comprehensive project reports	L4
CO5	**Evaluating** the factors that influence small industry, and the problems faced by the small units.	L5

Course Content

Unit I:	Introduction	9 Hours
	Introduction: concept of entrepreneurship, theories of entrepreneurship traits of entrepreneur, Different types of entrepreneurs, problems faced by entrepreneurs.	

Unit II	Entrepreneurial Development	12 Hours
	Role and functions of measure support institutions such as SIB, CSIO, SSDO, SISIs etc. EDPs and Role of Women Entrepreneurs	

Unit III	Small Businesses Entrepreneurship	12 Hours
	Concept, definition, and framework of Small Business, Social benefits and incentives for small industry in India; Elementary Knowledge of Make in India, Start-up, Stand up India, Mudra Loan, Schemes of Union Govt and its initiative on Atamnirbhar Bharat and Vocal for Local.	

Unit IV	Entrepreneurial Projects	12 Hours
	Project classification, identification and selection, Project formulation and Project Appraisal and Preparing Project Report Steps in starting a small industry, incentives and subsidies available, export possibilities. Teething problem in setting small Units: location, technology, marketing, recoveries, labour and planning.	

Learning Experience: This course will be conducted through a blend of lectures, case studies, hands-on exercises, and group discussions to ensure a dynamic and participatory learning environment. To enhance experiential learning, students will engage in group projects that simulate real entrepreneurial case studies and making strategic financial decisions. Assessments will be diverse, including assignments, quizzes, group presentations, and a final examination, ensuring that students are evaluated on both their theoretical knowledge and practical skills. The course instructor will be available for additional support and feedback, encouraging students to seek help as needed.

Textbooks

1. Entrepreneurship Development; Vasant Desai
2. Entrepreneurship Development; Shobha Singh Khanka

Suggested Readings

1. Entrepreneurship-Strategies and Resources; Mark Dollinger
2. Entrepreneurship-Small Business Approach; Charles E. Bamford

Open Educational Resources (OER)

1. [How to Develop an Entrepreneurial Mindset in Youth: 10+1 Ways | iED](#)
2. [The Entrepreneurial Mindset: What Is It And How Do You Develop It?](#)

Evaluation Scheme

Evaluation Components	Weightage
Internal Marks (Theory):-	
I) Continuous Assessment (30 Marks) **(All the components to be evenly spaced)** Project/ Quizzes/ Assignments and Essays/ Presentations/ Participation Case Studies/ Reflective Journals (Minimum of five components to be evaluated)	30 Marks
II) Internal Marks (Theory):-Mid-Term Exam	20 Marks
External Marks (Theory):-End-Term Examinations	50 Marks
Note: It is compulsory for a student to secure 40% marks in Internal and End Term Examination separately to secure minimum passing grade.	

SEMESTER II					
Course Code: AEC II	**Course Title: Written Business Communication**	**L**	**T**	**P**	**C**
Version	**1**	**3**	**0**	**0**	**3**

Category of Course	Ability Enhancement Course
Total Contact Hours	45
Pre-Requisites/ Co-Requisites	

Course Perspective:

This course aims to equip students with essential business communication skills for today's globalized and fast-paced professional environment. With a focus on practical applications, the course covers a range of written and verbal communication formats—from business reports to persuasive emails and impactful presentations—enabling students to tailor their messaging to various audiences and contexts. By integrating elements of cultural awareness, emotional intelligence, and interpersonal skills, the course prepares students to handle complex business interactions effectively, fostering clarity, professionalism, and strategic insight in all forms of communication.

Course Outcomes:

After completion of the course the student will be:

Course Outcome	Course Outcome Statement	Bloom Taxonomy Level
CO1	**Remembering** the essential components of professional business documents, including emails, reports, and proposals, to ensure clarity and conciseness.	L1
CO2	**Understanding** the essence of effective verbal communication skills by articulating ideas clearly and confidently in various professional settings, such as meetings and presentations.	L2
CO3	**Applying** knowledge of nonverbal cues and body language to enhance message delivery, ensuring effective communication with colleagues and clients.	L3
CO4	**Analysing** interpersonal communication techniques to foster positive team relationships and client interactions.	L4
CO5	**Evaluating** culturally sensitive communication approaches to manage diverse workplace scenarios, demonstrating professionalism and respect across cultural contexts.	L5

Course Content

Unit I	Descriptive Writing	8 Hours
Descriptive writing: Self Introduction; Descriptive writing: Favourite Food, Holiday Destination; Describing Past Events; Informative writing- Factual essays such as India's hosting of G20; Correct Common Errors such as Punctuation and Capitalization; Informal letters such as Thanking a friend		
Unit II	**Persuasive Writing**	**8 Hours**
Persuasive Writing; Writing a letter of Application; Write Powerful Business Emails for Professional Needs; Write more Effective Subject Lines and Email Text; Study Tone and Level of Formality in Emails; Understand how Culture affects what is appropriate in a Business Email; Apply Various Key Language to Different Types of Emails		
Unit III	**Business Report Writing**	**8 Hours**
Business Reports; Business Plan; Pitch Deck; Business Presentations- RFP, Quotations, Bid		
Unit IV	**Leadership Communication**	**8 Hours**
Leadership Communication; Emotional Intelligence and Cultural Literacy; Positive Ethos; Blogs and other modes of Self – Expression as tools of Business Communication; Negotiation Skills		

Learning Experience

Students will engage in practice-based learning that emphasizes clarity, professionalism, and adaptability in business communication. Through exercises in descriptive and persuasive writing, role-playing, report preparation, and live presentations, students will gain confidence and experience in delivering messages that resonate with different audiences. The course's interactive format, including hands-on activities and peer feedback, allows students to refine their language, tone, and nonverbal cues in real time, enhancing their ability to communicate effectively in diverse business settings. This experiential learning approach ensures students are well-prepared for the demands of professional communication.

Textbook [TB]:

1. Kumar, Sanjay and Pushplata. *Communication Skills*. Oxford University Press, 2015.

Reference Books/Materials

1. Locker, Kitty O., and Stephen K. Grill. *Business Communication: Building Critical Skills*. McGraw-Hill Education, 2019.

2. Dwyer, Judith. *The Business Communication Handbook*. Pearson, 2017.

3. Hamilton, Cheryl. *Communicating for Success*. Pearson, 2019.

4. Garner, Bryan A. *HBR Guide to Better Business Writing*. Harvard Business Review Press, 2014.

5. Patterson, Kerry, et al. *Crucial Conversations: Tools for Talking When Stakes Are High*. McGraw-Hill Education, 2012.

Evaluation Scheme

Evaluation Components	Weightage
Internal Marks (Theory):-	
I) Continuous Assessment (30 Marks) **(All the components to be evenly spaced)** Project/ Quizzes/ Assignments and Essays/ Presentations/ Participation Case Studies/ Reflective Journals (Minimum of five components to be evaluated)	30 Marks
II) Internal Marks (Theory):-Mid-Term Exam	20 Marks
External Marks (Theory):-End-Term Examinations	50 Marks
Note: It is compulsory for a student to secure 40% marks in Internal and End Term Examination separately to secure minimum passing grade.	

SEMESTER III					
Course Code: MCMA801	**Course Title: Business Sustainability, Governance and Ethics**	**L**	**T**	**P**	**C**
Version	**1**	**3**	**0**	**0**	**3**
Category of Course	Major				
Total Contact Hours	45				
Pre-Requisites/ Co-Requisites	Basics of management studies				

Course Perspective

This course is essential for students to navigate the ethical challenges, and governance demands in today's business world. It emphasizes the importance of aligning personal values with organizational goals, fostering ethical decision-making in a rapidly evolving environment. By exploring various ethical theories and business conduct regulations, students gain a comprehensive understanding of ethical practices and their significance in maintaining transparency and accountability. The course also delves into Corporate Governance, highlighting its principles, structures, and global failures, equipping students with the knowledge to uphold sound governance practices. Additionally, the focus on Corporate Social Responsibility and Sustainability prepares students to drive businesses towards socially responsible and environmentally sustainable operations, aligning corporate goals with broader societal and environmental imperatives.

Course Outcomes:

After completion of the course the student will be:

Course Outcome	Course Outcome Statement	Bloom Taxonomy Level
CO1	**Understanding** the importance of ethics and values in business.	L2
CO2	**Applying** moral practices and demonstrate sensitivity towards the ethical dimensions of managerial problems in real-world business scenarios.	L3
CO3	**Applying** principles and practices of Corporate Governance, Corporate Social Responsibility and Sustainable Development.	L3

CO4	**Analysing** oneself and develop critical and rational thinking to evaluate personal and professional decision-making processes.	L4
CO5	**Evaluating** company's social and environmental responsibilities from both internal and external perspectives	L5

Course Content

Unit I	**Introduction to Values, ethics and business conduct**	**10 Hours**

Values: Concept, Types and Formation of Values, Indian context of Business values. Importance to blending individual value with organizational values.

Business Ethics: Meaning of ethics, Theories of ethics: Utilitarianism: weighing social cost and benefits, Rights and duties, Justice and fairness, ethics of care, integrating utility, rights, justice and caring, An alternative to moral principles: virtue ethics, teleological theories, egoism theory, relativism theory. Scope of Business Ethics, Ethics in functional area and compliance.

Rules Governing business conduct: Introduction to IBC, Data Protection and Privacy Law.

Unit II	**Corporate Governance**	**13 Hours**

Meaning, significance and principles, Management and corporate governance, Theories and Models of corporate governance; Board structure and Independent director, board committees and their functions; shareholder activism and, proxy advisory firms., role of rating agencies Whistle blowing. Corporate Governance Report Structure.
Major Corporate Governance Failures and International Codes: BCCI (UK), Maxwell Communication (UK), Enron (USA), World Com (USA), Andersen, Worldwide (USA), Vivendi (France), Satyam Computer Services Ltd, Lehman Brothers, Kingfisher Airlines, PNB Heist and IL&FS Group Crisis; Common Governance Problems Noticed in various Corporate Failures; Codes and Standards on Corporate Governance: Sir Adrian Cadbury Committee 1992 (UK), Sarbanes Oxley Act, OECD Principles of Corporate Governance.

Unit III	**Corporate Social Responsibility:**	**11 Hours**

Meaning and definitions of CSR, CSR under the Companies Act, 2013. International Framework of CSR : Global Compact, Caux Round table, OECD Guidelines for Multinational Enterprise, 3SA8000 Standard, BS/ISO Guidelines on CSR Management (ISO-26000), Social Audit of Government Programs. Indian Guidelines BRSR (SEBI), NVG Guidelines (Ministry of Corporate Affairs) Sustainability Reporting Framework in India, Challenges in Mainstreaming Sustainability Reporting.

Unit IV	Sustainable Development	11 Hours
	Role of Business in Sustainable Development, Corporate Sustainability, Sustainability is Imperative, Government Role in improving Sustainability Reporting KYOSEI, Sustainability Reporting, Benefits of Sustainability Reporting - Sustainability Reporting Framework Global Reporting Initiative (GRI) - Sustainability Reporting Guidelines UN Global Compact – Ten Principles,2000, Sustainability Indices. Social responsibly standards, social stock exchange. Revised rules for IPO Valuation to avoid valuation hype.	

Learning Experience: This course will be conducted through a blend of lectures, case studies, hands-on exercises, and group discussions to ensure a dynamic and participatory learning environment. To enhance experiential learning, students will engage in group projects that simulate real business scenarios, in the form of role playing and case studies. Assessments will be diverse, including assignments, quizzes, group presentations, and a final examination, ensuring that students are evaluated on both their theoretical knowledge and practical skills. The course instructor will be available for additional support and feedback, encouraging students to seek help as needed. This integrated approach ensures that students not only learn the fundamental concepts of values and ethics but also acquire the practical skills necessary for effective application of values and ethics in the real world.

Textbooks

1. Velasquez Manuel G: Business ethics- concepts and cases.
2. Fernando A.C.: Business Ethics – An Indian Perspective.
3. Crane Andrew & Matten Dirk: Business Ethics, Oxford.
4. Ghosh B N: Business Ethics & Corporate Governance, Mc Graw Hill
5. DeGeorge Richard T.: Business Ethics, Pearson.

Suggested Readings

1. Hartman, Laura and Chatterjee, Abha, (2006), Perspectives in Business Ethics, 3rd Edition, McGraw Hill Education.

Open Educational Resources (OER)

3. Students are encouraged to explore online resources such as Cousera for additional learning materials on organization behavior.

Evaluation Scheme

Evaluation Components	Weightage
Internal Marks (Theory):-	
I) Continuous Assessment (30 Marks) **(All the components to be evenly spaced)** Project/ Quizzes/ Assignments and Essays/ Presentations/ Participation Case Studies/ Reflective Journals (Minimum of five components to be evaluated)	30 Marks
II) Internal Marks (Theory):-Mid-Term Exam	20 Marks
External Marks (Theory):-End-Term Examinations	50 Marks
Note: It is compulsory for a student to secure 40% marks in Internal and End Term Examination separately to secure minimum passing grade	

SEMESTER III					
Course Code: MCMA803	**Course Title:** **Corporate Finance**	L	T	P	C
Version	**1**	**3**	**0**	**0**	**3**
Category of Course	**Major**				
Total Contact Hours	45				
Pre-Requisites/ Co-Requisites	**Basic knowledge of financial concepts**				

Course Perspective

This course offers students a deep understanding of corporate finance which are crucial for making strategic business decisions. It emphasizes the practical application of concepts such as investment decisions, financing decisions and many more thus equipping students with the skills to evaluate financial data, manage resources efficiently, and contribute to organizational success. The course is essential for those pursuing careers in finance, management, or entrepreneurship, as it provides the analytical tools needed to navigate and influence complex financial environments in the real world.

Course Outcomes:

After completion of the course the student will be:

Course Outcome	Course Outcome Statement	Bloom Taxonomy Level
CO1	**Understanding** the concepts of capital budgeting techniques for estimating the investment decisions.	L2
CO2	**Applying** the cost of capital from various sources for effective financing decisions	L3
CO3	**Applying** working capital techniques and dividend decisions for better outcomes in the financial markets.	L3
CO4	**Analysing** the structure and functioning of financial markets and performing the valuation of securities	L4
CO5	**Evaluating** the outcomes of investment and financing decisions and devising appropriate dividend policy	L5

Course Content

Unit I:	Introduction to Corporate Finance	9 Hours
Corporate Finance: Nature and Scope, Finance Function Investment Financing and Dividend Decisions, Capital Budgeting: Meaning Nature and Importance Investment Decisions, Major Evaluation Criteria.		
Unit II	Cost of Capital	12 Hours
Cost Of Capital: Meaning, Importance. Calculation Of Cost of Debt, Preference Shares. Equity Shares and Retained Earnings, combined (Weighted) Cost of Capital, Capitalization- Meaning, Over capitalization & under capitalization.		
Unit III	Dividend Policies	12 Hours
Dividend Policies: Issues in Dividend Policies, Dividend Models, Sources of Funds: Long Term Funds & Short-Term Funds, Nature Significance and Determinants of Working Capital. Leverage Analysis Capital.		
Unit IV	Financial Markets	12 Hours
Capital Market: (A) New Issue Market (B) Secondary Market Functions and Role of Stock Exchange (BSE, NSE.) Money Market: Indian Money Markets Composition and Structure., Valuation of securities. Time value of Money, list of simple and Compound interest in business finance.		

Learning Experience: This course will be conducted through a blend of lectures, case studies, hands-on exercises, and group discussions to ensure a dynamic and participatory learning environment. To enhance experiential learning, students will engage in group projects that simulate real business scenarios, such as preparing working capital requirements and making strategic financial decisions. Assessments will be diverse, including assignments, quizzes, group presentations, and a final examination, ensuring that students are evaluated on both their theoretical knowledge and practical skills. The course instructor will be available for additional support and feedback, encouraging students to seek help as needed.

Textbooks

1. IM Pandey: Financial Management
2. James C Van Horne: Fundamentals of Financial Management
3. Sheeba and Kapil : Financial Management

Suggested Readings

1. Chandra Prasanta: Financial Management Theory and Practices
2. Khan NY and Jain PK Financial Management Tax and Problems

Open Educational Resources (OER)

1. [What is Corporate Finance?](#)
2. [What is Corporate Finance? Check Meaning and Types](#)

Evaluation Scheme

Evaluation Components	Weightage
Internal Marks (Theory):-	
I) Continuous Assessment (30 Marks) **(All the components to be evenly spaced)** Project/ Quizzes/ Assignments and Essays/ Presentations/ Participation Case Studies/ Reflective Journals (Minimum of five components to be evaluated)	30 Marks
II) Internal Marks (Theory):-Mid-Term Exam	20 Marks
External Marks (Theory):-End-Term Examinations	50 Marks
Note: It is compulsory for a student to secure 40% marks in Internal and End Term Examination separately to secure minimum passing grade.	

SEMESTER III

Course code: MCMA805	Course Title: General Awareness and Corporate Affairs	L	T	P	C
Version	1	3	0	0	3
Category of Course	Major				
Total Contact Hours	45				
Pre-Requisites/ Co-Requisites					

Course Perspective

This course aims to update students' awareness on current business scenarios so that they stay updated on latest developments in the corporate world and answer questions related to them in their Interviews. The primary purpose is to assist the students in qualifying Group Discussions and Personal Interviews. The course aims to inculcate the habit of reading newspapers and develop critical thinking abilities. The students shall read the articles and then analyse the information reported by different publications. This develops critical thinking abilities by ensuring that they do not get opinionated by any single publication. To ensure maximum benefit this course it has been made a mandatory credit course. It thus facilitates compulsory reading and presentations on newspaper articles and encourages debates on emerging social and economic issues in the national and global context.

Course Outcomes:

After completion of the course the student will be:

Course Outcome	Course Outcome Statement	Bloom Taxonomy Level
CO1	**Understanding** trends in business organizations from diverse functional perspectives.	L2
CO2	**Applying** market and intrinsic valuation techniques to assess new business models and their inherent challenges.	L3
CO3	**Analysing** the trends in the context of emerging economic and social contexts from a global and national perspective.	L4
CO4	**Analysing** decision-making ability for sustainable businesses after analysing the trends	L4
CO5	**Evaluating** the impact of data management, consumer experience, cybersecurity, and immersive	L5

	technologies in shaping and driving modern business strategies.	

Course Content

Unit I	Introduction	10 Hours
Socio-economic analysis of the nation and the world, Global Macro-economic trends, Socio economic analysis of Developed, Emerging, Frontier, Developing and Least developed countries of the world. Analysis of the growth trends of the Industrial sectors for Indian Economy.		
Unit II	Corporate Growth and Valuation	13 Hours
Analysis of corporate history and growth of prominent Large Cap, Mid Cap and Small Cap companies. Reviewing the performance of companies using triple bottom line approach. Analyse Market and Intrinsic Valuation of companies, Assess new business models and inherent challenges.		
Unit III	Technological Impact on Business	11 Hours
Impact of Technology on Business processes, corporate restructuring and changing dynamics of competitive models. Understand the significance of building resilience, agility and transformational ability in workforce to ensure sustainable business growth.		
Unit IV	Geopolitics and Strategic Decision-Making	11 Hours
Geopolitical implications in business and their impact on strategic decision making, challenges of hybrid, global and diversified workforce, data management and analysis, rise of focus on consumer experience, increased need for cybersecurity awareness and immersive technologies.		

Learning Experience: This course offers a comprehensive learning experience that integrates socio-economic analysis with business strategy. Students read a variety of publications and develop an analytical capability to assess diversified opinions and develop independent ideas. With intensive reading students generate creative ideas to solve day to day business problems. Students will examine global macro-economic trends and evaluate the growth of industrial sectors in the Indian economy, while gaining insights into the economic classifications of countries. They will enhance their knowledge of the corporate history and growth of Large, Mid, and Small Cap companies, applying valuation techniques and assessing business models. Additionally, the course explores the impact of technology on business processes, corporate restructuring, and workforce resilience. Students

will also evaluate geopolitical implications, workforce challenges, data management, and the growing importance of cybersecurity and consumer experience in strategic decision-making.

Suggested Readings

1. All Business Newspapers – The Mint, Business Standard, Financial Express, Economic Times, Business Line and the Hindu
2. Business Magazines – Business Today, Business India, Economist, Economic and Political Weekly
3. B Smart App of Business Standard has few cases which shall be discussed as a part of the class.

Open Educational Resources (OER)

1. https://www.business-standard.com/
2. https://www.businesstoday.in/magazine
3. https://www.economist.com/

Evaluation Scheme

Evaluation Components	Weightage
Internal Marks (Theory):-	
I) Continuous Assessment (30 Marks) **(All the components to be evenly spaced)** Project/ Quizzes/ Assignments and Essays/ Presentations/ Participation Case Studies/ Reflective Journals (Minimum of five components to be evaluated)	30 Marks
II) Internal Marks (Theory):-Mid-Term Exam	20 Marks
External Marks (Theory):-End-Term Examinations	50 Marks
Note: It is compulsory for a student to secure 40% marks in Internal and End Term Examination separately to secure minimum passing grade	

SEMESTER III					
Course Code: **MCSP819**	**Course Title:** **Digital Marketing Analytics**	**L**	**T**	**P**	**C**
Version	1	1	0	1	3
Category of Course	Major				
Total Contact Hours	45				
Pre-Requisites/ Co-Requisites	**Basic Knowledge of Marketing and digital literacy**				

Course Perspective

This course offers students a practical foundation in leveraging data analytics to drive digital marketing decisions. With a focus on data collection, analysis, and targeted optimization, the course enables students to interpret customer behavior insights across platforms, refine marketing communications, and measure campaign success. It emphasizes predictive analysis and experimental methods, giving students the tools to apply data-driven strategies effectively.

Course Outcomes:

After completion of the course, the student will be:

Course Outcome	Course Outcome Statement	Bloom Taxonomy Level
CO1	**Understanding** the key concept of digital marketing analytics	L2
CO2	**Applying** analytics for targeted marketing to enhance audience targeting and refine digital communication strategies.	L3
CO3	**Analysing** consumer insights from cross-platform data to understand customer needs and behaviors.	L4
CO4	**Analysing** A/B testing for campaign optimization and data-driven decision-making.	L4
CO5	**Evaluating** marketing strategies with attention to ethical data practices and responsible personalization.	L5

Course Content

Unit I:	Introduction	10 Hours

Role and importance in digital marketing. Data Collection and Mining: Techniques for gathering, cleaning, and mining data. Predicting Consumer Behavior: Using analytics to anticipate customer needs and trends. Marketing Automation: Automating data analysis and customer outreach.		
Unit II	**Targeting and Optimization**	**10 Hours**
Targeted Marketing Strategies: Optimizing communication channels for specific audiences. Social Media Analytics: Analysing engagement and reach on social platforms. Mobile Marketing Data: Collecting and analysing data from mobile interactions. Optimizing Marketing Communications: Refining messaging based on data insights.		
Unit III	**Digital Platform Analytics**	**12 Hours**
Search and Web Analytics: Analysing search data and on-site user behavior. Email Analytics: Measuring open rates, CTR, and campaign success. Cross-Platform Data Integration: Combining insights from web, email, and social channels. Conversion Tracking and Metrics: Monitoring KPIs and conversions across platforms.		
Unit IV	**Experimental Design and A/B Testing**	**13 Hours**
Experimentation in Marketing: Importance of controlled experiments in analytics. A/B Testing: Designing and interpreting A/B tests for optimization. Personalization through Testing: Using test insights to tailor customer experiences. Ethics in Data Analytics: Ethical considerations in data handling and personalization.		

Learning Experience:

Students will engage in hands-on data exercises, case studies, and projects utilizing tools for web, social, and mobile analytics. Through real-world applications of digital marketing analytics tools, they'll learn to interpret metrics, optimize campaigns, and develop data-backed marketing strategies. Collaborative projects and digital simulations will reinforce skills in predictive analysis, marketing automation, and ethical data practices, preparing students for roles in digital marketing and analytics.

Textbooks

1. Lilien, Gary L., and Arvind Rangaswamy. Marketing Engineering: Computer-Assisted Marketing Analysis and Planning. Trafford Publishing, 2003.
2. Weinberg, Tamar. The New Community Rules: Marketing on the Social Web. O'Reilly Media, 2009

Suggested Readings

1. Chaffey, Dave, and PR Smith. Digital Marketing Excellence: Planning, Optimizing, and Integrating Online Marketing. Routledge, 2017.
2. Kaushik, Avinash. Web Analytics 2.0: The Art of Online Accountability and Science of Customer Centricity. John Wiley & Sons, 2009

Open Educational Resources (OER)

1. https://ptgmedia.pearsoncmg.com/images/9780789750303/samplepages/0789750309.pdf
2. https://my.lerner.udel.edu/wp-content/uploads/BUAD-893-S19.pdf

Evaluation Scheme

Evaluation Components	Weightage
Internal Marks (Theory): -	
I) Continuous Assessment (30 Marks) **(All the components to be evenly spaced)** Project/ Quizzes/ Assignments and Essays/ Presentations/ Participation Case Studies/ Reflective Journals (Minimum of five components to be evaluated)	30 Marks
II) Internal Marks (Theory): -Mid-Term Exam	20 Marks
External Marks (Theory): -End-Term Examinations	50 Marks
Note: It is compulsory for a student to secure 40% marks in Internal and End Term Examination separately to secure minimum passing grade.	

SEMESTER III		L	T	P	C
Course Code: **MCSP821**	**Course Title:** **Integrated Digital Marketing**				
Version	1	1	0	1	3
Category of Course	Major				
Total Contact Hours	45				
Pre-Requisites/ Co-Requisites	**Basic Knowledge of Marketing and digital literacy**				

Course Perspective

This Integrated Digital Marketing course aims to provide students with a holistic view of digital marketing strategies, combining core channels and tools to create cohesive campaigns. The curriculum is designed to help students understand how different digital channels work together to enhance brand visibility, engage audiences, and drive conversions. By focusing on integration, analytics, and emerging trends, students will develop skills that align with industry needs for a data-driven and adaptable approach.

Course Outcomes:

After completion of the course, the student will be:

Course Outcome	Course Outcome Statement	Bloom Taxonomy Level
CO1	**Understanding** the key concept of integrated digital marketing	L2
CO2	**Applying** SEO strategies and techniques to optimize website content and enhance search engine visibility.	L3
CO3	**Analysing** consumer behavior and digital touchpoints to develop targeted marketing strategies that align with business objectives.	L4
CO4	**Analysing** ethical considerations in digital practice	L4
CO5	**Evaluating** the effectiveness of digital marketing campaigns through web analytics and KPIs to drive continuous improvement	L5

Course Content

Unit I:	Introduction	10 Hours
Introduction to Digital Marketing: Overview, importance, and evolution. Digital Marketing Channels: SEO, SEM, social media, email, and content marketing. Consumer Behavior Online: Understanding digital audiences and digital touchpoints. Digital Strategy Development: Crafting objectives and aligning with business goals.		
Unit II	Integrated Digital Marketing Techniques	10 Hours
Search Engine Optimization (SEO): Keyword research, on-page, off-page SEO. Social Media Marketing: Channel selection, content strategy, and engagement. Content Marketing: Content creation, storytelling, and distribution strategies. Email Marketing: List management, campaign planning, and automation.		
Unit III	Analytics and Performance Measurement	12 Hours
Web Analytics: Tracking, interpreting, and optimizing KPIs, social media and Campaign Analytics: Measuring reach, engagement, and conversions. Customer Journey and Attribution Models: Multi-channel attribution and ROI.A/B Testing and Optimization: Experimentation for campaign improvements.		
Unit IV	Advanced and Emerging Digital Marketing Trends	13 Hours
Mobile Marketing: Mobile SEO, app marketing, and geotargeting. Marketing Automation and AI: Personalization, AI-driven insights, and tools. Influencer and Affiliate Marketing: Strategies for leveraging partnerships. Ethics and Compliance in Digital Marketing: Data privacy, transparency, and ethical practices		

Learning Experience:

Students will gain practical knowledge through real-world projects, digital marketing tools, and hands-on exercises. They'll experience building multi-channel campaigns, utilizing analytics for performance measurement, and applying the latest digital trends to optimize marketing strategies. Interactive activities such as case studies, A/B testing, and content creation assignments will reinforce skills, preparing students to create effective integrated marketing strategies in a dynamic digital landscape.

Textbooks

3. Chaffey, Dave, and Fiona Ellis-Chadwick. Digital Marketing: Strategy, Implementation, and Practice. Pearson Education, 2022.
4. Kotler, Philip, and Kevin Lane Keller. Marketing Management. Pearson, 2019

Suggested Readings

3. Ryan, Damian. Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation. Kogan Page, 2020
4. Tuten, Tracy L., and Michael R. Solomon. Social Media Marketing. Sage Publications, 2018.

Open Educational Resources (OER)

3. https://api.pageplace.de/preview/DT0400.9781009204347_A47730674/preview-9781009204347_A47730674.pdf
4. https://www.digitalmarketer.com/digital-marketing/assets/pdf/ultimate-guide-to-digitalmarketing.pdf?srsltid=AfmBOooNLYeMXZ5WhFbOwGwrSlwfOyED6pVl1acVqJ9klxXw1zUrQXr

Evaluation Scheme

Evaluation Components	Weightage
Internal Marks (Theory): -	
I) Continuous Assessment (30 Marks) **(All the components to be evenly spaced)** Project/ Quizzes/ Assignments and Essays/ Presentations/ Participation Case Studies/ Reflective Journals (Minimum of five components to be evaluated)	30 Marks
II) Internal Marks (Theory): -Mid-Term Exam	20 Marks
External Marks (Theory): -End-Term Examinations	50 Marks
Note: It is compulsory for a student to secure 40% marks in Internal and End Term Examination separately to secure minimum passing grade.	

SEMESTER III					
Course Code: MCSP822	**Course Title: Digital Advertising**	**L**	**T**	**P**	**C**
Version	1	1	0	1	3
Category of Course	Major				
Total Contact Hours	45				
Pre-Requisites/ Co-Requisites	**Basic knowledge of Marketing and digital literacy.**				

Course Perspective

The Digital Advertising course offers students an in-depth understanding of modern digital advertising techniques and platforms. With a strong focus on paid media, this course explores search engine advertising, social media advertising, and display ads while examining strategies for creating and managing successful campaigns. Students will learn about the digital advertising ecosystem, identify appropriate ad formats, and analyze campaign performance metrics. Through practical examples, case studies, and industry insights, students will be equipped to navigate the complex landscape of paid media advertising.

Course Outcomes:

After completion of the course, the student will be:

Course Outcome	Course Outcome Statement	Bloom Taxonomy Level
CO1	**Understanding** the key concepts and frameworks of paid media marketing.	L2
CO2	**Applying** digital advertising tools to create and manage campaigns	L3
CO3	**Analysing** customer behavior and advertising performance metrics to optimize digital ad strategies.	L4
CO4	**Evaluating** the ROI of digital advertising campaigns and making recommendations for improving overall campaign effectiveness.	L5
CO5	**Creating** effective ad copy, media plans, and strategies tailored to specific target audiences and business goals	L6

Course Content

Unit I	Introduction to Paid Media Marketing	08 Hours
Overview of the paid media landscape - Types of paid media (e.g. search engine advertising, social media advertising, display advertising) - Setting marketing goals and identifying target audiences - Understanding customer behavior online - Paid media ethics and legal considerations			
Unit II	Search Engine Advertising	08 Hours
Introduction to search engine advertising platforms (e.g. Google AdWords) - Keyword research and selection - Setting up and managing campaigns -Crafting effective ad copy and selecting appropriate ad formats - Measuring and tracking search engine advertising performance			
Unit III	Social Media Advertising	10 Hours
Introduction to social media advertising platforms (e.g. Facebook Ads, LinkedIn Ads, Instagram Ads) - Setting social media advertising goals -Developing a social media advertising strategy - Creating and curating content for social media ads - Measuring and tracking social media advertising performance			
Unit IV	Display Advertising	10 Hours
Introduction to display advertising and its benefits - Setting display advertising goals and identifying target audiences -Developing a display advertising budget and campaign plan - Crafting effective ad copy and selecting appropriate ad formats - Measuring and tracking display advertising performance.			
Unit V	Advanced Paid Media Strategies	09 Hours
Introduction to advanced paid media tactics (e.g. retargeting, programmatic advertising) - Developing a holistic paid media strategy - Integrating paid media with other marketing channels (e.g. email, content marketing) - Measuring and tracking the ROI of paid media campaigns.			

Learning Experience: Students will engage in a variety of learning activities, including case studies, hands-on projects, and guest lectures from industry experts. They will work on creating ad campaigns using platforms like Google Ads, Facebook Ads, and LinkedIn Ads, analyze customer behavior online, and evaluate the effectiveness of different advertising strategies. By the end of the course, students will have gained practical experience in managing digital advertising campaigns, understanding audience targeting, and tracking return on investment (ROI).

Textbooks

1. Schaefer, M., & Fay, B. (2020). Paid Media: Advertising in a Digital World. New York: Business Expert Press

2. Keller, K. L. (2020). Strategic Brand Management: Building, Measuring, and Managing Brand Equity. Pearson

Suggested Readings

1. Evans, D. R. (2020). Paid Media: A Guide to Successful Digital Advertising. New York: Business Expert Press
2. Clow, K. E., & Baack, D. (2021). Integrated Advertising, Promotion, and Marketing Communications. Pearson
3. Chaffey, D. (2022). Digital Marketing: Strategy, Implementation and Practice. Pearson

Open Educational Resources (OER)

1. https://engage.marketo.com/rs/460-TDH-945/images/The-Definitive-Guide-to-Digital-Advertising.pdf
2. https://www.digitalmarketer.com/digital-marketing/assets/pdf/ultimate-guide-to-digitalmarketing.pdf?srsltid=AfmBOoo5XNgQ6rJgTLauoLLXSHJSgCNAJGa_XNanJkjz4wBF9ZumZVKk

Evaluation Scheme

Evaluation Components	Weightage
Internal Marks (Theory): -	
I) Continuous Assessment (30 Marks) **(All the components to be evenly spaced)** Project/ Quizzes/ Assignments and Essays/ Presentations/ Participation Case Studies/ Reflective Journals (Minimum of five components to be evaluated)	30 Marks
II) Internal Marks (Theory): -Mid-Term Exam	20 Marks
External Marks (Theory): -End-Term Examinations	50 Marks
Note: It is compulsory for a student to secure 40% marks in Internal and End Term Examination separately to secure minimum passing grade.	

SEMESTER IV					
Course Code: MCMA802	**Course Title: Contemporary Issues in Strategic Management**	**L**	**T**	**P**	**C**
Version	1	3	0	0	3
Category of Course	Major				
Total Contact Hours	45				
Pre-Requisites/ Co-Requisites	**Basics of management**				

Course Perspective

This course offers deep understanding of the concepts like mission, vision, and objectives and how they are aligning to organizational goals and strategies. Environmental scanning tools enable them to analyze market conditions and identify competitive advantages. Strategic management is essential for students as it teaches them to develop, implement, and evaluate strategies that drive organizational success. It equips future leaders with the ability to analyze business environments, make informed decisions, and create competitive advantages in dynamic markets, ensuring long-term sustainability and growth.

Course Outcomes:

After completion of the course the student will be:

Course Outcome	Course Outcome Statement	Bloom Taxonomy Level
CO1	**Understanding** the concept of strategic management.	L2
CO2	**Applying** business environment analysis techniques, including PESTEL and VRIO, to inform strategic decisions in a global context.	L3
CO3	**Analysing** various strategic frameworks and models, such as SWOT analysis and the Balanced Scorecard, to assess their impact on organizational performance	L4
CO4	**Evaluating** corporate-level strategies using models like the BCG Matrix and GE Nine Cell Framework to determine their effectiveness and suitability	L5
CO5	**Creating** strategic plans that incorporate strategic leadership, culture, and Blue Ocean strategies for sustainable competitive advantage	L6

Course Content

Unit I	Introduction to strategic management	11 Hours
concept of strategic management, mission, vision, objectives, process of strategic management, environmental scanning, SWOT analysis, Strategy Formulation, Process of Strategy Formulation, Models of Strategic management – Prahlad, Mintzberg, Ansoff, Porter. Mc Kinsey 7s Framework		
Unit II	Strategic implementation in Global Business Environment	12 Hours
Business Environment Analysis – PESTEL, ETOP, SWOT, VRIO Framework, Value Chain Analysis. Generic Strategies Strategic Management Process, Constraints and Strategic Choice, Porters five forces Model, Global Multicultural Environment and Glocalization strategies		
Unit III	Corporate Level Strategies	11 Hours
Balanced Score Card; Stability, Grand, Growth, Expansion, Diversification, Disinvestment, Retrenchment, Turnaround and Combination Strategies. GE Nine Cell Framework, BCG Matrix, Stop Light Model, Directional Policy Framework, PIMS Framework		
Unit IV	Strategic Evaluation and Control	11 Hours
Strategic Leadership, Culture and Strategy, Structure and Strategy, SBU Level Strategies, Strategy Evaluation and Control, Management Control Systems, Strategic Cost Management, Product Design and Divisional Strategies. Blue Ocean Strategy		

Learning Experience: The learning process for this course will involve a mix of interactive lectures, practical workshops, case studies, quizzes, and assessments. Classes will focus on theoretical concepts, while practical sessions will allow students to apply frameworks like SWOT and PESTEL in real-world scenarios, enhancing their analytical skills. Group discussions and presentations will foster collaboration and critical thinking, while quizzes and tests will reinforce knowledge retention. This comprehensive approach ensures that students not only grasp the concepts but also develop the ability to apply them effectively in strategic decision-making processes, preparing them for leadership roles in their future careers.

Textbooks

1. Strategy Management and Business Policy: Globalisation, Innovation and Sustainability – Wheeler, Hunger and Rangrajan
2. Kazmi Azhar and Adela Kazmi,(2015) "Strategic Management", Tata McGraw Hill Publishing Company Ltd., New Delhi

Suggested Readings

1. Strategic Management Concepts: A competitive advantage approach – Fred R David
2. Competitive Strategy: Techniques for Analysing Industries and Competitors, by Michael E. Porter, Free Press publications.

Open Educational Resources (OER)

1. MIT OCW - Strategic Management
2. Open Textbook Library - Strategic Management
3. Saylor Academy - Strategic Management

Evaluation Scheme

Evaluation Components	Weightage
Internal Marks (Theory):-	
I) Continuous Assessment (30 Marks) **(All the components to be evenly spaced)** Project/ Quizzes/ Assignments and Essays/ Presentations/ Participation Case Studies/ Reflective Journals (Minimum of five components to be evaluated)	30 Marks
II) Internal Marks (Theory):-Mid-Term Exam	20 Marks
External Marks (Theory):-End-Term Examinations	50 Marks
Note: It is compulsory for a student to secure 40% marks in Internal and End Term Examination separately to secure minimum passing grade	

SEMESTER IV					
Course Code: MCMA804	**Course Title:** **Cyber Law and Security**	**L**	**T**	**P**	**C**
Version	1	1	0	1	3
Category of Course	Major				
Total Contact Hours	45				
Pre-Requisites/ Co-Requisites					

Course Perspective

This course will provides a comprehensive exploration of the legal frameworks, policies, and governance structures essential for managing and regulating cyberspace. As our reliance on digital technologies continues to grow,

understanding the legal landscape surrounding cybersecurity and data privacy becomes increasingly crucial.

Course Outcomes:

After completion of the course the student will be:

Course Outcome	Course Outcome Statement	Bloom Taxonomy Level
CO1	**Understanding** the basics of computer and cyber security, information technology law, and digital evidence, focusing on the core principles, terminologies, and foundational concepts.	L2
CO2	**Applying** IT laws, cyber security measures, and digital forensic techniques to identify, prevent, and address cyber threats, ensuring data protection and compliance with legal standards.	L3
CO3	**Analysing** different types of cyber crimes, security threats, and legal frameworks, evaluating the implications for data protection and online security compliance.	L4
CO4	**Evaluating** the effectiveness of existing cyber laws, security policies, and investigative procedures, considering loopholes, challenges, and human rights issues in cyberspace.	L5
CO5	**Creating** comprehensive strategies for data protection, compliance with IT laws, and implementing robust cyber security measures in various contexts, including cloud computing and international perspectives.	L6

Course Content

Unit I	Basic of Computer & Cyber Security	9 Hours
Computers and its components, Application Software and System Software, Introduction to Operating System, Basics of Networks and internet, Types of Networks, Definition of Cyber Security Search Engines, E-mails and WWW', Internet working Devices, Internet Service Provider, IP Address, Working of Email System, Domain Name System, Blogs, Peer to Peer sharing, Cryptography, type, goals, PKI, Digital signatures and electronic signatures, Electronic Payment system and Taxation Computer & Cyber Security: Types of Attacks, Network Security, Overview of Security threats, Hacking Techniques, Password cracking, Insecure Network connections, Malicious Code, Concept of Fire Wall Security, Advance Computers, Network & Mobile Security Techniques		
Unit II	Information Technology Law	12 Hours

Evolution of the IT Act, Genesis and Necessity Salient features of the IT Act, 2000; various authorities under IT Act and their powers. ; Penalties & Offences, amendments

Impact on other related Acts (Amendments to Indian Penal Code, Amendments to Indian Evidence Act, Amendments to Bankers Book Evidence Act, Amendments to Reserve Bank of India Act.)

Cyber Space Jurisdiction (Jurisdiction issues under IT Act, 2000, Traditional Principals of Jurisdiction, Extra terrestrial Jurisdiction, Case Laws on Cyber Space Jurisdiction)

E-commerce and Laws in India (Digital/ Electronic Signature in Indian Laws, E-Commerce; Issues and provisions in Indian Law, E-Governance; concept and practicality in India, E-Taxation issues in Cyberspace, E-Contracts and its validity in India, Cyber Tribunal & Appellate Tribunal, Cyber Regulations

Copyright and WIPO Treaties, Concept of Patent Right, Relevant Provisions of Patent Act 1970)

Sensitive Personal Data or Information (SPDI) in Cyber Law (SPDI Definition and Reasonable Security Practices in India, Reasonable Security Practices – International perspective) Cloud Computing & Law, Cyber Law : International Perspective

Unit III	Cyber Crime and Investigation Procedures	12 Hours

Cyber Forensic and Computer Crimes and types, Crimes targeting Computers: Definition of Cyber Crime & Computer related crimes, Classification & Differentiation between traditional crime and cyber crimes.

Cyber Criminal Mode and Manner of Committing Cyber Crime, Prevention of Cyber Crimes & Frauds Critical analysis & loop holes of The IT Act,2000

Cyber Crimes : freedom of speech in cyber space & human right issues

Digital Forensics (Computer Forensics, Mobile Forensics, Forensic Tools, Anti-Forensics) Electronic/Digital Evidence laws & case Laws, International Organizations and Their Roles

Unit IV	Cyber and Cyber Security Law	12 Hours

Cyber Law and its importance, Advantages of Cyber Law, Cybersecurity Law, Role of Cyber Laws in Cybersecurity's, Types of Cyber Laws, Cyber Security Laws and Regulations in India, Cyber Security Laws in the United States (US)

Obligations of data fiduciary, Rights and Duties of data principal, Special Provisions, Data Protection Board of India; Power, Function and Procedure to be followed by Board, Appeal and Alternate dispute Resolution, Penalties and Adjudication.

Learning Experience: This course will be delivered through interactive lectures, hands-on lab sessions, case studies, and practical assessments, providing a comprehensive understanding of computer and cyber security laws. Unit I will introduce basic concepts through lectures, followed by practical sessions on network security, email systems, and cryptography. In Unit II, group discussions and case studies will facilitate the understanding of IT law and its implications for e-commerce, digital signatures, and data protection. Units III and IV will emphasize cyber crime investigations and cyber law application, supported by digital forensic labs, role plays, and mock legal scenarios. Regular quizzes, tests,

and real-world simulations will enhance learning outcomes and prepare students for practical challenges in cyber security.

Textbooks

1. "Cyber Law: Maximizing Safety and Minimizing Risk in Classrooms" by Aimee M. Bissonette and Douglas R. Bissonette.
2. "Cyber Law: A Legal Arsenal for Online Business" by Brett J. Trout

Suggested Readings

1. Cyber Law: The Law of the internet and Information Technology" By Jonathan Rosenoer
2. "Cyber Law: Cases and Materials" by Raymond S. R. Ku and Jacqueline D. Lipton.

Open Educational Resources (OER)

1. https://www.knowledgehut.com/blog/security/cyber-security-laws
2. https://www.meity.gov.in/writereaddata/files/Digital%20Personal%20Data%20Protection%20Act%202023.pdf
3. https://prsindia.org/billtrack/digital-personal-data-protection-bill-2023

Evaluation Scheme

Evaluation Components	Weightage
Internal Marks (Theory):-	
I) Continuous Assessment (30 Marks) **(All the components to be evenly spaced)** Project/ Quizzes/ Assignments and Essays/ Presentations/ Participation Case Studies/ Reflective Journals (Minimum of five components to be evaluated)	30 Marks
II) Internal Marks (Theory):-Mid-Term Exam	20 Marks
External Marks (Theory):-End-Term Examinations	50 Marks
Note: It is compulsory for a student to secure 40% marks in Internal and End Term Examination separately to secure minimum passing grade.	

SEMESTER IV		L	T	P	C
Course Code: MCSP815	**Course Title: Mobile Marketing**				
Version	1	1	0	1	3
Category of Course	Major				

Total Contact Hours	45
Pre-Requisites/ Co-Requisites	**Fundamental knowledge of Digital Marketing and mobile technology**

Course Perspective

The Mobile Marketing course introduces students to the evolving world of mobile marketing, focusing on how businesses can leverage mobile technologies to reach, engage, and convert audiences. The course covers the strategic and tactical aspects of mobile marketing, from SMS and mobile app promotion to advanced techniques like location-based marketing. It also emphasizes how to integrate mobile marketing into broader digital marketing strategies while assessing its performance and ROI. By learning these techniques, students will gain a deep understanding of how mobile technology can enhance marketing campaigns, foster customer relationships, and drive business growth.

Course Outcomes:

After completion of the course, the student will be

Course Outcome	Course Outcome Statement	Bloom Taxonomy Level
CO1	**Understanding** the key concepts of mobile marketing	L2
CO2	**Applying** mobile marketing tactics to target specific audiences effectively	L3
CO3	**Analysing** customer behavior and campaign performance using mobile marketing metrics to improve marketing efficiency.	L4
CO4	**Evaluating** the success of mobile marketing campaigns by assessing ROI and refining strategies based on performance data.	L5
CO5	**Creating** innovative mobile marketing campaigns by integrating advanced techniques	L6

Course Content

Unit I	**Introduction to Mobile Marketing**	**08 Hours**
Overview of the mobile marketing landscape - Setting mobile marketing goals and identifying target audiences - Understanding customer behavior on mobile devices - Developing a mobile marketing strategy - Types of mobile marketing (e.g. SMS marketing, mobile app marketing, mobile advertising)		
Unit II	**SMS Marketing**	**08 Hours**

SMS marketing and its benefits - Building and segmenting SMS lists - Crafting effective SMS campaigns - Measuring and tracking SMS marketing performance - best practices for SMS Marketing		
Unit III	**Mobile App Marketing**	**10 Hours**
Introduction to mobile app marketing and its benefits - Developing a mobile app marketing strategy - Promoting mobile apps through app stores and other channels - Measuring and tracking mobile app performance		
Unit IV	**Mobile Advertising**	**10 Hours**
Mobile advertising platforms (e.g. Google AdMob, Facebook Ads, LinkedIn Ads) - Setting mobile advertising goals and identifying target audiences - Developing a mobile advertising budget and campaign plan - Crafting effective ad copy and selecting appropriate ad formats - Measuring and tracking mobile advertising performance		
Unit V	**Advanced Mobile Marketing Strategies**	**09 Hours**
Introduction to advanced mobile marketing tactics (e.g. location-based marketing, mobile video advertising) - Integrating mobile marketing with other marketing channels (e.g. email, content marketing) - Measuring and tracking the ROI of mobile marketing campaigns		

Learning Experience: Students will engage in a dynamic learning environment involving case studies, hands-on projects, and interactive discussions. The course will also feature guest lectures by industry experts to provide real-world insights into mobile marketing strategies and trends. Practical activities, such as creating SMS and mobile app campaigns and measuring their performance, will help students apply their knowledge. Group discussions on mobile advertising platforms and campaign optimization will further enhance their analytical and problem-solving skills.

Textbooks

1. Dushinski, K. (2010). The Mobile Marketing Handbook: A Step-by-Step Guide to Creating Dynamic Mobile Marketing Campaigns. CyberAge Books

2. Rowles, D. (2014). Mobile Marketing: How Mobile Technology is Revolutionizing Marketing, Communications, and Advertising. Kogan Page

Suggested Readings

1. Pasqua, R., & Elkin, N. (2011). Mobile Marketing: An Hour a Day. Sybex Publishing.
2. Frost, R. (2020). Mobile Marketing For Dummies. Wiley

Open Educational Resources (OER)

1. http://ndl.ethernet.edu.et/bitstream/123456789/50008/1/262.pdf
2. Mobile Marketing Course" by HubSpot Academy (Free certification course)
3. Mobile Marketing" by Google Analytics Academy (Free course with certification

Evaluation Scheme

Evaluation Components	Weightage
Internal Marks (Theory): -	
I) Continuous Assessment (30 Marks) **(All the components to be evenly spaced)** Project/ Quizzes/ Assignments and Essays/ Presentations/ Participation Case Studies/ Reflective Journals (Minimum of five components to be evaluated)	30 Marks
II) Internal Marks (Theory): -Mid-Term Exam	20 Marks
External Marks (Theory): -End-Term Examinations	50 Marks
Note: It is compulsory for a student to secure 40% marks in Internal and End Term Examination separately to secure minimum passing grade.	